

Public Service Capability Enhancement Project
Stakeholder Engagement Plan

Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training (DoPT)

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Abbreviations and Acronyms

FRAC	Framework for Roles Activities and Competencies
SPV	Special Purpose Vehicle
PMHRC	Prime Minister HR Council
ASK	Attitude, Skills and Knowledge
iGOT Karmayogi	Technology Platform
GST	Goods and Services Tax
CBC	Capacity Building Commission
ISTM	Institute of Secretariat Training and Management
CoE	Centre of Excellence
MoEFCC	Ministry of Environment and Forests and Climate Change
ESK	Environment and Social Framework

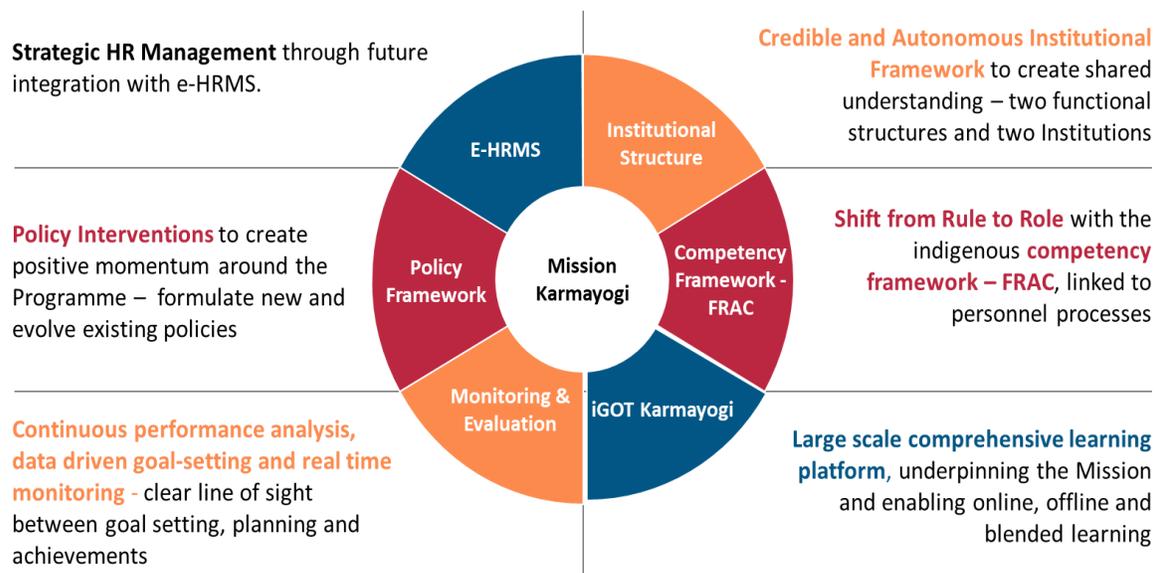
Executive Summary

1. Recognizing the opportunity to deliver capacity building to all civil service officials, the government has embarked upon **Mission Karmayogi** - National Programme for Civil Services Capacity Building - which encompasses six key strands. The proposed project includes initiatives that range from strengthening existing institutions, refreshing policy, detailing competencies that are required for each role and activity related to each position, and creating a strong push for a culture of life-long learning among civil services.
2. The Programme is underpinned by IGOT Karmayogi - a comprehensive online platform that has resources for online, face-to-face and blended learning. A Programme of such scale and coverage, presents the need for a robust institutional framework with shared ownership at all levels, complemented by an enabling policy framework to align government modalities and create positive momentum around this national Programme. Going a step further, there is also recognition of the need to create accountability and provide stakeholders with up-to-date snapshots and pulse checks on performance against the targets, making evaluation and monitoring a key component. Overall, this will enable standardization and harmonization in the implementation of IGOT Karmayogi, with visibility of outputs, outcomes and impacts enabling data-driven goal setting and monitoring at a unit, system and ecosystem level.
3. The nature and scale of the Programme presents a need for clear articulation of roles and responsibilities of every stakeholder involved in this transformation journey. It is of equal importance for these stakeholders to build partnerships and work together towards continuous service excellence. An overarching institutional framework that brings all the stakeholders together in a scalable and efficient manner is critical for its long-term sustenance.
4. The Stakeholder Engagement Plan provides a detailed overview starting from Stakeholder identification, proposed engagement of stakeholders in the project, roles and responsibilities of stakeholders and Grievance Mechanism laid out for stakeholders for raising if any grievance during the project implementation. As the SEP is dynamic document and it will be updated in various stages of project life cycle, the updation and inclusion of new stakeholders will be done in continued process.
5. As part of the process of identification of stakeholders, all stakeholders relevant to the overall project including its components and sub-components were considered. These included those currently associated with the project and those who will be associated with the project at a later stage during implementation. Stakeholders were identified and categorized into a) project affected parties, b) other interested parties and c) disadvantaged and vulnerable groups. Systematic consultation with all those interproject beneficiaries, project affected people were carried out.
6. The objective of these discussions with those involved in Learning Management and HR component of the project was to gain in-depth understanding of project issues and concerns from a broad group of discussants, including people who may be directly involved in the project implementation. The consultations focused on inclusiveness in participation of community members, processes laid down for successful implementation, best practices across the industry etc.
7. The SEP provides for dissemination of a variety of information, the mechanism for sharing to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate Project information to stakeholders. When selecting an appropriate process, culturally appropriate mechanism, and the purpose for engaging with a stakeholder group has been considered.

