

Ministry of Panchayati Raj: Annual Capacity Building Plan

Capacity Building Commission



By Sattva Consulting

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Abbreviations

Acronym	Meaning
AAPs	Annual Action Plans
ACBP	Annual Capacity Building Plan
ASO	Assistant Section Officer
AS	Additional Secretary
CBC	Capacity Building Commission
CNA	Capacity Needs Analysis
DS(s)	Deputy Secretary(s)
GeM	Government E-Marketplace
GPDP	Gram Panchayat Development Programme
ISTM	Institute of Secretariat Training and Management
JS(s)	Joint Secretary(s)
LSDG	Localisation of Sustainable Development Goals
MMP	Mission Mode Project
MoPR	Ministry of Panchayati Raj
NIC	National Information Centre
PRI(s)	Panchayati Raj Institutions
RGSA	Centrally Sponsored Scheme of Rashtriya Gram Swaraj Abhiyan
US(s)	Under Secretary(s)

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Executive Summary

I. Context- Mission Karmayogi

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

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

Mission Karmayogi is guided by certain core principles that are applicable to all capacity building interventions under the program. These include¹:

1. A shift from rule to role-based capacity building
2. Move to a competency-driven approach
3. Democratise and enable continuous, lifelong learning opportunities
4. Move beyond silos in the Government
5. Shift to the 70-20-10 model²
6. Link goal setting, planning & achievements
7. Establish unbiased systems of evaluation
8. Shift the mindset of public officials toward training and capacity building

The Capacity Building Commission (CBC) has been constituted as the key implementing agency of Mission Karmayogi, with a mandate to suggest policy interventions related to Human Resources (HR) practices, to put forth recommendations on the standardisation of training and capacity building, and to supervise all central training institutions.

¹ CBC. (2022). "Approach Paper".

² 70% - Experiential learning, 20% - Relational learning, and 10% - Informational learning

II. Annual Capacity Building Plan (ACBP)

This Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic areas that require intervention within the ministry and provides a macro picture of year-wise capacity building initiatives that cater to those areas. The plan is incremental in nature in that it identifies a few focus areas that demand immediate attention and will gradually evolve over time into a full-fledged plan.

The plan follows a cyclical process of preparation as it involves working in tandem with all departments, divisions and zonal/regions within the Ministries, Departments, and Organisations (MDO). Usually, under the strategic direction of the leadership of the MDO, the plan is unfolded phase-wise wherein a few institutes/divisions are selected for capacity building in the first phase of the exercise.

A core portion of the plan is the Capacity Needs Assessment (CNA) survey exercise. The exercise collated insights from all ministerial stakeholders to truly understand the nature of interventions best suited for the ministry. It also enabled the process to be a co-owned and collaborative exercise. Apart from the survey, the ACBP is a product of several in-person discussions with senior leadership to validate and guide the team towards areas of inquiry and analysis.

III. ACBP for the Ministry of Panchayati Raj (MoPR)

The ACBP for the Ministry of Panchayati Raj is based on the Capacity Needs Analysis (CNA) findings coupled with one on one and workshop interactions with the ministry officials. It covers the behavioural, functional, technological, domain and organisational capacity needs of the organisation.

The CNA ensured the self-assessment of capacity needs by the officials to ensure co-ownership of the capacity building process. Similarly, the courses and organisational interventions are suggested under the guidance of the Capacity Building Unit (CBU) of the ministry and the senior leadership.

In furtherance of the above and in consultation with the CBU of MoPR, the Capacity Needs Assessment (CNA) form was created and circulated to all regular staff members, with the

designation of Assistant Section Officer (ASO) and above, and the consultants to analyse individual competency gaps and identify training and non-training interventions.

This report presents the findings of the assessment of individual capacity needs, categorised into behavioural, functional, domain and technology, through trends emerging from individual CNA forms and thereafter identifies interventions for long-term role-based capacity building through training programs with knowledge partners.

IV. Quick Wins for the Ministry of Panchayati Raj

The following training and non-training interventions are identified as immediate priorities and quick wins for the ministry.

Training Initiatives

- Stress Management,
- MS Office Suite,
- GIS,
- Spatial Planning,
- Communication skills,
- Office protocols,
- Statistics and data analytics, and
- Courses on Climate change, and Disaster Management

Non-Training Initiatives

- Process documentation
- Immersion visits to various Panchayati Raj Institutions
- 'Know Your Ministry' training.

V. Macro Snapshot of the Capacity Needs Analysis Exercise

The capacity building plan consists of competency-based training interventions, competency-based non-training interventions and organisational-based non-training interventions (can be

found in the 'Capacity Building Plan' section of the report). Specific cohorts of participants have also been identified for each of these training sessions. The following is an overarching list of competencies identified through the CNA exercise.

Type of Competencies	Identified Competencies
Behaviour	Teamwork
	Communication Skills
	Stress Management
Functional	Writing Proficiency
	Noting and Drafting
	E-Office
Technology	GeM
	Advanced Excel
	Advanced Powerpoint

Division Name	Domain Competencies
Establishment	Office Protocols
	Disciplinary Proceedings
	Leave Management
Capacity Building	Global Best Practices
	Statistics
	Evaluation of Detailed Project Reports
SVAMITVA	Data Analytics
	GIS
	Land Administration processes and laws
Incentivisation of Panchayats	Award Questionnaire

	Process Documentation
	Analysis of Nomination
Policy	Laws relating to Panchayati Raj Institutions (PRIs)
	Focus Areas like Climate Change, Spatial Planning
	Activity Mapping (Mapping activities with powers given to Panchayats)
Finance	GFR
	Budgeting and Accounting
	Audit
e-Panchayat	E-Governance
	Monitoring Frameworks
	Statistics – Graphical Representation
Fiscal Devolution	State Finance Commission
	Laws relating to PRIs
	Disaster Management

Non-training Interventions

A. Competency Specific

- On-site learning or exposure visits for staff members to understand the functioning of Zila Panchayat, Block Panchayat, Gram Sabha etc which will enhance understanding regarding the implementation of schemes and initiatives. Creating a best practices document specific to the Ministry of Panchayati Raj. This can be made under the guidance of senior leadership. It can be in a checklist format to ensure that a note coming to them consists of the necessary information, details, structure and format. This can assist with functional competency of writing proficiency.
- Cohort formation for discussing case studies conducted by the ministry to create awareness regarding accomplishments and enhance understanding regarding dynamic challenges in the implementation of schemes and initiatives.

B. Technology and Data

- A gradual shift from Gram Panchayat Development Programme (GPDP) to spatial planning in the coming years to align ministry work with advancement in technology and achieve ministry objectives.
- Knowledge repository for MoPR across all divisions.

C. System and Processes

- Creation of a handbook for MoPR (specifically for induction) to be prepared and rolled out (with updates annually based on experience on the latest practices) for disseminating information about the MoPR.
- Creation of a template of the document that must be shared at the time of handover from one officer to another. (Headers such as key SPOCs, subject areas, key learning points etc). This can be specific to divisions. Special template should be created for the handover of consultants after the project assignment/ contract period is over.
- A Know-Your-Ministry module should be created. This could also include an overview of the ministry and the beneficiaries they cater to.

D. Resources and Assets

- Intra-ministry communication channel or progress tracking system for real-time updates regarding timelines for completion of files as well as projects.
- Compilation of all MoPR decisions in one handbook.
- The inventory management application is in development with NIC. The same should be rolled out immediately after development.
- An annual resources and assets procurement plan that focuses on scheduling, forecasting, and procuring accordingly.

E. Partnerships and Relationships

- A 'town hall meeting' usually indicates a public meeting at which an official speaks about his or her policies and answers questions from members of the public. A similar format can be imbibed for the ministry wherein the senior leadership can interact with officials at regular intervals.
- Recreational time every month for all officials in cohorts would ensure informal

connection and interaction to support teamwork and communication.

- During conferences, different divisions in MoPR can interact with each other to encourage teamwork.
- Conduct and document a landscape review of all the stakeholders of the Ministry.

F. Personnel Management

- Senior leadership can identify talent with interests/inclination for a particular stream/domain within the department and assign the person under a specific 'mentor' to further develop and hone the required skill sets.
- Identification of personnel needing additional help to ensure hand-holding and training to help them strengthen their skills.
- Identification of personnel who have excelled in areas of work to create a (monthly/quarterly) system of referral and recognition.
- Creation of a module for 'Young Fellowship' customised to MoPR.
- Dedicated collaboration platforms (workshops, virtual meetings, debates, and discussions) for officials to come together and encourage public problem-solving as well as joint learning.

Introduction

I. Mission Karmayogi

India is home to over 1.3 billion people and accounts for around 17% of the world's population. The Government of India is entrusted with ensuring the safety and well-being of these people and the growth and prosperity of the nation. To fulfil these responsibilities, the Government relies on its Ministries, Departments, and Organisations (MDOs). Strengthening the capacities of MDOs is therefore crucial for efficient governance.

Mission Karmayogi refocuses emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

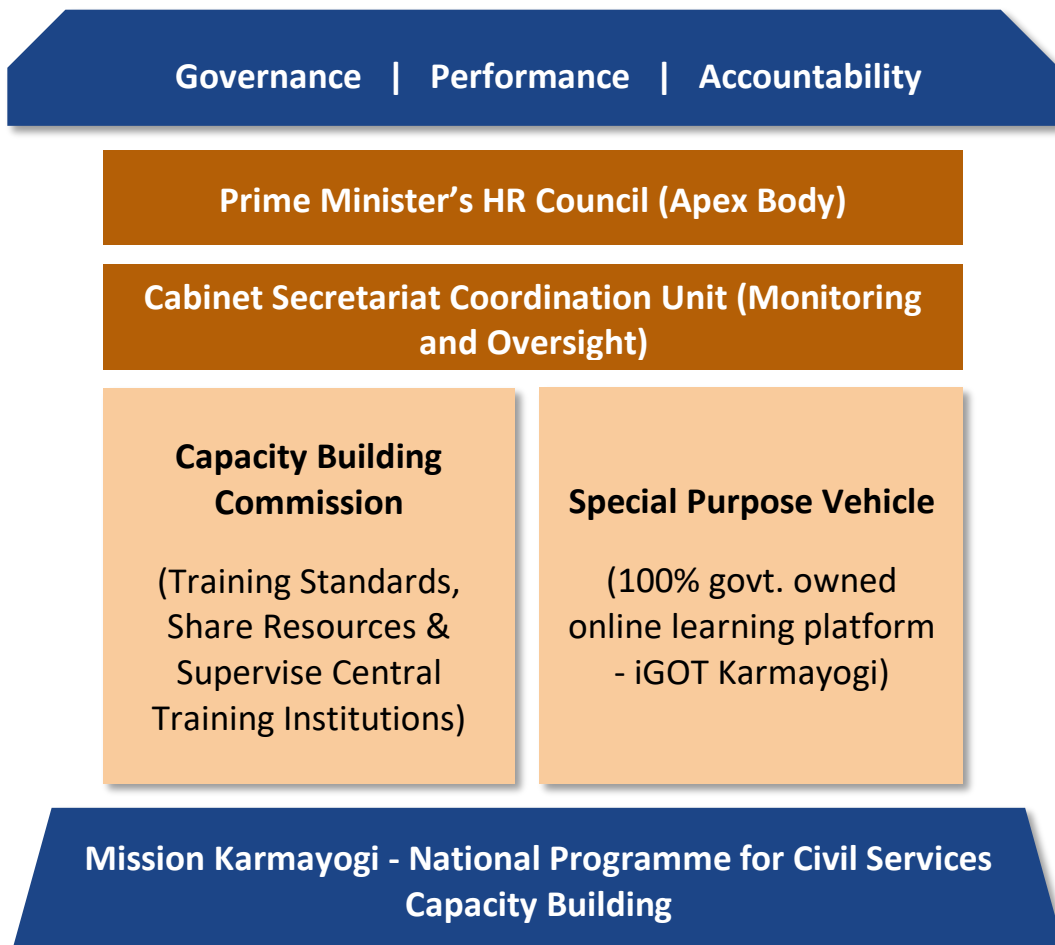
India's current civil service capacity building landscape has the following challenges³:

- ***Siloed nature of government:*** Government officials currently work in geographical, departmental and sectoral silos instead of adhering to a larger unified vision aligned with national priorities.
- ***Training based on seniority:*** Current training interventions are generally based on factors such as the tenure of officials, their seniority, the availability of funding, the availability of courses, and so on. Thus, they are not targeted to the specific needs of positions, government priorities, the national vision, technological developments, future requirements, and so on.
- ***Unstructured training:*** Existing training interventions are sporadic and unstructured. Thus, there is a lack of opportunities for continuous learning across various stages of an official's career.
- ***Restricted access to learning opportunities:*** Currently training opportunities are available to only a limited number of officials based on factors such as seniority and grade.

³ Ibid, 1.

- **Suboptimal learning ecosystem:** Officials do not have access to an ecosystem that emphasises learning in a holistic manner as well as one that is in sync with adult learning principles.
- **Lack of future readiness:** Officials do not have access to capacity building measures that equip them for the future. The government of the future is expected to be, among other things, agile, data-driven, tech-enabled and citizen-centric.

Fig. 1. Mission Karmayogi and Capacity Building Commission (CBC)



The following institutions have been created to operationalise the Mission:

- **PM's HR Council (PMHRC):** Apex Body that provides strategic direction to the Mission

- **Cabinet Secretariat Coordination Unit:** Monitors progress and oversees all capacity building interventions.
- **Capacity Building Commission (CBC):** Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardisation of training and capacity building and supervises all central training institutions.
- **Special Purpose Vehicle:** Owns and operates the online platform - iGOT⁴ Karmayogi - facilitating world-class learning.

Mission Karmayogi is guided by certain core principles that are applicable to all capacity building interventions under the program. These include⁵:

1. **Shift from rule to role-based capacity building:** Mission Karmayogi focuses on enhancing the attitudes, skills, and knowledge of government officials through role-based interventions. This means a shift from rule-based, supply-driven training to more role-based, demand-driven capacity building. As such, it is targeted to the individual official's needs, wants and aspirations and would be achieved through role-specific, just-in-time, lifelong training for government officials.
2. **Move to a competency-driven approach:** A competency-driven capacity-building approach focuses on developing competencies critical for public officials to effectively undertake various roles. In line with the National Training Policy of 2012, Mission Karmayogi introduces a competency framework for the capacity building of civil services. This framework will govern training, capacity building, and Human Resource (HR) management, including promotions and postings of government officials. Competencies can be defined as a combination of attitudes, skills and knowledge (ASK) that enable an individual to successfully perform a task or activity in a given job.
3. **Democratise and enable continuous, lifelong learning opportunities:** Currently, the civil services capacity building eco-system does not provide a continuous learning environment for government officials. Additionally, such efforts cater mostly to a specific

⁴ IGoT - Integrated Government Online Training

⁵ Ibid, 1.

group of officials. Thus, Mission Karmayogi aims to change this situation by making opportunities available to all government officials, across hierarchies and geographies. This includes the opportunity to continuously build and strengthen the competencies required for fulfilling their respective roles. It will also provide equitable access to learning material across different levels of the government thereby making world-class capacity-building initiatives available to all sections of the civil service.

4. ***Move beyond silos in the Government:*** Mission Karmayogi aims to break silos across the various ministries/departments, to encourage collaborative effort in achieving shared national goals and priorities.
5. ***Shift to the 70-20-10 model:*** Mission Karmayogi proposes designing learning opportunities based on the 70-20-10 model of life-long learning. The 70-20-10 model is constructed on the following principle:
 - Experiential learning — 70 per cent of learning comes from on-the-job experiences and reflections
 - Relational learning — 20 per cent of learning is derived from working with others
 - Informational learning — 10 per cent of learning comes from formal instructor-led activities
6. ***Link goal setting, planning & and achievements:*** Mission Karmayogi aims to align learning and capacity building with organisational goals and the career goals of individual officials. This would also include performance measurement.
7. ***Establish unbiased systems of evaluation:*** Under Mission Karmayogi, there will be objective, fair, and independent assessments to determine performance.
8. ***Shift the mindset of public officials toward training and capacity building:*** The goal is to shift the mindset of public officials from pursuing or delivering training due to compliance, to pursuing it due to a love for learning and teaching.

II. Capacity Building Commission (CBC)

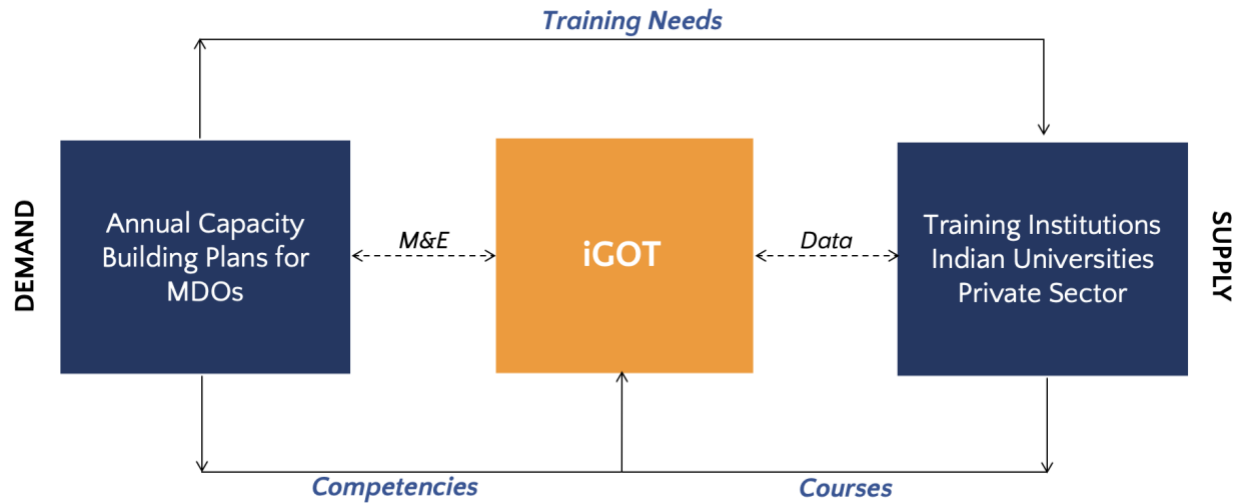
The Capacity Building Commission (CBC) was formally constituted as an independent body in April 2021 to drive the standardisation and harmonisation of capacity building interventions across the Indian civil services landscape. CBC's mission is to create optimal learning opportunities for each civil servant with the objective of building an agile and future-ready civil service.

The Commission is mandated to perform the following key functions:

- Facilitate preparation of the Annual Capacity Building Plans of the ministries, departments, and organisations (MDOs) and submit the plans for approval to PMHRC.
- Exercise functional supervision over institutions engaged in providing training to civil servants.
- Prepare an Annual HR Report
- Undertake an audit of human resources available in the Government and present the findings and recommendations to the Cabinet Secretariat Coordination Unit.
- Make recommendations about the standardisation of training, capacity building, and methodology, including coordination with Government training institutions in conducting further research in these areas.
- Make recommendations about policy interventions in the areas of personnel/HR and capacity building.
- Undertake an assessment of data captured on the iGOT–Karmayogi pertaining to the various aspects of capacity building, including content creation, competency mapping and feedback.
- Organise the Annual Global Public HR Summit under the overall guidance of the PMHRC and the Cabinet Secretariat Coordination Unit.
- Approve knowledge partners for the program

Figure 2 shows the Emerging Ecosystem of Civil Services Capacity Building as envisioned by CBC. As can be seen, demand for capacity building will be driven by the creation and implementation of ACBPs across all MDOs.

Figure 2. Emerging Ecosystem of Civil Services Capacity Building



The ACBPs will provide a detailed analysis of individual and collective organisational needs for the MDO, based on which interventions will be designed, implemented, and monitored. Specific citizen-centric behavioural training will focus on improving citizens' experience while engaging with the State.

Regarding the supply side, the focus will be on improving the government learning and development ecosystem. CBC has developed the National Standards for Civil Services Training Institutes (NSCTI) as a benchmark for measuring the existing capacity of Government Training Institutes. Targeted interventions across focus areas such as faculty development, training needs assessment, operations & governance will guide the transformation of these institutes and Centres of Excellence. HR Audit and Learning & Development Survey will help in gathering an understanding of the current HR processes and practices in place, and future L&D requirements. This understanding will help recommend measures for improvement and will be documented in the Annual Report of CBC.

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

III. Annual Capacity Building Plan (ACBP)

The creation of Annual Capacity Building Plans (ACBPs) will serve as the foundation for enhancing the efficiency and efficacy of individuals as well as MDOs. The objective of creating an ACBP is to:

1. Understand and document the capacity building needs of MDOs at the individual, organisational, and institutional levels, and
2. Identify both training and non-training capacity building interventions to bridge these needs.

The creation of ACBP will focus on identifying the demand for capacity by conducting a Capacity Needs Analysis (CNA). The implementation phase will, in turn, focus on the supply side of the process. The tables below list the demand and supply sides of the ACBP exercise.

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

IV. Ministry, Capacity Building Unit (CBU) and Functions

In order to facilitate interactions of CBC (along with consultants) with MoPR officials, a Capacity Building Unit (CBU) was constituted on 26 May 2022, under the Chairmanship of Dr Chandra Shekhar Kumar, (AS). Annexure 1 consists of the official notice for the same.

The Mandate of the CBU broadly consists of the following activities and follow-up actions:

- Assessment of competencies required through mapping roles at each level
- Conduct a division-wise HR Audit in collaboration with CBC to map existing competency gaps
- Co-create, update & implement the Annual Capacity Building Plan (ACBP) for the Ministry in collaboration with CBC
- Monitor and report the progress of the implementation of ACBP in the Ministry to CBC
- Facilitation of training & non-training interventions for organisational capacity building in partnership with experts
- Any other relevant issue with the approval of the Secretary, Panchayati Raj

About the Approach of Annual Capacity Building Plan

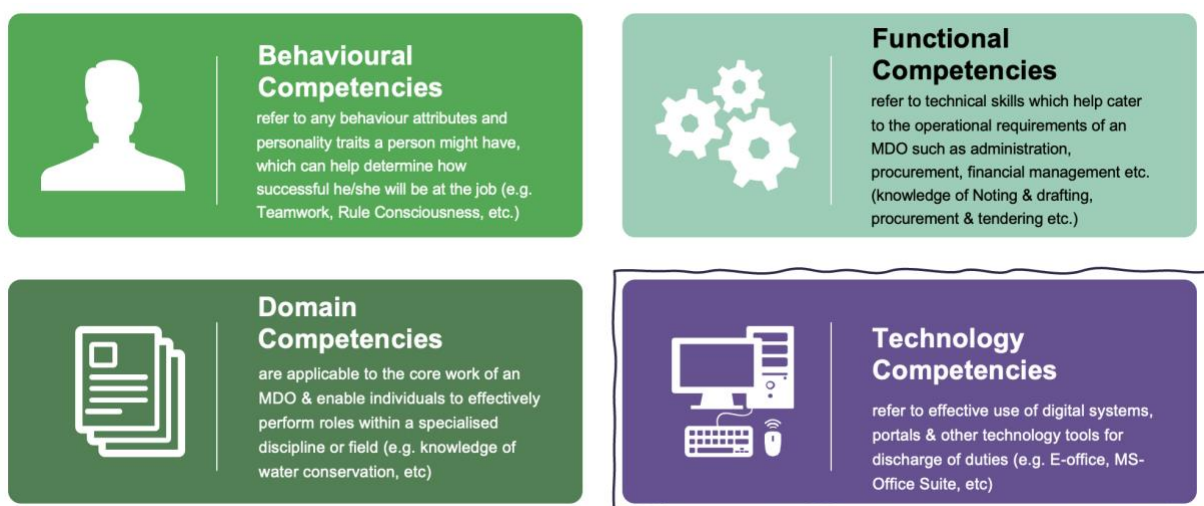
I. Approach and Methodology Followed

A. Approach

The Commission defines capacity building as the process of building, developing, and enhancing the abilities, talents, competencies, efficiency, and qualification of individuals, organisations, and institutions to increase the executive capacity of the State to achieve common national goals now and in future.