8. The SEP also provides information on the process, method and timing of disclosures of different project related documents in entire project life cycle. In addition, the site will provide details about the Grievance Redress Mechanism and contact details. DoPT will update and maintain the website regularly.

1. Project Description

The Department of Personnel and Training (DoPT), the nodal agency responsible for personnel management and training for the Government of India (GoI) has created a learning transformation program for capacity building of the Indian government. This will be done through a multi-pronged effort - National Programme for Civil Services Capacity Building (hereafter referred to as “the Project”). The Programme aims at developing a well-trained civil service with the right Attitudes, Skills, and Knowledge (ASK), such that there is a continuous improvement in their efficiency and outcomes. A well trained, efficient, and capable civil service will lead to better public service delivery and better governance, thus boosting Citizens’ Ease of Living and Ease of Doing Business, elevating citizens’ trust in government and overall making the government perform better. Mission Karmayogi has been envisaged as a comprehensive six-pronged Programme, with each strand coming together to create a competent civil service for New India, built on the ethos of Indian values and backed by robust government processes.



Nature of the proposed project interventions

Competency Driven Capacity Development

Central to Mission Karmayogi is the recognition that a fit-for-purpose government workforce requires a competency driven capacity building approach, which focuses on imparting competencies critical to discharge roles. The Programme, in lines with the recommendations of the National Training Policy of 2012, will introduce a Competency Framework for the civil services that will govern their training, capacity building, as well as give direction to larger aspects of HR Management, including promotions and postings. This Competency Framework, called the Framework of Roles, Activities and Competencies (FRAC), will link every position in the Government with their required competencies. For every government position, there are roles; each role has activities associated with it; accomplishing each activity needs certain competencies. FRAC will map the roles and activities corresponding to every government position with their desired competencies, with each competency having 5 levels of proficiencies (from Beginner to

Expert). As civil service officials progress in their career, it is desirable that they gain new competencies and evolve their proficiency in their current competencies. Competencies have broadly been classified into three types - Behavioural, functional, and domain, as explained below.

- Behavioural competencies are a higher order of behaviours that are applicable across a range of jobs, functions, and roles, within the organization. They describe the key values and strengths that help a department/organization/official perform effectively in a range of jobs.
- Functional competencies describe the application of knowledge and skills needed to perform effectively in a specific role or group of jobs. They may also include job specific competencies that define the skills and knowledge needed to perform a specific role effectively.
- Domain competencies are shared by a „family“ of related jobs that have common functions and form a logical career path. These competencies are defined for a specific department or business unit, but it may also define jobs across departments that share common tasks and functions.

Every department will perform a FRAC for every position in the department. To operationalize FRAC in a homogeneous and standardized manner across departments, DoPT is setting up a FRAC Centre of Excellence (FRAC CoE). The FRAC CoE will play the dual role of a “process owner” where it defines, manages, and amends the process of FRACing that departments shall follow and, a “process certifier” where it certifies the FRACing operations at departments. Thus, as the FRAC CoE matures, it will evolve into a standardization body for FRAC and define benchmarks for the expected performance.

iGOT Karmayogi Platform

This is a large-scale comprehensive learning and career management platform, built indigenously in India, to suit the unique needs of the Indian government. The platform creates an environment of continuous, frictionless, and guided learning for all segments of the Indian civil service and provides mechanisms for networking, peer-to-peer interactions, and competency and career management. Envisaged as a multi-channel digital platform – where FRAC understands the competencies required by an individual, and a content marketplace enables learning – iGOT Karmayogi will enable tailored competency development for all valid civil service officials. It shall also form the backbone and starting point of linking and amplifying an intelligent government approach to capacity building and HR management.

Institutional Framework

To operationalize, regulate and govern the capacity building Programme, an institutional mechanism that is robust, co-owned and sustainable, has been proposed. Comprising of two functional structures (the Prime Minister’s HR Council and the Cabinet Secretariat Coordination Unit) and two institutional structures (Capacity Building Commission and the iGOT Karmayogi Special Purpose Vehicle), the envisaged institutional structure will bring together all stakeholders in a scalable and efficient manner.

- Prime Minister’s HR Council (PMHRC) at the apex providing strategic direction to civil services reforms and capacity building.

- Coordination Unit in Cabinet Secretariat working to unify the Programme and providing mechanisms for overseeing capacity building plans.
- Capacity Building Commission (CBC) to harmonize training standards, create shared faculty and resources, and supervise training institutions.
- iGOT Karmayogi Special Purpose Vehicle (SPV) to implement and enhance digital assets underlying the Programme, including iGOT Karmayogi platform, and facilitate world class learning.

Policy Framework

To sustain the Mission, a Policy Framework that continuously evolves implementable policies is critical. This will refresh existing policies from time to time and formulate new policies, all of which will define the course of action for Programme stakeholders and ensure that the Programme keeps gaining momentum. Through standardized directions for departments and training institutions pan-India, the Policy Framework will upgrade the training landscape and harmonize capacity building, thus enabling a future-centric transformation. For instance, with significant change occurring in the training landscape, training related policies (policies to operationalize e-learning, policies to integrate service matters with FRAC, assessment policies etc.) shall need to be formulated. Similarly, policies to operationalize the Programme (onboarding policies, expenditure policies, governance policies etc.) as well as iGOT Karmayogi platform related policies (data policies, intellectual property rights policies etc.) will be key.

Monitoring and Evaluation

The decentralized nature of civil service capacity building necessitates the creation of a framework that monitors progress of the Programme at every level. Mission Karmayogi's Monitoring and Evolution Framework will help in defining clear linkages between national aspirations and priorities, departmental strategies and objectives, and internal and external ecosystem drivers, ensuring synthesis in goal setting and harmonization in reporting practices.

Key elements of the monitoring framework include –

- Annual Capacity Building Plan – A compilation of departmental capacity building goals and objectives, aligned at a national level. This will enable identification of the Key Performance Indicators (KPIs) at the departmental and national level, and thus form the basis for all monitoring and evaluation activities.
- PM's Karmayogi Dashboard - A single source of truth Dashboard providing departmental Progress Reports and Scorecards
- Annual State of the Civil Services Report which will go beyond reporting of Capacity Building Programme and will capture the state of affairs in the civil services as a whole, capturing the achievements and changing responsibilities and civil services' contribution to the national progress.
- Third Party assessment frameworks – enabling third-party audits of departments, Ministries, SPV or of the entire Programme. These may be mandated by the PMHRC or the CBC.

e-HRMS and Integration with Capacity Building for Strategic HR Management

DoPT is already implementing an e-HR Management System for digitally recording and managing HR matters across departments and there is a longer-term plan to integrate the Capacity Building

and competency information with the e-HR Management System. While this is not the immediate focus of the Programme, such an integration will transform the core HR management of civil services, especially in aspects of recruitment, postings, promotions etc., and more importantly, will provide the right intelligence and insights to government to ensure right persons are at the right job.

2. Regulations and Requirements

This SEP considers the existing institutional and regulatory framework within the context of the following Government of India's legal instruments as well as the safeguard compliance requirements of Environmental and Social Framework (ESF), 2016 of the World Bank as mentioned below

- Right to Information Act, 2005
- Information Technology Act
- Government Procurement guidelines as per GFR, 2017
- Relevant taxation acts GST, Income Tax etc.
- Companies Act
- The Environmental Impact Assessment Notification (EIA), 2006 (including all amendments to date), notified by MoEFCC, GoI.
- ESS 10: Stakeholder Engagement Information Disclosure, ESF 2016, World Bank.

The World Bank's Environmental and Social Framework (ESF)'s Environmental and Social Standard (ESS) 10, "Stakeholder Engagement and Information Disclosure", recognizes "the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice" (World Bank, 2017: 97). Specifically, the requirements set out by ESS10 are the following:

- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback.

The project comprises of IT and institutional development involving a range of stakeholders. The institutional reforms involving iGOT Karmayogi, both in terms of their roles and responsibilities and also staffing etc. will take place once the project becomes effective and is under implementation. This status also implies that presently only a few stakeholders of the total potential stakeholders are available to be engaged and the remaining will come on board at a later stage of implementation e.g. SPV, CBC. Some of the acts, guidelines which will be applicable to these have been listed in Annexure 2.

The purpose of the SEP at this stage is to set out the means and modes of engagement that shall guide the project to engage with those stakeholders – currently on board and those who would come on board at a later stage.

3. Brief summary of Previous Stakeholder Engagement Activities

Consultations with stakeholders have been at the core of this project. During the preparation stage, various consultations meetings have been held by the implementing agency with various agencies such as Indira Gandhi National Open University (IGNOU), the Abdul Latif Jameel Poverty Action Lab (J-PAL), Bill and Melinda Gates Foundation (BMGF), LBSNAA, Tarento, ISTM, and PricewaterhouseCoopers Pvt. Ltd, EY. These were held to discuss various aspects of the proposed project, such as: the overall National Human Resource Transformation Strategy of the Government of India; review the capacity building models of other countries across the globe and their outcome; discuss the approach and implementation of IGOT Karmayogi, specifically for the pre-foundation and common foundation courses/content; and discuss the content/courses that can be leveraged from them in ready state for the platform. These discussions were also held to discuss the approach and implementation of gender inclusivity, accessibility aspects for vulnerable groups in the platform as per defined standards. Such interactions and consultative meetings shall continue during preparation and well into implementation. Details have been provided at Annexure 1.