Competencies form the basis of individual capacity building. Competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual officials with the competencies required to effectively perform their assigned roles.

Fig. 3. Competency Framework Considered for the ACBP



1. Behaviour Competencies

Any behaviour attribute which contributes to the development of an individual in the organisation to take up bigger roles is known as behaviour competency. These are a set of benchmarked behaviours displayed (or observed/felt) by individuals across a range of roles within the Ministry. These competencies are abstract in nature and cannot be quantified but play the most important role in the development of an individual and are the hardest to develop.

2. Functional Competencies

These competencies help cater to the operational requirements of an MDO such as administration, procurement, financial management, and so on. Functional competencies are applicable across a wide range of ministries/departments of the Government. As compared to behavioural competencies, these are more concrete in nature and are easier to assess as well as develop. Functional competencies play a major role in the overall growth of the individual as these remain relevant even after the shift to other MDOs.

3. Domain Competencies

These competencies enable individuals to effectively perform roles within a specialised discipline or field. Domain competencies are generally applicable to the core work of an MDO or set of related ministries/departments.

4. Technology

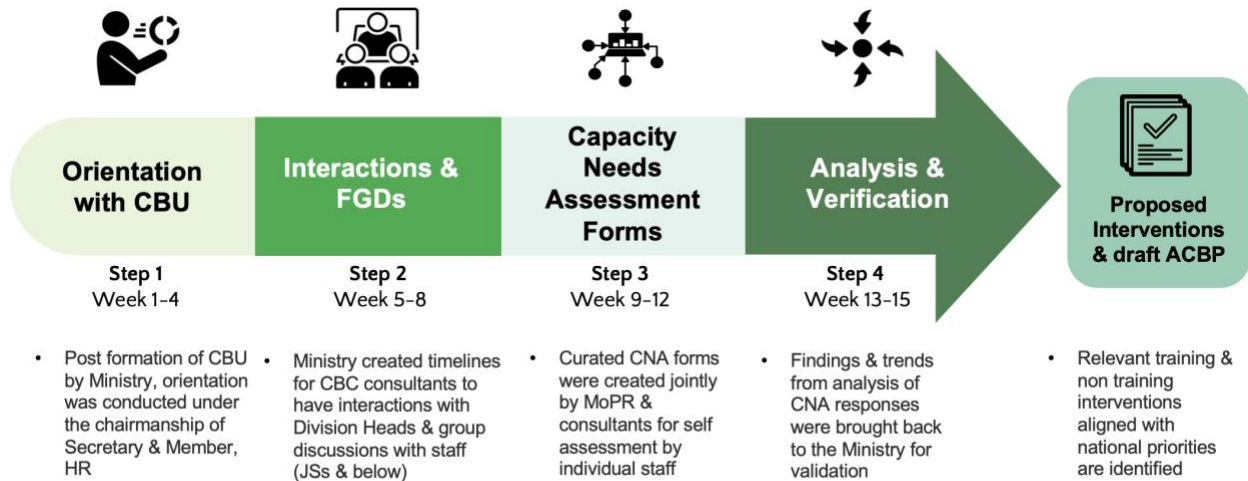
This dimension deals with the technology solutions employed by the MDO to improve its functioning. Examples include software that enables shorter turnaround time on repetitive tasks, and digital tools that increase efficiency or enable faster resolution of pain points.

B. Methodology

The above-elaborated approach was incorporated into MoPR with the help and guidance of the CBU. It materialised into the following methodology.

Figure 4 provides a snapshot of the methodology implemented in the ministry. Each step taken for the creation and implementation of the ACBP has been elaborated chronologically below:

Fig. 4. Steps Undertaken for MoPR’s ACBP Process



1. Interactions

1. Orientation with CBU

Post the introductory meeting led by Member (HR), meetings were held by consultants with internal CBUs of MDOs to gather inputs regarding macro-level functioning, organisation, areas requiring immediate intervention, finalising timelines for division-wise focus group discussions and appointment of nodal officers to ensure seamless access to requisite data.

2. Interactions and FGDs

Based on the guidance from CBU, interactions with Division/Bureau Heads were held, wherever feasible, to gather inputs regarding the functioning of divisions/bureaus, focus areas, competencies (behavioural, functional, domain) required for carrying out responsibilities and identifying areas for immediate interventions.

Micro workshops and focus group discussions have been held with relevant staff to elaborate upon the process of capacity building, understand the functioning and challenges and lay the

foundation for individual capacity needs assessment through customised capacity needs assessment (CNA) forms.

3. Capacity Needs Assessment Forms (CNA)

Figure 5: Components of the CNA survey



For self-assessment of behaviour, functional and domain competencies by individuals, a capacity needs assessment (CNA) questionnaire was shared as a Google form with the entire staff of MoPR. The questionnaire consisted of both choice-based and open-ended questions to gather all relevant information for identifying gaps and recommending interventions. All questions were translated into Hindi to avoid any gap in understanding and secure maximum participation from staff.

During focus group discussions and micro workshops, different lists/ pools of behavioural, functional and domain competencies were shared with the staff to identify competencies relevant to their respective roles. The approach was to create a pool of limited options for each division to identify glaring gaps.

After completion of initial micro workshops and focus group discussions with the staff, the inputs received were shared with Division Heads and Additional Secretary to finalise the same for the creation of customised Capacity Needs Assessment Forms.

Figure 6. Google Form (Extracts)

Section 1 of 9

Capacity Needs Assessment (CNA) Form
<क्षमता आवश्यकता आकलन फ़ार्म>

Form description

The Ministry of Panchayati Raj
 पंचायती राज मंत्रालय

Description (optional)

Name *
 नाम
 Short answer text

Designation *
 पदनाम
 Short answer text

Division/Sub Division *
 डिवीजन / सब डिवीजन

Preferred mode of training/ session for Number 1 *
 प्रशिक्षण/सत्र का तरीका नंबर 1 के लिए

I would prefer an internal training/ session with senior officers (offline/physical)-में वरिष्ठ अधिकारियों (ऑफ़...)

I would prefer a training/session with an external agency/ third party/ expert (offline/physical)-में किसी बा...

I would prefer online courses-में ऑनलाइन पाठ्यक्रम पसंद करूंगा->

I would prefer some exposure/ immersion visits-में कुछ एक्सपोजर/ईमर्शन दौरों को प्राथमिकता दूंगा->

I would prefer to be part of a mentorship program-में एक परामर्श कार्यक्रम का हिस्सा बनना पसंद करूंगा->

Other...

Top 2nd Functional competencies required to carry out responsibilities *
 दूसरी तकनीक आधारित प्रणालियाँ जिनका आप वर्तमान में उपयोग कर रहे हैं

1. Project appraisal and management
2. PFMS
3. Manual of Office Procedure
4. Procurement and tender writing
5. Cabinet Note, EFC, Office Order

4. Analysis and Verification

The CNA form was designed to encourage self-assessment by staff members. The CNA form provided for ranking of behavioural, functional, domain and technology competencies through ranks 1 to 3. During analysis, the option chosen as Rank 1 was given a weight of 3, the option chosen as Rank 2 was given a weight of 2 and Rank 3 was given a unit weight. This ensures that during analysis Rank 1 was given 3 times the priority over Rank 3.

The interactions with Division/Bureau Heads and focus group discussions with the staff paved the way for the identification of institutional and process-oriented gaps and recommended non-training interventions.

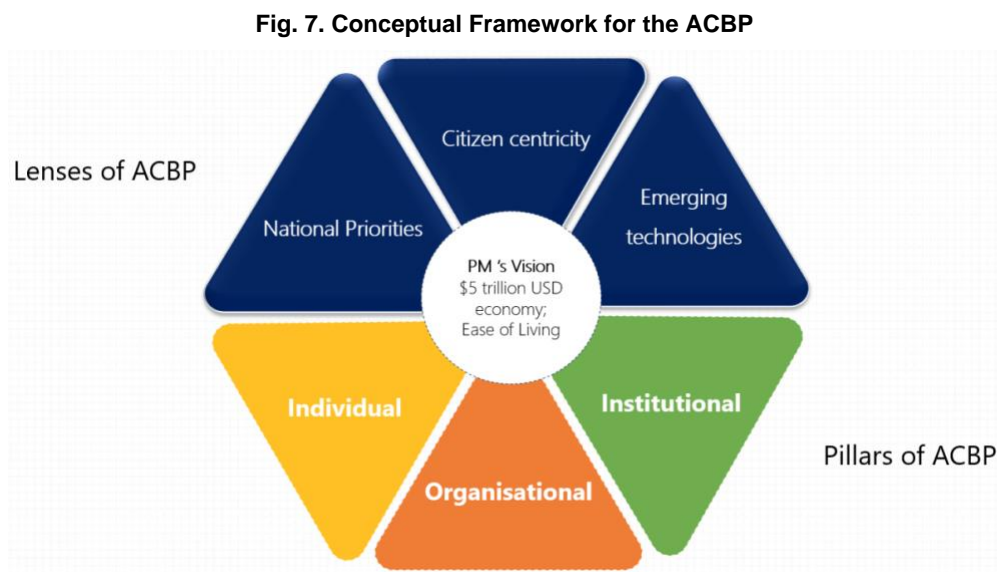
Responses submitted by staff members were shared with CBU and Division Heads for verification of roles, responsibilities, and other inputs to ensure that analysis based on the same is in line with their experience and understanding.

5. Proposed interventions & Draft ACBP

Recommendations for training interventions were discussed with CBU and Division Heads after analysing trends from responses received.

II. ACBP Framework

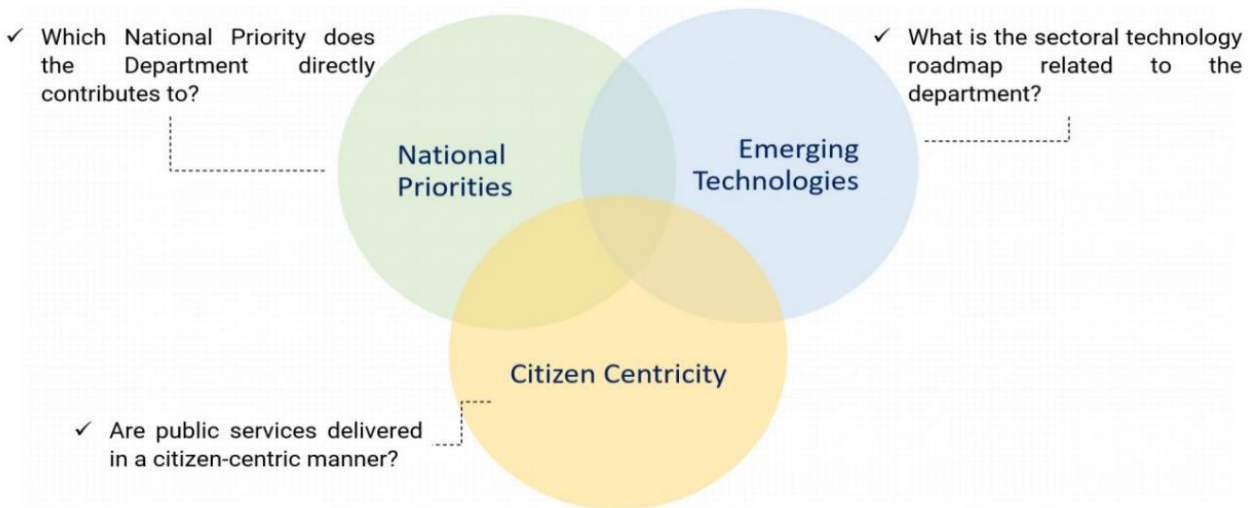
The figure below shows the three lenses of ACBP, namely National Priorities, Emerging Technologies, and Citizen Centricity. It also displays the three pillars of ACBP, namely individual, organisational, and institutional capacity building. Each of these has been elaborated on in the sections below.



III. Three Lenses and Pillars for ACBP

Capacity building is a goal-oriented exercise. Each MDO is expected to arrive at its own capacity building goals. To facilitate this process, the CBC has identified the following three focus areas: Contribution to National Priorities, Ability to assess Emerging Technologies, and Citizen-centricity. These have been elaborated on below.

Fig.8. The Three Lenses of Capacity Building



1. Lens 1: National Priorities

This lens examines how the MDO contributes to National Priorities now and in the future. National Priorities include goals such as the creation of a \$5 trillion economy and Ease of Living. The vision, mission, goals and objectives of the organisation are studied to understand how these will directly contribute to such priorities over a 3–5-year time horizon.

2. Lens 2: Emerging Technologies

In continuation with the overall pursuit of being future-ready, the second focus area looks to understand the potential impact of and challenges surfacing due to the key technology trends emerging within the relevant sector in which the MDO operates. It then assesses the MDO's capacity to regulate these technologies in an optimal manner — capitalising on the potential impact while mitigating identified challenges.

3. Lens 3: Citizen-Centricity

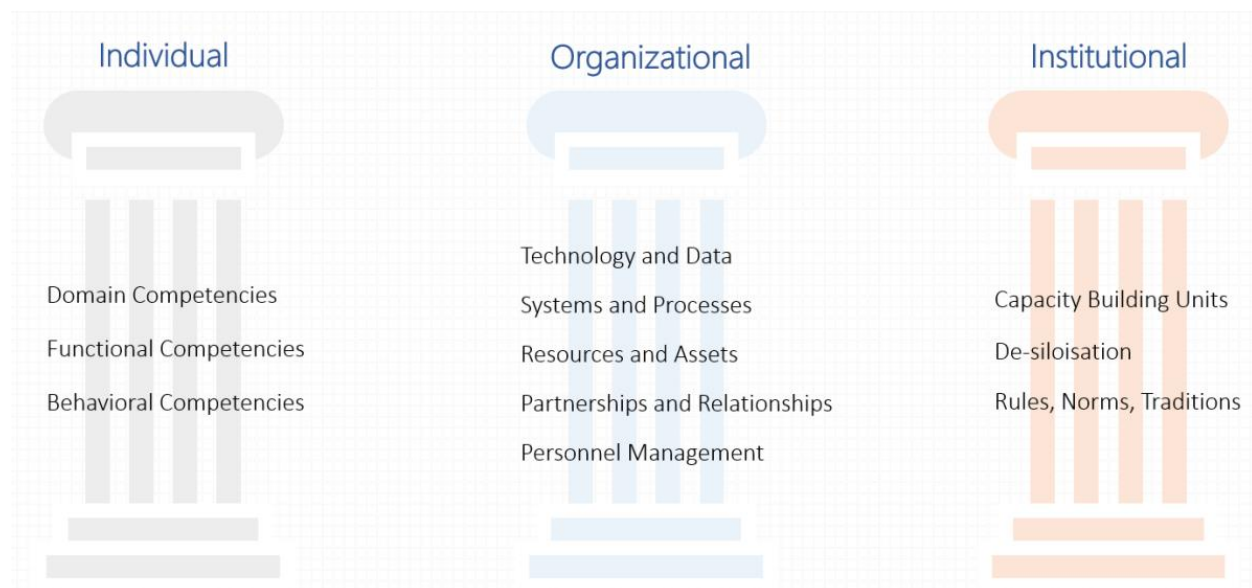
This lens is aimed at promoting citizen-centricity and customer serviceability as a guiding principle while building government capacity. It involves inspecting the MDO's key citizen-centric governance objectives such as transparent and efficient public service delivery, hassle-free citizen experience, representation of citizen interests and inclusion of citizen inputs during

policy/scheme formulation, stability and continuity of various citizen-centric schemes, maintaining smooth and effective grievance redressal mechanisms, participatory governance and so on.

Additionally, it gauges the ministry's contribution to the Prime Minister's vision of Ease of Living. In the case of ministries/departments that do not interface with citizens directly but instead serve them as customers, this lens will expand to include customer focus and service excellence.

It is important to note that the three focus areas are expected to guide ministries/departments in setting capacity-building goals. As such, they are only indicative in nature. Where appropriate, the MDOs are free to choose goals that are beyond the ambit of the above three areas. However, the MDOs are also expected to prioritise goals that ensure their future readiness.

Fig.9. The Three Pillars of Capacity Building



Apart from the 3 lenses; capacity is developed at three levels: individual, organisational and institutional (as seen in figure 9). These are referred to as the three pillars of capacity building. They are described below:

1. Pillar 1: At the Individual Level

Competencies form the basis of individual capacity building. Competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles.

There are three categories of competencies:

- Behavioural competencies: These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles within the MDO. For example, empathy and leadership.
- Domain competencies: These competencies enable individuals to effectively perform roles within a specialised discipline or field. Domain competencies are generally applicable to the core work of an MDO or set of related ministries/departments. For example, public health policy development and water resources management.
- Functional competencies: These competencies help cater to the operational requirements of an MDO such as administration, procurement, financial management, and so on. Functional competencies are applicable across a wide range of ministries/departments of the Government. For example, budgeting, project management, and data analysis.

In the first year of ACBP implementation, capacity building at the individual level will be done through position-level interventions. Gaps will be assessed and bridged for all government officials within a specific position collectively. In the long run, once a FRAC consultant is hired for the MDO, competency gaps will be assessed for each individual, leading to customised training for every official (as opposed to unique roles).

Once competency gaps are identified at the individual level, they will be addressed through training interventions. Training interventions refer to structured learning opportunities provided to individual officials. These interventions have clearly defined learning objectives (competencies to be developed/enhanced).

2. Pillar 2: At the Organisational Level

This refers to the process of building the capacity of collective and shared aspects of the organisation such as existing processes, digital and physical infrastructure and technological capabilities that enable the organisation to achieve its goals.

Capacity at the organisational level is assessed on the basis of the collective aspects of a ministry or department. Some examples of these aspects include

- **Technology and Data:** This dimension deals with the technology solutions employed by the MDO to improve its functioning. Examples include software that enables shorter turnaround time on repetitive tasks, digital tools that increase efficiency or enable faster resolution of pain points, and PQSoft for the management of parliamentary questions for the MDO.
- **Systems and Processes:** This dimension includes all the established systems and processes of the MDO to carry out its day-to-day functions. Examples include monitoring mechanisms for schemes, standard operating procedures, Learning Management Systems, et cetera.
- **Resources and Assets:** This includes the resources and assets of the MDO such as hard and soft infrastructure that the MDO uses for its day-to-day functioning. For example, the physical premises, budgets et cetera.
- **Partnerships and Relationships:** This dimension includes all external partnerships that the MDO is part of such as those with other ministries/departments, global organisations and citizen groups.
- **Personnel Management:** This includes all the functions associated with managing human resources of the MDO such as performance appraisals, training and development, performance management, succession planning et cetera.

3. Pillar 3: At the Institutional Level

Institutional capacity building refers to changes made in the norms, policies and regulations that guide the functioning of individuals and organisations. In the context of the government, institutional capacity building refers to policy-level interventions that affect all ministries and departments of the government. For example, The National Training Policy 2012, Mission Karmayogi, creation of the Capacity Building Commission. All these are examples of interventions that affect the government as a whole.

An Overview of the Ministry

I. About the Ministry

The Ministry of Panchayati Raj (MoPR) is a branch of the Government of India looking after the ongoing process of decentralisation and local governance in the States. The MoPR looks into all matters relating to the Panchayati Raj and Panchayati Raj Institutions (PRIs) and came into existence in May 2004.

II. Business Rules and Mandates of the Ministry

The mandate of the MoPR in the Cabinet Secretariat document⁶ outlining business rules for all ministries has been elaborated below:

1. All matters relating to Panchayati Raj and Panchayati Raj institutions, and
2. District Planning Committees.

III. Vision, Mission, and Objectives

The primary objective⁷ of the MoPR is overseeing the implementation of Part IX of the Constitution, the implementation of the provisions of the PESA Act in the Fifth Schedule areas and the District Planning Committee. The Ministry strives to reach its goals regarding improvements in the functioning of Panchayats through policy interventions, advocacy, capacity building, and persuasion through the implementation of schemes and financial support under Central Finance grants.

The Ministry's mission is the empowerment, enablement, and accountability of PRIs to ensure inclusive development with social justice and efficient delivery of services. It aims to make PRIs an effective, efficient, and transparent vehicle for local governance, social change and public service delivery mechanism meeting the aspirations of the local population.

⁶ Cabinet Secretariat. (amended March, 2022). "[The Government of India \(Allocation of Business\) Rules, 1961](#)".

⁷ Ministry of Panchayati Raj. 2023. "<https://www.panchayat.gov.in/web/ministry-of-panchayati-raj-2>"

As per the information provided by the officials, the sanctioned strength of the ministry stands at 108 with 46 positions vacant. The ministry has also recruited 42 consultants as domain experts and retired personnel.

IV. Goals of the Ministry vis-a-vis National Priorities of the Government of India

The ministry's work and initiatives work towards not just the outlined ministry priorities but also the national priorities. The national priorities outlined here are 'Ease of Living', 'AtmaNirbhar Bharat' and 'USD 5 trillion Economy'.

Apart from these, the use of technology and citizen-centricity are also important national outcomes that have been elaborated on in sections '7' and '8'.

A. Ease of living

- **Geotagging of assets:** Ministry has developed mActionSoft – a mobile-based solution to help in capturing photos with Geo-Tags (i.e., GPS Coordinates) for the works which have assets as an output. Geo-tagging of the assets is done in all three stages viz. before the start of the work, during the work and on completion of the work.

This would provide a repository of information on all works and assets related to natural resource management, water harvesting, drought proofing, sanitation, agriculture, check dams and irrigation channels etc.

2.52 lakh photographs of the assets have been uploaded by the Gram Panchayats for the activities taken under Fifteenth Finance Commission

- **Capacity Building:** MoPR complements the efforts of the State Government towards training and capacity building of the Panchayati Raj Institutions (PRIs) through the Centrally Sponsored Scheme of Rashtriya Gram Swaraj Abhiyan (RGSA). During the current year, the Ministry has approved the Annual Action Plans (AAPs) of 33 States/UTs and released Rs. 494.94 crores to 22 States/UTs and implementing agencies. 5915409 Stakeholders to be trained for the Gram Panchayat Development Programme (GPDP).

B. AtmaNirbhar Bharat

- **SWAMITVA:** The scheme covers multifarious aspects viz. facilitating monetisation of properties and enabling bank loans; reducing property-related disputes; comprehensive village-level planning, would be the stepping-stone towards achieving Gram Swaraj in true sense and making rural India Atma Nirbhar.
- **Incentivisation of Panchayats:** The primary goal of this initiative is to provide recognition to the best performing Panchayats for service delivery and other initiatives through awards. Categories of awards presented are Deen Dayal Upadhyay Panchayat Satat Vikas Puraskar, Nanaji Deshmukh Sarvottam Panchayat Satat Vikas Puraskar, Gram Urja Swaraj Vishesh Panchayat Puraskar, Carbon Neutral Vishesh Panchayat Puraskar, Panchayat Kshamta Nirmaan Sarvottam Sansthan Puraskar. The awardee GPs, BPs and DPs at National Level will be felicitated with certificates/plaques and financial incentives. Similarly, the States/UTs may also felicitate the top-ranking GPs at their level from their own pool of resources. Empowering Panchayats and setting performance standards are the key goals.

Along with the above-mentioned schemes, e-GramSwaraj and Capacity Building initiatives of the ministry also enable the national priority of Atma Nirbhar Bharat.

Apart from the above-discussed national priorities of Ease of Living, AtmaNirbhar Bharat and USD 5 Trillion Economy- Use of Technology and Citizen Centricity also come under the ambit of National Priorities. They have been discussed in length, in sections C and D respectively.

C. USD 5 Trillion

- **SWAMITVA:** The scheme works on ensuring identification cards for rural properties across the country. As of December 2021, drone flying has been completed in 90,504 villages; out of which feature extraction is completed in 70,554 villages and ground-truthing completed in 43,487 villages. Nearly 36 Lakh Property cards have been prepared in 28,603 villages.