4. Stakeholder Identification and Analysis

As a part of Project preparation, DoPT has conducted stakeholder identification and analysis, albeit at a high level. To determine the internal and external stakeholders, it is critical to understand the overall Project beneficiaries, and the institutional structures driving the strategy and implementation.

Broadly, the following beneficiaries have been identified–

- Citizens: The ultimate beneficiaries of the Project are the citizens. Although there are no direct project level touchpoints with citizens, the project is aimed at enhancing the capacity of the government officials. Well-capacitated government workforce will (a) enhance public service delivery making government services more efficient and effective, (b) make government officials more citizen-centric and citizen-friendly.
- Civil services are a key stakeholder. The ultimate objective is to train them to be more effective in their roles.
- Central Departments/ Ministries and their training institution are a key stakeholder. The Programme is mandatory for all Government Officials, and that Departments will make necessary preparations to onboard.
- State Departments will also be onboarded, in phases
- Third Party Providers encompassing content providers, assessment providers, broadcasting agencies etc., who will provide various services on the platform.

In addition to the above, the following institutions will also play a vital role in the project execution:

- DoPT’s Programme Management Unit
- iGOT Karmayogi Special Purpose Vehicle (SPV), as the entity responsible for managing and developing iGOT Karmayogi.
- Institute of Secretariat Training & Management, as the nodal agency for operationalizing FRAC
- Knowledge partners and donor agencies

Going further, DoPT has also done a detailed analysis of – (a) the modes of engagement that it has adopted to engage with the key identified stakeholders in the past, (b) frequency of engagement, (c) effectiveness of the mode of engagement, (d) the extent to which DoPT is dependent on the stakeholders, and (e) the degree of influence that each stakeholder has on DoPT. This analysis is summarized in Table 1 below:

Table 1: Detailed Stakeholder Analysis

Stakeholder	Primary Mode of Engagement	Frequency of Engagement	Effectiveness of Mode of Engagement	Extent to which DoPT is Dependent t on the Stakeholder	Degree of Influence Stakeholder has on DoPT
Champion CTIs (NACIN, IGNTA, NADP, SVP NPA, RAK NPA, LBSNAA, ISTM) who will be the first ones to onboard the iGOT Karmayogi platform	Official communications/ Workshops/ Seminars/Webinars	Frequent	Effective	High	High
Capacity Building Commission (to be set up)	Official communications and Face to face meetings	As required	Effective	High	High
Ministries/ Department s/ Training Institutes/ Organizations under Central Government	Official communications/ Meetings/ Seminars	As required	Effective	Moderate	Moderate

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Ministries/ Department s/ Training Institutes/ Organizations under States	Official communications/Meetings/Sem inars	As required	Effective	Low	Low
ISTM for implementing FRAC framework	Official communications /Workshops / Seminars and Face to face meetings	Frequent	Effective	Moderate	Moderate
Special Purpose Vehicle (to be set up)	Official communications and Face to face meetings	As required	As required	High	High
Female and Specially abled Employees (for Accessibility and Gender Inclusivity & For officers at remote location with no or limited internet connectivity. aspects	Official communications/ Workshops/ Webinars	As required	Effective	Low	Moderate
Content providers (retired / serving government officials, service officers, professional bodies (like Indian Council for Medical Research (ICMR), The Institute of Chartered Accountants of India (ICAI), NGOs, etc.,	Official Communications/Meetings/Work shops	As required	Effective	Moderate	Moderate

The key learnings for DoPT from the above analysis are:

- Stakeholder engagement that DoPT pursues is need based (i.e. based on the needs of DoPT, not the stakeholders), formal and infrequent.

- The technology partner is an important stakeholder responsible for building the online platform, in so far as DoPT is concerned and regular meetings is the most effective mode of engagement with them
- For building the competency framework ISTM is the most important stakeholder in so far as DoPT is concerned and regular meetings is the most effective mode of engagement with them
- For content creation, departments consisting of the training institutions under them including Cadre Controlling Authorities, Central Training Institutes (CTIs), States and State Training Institutes (STIs) etc. will play an imperative part. They are very important and influential stakeholders. Official communications, workshops and seminars have been the most preferred mode of engagement with these stakeholders. But, going forward, official communications may need to be augmented with other modes of engagement so that the turnaround time for DoPT to get content for the platform reduces.
- For program management EY, PwC and JPAL are the most important stakeholders, although they are support staff and will not strongly influence the decisions made by DoPT. Face to Face meetings have been the most preferred mode of engagement with these stakeholders.