- **e-GramSwaraj:** e-GramSwaraj assists in enhancing the credibility of Panchayat by inducing greater devolution of funds to PRIs. It brings better transparency through decentralised planning, progress reporting and work-based accounting. Furthermore, the application provides a platform for effective monitoring by higher authorities.

2.54 lakh Gram Panchayats have uploaded approved development plans, more than 5 thousand Block Panchayats have uploaded approved development plans and 435 development plans have been uploaded by the District Panchayats.

2.53 Lakh GPs have been ported from PFMS to eGramSwaraj, 2.31 Lakh Gram Panchayats have boarded eGramSwaraj PFMS, 1.83 Lakh GPs have commenced online payments in 2021–2022. Nearly Rs.67,000 crores worth of payments has been successfully transferred by the Panchayats to their respective beneficiaries/vendors.

Apart from the above-mentioned initiatives, incentivisation of panchayats and geo-tagging assets also contributes to the national priority of USD 5 trillion.

The table below presents the alignment of each scheme to the ministry-identified objectives alongside the national priority it aids to.

#	Schemes	Description	Ministry priority	National priority
1.1	Rashtriya Gram Swaraj Abhiyan (RGSA)	The primary aim of this restructured scheme ⁸ is to develop governance capabilities of Panchayati Raj Institutions (PRIs) for achieving Sustainable Development Goals (SDGs) with main thrust on Panchayats identified under Mission Antyodaya and 117 Aspirational districts. The expected outcome of the scheme is enhanced capabilities of Panchayats for good governance and	Capacity Building	Ease of Living

⁸ Panchayati Raj Annual Report. 2022.
["https://www.panchayat.gov.in/documents/448457/0/Annual+report+21-22+English.pdf/7b6363ee-8077-011f-2828-72e6d523af91?t=1648122300699"](https://www.panchayat.gov.in/documents/448457/0/Annual+report+21-22+English.pdf/7b6363ee-8077-011f-2828-72e6d523af91?t=1648122300699)

		attainment of SDGs through participatory local democratic decision-making, transparency and accountability, Increased use of e-governance and technology-driven solutions.		
1.2	e-Panchayat Mission Mode Project (MMP)	e-Panchayat is a Mission Mode Project (MMP) under the Digital India programme of the Government of India, currently being implemented with a vision to empower and transform rural India. The project aims to turn PRIs into symbols of modernity, transparency and efficiency making it a unique nationwide IT initiative of the Ministry of Panchayati Raj (MoPR), that endeavours to ensure people's participation in decision-making, implementation and delivery. The project aims to automate the functioning of nearly 2.71 lakhs elected Panchayats.	Geo-tagging of assets	Ease of Living
1.3	e-GramSwaraj	In the year 2020, in order to strengthen e-Governance in Panchayati Raj Institutions (PRIs) and to eventually ease the complexities involved in e-Governance Applications, a Simplified Work Based Accounting Applications, eGramSwaraj, was launched on the occasion of National Panchayati Raj Day on April 24, 2020. The application has been developed amalgamating the functionalities of currently available applications in the e-	Institutional and Legislative Support	USD 5 Trillion

		panchayat Mission Mode Project (MMP) with the aim of tracking every expenditure incurred for each of the activities proposed under the GPDs.		
1.4	Incentivisation of Panchayats	<p>Ministry has been awarding best performing Panchayats/States/UTs since the year 2011 as a part of the Incentivization of Panchayats scheme, one of the central components of the revamped Rashtriya Gram Swaraj Abhiyan scheme. To nudge PRIs for systematic planning, implementation, monitoring and accountability towards achieving Localization of Sustainable Development Goals (LSDG) at the Panchayat level, the National Panchayat Awards are proposed to be restructured to establish a multi-level pyramid competition of GPs at Block, District, State/UT and National level.</p>	Awareness Generation	AtmaNirbhar Bharat
1.5	Survey of Villages and Mapping with Improvised Technology in Village Areas (SVAMITVA)	<p>Under this initiative, the Ministry aims at providing a “Record of Rights” or Property Cards to every rural household owner. SVAMITVA is a collaborative effort of the Ministry of Panchayati Raj, State Panchayati Raj Departments, and State Revenue. Departments and Survey of India aims to provide an integrated property validation solution for rural India, engaging the latest Drone Surveying technology for</p>	Institutional and Legislative Support	USD 5 Trillion and AtmaNirbhar Bharat

		demarcating the inhabitant's land in rural areas. The scheme will ensure streamlined planning, and revenue collection and provide clarity over property rights in rural areas. This will open up avenues for applying for loans from financial institutions by the owners. Disputes related to property would also be settled through the title deeds allotted through this scheme.		
1.6	Capacity Building	Capacity Building of Panchayati Raj Institutions has been one of the major activities of the Ministry of Panchayati Raj. The Ministry has been providing programmatic, technical and institutional support for the strengthening of Panchayati Raj Institutions (PRIs). Under the ambit of capacity building, knowledge support is also provided for enhancing devolution to PRIs and finding solutions for local governance as well as outreach towards strengthening rural India.	Institutional and Legislative Support	Ease of Living

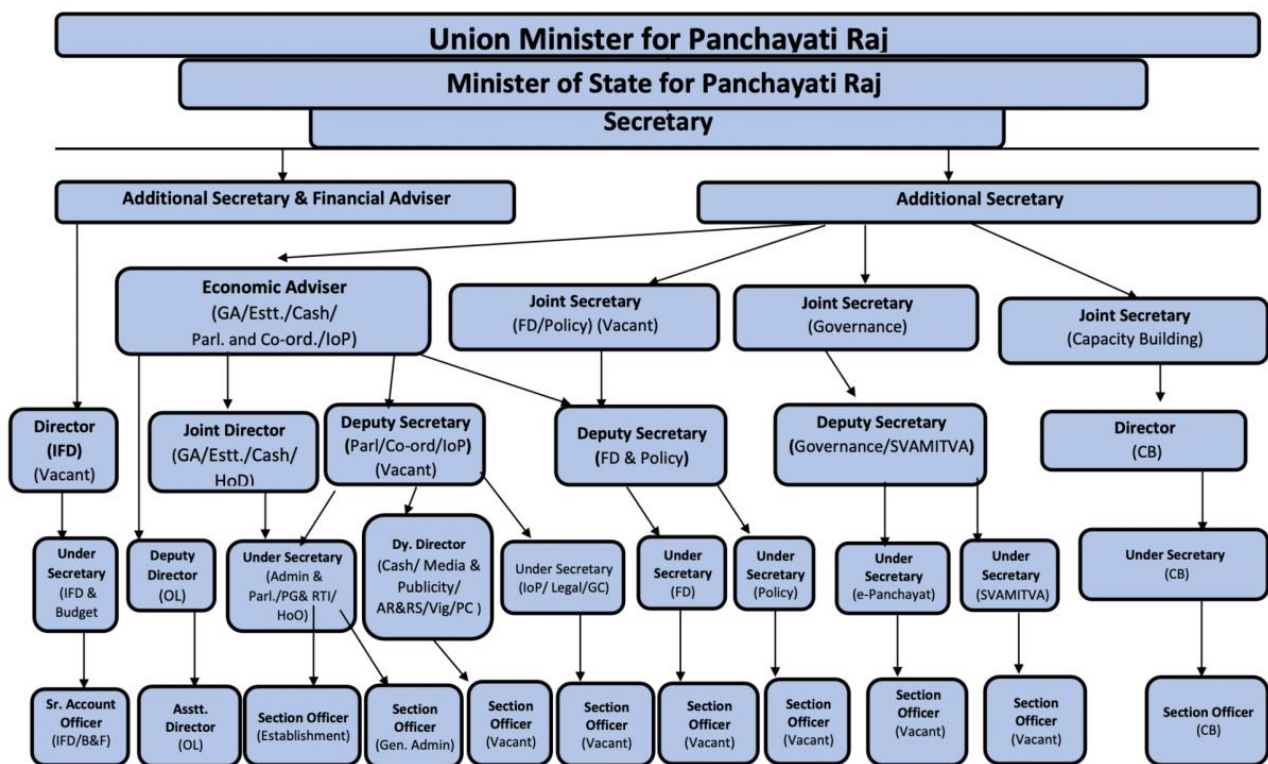
Apart from Atmanirbhar Bharat, Ease of living and the USD 5 trillion economy, the national priorities also draw attention to citizen centricity and the use of technology (which are discussed in separate sections).

V. Organogram of the Ministry and Work Allocation

A. Organogram

The Ministry is divided into E-Governance, SVAMITVA, Fiscal Devolution & Policy, Capacity Building, Integrated Finance and Administration divisions and is led by one secretary and one additional secretary. The figure below presents the organisation structure and hierarchies.

Figure 10. Organogram



Sr. no.	Designation	Roles and Responsibilities as per work order	Any special roles and responsibilities for the Ministry/ Department apart from Work
1	Joint Secretary	Overall supervision of one or more wings for implementation of MoPR Plan/Non-Plan Schemes/programs, viz. RGSA (Capacity Building), SVAMITVA, e-Panchayat, e-Governance Incentivisation (National Panchayati Award), Fiscal Devolution, Policy/PESA, Media & Publicity, Action Research & Research Studies (AR&RS), Gram Panchayat Development Plan in all States/UTs and coordination with other Ministries/Departments concerned.	Nodal/ Liasioning Officers for CVO, UPSC, DoPT, MoF, SC/ST/PwD Commission and other Line Ministries for coordinating their activities.
2.	Director	Holds the charge of a Secretariat Division and is responsible for the disposal of Government business dealt with in the Division under the charge.	Facilitating/Assisting the Joint Secretaries and Higher Authorities in matters related to Nodal/Liasioning Officers' duties
3	Deputy Secretary	Holds the charge of a Secretariat Division and is responsible for the disposal of Government business dealt with in the Division under the charge.	Facilitating/Assisting the Joint Secretaries and Higher Authorities in matters related to Nodal/Liasioning Officers' duties.

VI. Divisions/Bureaus/Schemes

A. Divisions and Bureaus

- **Establishment and Administration:** The general administration division includes officials undertaking administrative duties relating to procurement, protocol, and budgeting responsibilities amongst others.
- **Integrated Finance:** The budgeting and finance division consists of officials working on the creation and management of budgets for the different functions of the ministry.
- **Fiscal Devolution** – This division consists of officials working on the devolution of power and funds to Panchayati Raj Institutions as well as their monitoring.
- **Capacity Building** – This division focuses on the capacity building of Panchayati Raj Institutions and other stakeholders associated with this process.
- **Policy** – Officials working in this division are responsible for formulating policies in furtherance of improving the delivery of services and implementation of schemes and initiatives in rural areas.
- **SVAMITVA** – This division consists of officials working on the implementation of the Survey of Villages and Mapping with Improved Technology in Village Areas scheme.
- **Incentivisation of Panchayats** – Division works on the National Panchayat Awards are proposed to be restructured to establish a multi-level-pyramid-competition-of GPs at Block, District, State/UT and National levels.
- **E-Panchayat** – The division works on automating the functioning of nearly 2.71 lakhs elected Panchayats through various ICT initiatives.

B. Schemes

1. Rashtriya Gram Swaraj Abhiyan (RGSA)

The primary aim of this restructured scheme⁹ is to develop governance capabilities of Panchayati Raj Institutions (PRIs) for achieving Sustainable Development Goals (SDGs) with the main thrust on Panchayats identified under Mission Antyodaya and 117 Aspirational districts. The expected

⁹ Panchayat Raj Annual Report. 2022.

["https://www.panchayat.gov.in/documents/448457/0/Annual+report+21-22+English.pdf/7b6363ee-8077-011f-2828-72e6d523af91?t=1648122300699"](https://www.panchayat.gov.in/documents/448457/0/Annual+report+21-22+English.pdf/7b6363ee-8077-011f-2828-72e6d523af91?t=1648122300699)

outcome of the scheme is enhanced capabilities of Panchayats for good governance and attainment of SDGs through participatory local democratic decision-making, transparency and accountability, Increased use of e-governance and technology-driven solutions.

2. e-Panchayat Mission Mode Project (MMP)

e-Panchayat is a Mission Mode Project (MMP) under the Digital India programme of the Government of India, currently being implemented with a vision to empower and transform rural India. The project aims to turn PRIs into symbols of modernity, transparency and efficiency making it a unique nationwide IT initiative of the Ministry of Panchayati Raj (MoPR), that endeavours to ensure people's participation in decision-making, implementation and delivery. The project aims to automate the functioning of nearly 2.71 lakhs elected Panchayats.

ICT initiatives include eGramSwaraj, Local Government Directory, Common Service Centres, Geo-Spatial Planning Application - Gram Manchitra, Audit Online and Geo Tagging of Assets.

3. e-GramSwaraj

In the year 2020, in order to strengthen e-Governance in Panchayati Raj Institutions (PRIs) and to eventually ease the complexities involved in e-Governance Applications, a Simplified Work Based Accounting Application, eGramSwaraj, was launched on the occasion of National Panchayati Raj Day on April 24, 2020. The application has been developed to amalgamate the functionalities of currently available applications in the e-panchayat Mission Mode Project (MMP) with the aim of tracking every expenditure incurred for each of the activities proposed under the GPDPs.

4. Incentivisation of Panchayats

The Ministry has been awarding best performing Panchayats/States/UTs since the year 2011 as a part of the Incentivization of Panchayats scheme, one of the central components of the revamped

Rashtriya Gram Swaraj Abhiyan scheme. To nudge PRIs for systematic planning, implementation, monitoring and accountability towards achieving Localization of Sustainable Development Goals (LSDG) at the Panchayat level, the National Panchayat Awards are proposed to be restructured to establish a multi-level pyramid competition of GPs at Block, District, State/UT and National level.

5. Survey of Villages and Mapping with Improvised Technology in Village Areas (SVAMITVA)

Under this initiative, the Ministry aims at providing a “Record of Rights” or Property Cards to every rural household owner. SVAMITVA is a collaborative effort of the Ministry of Panchayati Raj, State Panchayati Raj Departments, and State Revenue.

Departments and Survey of India aim to provide an integrated property validation solution for rural India, engaging the latest Drone Surveying technology for demarcating the inhabitants’ land in rural areas. The scheme will ensure streamlined planning, and revenue collection and provide clarity over property rights in rural areas. This will open up avenues for applying for loans from financial institutions by the owners. Disputes related to property would also be settled through the title deeds allotted through this scheme.

6. Capacity Building

Capacity Building of Panchayati Raj Institutions has been one of the major activities of the Ministry of Panchayati Raj. The Ministry has been providing programmatic, technical and institutional support for the strengthening of Panchayati Raj Institutions (PRIs). Under the ambit of capacity building, knowledge support is also provided for enhancing devolution to PRIs and finding solutions for local governance as well as outreach towards strengthening rural India.

7. Media and Publicity

The Ministry aims at effective communication through electronic, print and social/ contemporary media. To strengthen Panchayats and Gram Sabhas, the Ministry reaches out to multiple and diverse target groups including PRI representatives, officials of Panchayats and those who implement programmes, policymakers, opinion makers and the rural population. A quarterly News magazine “Gramoday Sankalp”, is published and distributed.

8. Action Research & Research Studies

Action Research & Research Studies (AR&RS) scheme takes up studies on subjects relevant to Panchayati Raj Institutions (PRIs). Through AR&RS, the Ministry supports intellectual efforts to identify cross-cutting policy issues that affect PRIs and communicates these findings to State Governments and Central Ministries. The studies help to rectify deficiencies in the existing scheme guidelines and in formulating new guidelines. Studies sanctioned include

- “Status, Processes, Problems in Implementation of Gram Panchayat Development Plan (GPDP) and its Impact on Panchayat Service Delivery and Way Forward for further Strengthening of GPDP” sanctioned to NIRD&PR, Hyderabad
- "To Assess the Availability of Resources for Creating Assets and Initiatives taken for Generating Various Own Sources of Revenue" sanctioned to NCAER, New Delhi.

VII. Current Activities of the Ministry Under Various Themes

A. Citizen Centricity

The MoPR was created as a separate Ministry on 27th May 2004. It has the primary objective of overseeing the implementation of Part IX of the Constitution, the implementation of the provisions of the PESA Act in the Fifth Schedule areas and the District Planning Committee. Panchayats were made the cornerstone of local self-governments and peoples' participation in governance mandated in Part IX of the Constitution of India. The provisions were extended to the Fifth Schedule areas through the Provisions of Panchayats (Extension to the Scheduled Areas) Act, 1996 (PESA).

As per the officials, the Ministry strives to reach its goals with regard to improvements in the functioning of Panchayats primarily through policy interventions, advocacy, capacity building, persuasion through the implementation of schemes, financial support under Central Finance grants etc.

In order to focus on the commitment of the Ministry of Panchayati Raj towards the citizens in respect of Standards of Services, Information, and Public Grievances, the Ministry has prepared a Citizen Charter informing the various Services/Transactions/Standards provided by the Ministry and the same is available on the website of the Ministry for public information. Citizen outreach programs are also conducted to achieve citizen-centricity goals as per the officials of the ministry.

Department of Administrative Reforms and Public Grievances in Ministry of Personnel, Public Grievances and Pensions, Government of India, in its efforts to provide more responsive and citizen-friendly governance, coordinates the efforts to formulate and operationalize Citizens' Charters in Central Government, State Governments and UT Administrations. It provides guidelines for the formulation and implementation of the Charters as well as their evaluation. Till

December 2021, 1.95 lakh GPs have uploaded their approved Citizen Charter and offering 921 services to citizens out of which 241 services are delivered through online mode.

The Ministry has been making sincere efforts to disseminate information regarding key issues and initiatives relating to Panchayati Raj/ MoPR as well as matters of national importance through the print and electronic media along with traditional media, outdoor media, social media, new / emerging and other contemporary forms of mass communications. The Ministry is also making all efforts to disseminate the intended information keeping pace with today's rapidly changing technological scenario worldwide. MoPR also collaborates with MyGov to maximise and enhance citizen engagement.

Ministry in collaboration with the National Institute of Rural Development & Panchayati Raj (NIRDPR) has prepared a Model Panchayat Citizens Charter/ framework for the delivery of the services across the 29 sectors, aligning actions with localised Sustainable Development Goals (SDGs) for the Panchayats to adopt & customise.

A Dashboard for tracking the Citizen Charter campaign, Meri Panchayat, Mera Adhikaar- Jan Sevaayein Hamaare Dwaar is also operational.

The citizen outreach programs include:

- Swachh Bharat Mission- Cleanliness Drive (Sanitation Campaign, Space freed by
- Categorization of Records, Weeding out of physical files/documents and digitisation of all the documents, condemnation & disposal of waste/scrap materials & e-waste)
- Organisation of COVID-19 testing & vaccination/precaution dose camps, COVID-19 Jan
- Andolan Campaign, COVID-19 Appropriate Behaviour
- Azadi Ka Amrit Mahotsav (AKAM)- Celebration of Iconic Week
- National Panchayati Raj Day (NPRD)
- Vigilance Awareness Week
- Hindi Pakhwada,
- International Yoga Day
- Anti-Terrorism Day
- National Unity Day,
- Har Ghar Tiranga,
- Save Electricity Drive

- Jal Shakti Abhiyan: Catch The Rain
- Constitution Day
- People's Plan Campaign (2nd October – 31st December every year)
- Consumer Awareness

B. Technology (both present and emerging)

During focus group discussions, the ministry officials highlighted certain challenges with regard to technology use:¹⁰

- Processing of data for implementation of SVAMITVA scheme – there are some delays in the transfer of data and uploading of the same in Government repositories by the NIC. This leads to further delays in surveys and drone scheduling.
- Lack of immersion visits for observing grassroots Panchayati Raj systems. This leads to a lack of understanding regarding the implementation of tech-based initiatives in e-Panchayat and coming up with innovative tech-based solutions.
- Some officials indicated that they would like to improve upon their proficiency while using GIS, GeM and Tableau in furtherance of the discharge of their duties.
- Updates by NIC to existing portals without proper notifications and refresher courses also caused difficulties.

VIII. Future Roadmap of the Ministry Under

A. Citizen Centricity

Service delivery at the doorstep is one of the goals of citizen centricity of the Ministry. The Ministry of Panchayati Raj in collaboration with the National Institute of Rural Development & Panchayati Raj (NIRDPR) has prepared a Model Panchayat Citizens Charter/ framework for delivery of the services across the 29 sectors, aligning actions with localised Sustainable Development Goals (SDGs) for the Panchayats to adopt and customise. The Citizen Charter would ensure transparent and effective delivery of public services for sustainable development and enhanced citizen service experiences, deepening inclusive and accountable Local Self Governments by incorporating

¹⁰ The list of current technology is presented in Annexure 4

diverse views while designing and delivering services. The aim of establishing a Citizen charter is to provide services to the people in a time-bound manner, redressing their grievances and improving their lives. This will help in making the citizens aware of their rights on the one hand and make the Panchayats and their elected representatives directly accountable to the people, on the other hand.¹¹ Innovation in the creation of citizen charter is also a step towards achieving citizen-centric goals.

In addition, the leadership of MoPR highlighted the changing nature of the ecosystem with special focus on the evolving requirements and demands of the citizen of the future. This will invariably require that the officers at the Central Ministry is aligned with the current and future aspirations of the citizen. Therefore, there should be a special focus on regular interaction and immersion / excursion at various PRIs to understand the ground realities and the gap.

B. Technology (both present and emerging)

During discussions with the senior officials at the MoPR, it emerged that technology is an integral part of the majority of the initiatives by the ministry. It was further stated during the micro workshops for orientation and interactions with divisions of the ministry, that MoPR is one of the first ministries to achieve complete e-office integration.

Spatial planning (one the key focus areas of the ministry) can utilise technology to improve their rural planning process:

- **Cloud Technology:** With cloud technology, rural planners can create customised databases and other repositories. Moreover, cloud technology can help in planning larger infrastructure projects.
- **Planning apps:** The Ministry can use modern technologies as well as open data to develop inclusive spaces in rural areas. Planning tools assist in the rural design process and help to create areas that the inhabitants of an area require.

¹¹ Panchayati Raj 2022 Citizen Charter.

https://panchayatcharter.nic.in/assets/docs/Citizen_Charter_for_Panchayats_Campaign_Booklet_English.pdf

- **Virtual Reality:** Virtual reality is also helpful in simulating scenarios to model rural environments in 3D. Through the use of advanced visualisation techniques, spatial can visualise different areas leading to better evaluations and decisions.

Blockchain integration in eGramSwaraj: The eGram Swaraj portal is a single interface that provides work records right from planning to perpetration and keeps an account of panchayats. The main objective of the E-Gram Swaraj Yojana is to provide digital tools and services to the PRIs to enable them to function more efficiently and transparently. Blockchain Technology offers a decentralised, secure and efficient way to manage transactions across multiple parties in a business network. It is 'an open distributed ledger' that can record transactions between two parties efficiently and in a verifiable and permanent way. Blockchain is a growing list of records, called blocks, which are linked using cryptography. Blockchain technology will enable seamless integration between eGramSwaraj Portal and Local Government Directory (LGD) through Unique Codes allocated to each PRI which allows interoperability with other PES. By creating a secure and transparent blockchain public ledger, blockchain could provide a way for the eGramSwaraj to securely share data and manage transactions with greater efficiency. In addition, blockchain provides an immutable record of all transactions.^{12,13}

Furthermore, through Blockchain the Fiscal Devolution division can carry out the functions of the devolution of powers, responsibilities and funds to the Panchayats and local bodies through decentralized technology.

IX. Current Training Management System of the Ministry

As per the interactions with the MoPR officials, the current training management is ad-hoc. The acknowledged partner agencies like DoPT and ISTM release circulars for training. The division heads then nominate officials. Such training can, however, be delayed/rescheduled or cancelled if the nominated officer is required for other urgent core activities. Officers who are deputed from various cadres to MoPR also follow the training calendar as circulated by the respective cadres.

¹² NIC (2023). eGram Swaraj. ["https://www.nic.in/products/egramswaraj/#::~:~:text=eGramswaraj%20Portal%20has%20been%20developed,Mission%20Mode%20Project%20\(MMP\)"](https://www.nic.in/products/egramswaraj/#::~:~:text=eGramswaraj%20Portal%20has%20been%20developed,Mission%20Mode%20Project%20(MMP))

¹³ Prabhu and Chauhan (2018). Blockchain Prototype for E-Governance CHAPTER-1.Research gate.https://www.researchgate.net/publication/325545523_Blockchain_Prototype_for_E-Governance_CHAPTE R-1

However, most officials, at the central level have not undertaken any role-specific capacity building training exercises within the ministry. This includes any training undertaken for direct citizen interaction and training for functional capacities.

X. Conclusion

At the central ministerial level, limited officers have been part of the role, designations, or domain-specific capacity building exercises in the recent past. This includes any training undertaken for direct citizen interaction or domain expertise. This points towards a growing need and potential for capacity building programs and exercises to be built, owned and delivered by the ministry for its own officials.

Competency Framework and Capacity Needs Analysis

I. Current Competency Structure of the Ministry

Multiple focus group discussions (FGDs) were conducted across various divisions, based on which the following competencies were identified:

A. Behavioural

1	Teamwork	17	Planning
2	Communication Skills	18	Attention to Detail
3	Rule Consciousness	19	Networking Skills
4	Stress Management	20	Accountability
5	Time Management	21	Critical Thinking
6	Strategic Thinking	22	Analytical skills
7	Transparency	23	Effective communication
8	People Management	24	Conflict Resolution
9	Motivation	25	Decision Making
10	Leadership	26	Quantitative Skills
11	Innovative Thinking	27	Adaptability
12	Stakeholder Management	28	Planning and Organisation
13	Achievement Orientation	29	Leadership team
14	Self Confidence	30	Empathy
15	Problem solving	31	Collaboration
16	Consensus Building	32	Resilience

B. Functional

1	Writing Proficiency	14	Office Applications
2	Noting and Drafting	15	Budget
3	E-Office	16	Vendor Management
4	PFMS	17	Team Management
5	Project appraisal and management	18	Statistical Analysis
6	GeM	19	Legal and Court Procedures
7	Procurement & Tender	20	Communication skills
8	Manual of Office Procedure	21	Budgeting & Accounting
9	GFR	22	Social Media
10	RTI	23	Graphics and Video Editing
11	Cabinet Note, EFC, Office Order	24	Report Preparation
12	Raj Bhasha	25	IFD
13	Systematic Research		

C. Technology

1	E-office	12	Advanced VBA
2	Advanced Excel	13	Union Budget Information System (UBIS)
3	GeM	14	Audit Para Monitoring System (APMS)
4	Advanced powerpoint	15	Portals -AVMS, PMSAS, CSCMS
5	NIC Applications	16	GIS - open source
6	Analytical Dashboard	17	e-HRMS (Leave applications)
7	PFMS	18	Power BI / Tableau
8	Office Applications	19	NIC Kawatch
9	MIS - eGram Swaraj	20	CP GRAM
10	Data analytics software	21	Graphics and video editing
11	Sparrow (Annual Appraisal)	22	Inventory Management Portal (RGSA)

D. Domain Expertise

Establishment	Cash	Research	Incentivization of Panchayats (IOP)	Media	General Administrative Section
Office protocol	Financial / Accounting monitoring	Analytical skills	Award Questionnaire	Graphics and video editing	Procurement
Disciplinary proceedings	GST / TDS	Evaluation of proposals	Analysis of Nominations	Social Media	Bill processing
Leave management	Financial / Accounting - preparation of exp. statements	Research and methodology	Process Documentation	Script writing	Logistics
HR	Income tax - form 16		Preparation of Guidelines		Knowledge Management
Pension			Assisting in official work		Inventory Management

Legal Cell	Grievance & RTI Cell	Parliament	Hindi	E-Panchayat	SVAMITVA Scheme
Legal management	Calls management	Parliamentary rules and procedures	Kanthash software	E-Governance	Data Analytics
Court proceedings	CP gram	Noting and drafting	Official language - act and rules	Knowledge of schemes and implementation at Panchayat Level	GIS
RTI	RTI	Grammar training for cabinet note, EFC, office order, etc	Knowledge about various schemes in the Ministry	Expertise in monitoring frameworks	Revenue/land administration processes and laws
Examination of judgement				Statistics - graphical representation and analysis	MIS systems/ dashboards
				Developing Key Performance Indicators (KPIs)	Property tax processes and laws

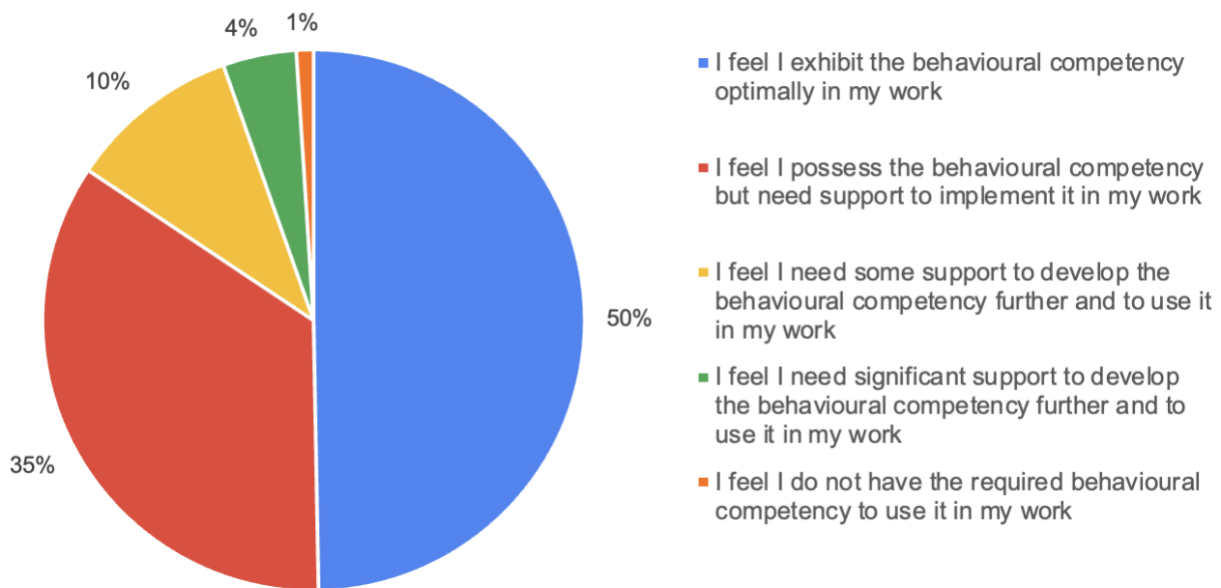
Fiscal Devolution (FD)	Policy Division	Capacity Building (CB)	Integrated Finance Division (IFD)	Secretarial
Knowledge of State Finance Commissions	Laws and regulations relating to Panchayati Raj	Best Practices in Capacity Building of local government	GFR	Time management
Laws related to Panchayati Raj	Understanding of Focus Areas like Climate Change and Spatial Planning	Examination/evaluation of Detailed Project Reports	Budgeting and accounting	Teamwork - dependency on other divisions
Disaster Management	Activity Mapping (Powers given to Panchayat mapped with activities)	Statistics - graphical representation and analysis	Audit	
Systematic Research	Legal drafting	Results based framework		
Renewable energy in rural sector				

II. Ministry Level Capacity Needs Analysis

A. Behavioural Competencies

1. Current Competency Gaps

Chart 1: Self-assessed behavioural competency gap



The above chart represents self-assessment gaps in the behavioural competencies of staff members. To encourage openness in responses, all officials were made aware that this report will be focusing on designations and roles and not individuals personally. The following can be suggested based on the data above:

- 50% of staff members preferred that they have **advanced competencies**¹⁴ which suggests a clear understanding of the importance of behavioural competencies at work
- 45% of staff members preferred **intermediate level**¹⁵ behavioural competencies in carrying out responsibilities. This suggests an impediment in aligning their personalities

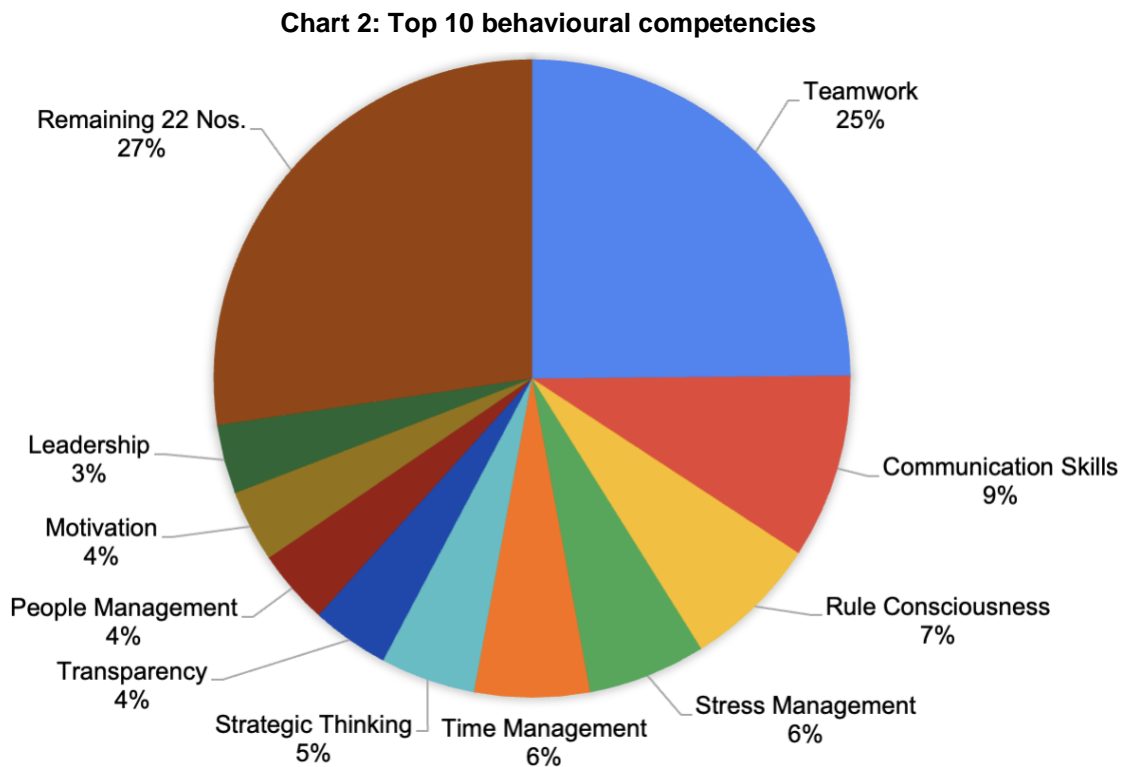
¹⁴ As they have preferred the option "I feel I exhibit behavioural competencies optimally in my work"

¹⁵ As they have preferred the options "I feel I possess behavioural competencies but need support to implement it in my work" and "I feel I need support to develop behavioural competencies further to implement in my work"

with the objectives of the ministry. Certain competencies like leadership and teamwork require a collective effort which is difficult to achieve in silos.

- 15% of staff members preferred **basic level**¹⁶ behavioural competencies. Behavioural competencies are harder to develop as compared to functional or domain competencies. Staff members expressing the need to develop the same suggests openness in the environment and a desire to grow. Curated training programs focusing on personality development would be required to bridge these gaps.

2. Identification of required competencies & mapping goals



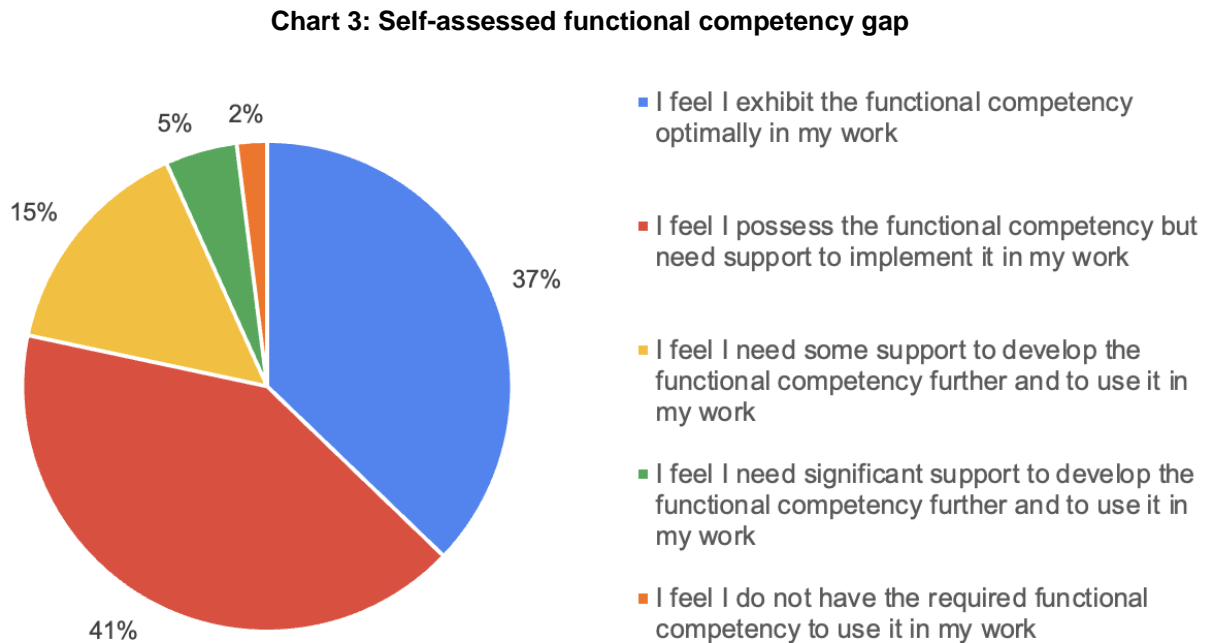
The above chart represents the **top 10 behavioural competencies** across all divisions of the ministry. Members of each division were provided with the option of ranking top 3 from an overall pool consisting of 32 behavioural competencies. The following can be suggested based on the above information:

¹⁶ As they have preferred the options “I feel I need significant support to develop behavioural competencies and use it in my work” and “I feel I do not have the required behavioural competencies to use it in my work”

- **Teamwork** is ranked as the top behavioural competency across all divisions suggesting silos at the workplace. A possible manifestation of this could be a gap in information sharing and knowledge transfer, issues which were expressed during focus group discussions with the staff. (This will directly impact **key ministry goals** which require coordination and collaboration between various divisions in the ministry as well as state governments and Panchayat stakeholders like Capacity Building of Panchayats and Incentivisation of Panchayats)
- **Communication Skills** is next on the list after teamwork. During focus group discussions as well as meetings with division heads and senior officials, the need for developing communication skills, especially among the junior staff was repeatedly emphasised. (This is in line with **ministry goals** of preparing Action and Research Studies as well as creating a narrative of success stories to showcase the transformation of Panchayats and change in the lives of citizens.)
- **Rule Consciousness** also scores high on the list suggesting the importance of protocols, manuals and other processes by officials. (This will help the ministry in **achieving goals** pertaining to proper implementation of schemes and initiatives, maintaining dashboards and databases for the same and focusing on citizen centricity)
- Other competencies like **Stress Management, Time Management, Strategic Thinking, Transparency, Motivation** etc. are almost at the same level indicating identical importance in different divisions.

B. Functional Competencies

1. Current competency gaps

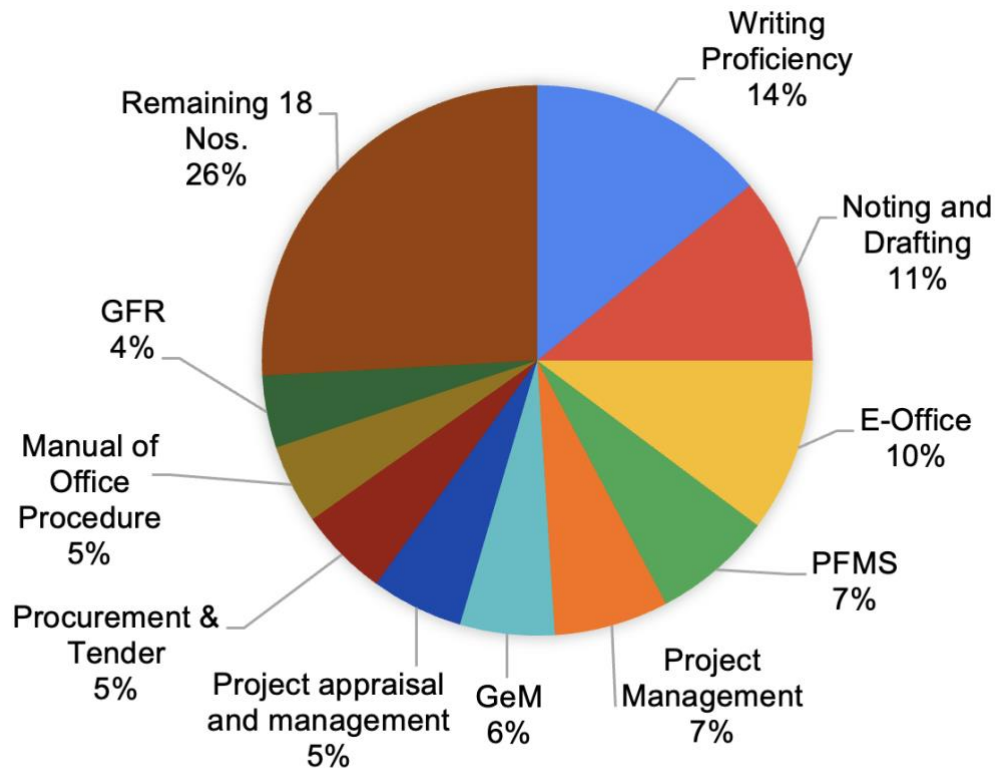


The above chart represents self-assessment gaps in the functional competencies of staff members. Following are the findings based on the above data:

- 37% staff members preferred **advanced-level** functional competencies in their work. This suggests that the majority of staff members do not feel confident about the implementation of their functional competencies at work. It also indicates the complex nature of certain functional requirements which need remedying.
- 56% preferred **intermediate-level** competencies in discharging their work. A very high percentage in this section indicates a need for training programs for alignment of functional competencies with work
- 7% of staff members preferred **basic level** functional competencies. This suggests a need for refresher courses and other such training sessions to assist in developing core functional competencies.

2. Identification of required competencies & mapping goals

Chart 4: Top 10 functional competencies



The above chart represents the top 10 functional competencies across all divisions of the ministry. Members of each division were provided with the option of ranking top 3 from an overall pool consisting of 30 functional competencies. The following can be suggested based on the above information:

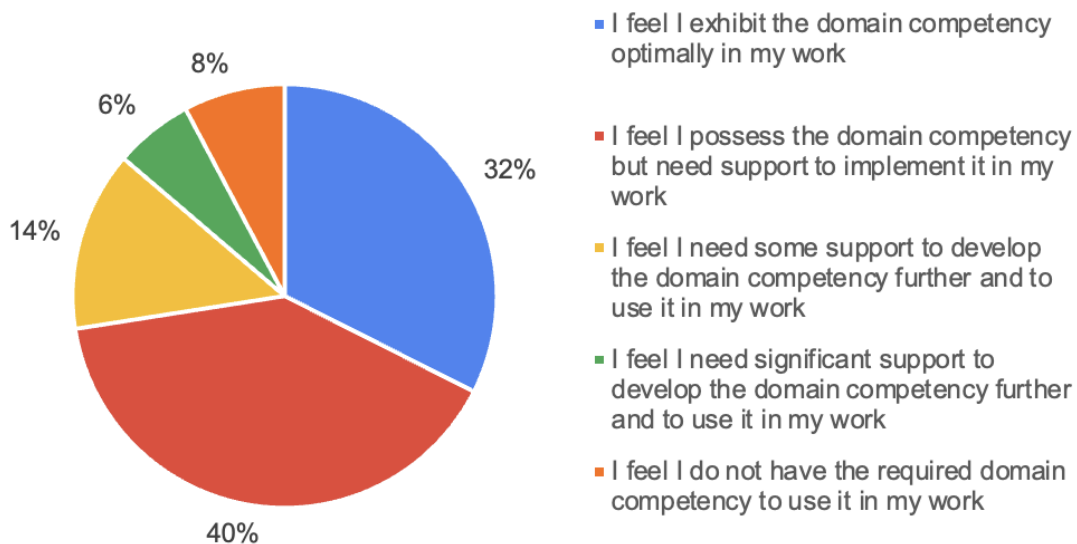
- **Writing Proficiency** is the top functional competency in the ministry. Issues pertaining to communication gaps were flagged in focus group discussions. This was also the first competency gap suggested by senior most officers of the ministry. It also suggests a clear link to communication skills being one of the top behavioural competencies required in the ministry. (This is in line with **ministry goals** of effective communication regarding work and implementation of initiatives and schemes as well as creating actionable documents and studies.)
- **Noting and Drafting** is the second most preferred functional competency after Writing Proficiency. While the latter requires writing longer briefs, the former requires the ability

- to capture the essence concisely. (This will help the ministry achieve its **goals and objectives** regarding setting up processes for the creation of high-quality brief documents pertaining to schemes like SVAMITVA etc. for immediate circulation across the ministry and externally.)
- **E-Office** is in the third position on the list of functional competencies. Regular updates without notifications and a less-than-satisfactory user interface are some of the few technical issues faced by members of the staff. Staff members who are more proactive regarding updating themselves and their work with E-Office can support/ handhold other officers who need instructor-based orientations at regular intervals. (This will directly impact the **goals of the ministry** regarding automation of work and moving towards a completely paperless office)
 - Other competencies like **PFMS, Project Management, GeM, GFR** etc. are almost at the same level indicating identical importance in different divisions.
 - Training interventions for these competency gaps will **lead to the effective and efficient functioning** of initiatives like eGramSwaraj, ePanchayat as well as preparation of Action and research studies as well as contribute towards the implementation of schemes.