If categorized required under ESS 10

- **Affected parties:** While no one will be adversely affected by the project activities, civil servants – freshers and other more experienced officers will be the key beneficiaries.
- **Other interested parties:** training providers, contents providers, vendors and consultancy firms and other agencies such as BMGF, JPAL, etc. Content Providers may be/ will be from Academia, private sector, retired / serving government officials, service officers, professional bodies (like ICMR, ICAI, ICWA, etc.) NGOs, etc. and will also be interested parties in providing relevant courses on platform.
- **Disadvantaged and vulnerable groups:** would include persons living with disabilities, for which training platform and training courses are envisaged to be accessible compliant. iGOT platform is developing accessibility features for such groups as per defined standards. Such employees will be consulted to seek their inputs on usage of platform. Feedback thus received will be duly incorporated.
For officers at remote location with no or limited internet connectivity. This emphasizes the need to make quality learning resources available, through offline access, for officials stationed in internet black-zones. Keeping this in mind, iGOT TV has been envisaged to provide civil services with access to all available CBPs, unlock the benefits of distant learning and democratize access to high quality CBPs across remote areas.
Female employees, thus, will be benefitted as iGOT TV will provide them with anytime, anywhere accessibility to their learning needs.
Female employees will also be consulted to seek inputs on gender inclusivity aspects on the platform which again has been incorporated in technology and content creation guidelines as per defined standards.

5. Stakeholder Engagement Plan for The National Civil Services Capacity Building Programme

Given the major initiatives envisaged under the Project, DoPT will need to engage with several new stakeholders (specialized information technology firms, content creators, data visualizers, etc.) whilst deepening its engagement with its existing stakeholders.

Drawing from the lessons learnt from the stakeholder identification and analysis DoPT will:

1. Adopt a consultative approach towards shaping the strategy and implementation for the Project

- Capacity building is a complex and multi-faceted journey which requires continuous and lifelong engagement with all key stakeholders, thus consultations with stakeholders have been at the core of this Project. For instance, a draft version of a strategy and approach document was released for consultation, thus soliciting inputs from the governance and training landscape.
- To build acceptance of the project, and enable early alignment of stakeholders, multiple workshops and technical sessions have been conducted to enhance the readiness of the ecosystem

2. Enable early onboarding of seven select training institutions, as champion CTIs, contributing towards the success of the Project

- This Project is a co-owned, co-developed initiative with participation and adoption required from each stakeholder in the ecosystem. Given this design principle, a key element of stakeholder engagement encompassed identification and onboarding of champion CTIs, which would contribute towards the evolution and proliferation of the Project, across strands (i.e FRAC, iGOT Karmayogi etc.)

3. Provide training and handholding support to stakeholders

- To support departments in onboarding, DOPT will conduct pre-onboarding workshops with departments; provide support teams to serve as the single point of contact, conduct department level workshops and host master training programmes, enabling stakeholders to building internal capabilities and expertise.
- Wherever needed, DoPT will ensure the availability of rules and tools – i.e. templates, checklists and toolkits with guidelines and standard operating procedures, enabling standardization and harmonization. For instance, the FRAC Centre of Excellence, hosted in ISTM will provide the rules and tools for operationalizing of FRAC.
- Through an onboarding in a box approach (OIAB), DOPT will bring in necessary policy interventions whenever needed, guide the departments and states on the key roles and activities that they need to play and handhold them through the transformation journey, creating toolkits and standard operating procedures, and

training the relevant officials to enhance the readiness and adoption. Key components of the OIAB will include – (a) roles and responsibilities for every onboarding Department, (b) standard process for onboarding Departmental users on the iGOT Karmayogi platform and subsequent granting of roles and access to each of the onboarded users, (c) guidance on the minimum roles/ manpower resources, (d) Standard Processes for Content creation and onboarding on the iGOT Karmayogi platform etc.

4. Project Status Calls

- PMU team at DoPT are conducting regular project monitoring which are reported through weekly project status calls. A more comprehensive monitoring framework has also been

envisaged with defined roles of the Capacity Building Commission and the Cabinet Secretariat Coordination Unit. These will be operationalized once the institutions are formed.

5. Ensure robust communication and change management

- An appropriate communication and change management strategy will be designed to promote acceptance and adoption of the Project to departments as well as to individual civil service officials. DoPT, along with the departments, will shape the communication strategy, and enable a feedback mechanism at every stage to enable pulse-check. All communication will be conducive to the achievement of civil services reforms in India and will clearly articulate the need, strategy and approach and challenges of the Project. This will minimize information asymmetry and maximize stakeholder buy-in, whilst enabling departments to evolve, scale and refresh with new demands, expectations and challenges.
- DoPT realizes that the above action points are broad strategic imperatives rather than firm action plans and that these need to be reviewed, revisited and refined through the course of Project implementation. DoPT is already in progress of implementing the program; however, given the dynamic nature of the Project, DoPT feels that it would be imperative to keep stakeholder engagement dynamic and flexible within a broader strategic engagement framework. To provide for timely, efficient and transparent redressal of complaints / grievances, stakeholders will be encouraged to use DoPT's Grievance Redressal System to register and seek solutions to their grievances / complaints, if any.

Table 2: Information Dissemination and Modes of Disclosure

Target Stakeholders	Information to be disclosed	Tools of engagement and mode of disclosure	Frequency	Responsibility
Champion CTI's	Project documents like: Policy documents, Onboarding in a Box for CTI's, Content framework, etc.	<ul style="list-style-type: none"> • Consultative meetings • Focus group discussions • Through E-mails 	Multiple	DoPT/SPV
Departments and Ministries	Project documents like: Policy	<ul style="list-style-type: none"> • Consultative meetings 	Multiple	DoPT/SPV

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	documents, Onboarding in a Box for Departments, FRACing Documents, Content framework, etc.	<ul style="list-style-type: none"> • Focus group discussions • E-mails 		
ISTM	Project documents like: Policy documents, FRACing documents, content framework, etc.	<ul style="list-style-type: none"> • Consultative meetings • Focus group discussions • E-mails 	Multiple	DoPT/SPV
SPV	Project documents like: Project scope, Technical Architecture documents, Functional Requirement documents, Detailed Project report, Policy documents, etc.	<ul style="list-style-type: none"> • Consultative meetings • Focus group discussions • Technical discussions, E-mails 	Multiple	DoPT
Institutions like Capacity Building Commission, PM HR council etc.	Project Reports, iGOT Karmayogi Dashboard	<ul style="list-style-type: none"> • Annual reviews • Annual audits 	Multiple Multiple	DoPT
Vulnerable Groups (Female and Especially challenged employees & for officers at remote location with no or limited internet connectivity)	Platform Features, Content Framework, etc.	<ul style="list-style-type: none"> • Consultative meetings • Focus group discussions • E-mails 	Multiple	SPV

6. Roles, Responsibilities and Resources for Stakeholder Engagement

The nature and scale of the Programme presents a need for clear articulation of roles and responsibilities of every stakeholder involved in this transformation journey. It is of equal importance for these stakeholders to build partnerships and work together towards continuous service excellence.

Stakeholders	Roles and Responsibility of DoPT towards these stakeholders
Champion CTT's	<ul style="list-style-type: none"> • Provide access to platform – production and sandbox • Train on how to use platforms across roles • Guidance on best practices to develop online content, including content quality toolkit • Seek feedback for platform improvement
Departments and Ministries	<ul style="list-style-type: none"> • Provide admin access to platform – production and sandbox • Guidelines on how to onboard department on the platform – Onboarding in a Box • Train select departmental users/ master users • Guidance on best practices to develop online content • Assist departments on FRACing exercises • Empanel vendors for content development and FRACing
ISTM	<ul style="list-style-type: none"> • Set up the FRAC CoE and hire vendors to augment the team
SPV	<ul style="list-style-type: none"> • Incorporate the SPV, which in turn will be responsible for funding and manage technical development and enhancement of iGOT Karmayogi platform.
World Bank	<ul style="list-style-type: none"> • Engage with WB on regular basis
DoPT PMU	<ul style="list-style-type: none"> • Set up the PMU by hiring and onboarding suitable resources • Oversee PMU activities
Institutions like Capacity Building Commissions, Coordination Unit, PM HR Council etc.	<ul style="list-style-type: none"> • Creation of the said bodies through suitable internal processes

The iGOT and SPV websites will be used to disclose project documents, including those on environmental and social documents.

7. Timelines for Feedback

DoPT shall invite feedback and suggestions using the following modes and convey its response within specified timelines. Currently, DoPT is taking feedback through emails on their official/ common mail ids. Once the Organization structure of Programme is implemented and various organizations are formed like SPV, CBC, etc. postal address and common mail ids will be formed to sought feedback.

Suggestion/Disclosure on Documents	Mode of providing feedback	Timeline for feedback	Conveying response by DoPT, No. of days	DoPT response mode

Suggestions on documents like Policy documents. OIAB, Content Framework, FRAC framework and methodology, etc.	Written or Emails	15 days	Continuous	Written/E-mails
Suggestions/observations on iGOT Karmayogi platform	Written or Emails	Continuous	Continuous	Written/E-mails

8. Grievance Mechanism

The likely grievances that may arise are as follows

- Procurement related
- Technology platform
- SEA/SH Issues

The following Grievance Redressal Mechanism exists at DoPT for addressal of various types of grievances being raised. The Mechanism focuses on receiving, registering, addressing and resolving grievances received from any aggrieved stakeholders. The key objectives of the GRM are:

- Record, categorize, and prioritize grievance.
- Resolve the grievance through consultation with all stakeholders.
- Forward any unresolved to higher authorities.