C. Domain Competencies

1. Current Competency Gaps

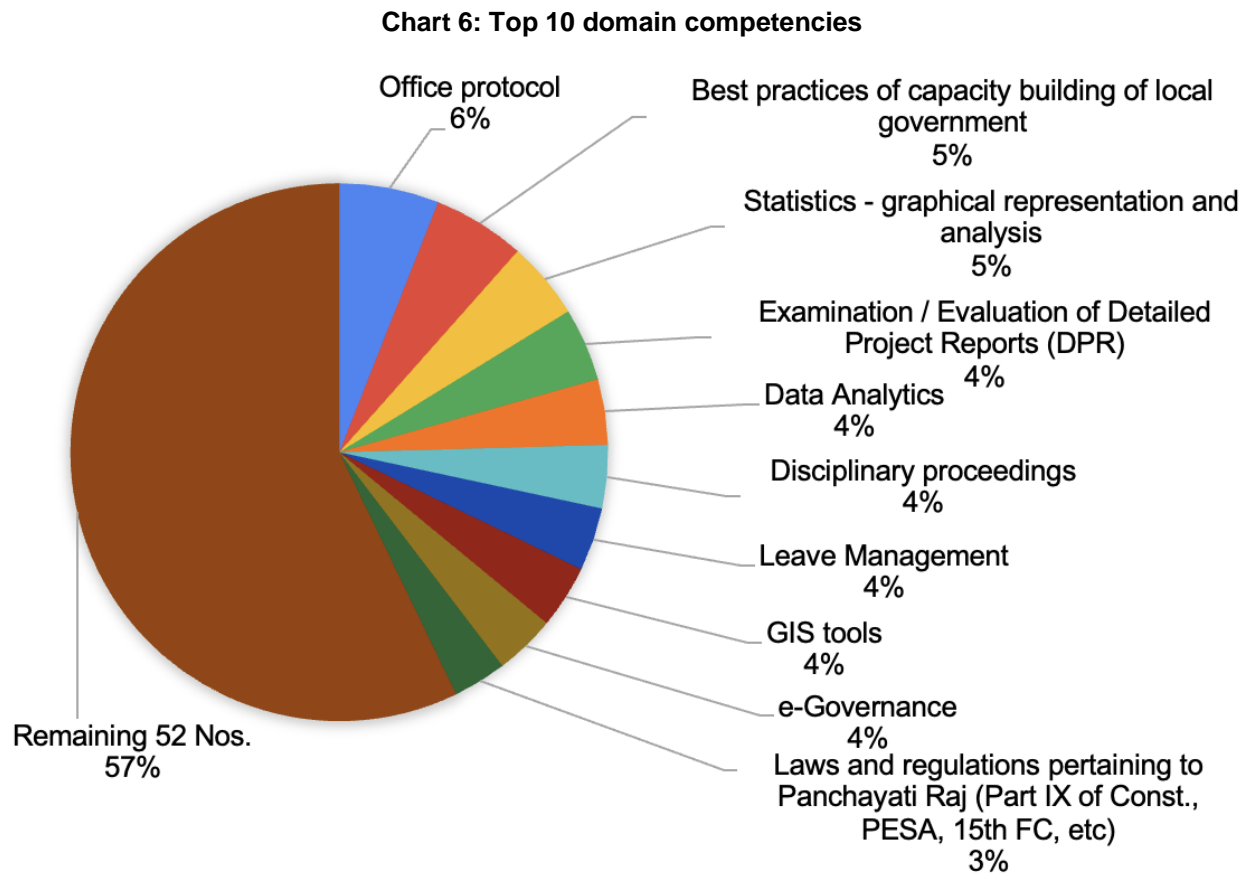
Chart 5: Self-assessed domain competency gap



The above chart represents self-assessment gaps in the domain competencies of staff members. Following are the findings based on the above data:

- 32% of staff members preferred **advanced-level** domain competencies. This suggests that the majority of staff members do not have a complete grip on necessary domain competencies for the discharge of their duties.
- 54% preferred **intermediate-level** domain competencies in their work. A very high percentage in this section indicates a need for training programs for alignment of domain competencies with work
- 14% of staff preferred **basic level** understanding regarding domain competencies. This suggests a need for refresher courses and other such training sessions to assist in developing core competencies

2. Identification of required competencies & mapping goals



The above chart represents the top 10 domain competencies in the ministry. Staff members were provided with the option to rank the top 3 domain competencies gathered during focus group discussions with the said divisions. Following insights can be drawn from the above information:

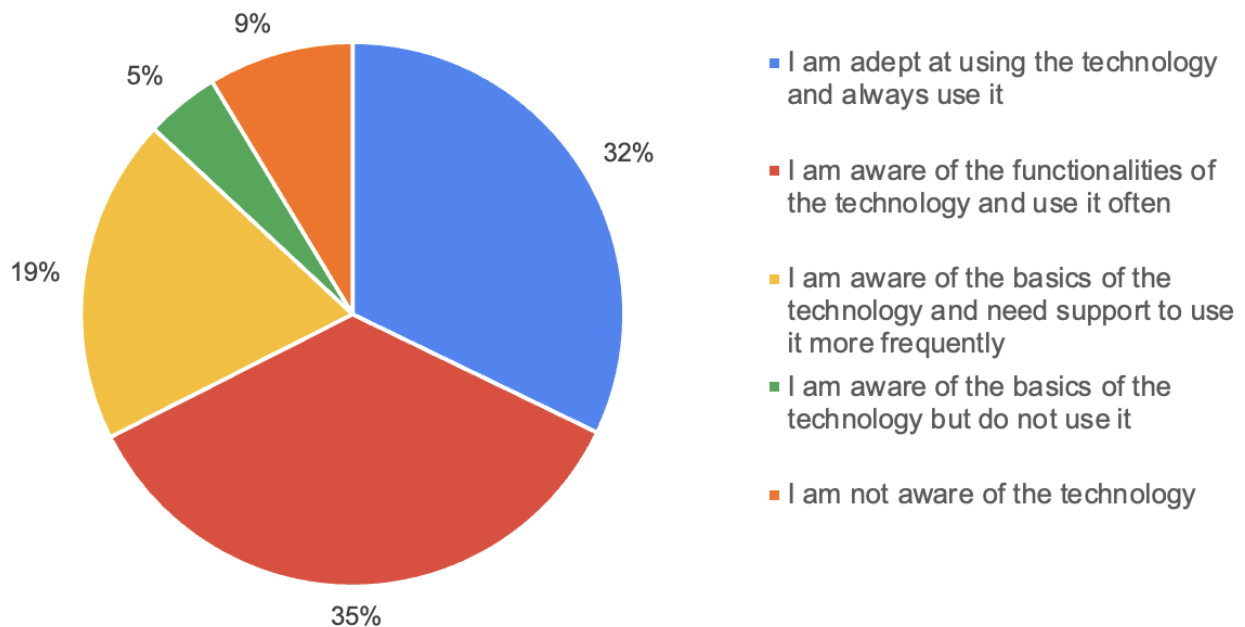
- Almost all domain competencies have received the same level of preference indicating identical importance in different divisions.
- Further analysis with respect to each division will be required to isolate some of these domain competencies for training purposes (kindly see the section on Division wise analysis below)
- Each domain competency is crucial for the discharge of work responsibilities in divisions as well as contributing towards **key goals** and **priority areas** of the ministry i.e.

empowerment of Panchayati Raj Institutions. Training interventions for the same will add to the achievement of Ministry objectives of contributing towards Ease of Living, Atma Nirbhar Bharat and Ease of doing business.

D. Technology

1. Current Competency Gaps

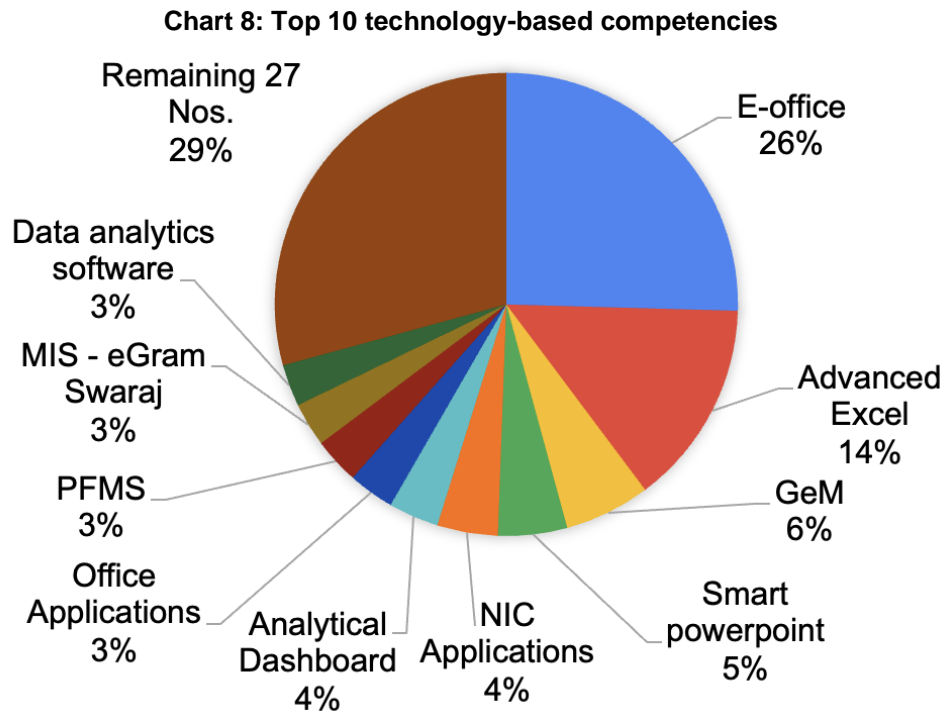
Chart 7: Self-assessed technology-based competency gap



The above chart represents self-assessment gaps in the technology competencies of staff members. Following are the findings based on the above data:

- 32% of staff members preferred **advanced level** understanding with regard to technology use while 54% preferred **intermediate level** understanding.
- 13% of staff members preferred **basic level** understanding with regard to technology use for the discharge of their work responsibilities.

2. Identification of required competencies & mapping goals with gaps



The above chart represents the top 10 technology-based competencies across all divisions of the ministry. Members of each division were provided with the option of ranking the top 3 technology solutions from a pool of tech software developed in consultation with the said division. The following can be suggested based on the above information:

- **E-Office** is the top technology-based competency in the ministry. Many staff members suggested issues pertaining to regular updates in software without notifications and alignment and formatting difficulties. (As discussed above, this will directly impact **ministry goals** of automating work and moving towards a completely paperless system)
- **Advanced Excel** is the second most preferred technology competency. A high percentage suggests the need for refresher courses for the same. Some divisions expressed the need for instructor-based training modules. (This is in line with **ministry goals** of creating robust dashboards and databases pertaining to schemes and initiatives for effective implementation and future references)
- Remaining tech-based competencies have received the same level of preference indicating identical importance in different divisions.

- The ministry aims at adopting state of the technology in the implementation of schemes and initiatives like the shift to spatial planning from Gram Panchayat Development Plan (GPDP) and developing competencies in Microsoft Office, GeM, GIS etc. for achieving organisational goals. Many of the key initiatives like eGramSwaraj, geo-tagging of assets, smart vending carts etc. are driven by technology. Training interventions for the same are a high priority for the ministry and its top leadership

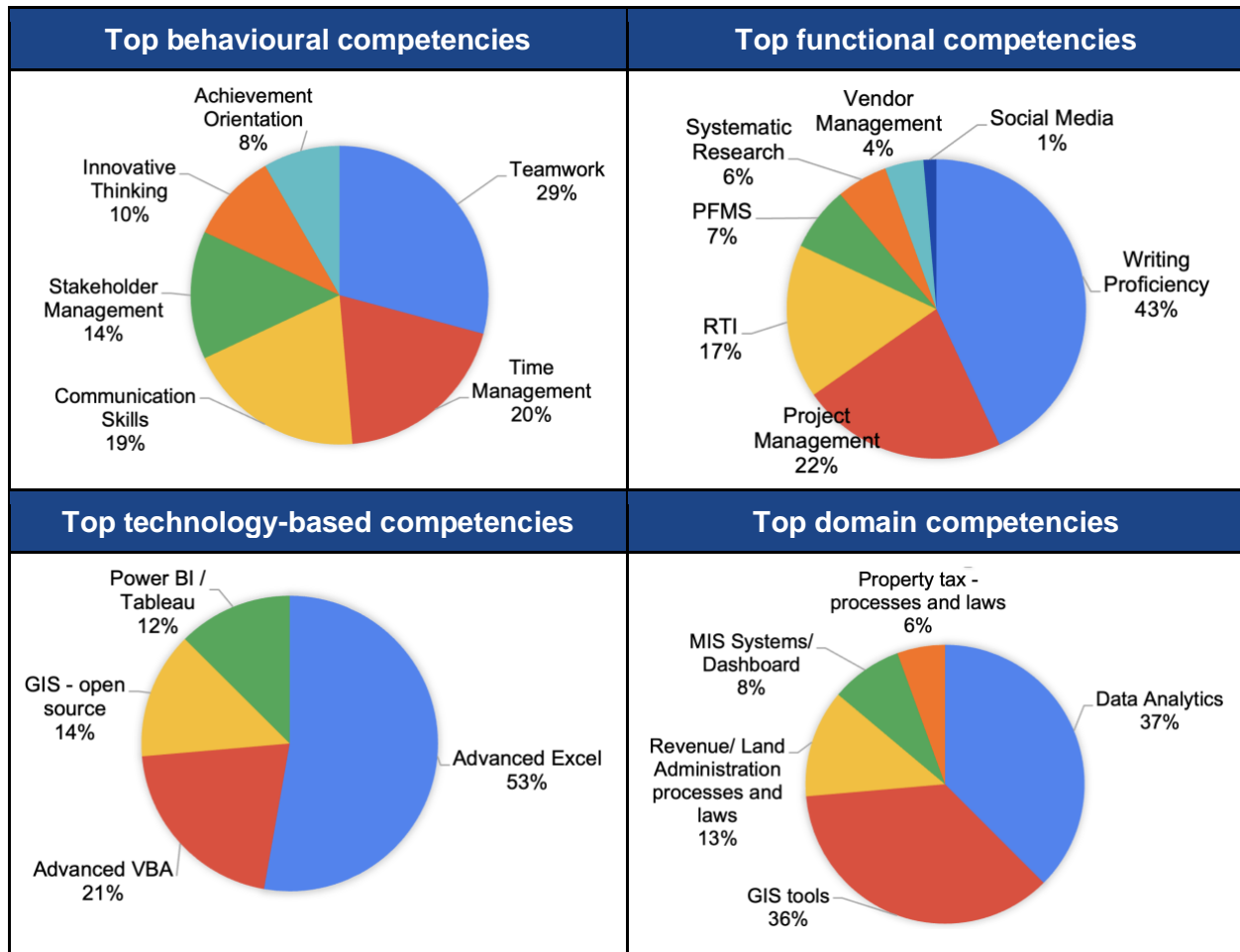
III. Division-Level Capacity Needs Analysis

Division-wise trends to highlight the correlation between the core work/ schemes/ initiatives of the divisions with the information obtained regarding capacity needs.

A. SVAMITVA

Through the SVAMITVA (*Survey of Villages Abadi and Mapping with Improvised Technology in Village Areas*) scheme, the Ministry aims at providing a “Record of Rights” or Property Cards to every rural household owner. The objective of the Scheme is to provide an integrated property validation solution for rural India, engaging the latest drone surveying technology for demarcating the inhabitants' land in rural areas.

Chart 9: SVAMITVA



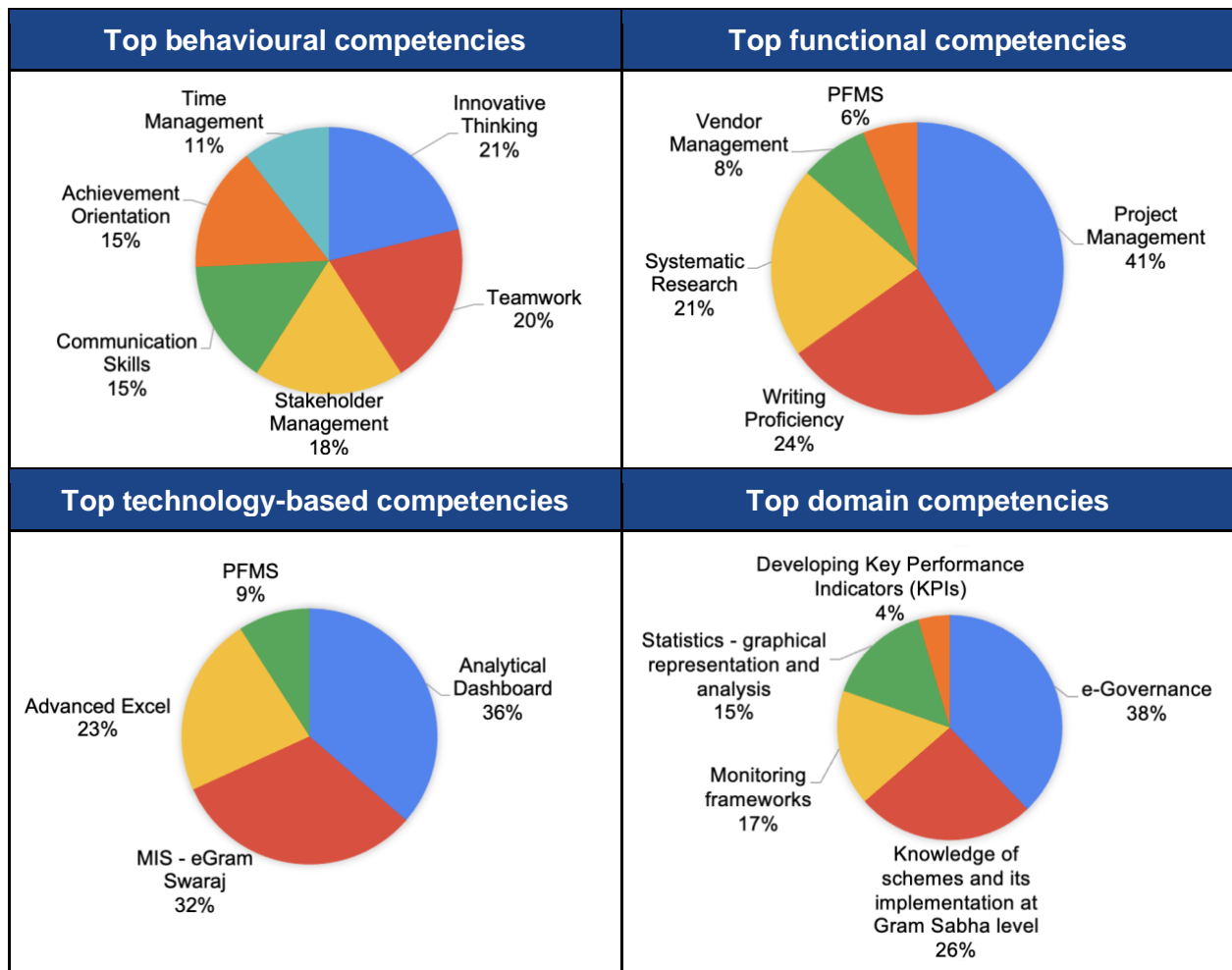
The above chart shows the top behavioural, functional, domain and technology-based competencies necessary for the implementation of the SWAMITVA scheme. Following insights can be suggested based on the above data:

- Implementation of the scheme is a collaborative effort between the Centre and various states, thus **Teamwork** has been preferred as the top behavioural competency.
- **Writing Proficiency** and **Project Management** are preferred as top functional competencies as the scheme requires different teams to conduct surveys, analyse data and prepare reports
- The initiative requires managing a large volume of data and interpreting the same with ease. Therefore, **Data Analytics**, **Advanced Excel**, **Advanced VBA** and **GIS** are the top preferred domain and technology-based competencies

B. E-Panchayat

The E-Panchayat is a Mission Mode Project (MMP) under the Digital India programme which aims to turn the Panchayati Raj Institutions (PRIs) into symbols of modernity, transparency and efficiency making it a unique nationwide IT initiative of the Ministry of Panchayati Raj (MoPR), that endeavours to ensure people's participation in decision-making, implementation and delivery.

Chart 10: E-Panchayat



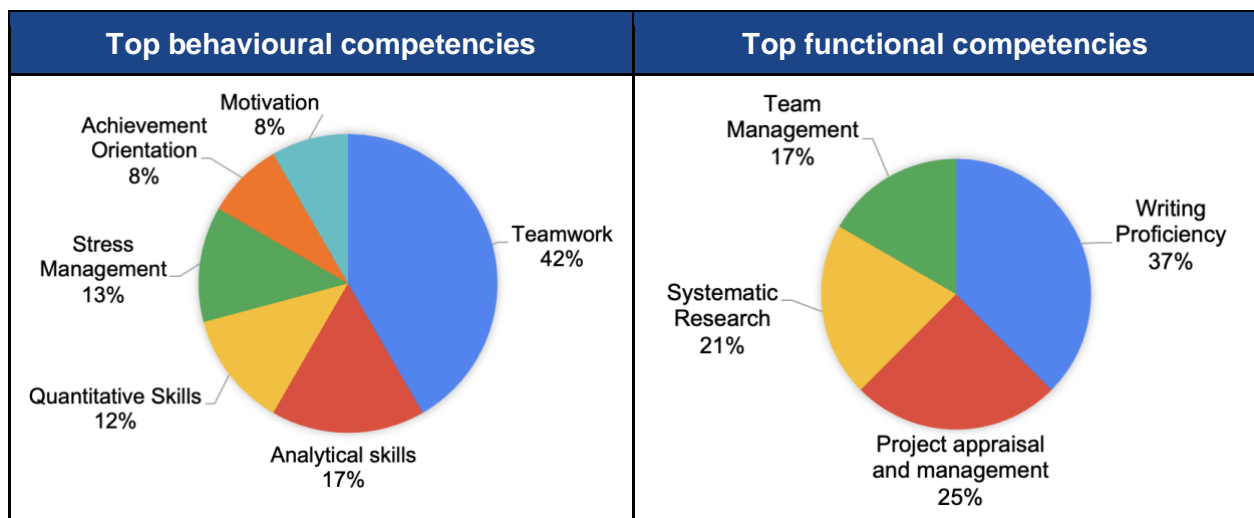
The above chart shows the top behavioural, functional, domain and technology-based competencies necessary for the implementation of the e-Panchayat project. Following insights can be suggested based on the above data:

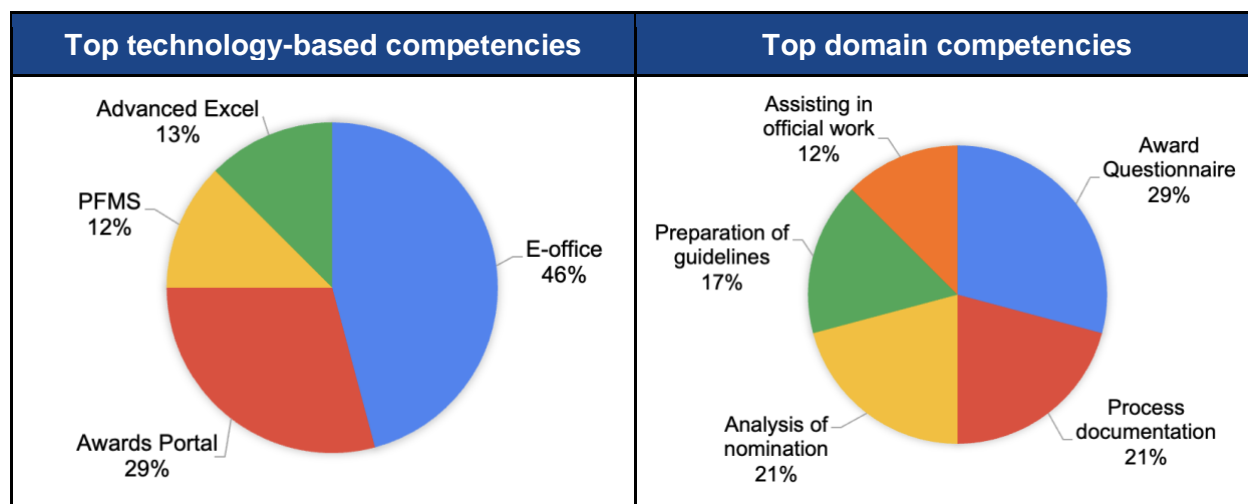
- Since, the project requires ideating and setting up simplistic yet advanced systems for the management of Panchayats, **Innovative Thinking, Teamwork** and **Stakeholder Management** are preferred as top behavioural competencies.
- **Writing Proficiency** and **Project Management** are again preferred as top functional competencies as the project requires multiple teams working in tandem to create sustainable IT solutions and prepare comprehensive reports regarding progress and future roadmap.
- For monitoring and evaluation of multiple initiatives under this project, **Analytical Dashboard** has been preferred as the top tech-based competency followed by the instrumental **MIS eGramSabha** which is one of the cornerstones of the project.
- Understanding the entire ecosystem of Panchayats is imperative for making transformational change. Therefore, **E-Governance, Knowledge of schemes and implementation at the Panchayat Level** and **expertise in monitoring frameworks** has been preferred as the top domain competencies by staff members of the division.

C. Incentivization of Panchayats

Ministry has been awarding best performing Panchayats/States/UTs since the year 2011 as a part of the Incentivization of Panchayats scheme, one of the central components of the revamped Rashtriya Gram Swaraj Abhiyan scheme.