The project shall make use of existing grievance mechanisms

1. Centralized Public Grievance Redress and Monitoring System (CPGRAMS)

Government of India instituted CPGRAM portal for providing the citizens of India with a platform for redress of their grievances. Any citizen having a grievance against any Government organization in the country may lodge their grievance in CPGRAM, which will be further forwarded to the Ministry/Department/State Government concerned for immediate redressal.

Whenever a grievance is received on the CPGRAM portal, it is then forwarded to the concerned Ministry/Department who are dealing with the substantive function linked the grievance. The Grievance is addressed in the Department in a stipulated time frame.

2. Contractual Grievances

If any dispute of any kind, whatsoever, shall arise between the Purchaser and the Supplier in connection with or arising out of the Contract, the dispute shall be resolved as per the redressal mechanism provided in the World Bank RFP/Contract which will list the above mechanisms .

3. Internal Complaints Committee (ICC) for considering complaints of Sexual harassment of women employees at DoPT

In compliance with the instructions of National Commission for Women and guidelines issued in implementation of the directives of Hon'ble Supreme Court, DoPT has duly constituted a complaint committee for considering complaints of Sexual harassment or women working in DoPT. Committee in this regard has been constituted consisting of One Deputy Secretary level person (as Chairperson) and Three members are of Under Secretary level.

4. Vigilance Grievances

Such grievances are sent to Chief Vigilance Officer of the department for addressal.

9. Budget for Implementation

The implementation of stakeholder engagement plan and the stakeholder engagement activities like holding conferences, meetings, etc. will be carried out through internal budgets.

10. Monitoring and Reporting

The departments, their training institutions, states and individual civil service officials are the most important stakeholders in the success of iGOT Karmayogi. While DoPT will provide the policy framework, the actual operationalization of iGOT Karmayogi, through on boarding of courses or FRAC will happen at the level of individual departments and states. Constant monitoring of the capacity building initiatives and the progress of iGOT Karmayogi platform is therefore of utmost importance.

Need for Monitoring and Evaluation Framework

The monitoring and evaluation framework will provide a unified and integrated view of the scheme across the country and enable identification of progress in capacity building initiatives. By leveraging data as a strategic asset, the monitoring and evaluation framework will enable –

1. **Improved availability and insights-** On-demand accessibility of accurate and credible data which can improve efficiency and effectiveness of iGOT Karmayogi by generating insights for policy making and providing a holistic view across departments and states.
2. **Pre-emptive decision making-** Creating a unified and integrated view of capacity building initiatives will improve situational awareness of governments and enable them to make informed decisions basis the progress, historical records, interventions etc. of stakeholders
3. **Cross-learning opportunities-** Currently, there is an absence of a forum where civil services can interact without compromising organizational essentials. The monitoring and evaluation framework will create a single source of truth for all stakeholders, and empower them to share best practices, thus optimizing administrative efficiency pan-India
4. **Increased transparency and accountability-** A key objective of the government and the civil services is to protect the interest of citizens and ensure governance and scheme implementation in an efficient and transparent manner. With the establishment of a comprehensive monitoring and evaluation framework, all stakeholders will have access to a consolidated single source of truth, thus fostering an ecosystem that promotes transparency.

Benefits of the Monitoring and Evaluation Framework

The monitoring and evaluation framework will enable–

1. Insights driven decision making in capacity building reform through the governance lifecycle
2. Rapid and consistent access to required information through a single source of truth
3. Transparency and accountability in governance
4. Consolidated pan-India view of capacity building initiatives
5. Decision-making, contextualized to department conditions
6. Definition of performance indicators for department scorecards

The monitoring and evaluation framework will measure progress in four ways – (a) Prime Minister's Dashboard, (b) Department Progress Reports and Scorecards, (c) Annual State of the

Civil Services Report and (d) Third Party Evaluations. This will also be complemented with robust communication and change management, ensuring stakeholders are kept apprised.

11. Annexure 1

Details the major stakeholder consultations that have been held for this project)

#	Date	Key Consultations
1.	8 November 2019	Meeting with World Bank, JPAL, BMGF, Infosys, EkStep, Tarento, and PwC to discuss overall strategy of Project and broad scope of the engagement for project iGOT Karmayogi.
2.	11 November 2019	Meeting with JPAL, LBSNAA and EY was held to <ul style="list-style-type: none"> • review the capacity building models of other countries across the globe and their outcomes along with potential structure to build and implement such a program • discuss Content Framework and Strategy – how to identify and create online and flipped content from existing courses
3.	28 November 2019	Meeting at Infosys Leadership Institute, Mysore to gain insights on digital learning and role of competencies. <ul style="list-style-type: none"> • Demo of Lex Platform was conducted to the group • Infosys shared their strategy and learnings of building and implementing Lex internally to facilitate upskilling and reskilling of employees online to the current needs
4.	7 December 2019	Meeting with BMGF and EkStep for further validating the plan of iGOT Karmayogi platform and its initial rollout. Key components of the program and platform were discussed like Competency Framework, Content Framework, Users onboarding, Assessment Framework, etc.
5.	17 December 2019	Meeting with BMGF, JPAL and EkStep was held for <ul style="list-style-type: none"> • Finalizing features and promises of the platform and • Key milestones till 2020 – common foundation roll out
6.	17 January 2020	A workshop was conducted with two CTIs, Lal Bahadur Shastri National Academy of Administration (LBSNAA) and Institute of Secretariat Training & Management (ISTM). The purpose of this workshop was to articulate the roles and responsibilities of LBSNAA and ISTM in the roll-out of iGOT Karmayogi. A demo of the technology platform was also provided to familiarize and inputs from the stakeholders were sought. ISTM to be nodal agency for FRAC strategy and implementation LBSNAA to play a key role in Content Strategy for the entire project and work with J-PAL to create online courses/content for pre-foundation and common foundation roll-out
7.	28 January 2020	A workshop with LBSNAA was conducted to discuss further the approach and implementation of iGOT Karmayogi, specifically for the