Chart 11: Incentivization of Panchayats





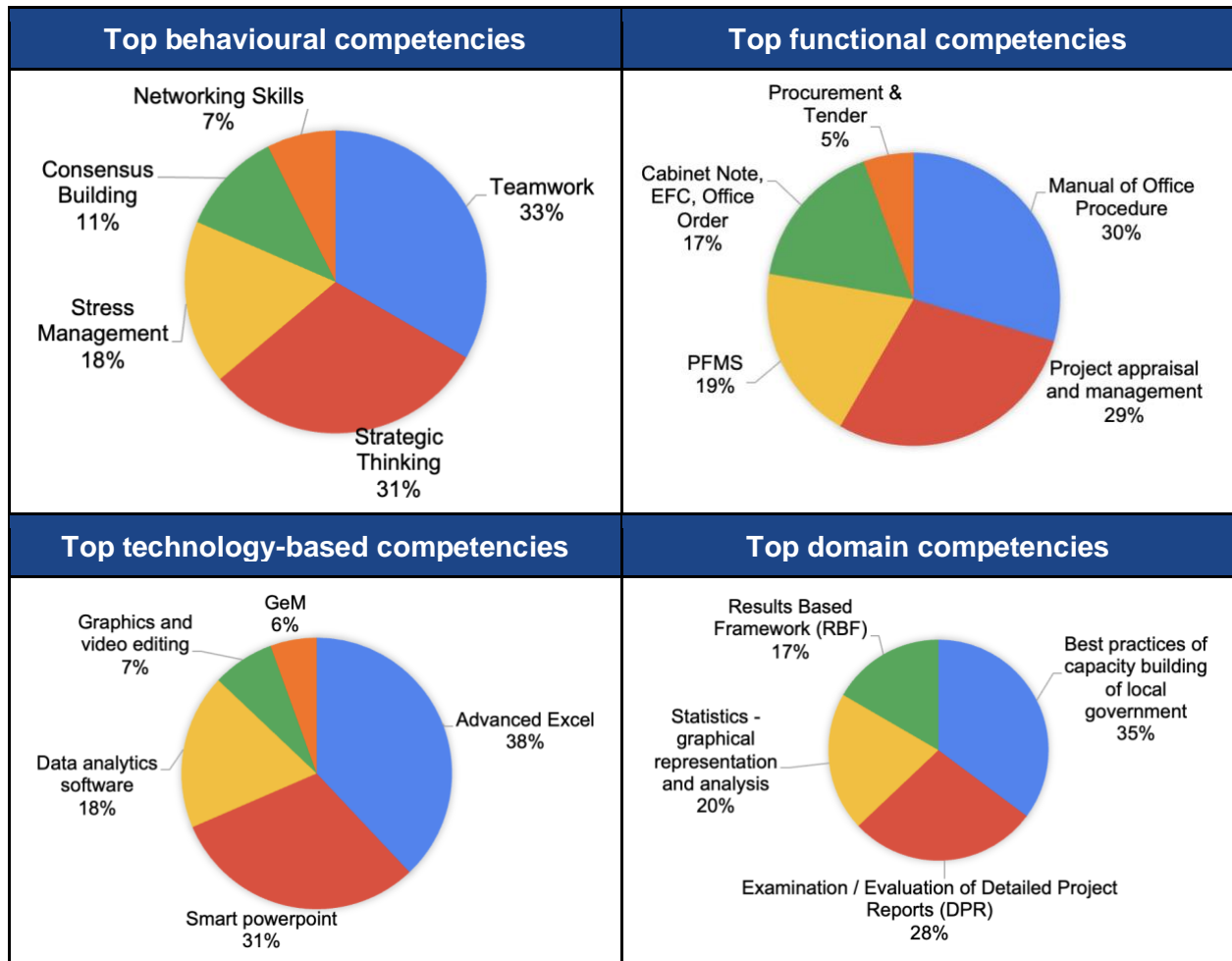
The above chart shows the top behavioural, functional, domain and technology-based competencies necessary for the implementation of the Incentivisation of Panchayats initiative. Following insights can be suggested based on the above data:

- Since, the project requires working with various States, and Panchayats and analysing their performance for recognition, **Teamwork** and **Analytical Skills** are preferred as top behavioural competencies.
- **Writing Proficiency** and **Project Management** are again preferred as top functional competencies as tasks of preparing reports and ownership of project deliverables cut across divisions.
- Due to the nature of the work which includes analysing the performance of Panchayats for recognition, a thorough understanding of the **Award Questionnaire, Analysis of Nominations, Process Documentation** and **Preparation of Guidelines** have been preferred as top domain competencies.
- **E-Office** and **Awards Portal** are the top tech-based competencies for the division.

D. Capacity Building

Capacity Building of Panchayati Raj Institutions has been one of the major activities of the Ministry of Panchayati Raj. The Ministry has been providing programmatic, technical and institutional support for the strengthening of Panchayati Raj Institutions (PRIs).

Chart 12: Capacity Building



The above chart shows the top behavioural, functional, domain and technology-based competencies necessary for the implementation of the Capacity Building initiative. The following insights can be suggested based on the above data:

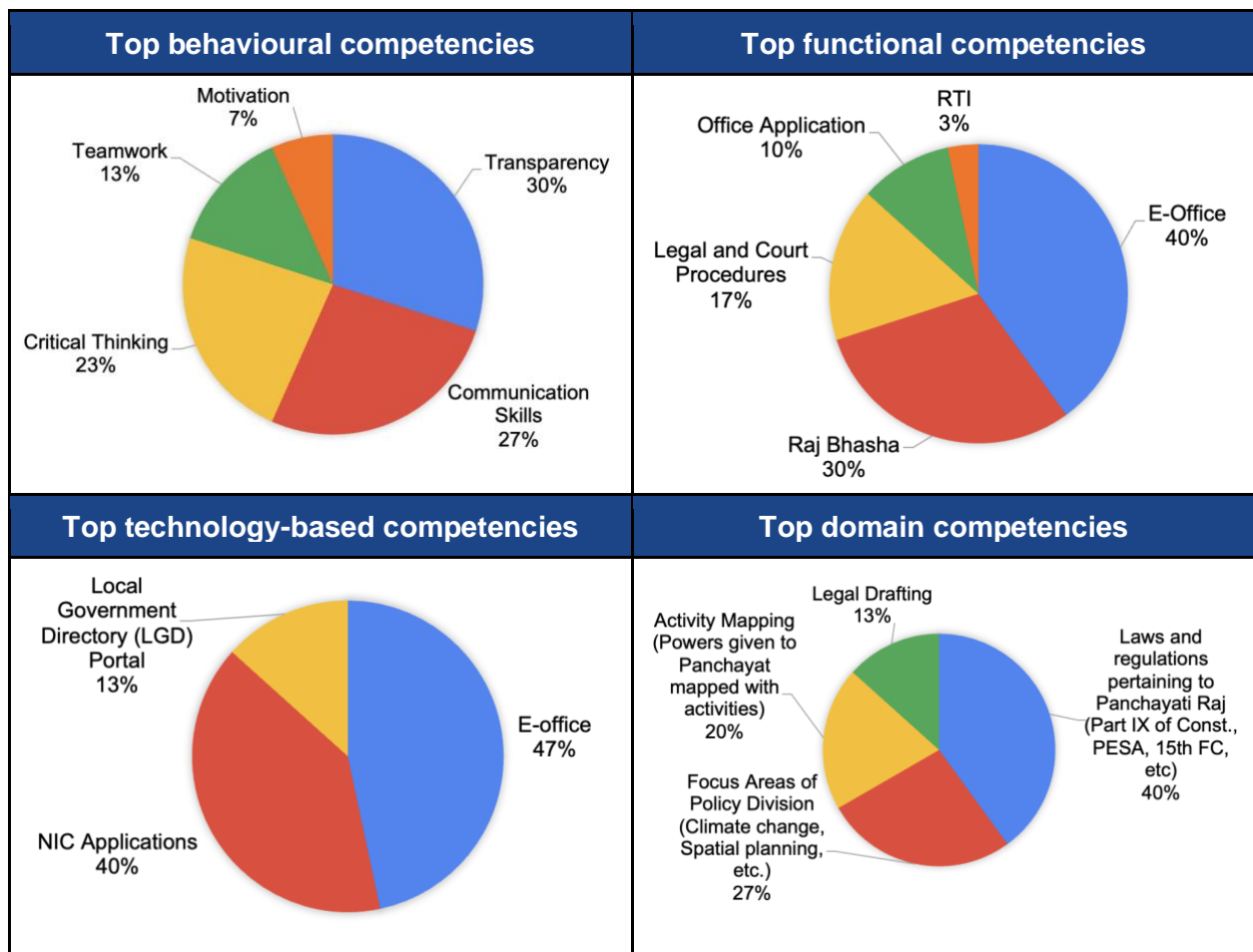
- Capacity Building requires working coherently with various Panchayats for providing technical and institutional support. Thus, **Teamwork** and **Strategic Thinking** are preferred as top behavioural competencies.
- **Manual of Office Procedure** and **Project Management** are preferred as top functional competencies as Capacity Building is a systematic process requiring approvals as well as appraisals at various stages.

- **Best Practices in Capacity Building** and **Evaluation of Detailed Project Reports** are top domain competencies while **Advanced Excel** and **Advanced Powerpoint** are preferred as top tech-based competencies for the effective completion of work.

E. Policy Division

Formulating policies for the effective and efficient functioning of the ministry and implementation of initiatives like spatial planning is the primary objective of this division

Chart 13: Policy Division



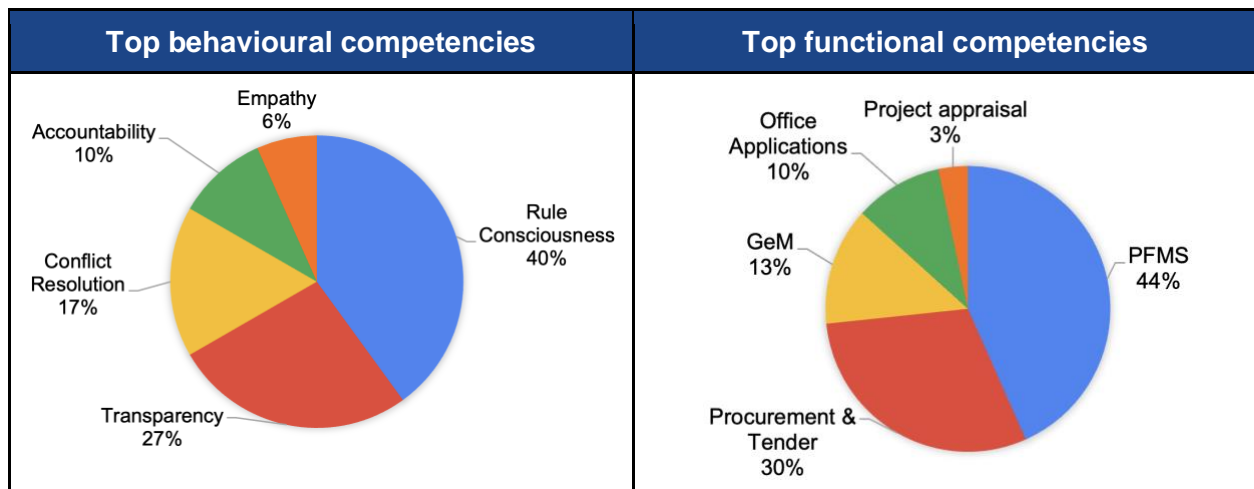
The above chart shows top behavioural, functional, domain and technology-based competencies required in the Policy Division. Following insights can be suggested based on the above data:

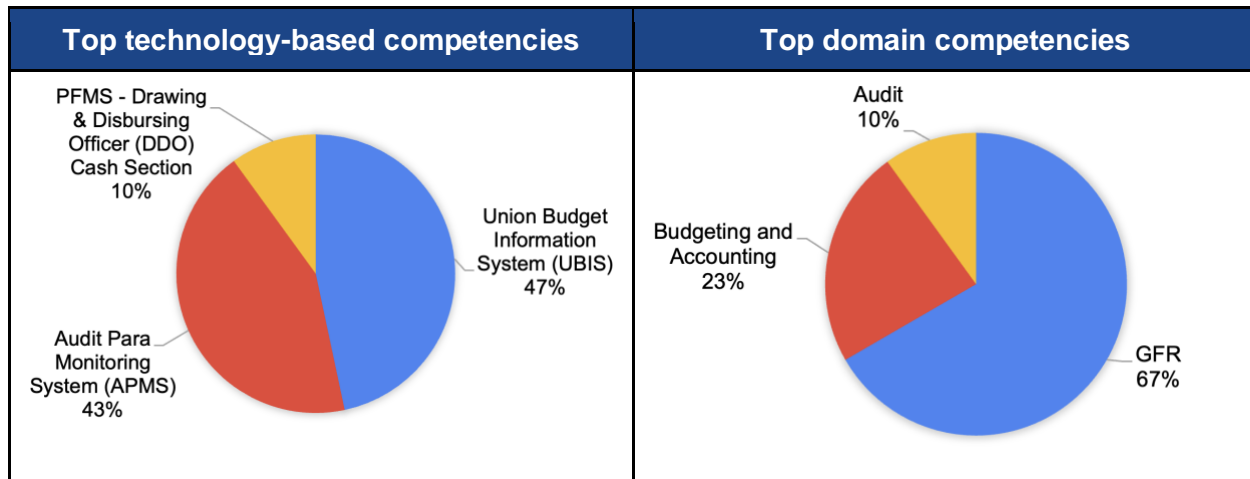
- Since the division’s work is integrated with the entire ministry, **Transparency** and **Communications Skills** have been preferred as top behavioural competencies.
- **E-Office, Raj Bhasha** and **Legal and Court Proceedings** are preferred as top functional competencies while understanding **NIC Applications** is one of the top tech-based competencies required.
- **Laws relating to Panchayati Raj** and **Understanding of Focus Areas** like Climate Change and Spatial Planning are top domain competencies required.

F. Integrated Finance Division

Primary objectives of the division include tendering financial advice on all matters involving expenditure/ concurrence to financial proposals. Monitoring and reviewing the progress of expenditure against sanctioned grants on a monthly and quarterly basis, ensuring compliance, reviewing the progress of schemes included in the Outcome Budget and preparation of Budget etc.

Chart 14: Integrated Finance Division





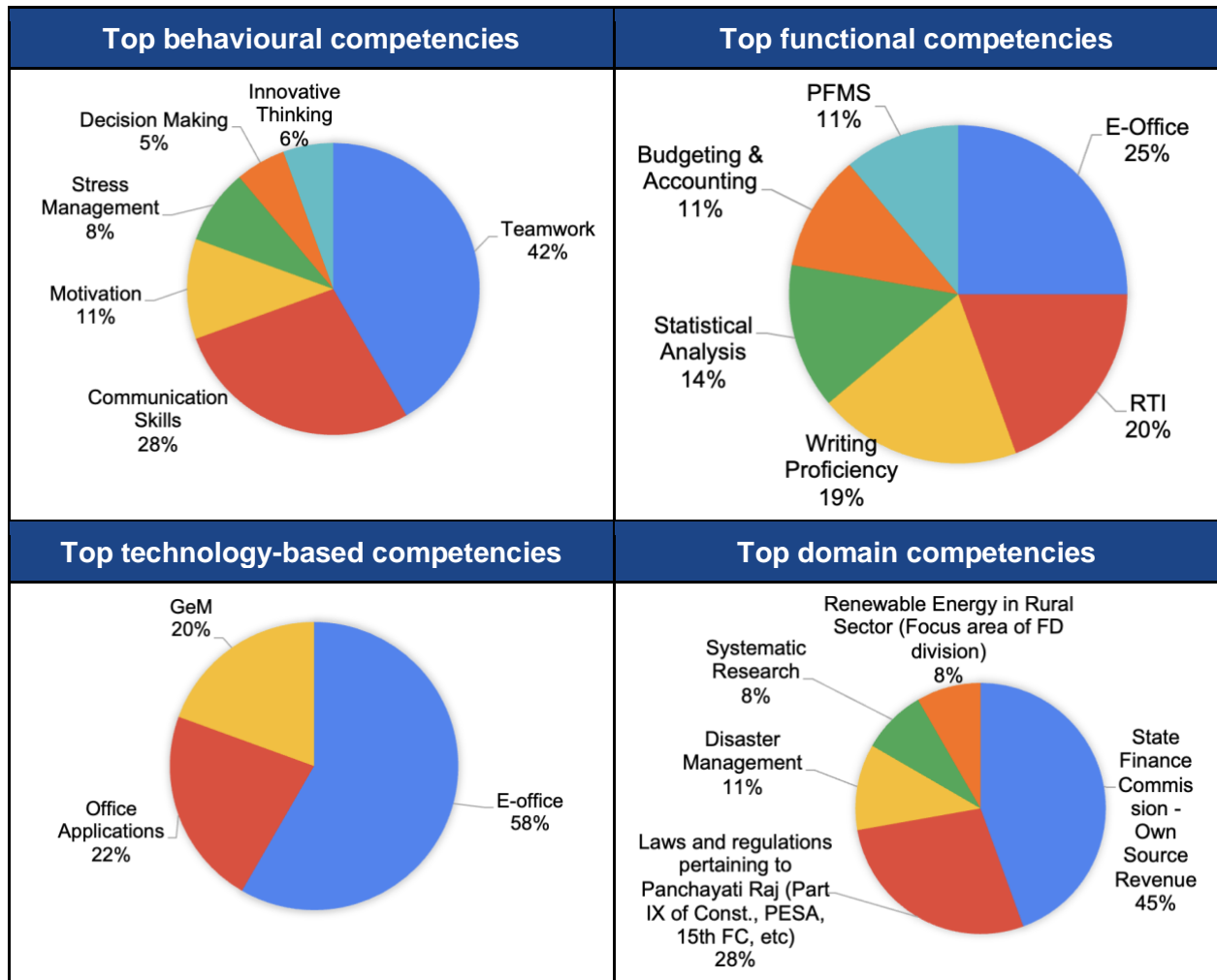
The above chart shows the top behavioural, functional, domain and technology-based competencies required in IFD. Following insights can be suggested based on the above data:

- Since the division's work pertains to finance and compliance, **Transparency** and **Rule Consciousness** have been preferred as top behavioural competencies
- **PFMS, Procurement and Tenders** and **GeM** are preferred as top functional competencies while **Union Budget Information System** and **Audit Para Monitoring System** are preferred as top tech-based competencies required
- **GFR, Budgeting and Accounting** and **Audit** are top domain competencies required

G. Fiscal Devolution

Fiscal Devolution entails devolution of powers, responsibilities and funds to the Panchayats and local bodies. This is one of the key focus areas of the Ministry of Panchayati Raj in furtherance of strengthening self-rule.

Chart 15: Fiscal Devolution



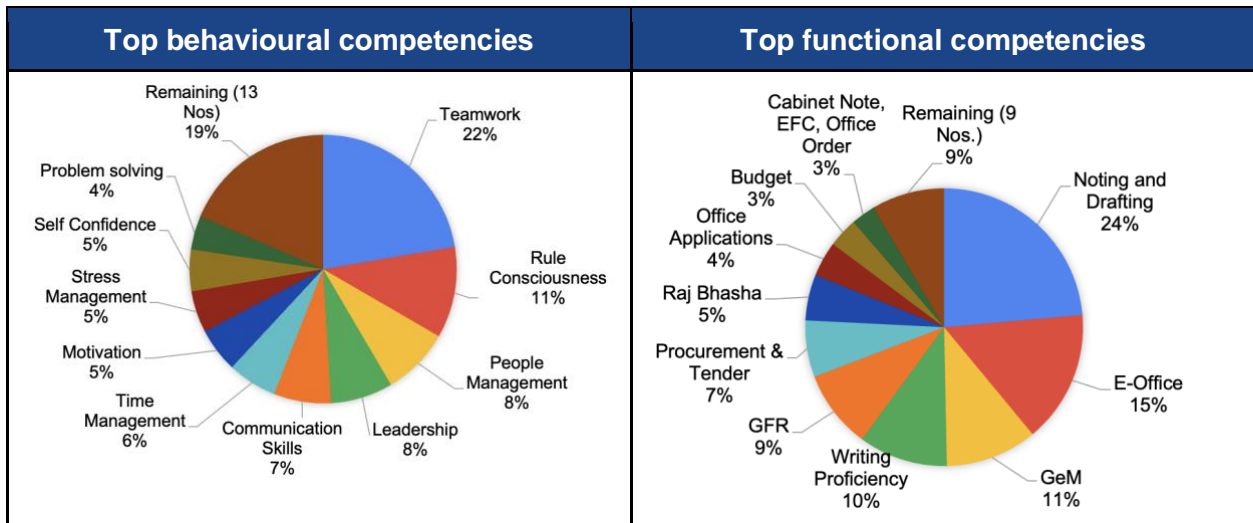
The above chart shows top behavioural, functional, domain and technology based competencies required for Fiscal Devolution. Following insights can be suggested based on the above data:

- Since, tasks require working with various States and Panchayats, **Teamwork** and **Communication Skills** are preferred as top behavioural competencies
- **RTI**, **Writing Proficiency** and **E-Office** are preferred as top functional competencies while **Office Applications** and **GeM** are preferred as top tech-based competencies
- **Knowledge of State Finance Commissions**, **Laws related to Panchayati Raj**, **Disaster Management** and **Systematic Research** make up the top domain competencies

H. Establishment and Others

Establishment division manages the functioning and staff of the ministry. It includes General Administration, Cash, Secretarial, Legal etc.

Chart 16: Establishment and Others



The above chart shows the top behavioural, functional, domain and technology-based competencies required in the Establishment. Following insights can be suggested based on the above data:

- **Teamwork** and **Rule Consciousness** are preferred as top behavioural competencies along with a host of others mentioned by staff members indicating the diverse nature of tasks
- **Noting and Drafting** is preferred as top functional competency

Further details for technology and domain for various subdivisions within Establishment and Others are provided below:

Chart 16a: Establishment and Others (Technology competencies)

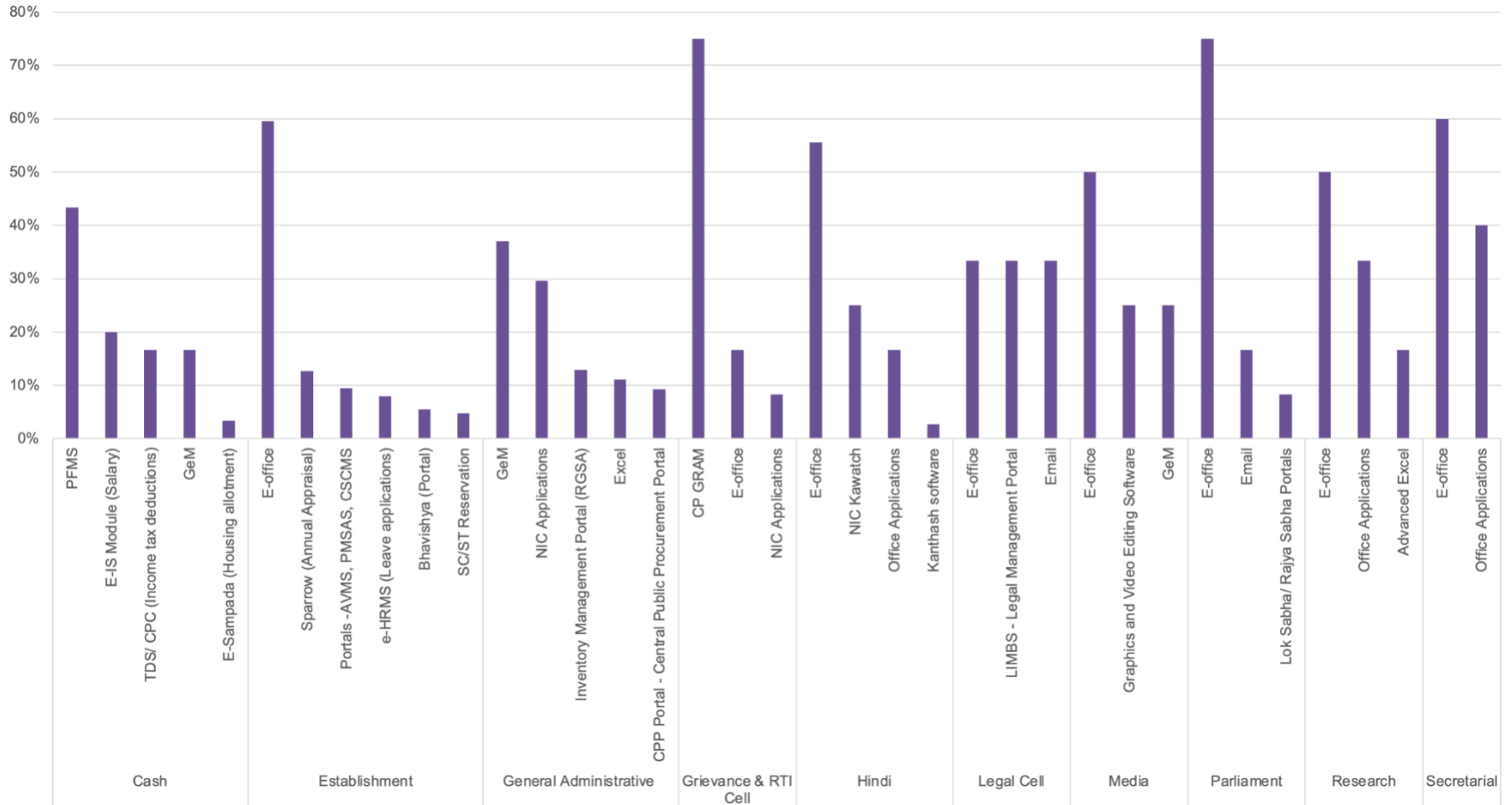
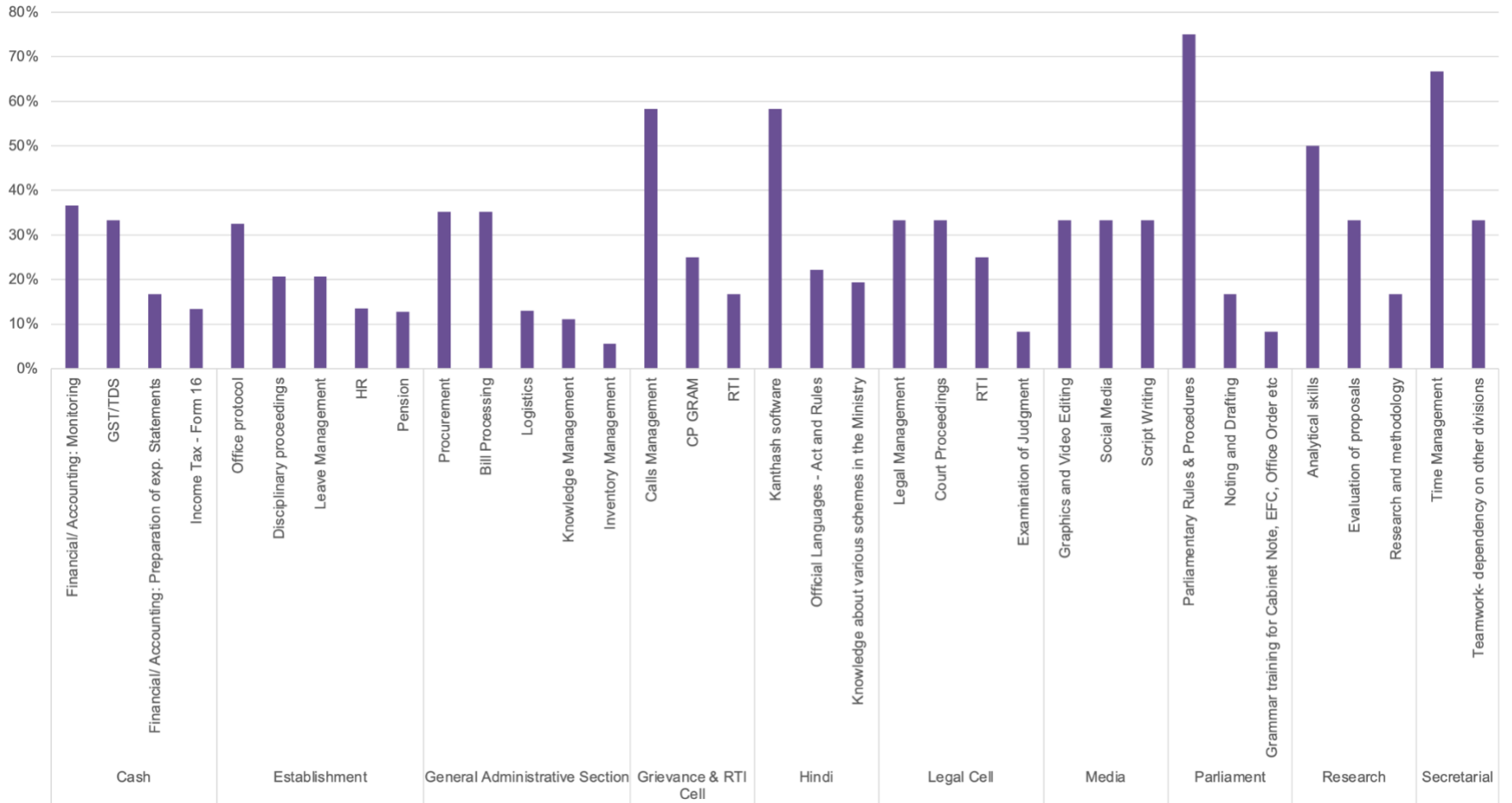


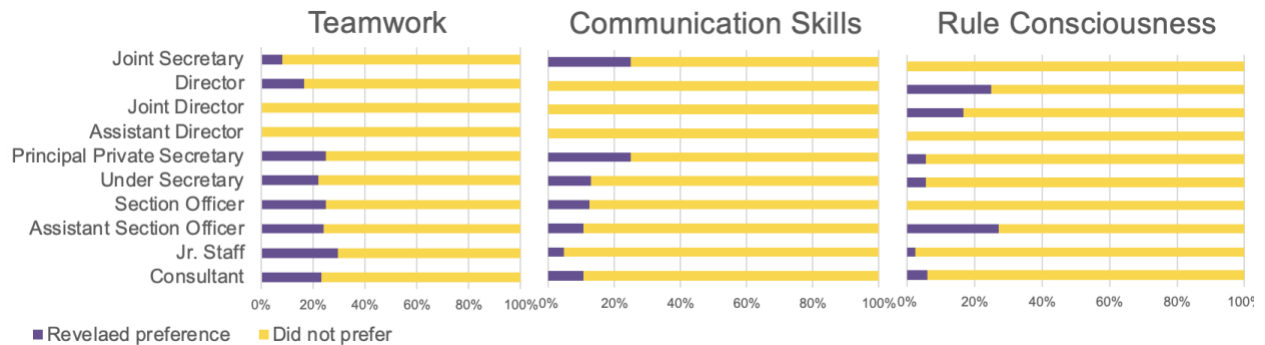
Chart 16b: Establishment and Others (Domain competencies)



IV. Role Level Capacity Needs Analysis

A. Behavioural Competencies

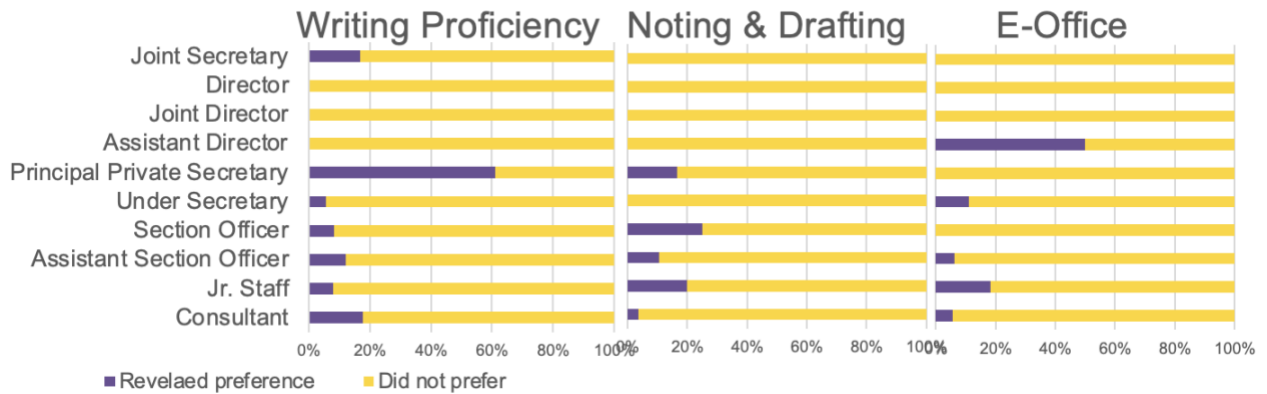
Chart 17: Designation-wise preference for various behavioural competencies



The above chart represents a designation-wise preference for behavioural competencies. These trends indicate a preference for Teamwork, Communication Skills and Rule Consciousness across designations in the ministry.

B. Functional Competencies

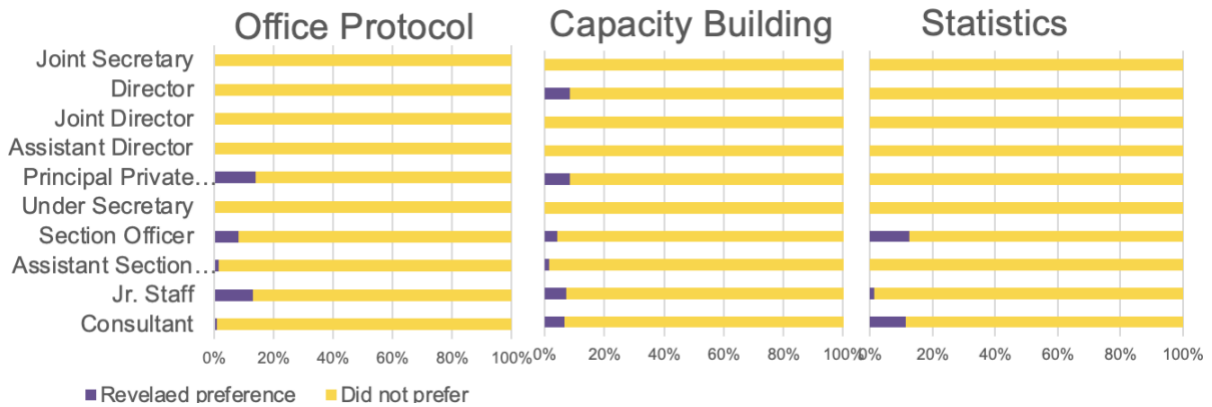
Chart 18: Designation-wise preference for various functional competencies



The above chart represents a designation-wise preference for functional competencies. These trends indicate preferences for Writing Proficiency, Noting and Drafting and E-Office across designations in the ministry.

C. Domain Competencies

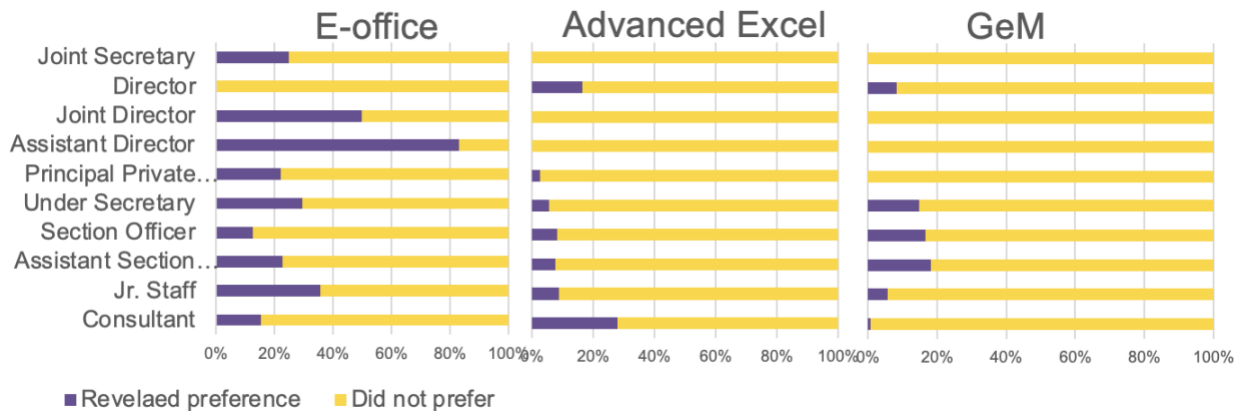
Chart 19: Designation-wise preference for domain competencies



The above chart represents a designation-wise preference for domain competencies. Since clear trends do not emerge from the above information, further analysis with Division Heads is required to isolate domain competencies for training purposes.

D. Technology

Chart 20: Designation-wise preference for technology-based competencies



The above chart represents a designation-wise preference for technology-based competencies. These trends indicate a preference for E-Office and Advanced Excel across designations in the ministry.

V. Workshop Insights/Anecdotal Experiences

Workshops and personal interview insights below have been discussed on the basis of the trends seen within the ministry through the CNA and their analysis. The domain competencies were validated and re-prioritised in these meetings to ensure specific domain interventions were identified. They are presented below.



Certain training exercises can be quickly rolled out internally whereby the AS and JS can undertake sessions on core skills (domain or functional) for junior staff every month. This suggestion was appreciated by the Secretary of MoPR.



The suggested intervention of organising a retreat for all staff members with motivational and teamwork-oriented activities was assented to by the AS Dr Chandra Kumar and the senior officers. The sessions can be organised on weekends so that work-related interactions can be avoided.



Basic courses on spatial planning, climate change, disaster management, greenfield areas and renewable energy should be organised for staff members. The AS expressed, the need for all staff members to understand these concepts to engage with other stakeholders responsible for deliverables and have a macro-level understanding of the Ministry's core work. It was also suggested that recommendations for non-training interventions should include a gradual shift from Gram Panchayat Development Plan (GPDP) to spatial planning in the coming years.



As per discussion with the AS and JS of MoPR, some of the training interventions that have been identified as high-priority and low-hanging goals include MS Office Suite, GIS, Special Planning Commission, Communication skills, Office protocols, Global best practices, Statistics and data analytics, Process documentation, Audit, Monitoring frameworks, Climate change, and Disaster Management. These interventions can be rolled out immediately.

VI. Summary

The CNA ensured self-assessment of capacity needs by the officials to ensure co-ownership of the capacity building process. Similarly, the courses and organisational interventions are suggested under the guidance of the Capacity Building Unit of the ministry and the senior leadership. This was done through the **Survey form**; an online survey form was created based on the workshops and **Workshops/In Person Discussions**; Survey forms were created with inputs gathered during workshops. Following the analysis, the findings were discussed, validated, and prioritised with senior leadership of the ministry as well as the CBU.

The following section outlines the patterns and trends observed putting together the quantitative and qualitative findings from the CNA exercise. It presents the findings from the CNA alongside recommended interventions and participation for the same.

Capacity Building Plan

I. Prioritised Competencies

Based on the discussions with CBU of the ministry and CBC, the following competencies have been identified for interventions for the first year of capacity building.

A. Ministry Level

Category	Competency
Behavioural	Teamwork
	Communication Skills
	Stress Management
Functional	Writing Proficiency
	Noting and Drafting
	E-Office
Technology	GeM
	Advanced Excel
	Advanced Powerpoint

B. Domain Competencies at Division Level

Division Name	Competency
Establishment	Office Protocols
	Disciplinary Proceedings
	Leave Management
Capacity Building	Global Best Practices
	Statistics
	Evaluation of Detailed Project Reports

SVAMITVA	Data Analytics
	GIS
	Land Administration processes and laws
Incentivisation of Panchayats	Award Questionnaire
	Process Documentation
	Analysis of Nomination
Policy	Laws relating to PRIs
	Focus Areas like Climate Change, Spatial Planning
	Activity Mapping (Mapping activities with powers given to Panchayats)
Finance	GFR
	Budgeting and Accounting
	Audit
e-Panchayat	E-Governance
	Monitoring Frameworks
	Statistics – Graphical Representation
Fiscal Devolution	State Finance Commission
	Laws relating to PRIs
	Disaster Management

II. Immediate Priority Training Initiatives

The following training and non-training interventions are identified as immediate priorities and quick wins for the ministry.

Training Initiatives

- Stress Management,
- MS Office Suite,
- GIS,
- Spatial Planning,
- Communication skills,
- Office protocols,

- Statistics and data analytics,
- Courses on Climate change, and Disaster Management

Non-Training Initiatives

- Process documentation
- Immersion visits to various Panchayati Raj Institutions
- Training on 'Know Your Ministry' for all employees who join the ministry is to be made compulsory before taking charge to ensure that domain competencies are understood across divisions. The 'Know Your Ministry' module should include concepts pertaining to 73rd Amendment Acts, Finance Commission (FC) and State Finance Commissions (SFC), related State Government Acts and comparative studies of the Acts to facilitate Central Government officers with a clear understanding on the decentralization aspects.

III. Role-wise Competency Specific Training Suggestion

A. Ministry Level

The following table presents the training suggestions for behavioural, functional and technology competencies at the MoPR level. The participation and level of course rollout have been decided based on the trends analysed in the CNA and inputs from the CBU. As per discussion with the AS and JS of MoPR, some of the training interventions that have been identified as high-priority include MS Office Suite, GIS, Special Planning Commission, Communication skills, Office protocols, Global best practices, Statistics and data analytics, Process documentation, Audit, Monitoring frameworks, Climate change, and Disaster Management.

Competencies	Suggested Participants	Courses at CTIs	iGOT Programs/ Courses	Course at ISTM	External Courses ¹⁷
Behavioural					
Teamwork	All officials	National Academy of Indian Railways (Customer relations, productivity, team management and leadership)	Development of Attitude, Knowledge, Skill for Holistic Transformation in Administration	Workshop on Team Building and Leadership	-

¹⁷ Due process for empanelment/partnership with external institutions (if selected/preferred for training) will need to be undertaken by the CBU/ministry

Communication Skills	All officials	Indian Statistical Service Training Division (Communication skills development)	-	1. Workshop on Communication Skills 2. Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem-solving	-
Rule Consciousness	All officials	-	-	-	-
Stress Management	All officials	1. CBI (Stress management and motivation) 2. National Industrial Security Academy (Soft Skills, Stress Management & Counselling Skills) 3. Shri Jagjivan Ram Railway Protection Force Academy (Stress Management) 4. Lal bahadur shastri national academy of administration (Stress management and mental wellbeing)	Stress Management	1. Stress Management 2. Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem-solving	Art of Living

Functional					
Noting and Drafting	All officials	-	1. Noting and Drafting 2. Level-III Training Programme to Develop Functional Competencies	Noting, drafting and preparing cabinet notes	-
GeM	All officials	National Academy of Indian Railways (Govt e-marketplace and financial rules)	1. Introduction to Government eMarketplace Introduction to Government eMarketplace 2. Government Marketplace	1. Purchase Management in Government 2. Orientation Training Programme on CPPP & GeM for dealing hand 3. Special Orientation Training Programme on CPPP & GeM for PSUs and other Autonomous Bodies	-

GFR	All officials	<ol style="list-style-type: none"> 1. Indian Statistical Service Training Division (GFR- procurement of goods and services) 2. Indian Statistical Service Training Division (GFR and vigilance) 	Public Procurement Framework of GOI	Workshop on Public Procurement under GFR-2017	-
Finance	All officials	<ol style="list-style-type: none"> 1. Institute of Government Accounts and Finance 2. National Academy of Indian Railways (Basic accounts and finance) 3. National Institute of Financial Management 4. National Institute of Communication on Finance 	-	<ol style="list-style-type: none"> 1. Financial Management Programmes 2. Workshop on Financial Management in Government 3. Special Workshop on Financial Management for PSUs and other Autonomous Bodies 	-
Technology					
NIC Applications	All officials	<ol style="list-style-type: none"> 1. National Industrial Security Academy (Basic Computer Awareness Course) 2. CBI (Basic computer training course) 3. Shri Jagjivan Ram Railway Protection Force Academy (Basic 	-	Training Programme on Computer Applications under SCTP	-

		computer awareness)			
Advanced PowerPoint	All officials	-	-	1. MS-Power Point 2. MS Office Suite	Microsoft Courses Online
Advanced Excel	All officials	-	-	1. MS-Excel 2. MS-Excel (Advance) 3. MS-Office Suite	Microsoft Courses Online

B. Domain Competencies at the Division Level

The following table presents the training suggestions for domain competencies at the divisional level. The participation and level of course rollout have been decided based on the trends analysed in the CNA and inputs from the CBU.

Domain Competencies	Suggested Participants	Courses at CTIs	iGOT Programs/ Courses	Course at ISTM	External Courses
Office Protocols	Establishment division	Indian Statistical Service Training Division (Refresher training course for ISS officers)	Institute of Secretariat Training and Management (Office Procedure)	Handling Parliamentary Matters	
Disciplinary Proceedings	Establishment division	1. Rafi Ahmed Kidwai National Postal Academy (Vigilance and discipline) 2. Central Bureau of Investigation Academy (Training for disciplinary matters)	Institute of Secretariat Training and Management (Consultation with UPSC in disciplinary cases)	Training of Trainers on Vigilance & Disciplinary Matters	
Leave Management	Establishment division	Indian Statistical Service Training Division (Management and administrative skills)	Institute of Secretariat Training and Management (Leave Rules)	e-Service Book, e-Human Resource Management in Govt., e-Leave Rules	International Management Institute
Global Best Practices	Capacity building division				

Statistics	Capacity building division	<ol style="list-style-type: none"> 1. Indian Statistical Service Training Division (Exposure to national statistics offices) 2. Indian Statistical Service Training Division (Proficiency in official statistics) 		<ol style="list-style-type: none"> 1. Data and Statistical Analysis 2. Statistical Tools and Techniques 	Indian School of Business
Evaluation of Detailed Project Reports	Capacity building division	1. Indian Statistical Service Training Division (Design, evaluation and execution of projects)	Preparation of Detailed Project Report (DPR)	Workshop on Project Management	
Data Analytics	Svमितva division	<ol style="list-style-type: none"> 1. Institute of Secretariat Training and Management (Big data analytics in government) 2. Indian Statistical Service Training Division (IT and data analytics) 	Big data one	<ol style="list-style-type: none"> 1. Data Analytics using MS-Excel 2. Data-Driven decision-making in Government 3. Data and Statistical Analysis 	Indian School of Business
GIS	Svमितva division				Institute of Rural Management Anand
Land Administration processes and laws	Svमितva division	1. National Institute of Defence Estates Management (Land audit, urban sanitation and land management)			Institute of Rural Management Anand

Award Questionnaire	Incentivisation of Panchayats division				
Process Documentation	Incentivisation of Panchayats division				
Analysis of Nomination	Incentivisation of Panchayats division				
Laws relating to PRIs	Policy Division	Rafi Ahmed Kidwai National Academy (Disaster Management)			Institute of Rural Management Anand Knowledge Nation Law Centre
Focus Areas like Climate Change, Spatial Planning	Policy Division		<ul style="list-style-type: none"> 1. Economics of Climate-Resilient Development 2. Basics of Climate Change: Science Behind Stories 3. Climate Change and Health 4. Climate Finance: Innovative Approaches in Supporting Climate Action 		Institute of Rural Management Anand

Activity Mapping (Mapping activities with powers given to Panchayats)	Policy Division	Indian Statistical Service Training Division (Mapping of poverty and inequality)			
GFR	Finance division	1. Indian Statistical Service Training Division (GFR- procurement of goods and services) 2. Indian Statistical Service Training Division (GFR and vigilance)			
Budgeting and Accounting	Finance division	1. Institute of Secretariat Training and Management (Outcome budget workshop) 2. Institute of Secretariat Training and Management (Formulation and implementation of budget and income tax)	1. Budget 2. Introduction to functions and organization of accounts department	1. Budget	TKWs Institute of Banking and Finance
Audit	Finance division	National Institute of Financial Management (Post Graduate Diploma in Government Accounting & Internal Audit)	Bill Passing Imprest Accounts & Audit Inspection		TKWs Institute of Banking and Finance
E-Governance	e-Panchayat division				

Monitoring Frameworks	e-Panchayat division	1. National Telecom Institute for Policy Research, Innovation and Training (Lawful intercept and monitoring) 2. Institute of Secretariat Training and Management (Monitoring and evaluation of govt schemes)		Monitoring & Evaluation of Government Schemes	
Statistics – Graphical Representation	e-Panchayat division	Institute of Secretariat Training and Management (Statistical tools and techniques)		1. Statistical Tools and Techniques 2. Data and Statistical Analysis	Indian School of Business
State Finance Commission	Fiscal Devolution division	National Academy of Indian Railways (Basic accounts and finance)			TKWs Institute of Banking and Finance
Laws relating to PRIs	Fiscal Devolution division	Rafi Ahmed Kidwai National Postal Academy (Disaster Management)			Knowledge Nation Law Centre
Disaster Management	Fiscal Devolution division		1. Introduction to Gender and Disaster Risk Management 2. Safety accident prevention and disaster management	Disaster Management and Crises Management	1. Institute of Rural Management Anand

					2.Tata Institute of Social Sciences (Certificate Programme in Disaster Management)
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IV. Non-Training Interventions (Competency and Organisational)

G. Competency Specific

- On-site learning or exposure visits for staff members to understand the functioning of Zila Panchayat, Block Panchayat, Gram Sabha etc which will enhance understanding regarding the implementation of schemes and initiatives. Creating a best practices document specific to the Ministry of Panchayati Raj. This can be made under the guidance of senior leadership. It can be in a checklist format to ensure that a note coming to them consists of the necessary information, details, structure and format. This can assist with functional competency of writing proficiency.
- Cohort formation for discussing case studies conducted by the ministry to create awareness regarding accomplishments and enhance understanding regarding dynamic challenges in the implementation of schemes and initiatives.

H. Technology and Data

- A gradual shift from Gram Panchayat Development Programme (GPDP) to spatial planning in the coming years to align ministry work with advancement in technology and achieve ministry objectives.
- Knowledge repository for MoPR across all divisions.

I. System and Processes

- Creation of a handbook for MoPR (specifically for induction) to be prepared and rolled out (with updates annually based on experience on the latest practices) for disseminating information about the MoPR.
- Creation of a template of the document that must be shared at the time of handover from one officer to another. (Headers such as key SPOCs, subject areas, key learning points etc). This can be specific to divisions. Special template should be created for the handover of consultants after the project assignment/ contract period is over.
- A Know-Your-Ministry module should be created. This could also include an overview of the ministry and the beneficiaries they cater to.

J. Resources and Assets

- Intra-ministry communication channel or progress tracking system for real-time updates regarding timelines for completion of files as well as projects.
- Compilation of all MoPR decisions in one handbook.
- The inventory management application is in development with NIC. The same should be rolled out immediately after development.
- An annual resources and assets procurement plan that focuses on scheduling, forecasting, and procuring accordingly.

K. Partnerships and Relationships

- A 'town hall meeting' usually indicates a public meeting at which an official speaks about his or her policies and answers questions from members of the public. A similar format can be imbibed for the ministry wherein the senior leadership can interact with officials at regular intervals.
- Recreational time every month for all officials in cohorts would ensure informal connection and interaction to support teamwork and communication.
- During conferences, different divisions in MoPR can interact with each other to encourage teamwork.
- Conduct and document a landscape review of all the stakeholders of the Ministry.

L. Personnel Management

- Senior leadership can identify talent with interests/inclination for a particular stream/domain within the department, and assign the person under a specific 'mentor' to further develop and hone the required skill sets.
- Identification of personnel needing additional help to ensure hand-holding and training to help them strengthen their skills.
- Identification of personnel who have excelled in areas of work to create a (monthly/quarterly) system of referral and recognition.
- Creation of a module for 'Young Fellowship' customised to MoPR.
- Dedicated collaboration platforms (workshops, virtual meetings, debates, and discussions) for officials to come together and encourage public problem-solving as well as joint learning.

Operational Plan

I. ACBP Roll out Plan

Training suggestions are valid for competencies that have been discussed and identified through CNA and personal interviews/workshops. Non-training interventions include suggestions specific to organisational and institutional systems as well as certain competency gaps that can be filled in with non-training interventions.

Training (Competencies based) and Non-training interventions (Competencies and Organisational) will be specific to and rolled out at 2 levels - ministry and divisional levels.

II. Calendar

A. Training Calendar

The following training calendar can be used by the CBU for the recommended training interventions.

#	Training Interventions	Participants	Training Provider <i>(to be decided based on finalisation of the table)</i>	Description/Content <i>(to be decided based on finalisation of the table)</i>	From-to <i>(to be decided based on finalisation of the table)</i>	Duration <i>(to be decided based on finalisation of the table)</i>
Behavioural						
1	Teamwork	All officials				
2	Communication Skills	All officials				
3	Rule Consciousness	All officials				
4	Stress Management	All officials				
Functional						

5	Noting and Drafting	All officials				
6	GeM	All officials				
7	GFR	All officials				
8	Finance	All officials				
Technology						
9	NIC Applications	All officials				
10	Advanced PowerPoint	All officials				
11	Advanced Excel	All officials				
Domain						
12	Office Protocols	Establishment division				
13	Disciplinary Proceedings	Establishment division				

14	Leave Management	Establishment division				
15	Global Best Practices	Capacity building division				
16	Statistics	Capacity building division				
17	Evaluation of Detailed Project Reports	Capacity building division				
18	Data Analytics	Svmitva division				
19	GIS	Svmitva division				
20	Land Administration processes and laws	Svmitva division				
21	Award Questionnaire	Incentivisation of Panchayats division				

22	Process Documentation	Incentivisation of Panchayats division				
23	Analysis of Nomination	Incentivisation of Panchayats division				
24	Laws relating to PRIs	Policy Division				
25	Focus Areas like Climate Change, Spatial Planning	Policy Division				
26	Activity Mapping (Mapping activities with powers given to Panchayats)	Policy Division				
27	GFR	Finance division				
28	Budgeting and Accounting	Finance division				
29	Audit	Finance division				

30	E-Governance	e-Panchayat division				
31	Monitoring Frameworks	e-Panchayat division				
32	Statistics – Graphical Representation	e-Panchayat division				
33	State Finance Commission	Fiscal Devolution division				
34	Laws relating to PRIs	Fiscal Devolution division				
35	Disaster Management	Fiscal Devolution division				

B. Non-Training Calendar

The following training calendar can be used by the CBU for the recommended non-training interventions.

#	Intervention	Participants (division, section, wing etc).	Description/Content	From-to	Duration
1					
2					
3					
4					
5					

III. Interventions: Training Institutes and Matrix for Process

The following matrix can be used by the MoPR to select courses present on different platforms (to be populated after final discussions).

Ministry of Panchayati Raj (MoPR)										
Competencies	Knowledge Partners	Factors								
		Whether customised creation of courses (Tailor-made or off the shelf)	Cost	Mode of delivery of training (Physical, online, Phygital)	Multiple locations (Availability of courses at multiple locations)	Quality of trainers (To be evaluated in the long run based on the survey feedback after each training)	Duration of the course (No. of days/hours etc)	Availability of the course in the calendar (Year-long, self-paced, specific months, etc)	Assessment of trainings	Certification
Behavioural										
	iGOT									
	ISTM									
	CTI									
	Partner institutions/organizations with CBC									
	Ministry-specific institutions									
	External									
Functional										
	iGOT									

	ISTM									
	CTI									
	Partner institutions/organizations with CBC									
	Ministry-specific institutions									
	External									
Domain										
	iGOT									
	ISTM									
	CTI									
	Partner institutions/organizations with CBC									
	Ministry-specific institutions									
	External									
Technology										
	iGOT									
	ISTM									
	CTI									
	Partner institutions/organizations with CBC									

	Ministry-specific institutions									
	External									

IV. Responsibility Allocation

The responsibility allocation matrix. It outlines the responsible, accountable, consulted, approval and informed stakeholders during the operationalisation of the ACBP within the ministry.

#	Activities	Responsibility of	Reporting/ Accountable to	In Consultation of	Approval By	Informed to
1	Organisational Interventions	CBU	Nodal Officer	Senior Leadership (AS and JS)	Honourable Secretary	CBC
2	Divisional Training	Division Heads or SPOC appointed by division heads	Nodal Officer	CBU	Honourable Secretary	CBC
3	Ministry Wide Training	CBU Specified Member	Nodal Officer	Division Heads (will be based on their nominations)	Honourable Secretary	CBC

V. Monitoring and Evaluation Matrix

For all training interventions undertaken, the following monitoring and evaluation form can be filled by the appointed person by the CBU who would be responsible for the course operationalisation (to be populated after the completion of the course).

#	Date of Entry	Intervention/ Course Name	Institute Name/ Partner Organisation	Responsible CBU SPOC	Recommended Participation (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Source of Data (e.g. attendance Sheet, IGOT records etc.)	Start date	End date	KPI Completed (Y/N)	General feedback for the course
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												

VI. Key Progress Indicators for training and non-training interventions

The following table can be used to assess progress of each of the **training interventions** undertaken (to be populated after the completion of the course).

#	Target competency	Name of the Course	Name of the training institution/platform	Mode of training delivery	Stipulated Timeliness	Delay (yes/no)	Delayed by (how many days/months)	Effectiveness of the course (through survey instrument)	Any other skill retained/gained (NA/Name of the skill(s))	Employee engagement (How many people turned up and completed the training/course)	Improvement in productivity (individual/organisational)	Quality of the course (for assessed course whether there has been any significant improvement in assessment score over a long term)	Cost of the training intervention vis-a-vis total budget available
1													
2													
3													
4													
5													
6													
7													
8													
9													

The following table can be used to assess progress of each of the **non-training interventions** undertaken (to be populated after the completion of the course).

#	Target competency	Type of non-training intervention	Mode of training delivery	Stipulated Timeline	Essential insights from the non-training intervention (mention top 3)	Any other skill retained/gained (NA/Name of the skill(s))	Employee engagement (How many people turned up and completed the training/course)	Improvement in productivity (individual/or organisational)	Frequency of the intervention	Cost of the non-training intervention vis-a-vis total budget available
1										
2										
3										
4										
5										
6										
7										
8										
9										

Annexure

Annexure 1: Notice for the formulation and mandate of the CBU (26th May, 2022)

A-11012/2/2022-Estt.
Government of India
Ministry of Panchayati Raj

11th Floor, Jeevan Prakash Building
25-K.G. Marg, New Delhi-110001
Dated 26th May, 2022

OFFICE ORDER

Subject:- Creation of Capacity Building Unit under "Mission Karmayogi Programme" in M/o Panchayati Raj-regarding

With reference to "Mission Karmayogi Programme" and in view of Capacity Building Plan for M/o Panchayati Raj being finalized in consultation with Capacity Building Commission (CBC) of DoPT, it has been decided to create a separate Capacity Building Unit (CBU) for execution of related activities of the Ministry.

2. The CBU shall have the following composition:

Sl. No.	Name of Officer	Designation	Chairman/Member
i.	Dr. Chandra Shekhar Kumar	Additional Secretary	Chairman
ii.	Smt Rekha Yadav	Joint Secretary (CB/Estt./GA)	Member
iii.	Shri S. S. Prasad	Director (CB)	Member
iv.	Smt Malti Rawat	DS (Pari/Coord.)	Member
v.	Shri Vijay Kumar	DS(FD/Policy)	Member
vi.	Shri Arun Kumar Misra	DS(e-Panchayat/Svमित्वा)	Member
vii.	Dr. Sriramappa Viradi	JD(Estt./GA)	Member
viii.	Shri Harkesh Chander	US(IFD)	Member
ix.	Shri Puneet Sharma	US(Estt)	Coordinator

3. The mandate of the CBU will broadly consist of following activities and follow-up action:

- i. Assessment of competencies required through mapping role at each level.
 - ii. Conduct a Division-wise HR Audit in collaboration with CBC to map existing competency gaps.
 - iii. Co-relate, update and implement the Annual Capacity Building Plan (ACBP) for the Ministry in collaboration with CBC.
 - iv. Monitor and report the progress of implementation of ACBP in the Ministry to CBC.
 - v. Facilitation of training and non-training interventions for organizational capacity building in partnership with experts.
 - vi. Any other relevant issue with the approval of Secretary, Panchayati Raj.
4. This issues with the approval of Secretary,PR.



(Puneet Sharma)

Under Secretary to the Government of India

Tel: 23753813

To

All concerned Officers

- Copy to : (i) Member(HR), Capacity Building Commission, Jawahar Vyapar Bhavan, Tolstoy Road, New Delhi - 110001
- (ii) PPS to SPR
 - (iii) PPS to AS, PR
 - (iv) Sr. PPS/PPS/PS to JS(RY)/JS(APN)/EA(BKB)

Annexure 2: Name, Designations and Work Allocation at the Ministry of Panchayati Raj

Sl.No.	JS/ EA	Work allocation to JS/EA	Director/DS/JD	US/DD	Division/ Section
1.	JS (Governance)	1. Governance Division <ul style="list-style-type: none"> ● E- Governance ● Implementation of SVAMITVA scheme ● Service Delivery by Panchayats ● Spatial Geographies ● Urbanizing Panchayats ● Panchayats and Environment ● Local Government Directory (LGD) ● Follow up Action on related important Policies and Committee Reports ● Partnerships to Strengthen Panchayats (related to Ministries allotted to Division) 	Shri Arun Kumar Misra, DS	Shri Avinash Chander, US (Additional charge)	SVAMITVA
				Shri Avinash Chander, US	e-Panchayat
		Ministries assigned:			

		<ul style="list-style-type: none"> • Ministry of Communications • Ministry of Development of North Eastern Region • Ministry of Earth Sciences • Ministry of Electronics and Information Technology • Ministry of Housing & Urban 			
		<p>Affairs (other than Finance Commission related matters)</p> <ul style="list-style-type: none"> • Ministry of Rural Development including Department of Land Resources) • Ministry of Road and Surface Transport • Ministry of Science & Technology • Ministry of Jal Shakti (Water Resources, River Development & Ganga Rejuvenation , DWS) • Ministry of Skill development 			

		<p>and Entrepreneurs hip</p> <ul style="list-style-type: none"> • Ministry of Social justice and empowerment • Ministry of Fisheries, Animal husbandry and dairying • Ministry of Women and Child Development <p>States: Himachal Pradesh, Jammu & Kashmir, Uttar Pradesh and all NE States</p>			
		<p>2. Fiscal Devolution and Policy Division (Additional charge)</p> <ol style="list-style-type: none"> i. Fiscal Devolution (Article 243-H) ii. Finance Commissions iii. Financial Management of State Budgets to meet the requirements of Fiscal Decentralization 	Shri Vijay Kumar, DS	Shri Kumar Shyamal Parthasarathi, US	Fiscal Devolution

		<p>iv. Financial Management of Panchayats</p> <p>v. Advocacy for greater devolution</p> <p>vi. Policy(PRI and PESA)</p> <p>vii. Panchayats and dispute resolution</p> <p>viii. CGLF membership</p> <p>ix. Planning for Economic Development and Social Justice (Article 243 G, 243 ZD)</p> <p>x. Spatial Planning (Article 243 ZD)</p> <p>xi. Monitoring of CSR activities</p> <p>xii. CGLF Membership</p> <p>xiii. International Cooperation</p> <p>xiv. Collaboration with UN agencies (UNDP/UNICEF/ UNWOMEN/WORLD BANK etc)</p> <p>Ministries assigned (Additional charge):</p> <ul style="list-style-type: none"> ● Ministry of Civil Aviation ● Ministry of 		<p>Shri Ajay Kumar</p>	<p>Policy (PRI & PESA)</p>
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		<p>Commerce & Industry</p> <ul style="list-style-type: none"> ● Ministry of Culture ● Ministry of External Affairs ● Ministry of Heavy Industries and Public Enterprises ● Ministry of Labour & Employment ● Ministry of Micro, Small and Medium Enterprises ● Ministry of Overseas Indian 			
		<p>Affairs</p> <ul style="list-style-type: none"> ● Ministry of Railways ● Ministry of Tribal affairs ● Ministry of Power ● Ministry of Finance (in matters related to finance Commissions) ● Ministry of Urban affairs (finance Commission matters) <p>States: Andhra Pradesh, Kerala,</p>			

		<p>Karnataka, Sikkim, Tamil Nadu, Telangana, Uttarakhand and West Bengal</p>			
2.	JS (Capacity Building)	<p>3. Capacity Building</p> <ul style="list-style-type: none"> i. Implementation of RGSA ii. Capacity Building activities iii. Capacity building and training for PRIs iv. Panchayati Elections and State Election Commissions v. Panchayats, Gender and Social Justice vi. Panchayats and Civil Society Organizations vii. Partnerships to Strengthen Panchayats (related to Ministries allotted to Division) viii. Relationship between Panchayats, MLAs, MPs and the District 	Smt. Malti Rawat, Director	Shri Pankaj Kumar, US	Capacity Building

		<p>Administration</p> <p>ix. Follow up Action on related important Policies and Committee</p>			
				<p>Shri Kumar Shyamal Parthasarathi, US</p> <p>(additional charge)</p>	<p>Capacity Building</p>
		<p>Reports</p> <p>Ministries/States assigned :</p> <ul style="list-style-type: none"> ● Ministry of Agriculture and Farmers Welfare ● Ministry of Chemicals & Fertilizers ● Ministry of Coal ● Ministry of Environmental, Forest and Climate Change ● Ministry of Food Processing 			

		<p>Industries</p> <ul style="list-style-type: none"> ● Ministry of Mines ● Ministry of Minority Affairs ● Ministry of Youth Affairs and Sports ● Ministry of Corporate affairs ● Ministry of HRD ● Ministry of Personnel, Public Grievances & Pensions (ARC related matters) ● Ministry of Shipping ● Ministry of Textiles ● Ministry of Personnel, Public Grievances & Pensions (other than ARC) <p>States:</p> <p>Chhattisgarh, Gujarat, Haryana</p> <p>,” Jharkhand, Madhya Pradesh</p> <p>, Maharashtra, Odisha and Rajasthan</p>			
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		an			
3.	Economic Advisor	<p>4. Administration, Parliament, Coordination & Incentivisation</p> <p>i. General Administration</p> <p>ii. Establishment Matters</p> <p>iii. Cash Section</p> <p>iv. Panchayat awards</p> <p>v. Audit, Budget and Planning (B&P)</p> <p>vi. E-Office</p> <p>vii. General Coordination</p> <p>viii. Grievances</p> <p>ix. Hindi (OL) Division</p> <p>x. Knowledge Repository</p> <p>xi. Library</p> <p>xii. Local Statistics</p> <p>xiii. Media and Publicity</p>	Dr. Sriramappa V. JD	Shri Subhash Sangwan, US	Establishment & General Admin. Section

		<p>xiv. Ministry website</p> <p>xv. Parliament</p> <p>xvi. Protocol</p> <p>xvii. RTI</p> <p>viii. Vigilance</p> <p>xix. Action research and research studies</p> <p>xx. Devolution Reports</p> <p>xxi. Legal cell</p>			
				Shri Santosh Kumar Sinha, DD	Cash Section
			Shri Vijay Kumar, DS (Additional charge)	Shri Santosh Kumar Sinha, DD	Media & Publicity, AR&RS, Vigilance & Plan Coordination

				Shri Santosh Kumar Sinha, DD (Additional charge)	General Coordination
				Shri Subhash Sangwan, US	Parliament, public Grievance & RTI
				Shri Subhash Sangwan, US (Additional charge)	IoP Section & Legal Cell
		<p>xxii. Laws relating to Panchayats</p> <p>xiii. Follow up Action on related important Policies and Committee Reports</p> <p>xiv. Partnerships to Strengthen Panchayats (related to Ministries allotted to Division)</p> <p>xxv. Any other miscellaneous matters not covered under</p>			

		<p>different subjects</p> <p>Ministries assigned:</p> <ul style="list-style-type: none"> ● Prime Minister's Office ● Niti Aayog ● Cabinet Secretariat ● Ministry of AYUSH ● Ministry of Consumer Affairs, Food and Public Distribution ● Ministry of Defence ● Ministry of Finance (other than Finance Commission related matters) ● Ministry of Health & Family Welfare ● Ministry of Home affairs ● Ministry of Information & Broadcasting ● Ministry of New and Renewable Energy ● Ministry of Parliamentary Affairs ● Ministry of Petroleum and Natural Gas ● Ministry of Statistics 			
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		and			
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Annexure 3: Legacy Capacity Building Programs

There is no record of any institutional capacity building at the ministry level or department/ division level. Some officials have received training in an individual capacity for functional competencies like Graphic Designing, Tableau, and Advanced Excel through Meity, ISTM and mentorship by senior officials.

However, no direct training has been imparted to officers/officials/staff by the Ministry of Panchayati Raj. The senior officers (IAS/IPS/IFS/IES etc.) get training from their respective cadres.

The Central Secretariat Service Cadre (CSS) officers and other staff will get training from ISTM in accordance with the orders issued by DoPT from time to time. Generally, CSS cadre officers receive foundational training after joining the MoPR and thereafter Mid Term Training, and Departmental Promotional Training conducted by ISTM.

During the last 3 years, the Ministry has nominated 9 of the officers/staff (Group-A, Group B and Group D) for training courses conducted by ISTM. The total course fee for these trainings spent by Ministry amounts to Rs.4,87,522/-

Annexure 4: Existing Technology

Capturing the existing technology and challenges faced within the Ministry in utilisation and operationalisation of the same

The following table presents the existing technology used in the ministry:

S.No.	Application	Function	Internal/ External	Institution/ Agency
1	EIS portal	Employees Information System	External	Ministry of Finance

S.No.	Application	Function	Internal/ External	Institution/ Agency
2	PFMS Portal	Public Financial Management System	External	Ministry of Finance
3	GeM Portal, CPPP Portal	Procurement/ Purchase	External	Ministry of Commerce
4	eSampada Portal	eSampada	External	MoHUD

5	SPARROW Portal	SPARROW	External	DoPT
6	Microsoft Office	Office Application	External	Third Party
7	NIC/ Gov. mail	Email System	External	NIC
8	eHRMS portal	HR System	External	DoPT
9	e-office	Paperless Approval System	External	NIC
10	e-office	Knowledge Management system	External	NIC
11	SVAMITVA Portal	Cloud-based data Repository	External	NIC
12	RGSA Portal	Dashboard for Schemes	Internal	NIC
13	e-GramSwaraj Portal	Dashboard for Schemes	Internal	NIC
14	Vibrant Gram Sabha	Dashboard for Schemes	Internal	NIC
15	Citizen Charter	Dashboard for Schemes	Internal	NIC
16	M-Action mobile app (Geotagging)	Dashboard for Schemes	Internal	NIC

S.No.	Application	Function	Internal/ External	Institution/ Agency
17	Grammanchitra Portal			
18	Audit Online and Gram Urja Swaraj Dashboards	Policy/ FD Matters	Internal	NIC

19	CPGRAM portal	Grievance redressal Mechanism	External	DRPG
20	eSamiksha	Monitoring progress on Cabinet Decisions	External	Cabinet Secretariat
21	CVC Vigilance Portal	Vigilance Related Matter	External	DoPT
22	Probity Portal	Information related to sensitive posts, rotational transfer, disciplinary proceedings etc.	External	DoPT
23	FB, Insta Twitter, YouTube	Social Media	External	Third Party

During focus group discussions, the ministry officials highlighted certain challenges regarding technology use:

- Processing of data for implementation of SVAMITVA scheme – there are delays in the transfer of data and uploading of the same in Government repositories by the NIC. This leads to further delays in surveys and drone scheduling.
- No immersion visits for observing grassroots Panchayati Raj systems. This leads to a lack of understanding regarding the implementation of tech-based initiatives in e-Panchayat and coming up with innovative tech-based solutions.
- Some officials shared their difficulties while operating GIS, GeM as well as Tableau in furtherance of the discharge of their duties. Updates by NIC to existing portals without proper notifications and refresher courses caused difficulties.

Annexure 4: List of dates of key meetings with officials of MoPR

Sl.	Discussion Agenda	Meeting Date