#	Date	Key Consultations
		<p>pre-foundation and common foundation courses/content.</p> <p>Premier Institutes like IGNOU and NLU were invited to discuss the content/courses that can be leveraged from them in ready state for the platform.</p>
8.	4 February 2020	<p>A conference on Civil Services Capacity Building Reforms was held with select departments, CTIs and representatives from other Ministries. The purpose of the workshop was to discuss the need for a fresh approach to capacity building, align political leadership and formalize the way forward.</p> <p>Technical sessions on iGOT Karmayogi, the technology platform, the competency framework and content were held and details regarding timelines and expectations were articulated. Stakeholder inputs were sought at every stage and a question answer session was held with the leadership present.</p> <p>A consultation paper on “Approach to strategy and implementation” of iGOT Karmayogi was launched, to guide and facilitate the discussions.</p> <p>Key outcomes were:</p> <ul style="list-style-type: none"> • 59 departments, 28 CTIs representing 50K+ senior Civil Servants of the country were introduced to the program • Identification of the pioneering group of 5 CTIs to drive iGOT Karmayogi implementation in phase one in addition to LBSNAA and ISTM. 7 champion CTIs thus identified as – LBSNAA, ISTM, Forest Academy (IGNFA), Customs Academy (NACIN), Income Tax Academy (NADT), Police Academy (SVPNPA), Postal Academy (RAKMPA)
9.	17 – 18 February 2020	<p>A detailed two-day workshop was organized with 7 champion CTIs at LBSNAA, Mussoorie to formulate their strategy for implementation of phase one. The key outcomes were</p> <ul style="list-style-type: none"> • The champion CTIs got the hands-on experience of the platform and navigated on it to explore the features of the platform • Workshop on content creation and content development process on platform was conducted using course authoring tool for online and flipped content • Exercise on operationalizing FRAC was done with examples
10	19 February 2020	<p>Meeting with UK Civil Services Leadership Academy with the World Bank suggesting ways of capacity building measures in India with the insights of similar experience from UK</p>

#	Date	Key Consultations
11	2 March 2020	A workshop held at ISTM which was attended by the iGOT Karmayogi project working group heads for discussing all aspects of iGOT Karmayogi project and way forward
12	03 June 2020	An Online Meeting was held regarding iGOT Karmayogi with the representatives of DoPT, LBSNAA, ISTM and World Bank Group. The discussion was focused on the following points: <ul style="list-style-type: none"> • Role of 7 Champion CTIs and their expertise on subject matters for creation of content relevant for Group A, B, C employees • Get an understanding from CTIs about the role and changes occurring due to online mode of learning • Training Needs Analysis and resources required for it • Timelines for iGOT Karmayogi SPV and FRAC
13	17 June 2020	CEE/EFC Meeting conducted: Programme Approved, SPV Structure and Revenue Model approved
15	8 July 2020	An online meeting was held where Secretary (P) took a review meeting of 7 Champion CTIs and DoPT on progress made. Secy(P) advised: <ul style="list-style-type: none"> • FRACing to be conducted by them at the earliest • To prepare 2-year Probation Program across services; linked to competencies
17	July - September 2020	Multiple webinars conducted with CTIs to familiarize them with iGOT platform and creation of content on the platform
18	2September, 2020	Approval of Mission Karmayogi (NPCSCB) Programme from Cabinet

12. Annexure 2

Below is a non-exhaustive list of acts, guidelines (and their amendments) which apply to the project:

- Companies Act
- Employees Compensation Act 1923
- Payment of Gratuity Act 1972
- Employees P.F. and Miscellaneous Provision Act 1952 (since amended)
- Maternity Benefit Act 1961:
- Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013:
- Contract Labour (Regulation & Abolition) Act 1970:
- Minimum Wages Act 1948:
- Payment of Wages Act 1936:
- Equal Remuneration Act 1976:
- Payment of Bonus Act 1965:
- Industrial Disputes Act 1947:
- Trade Unions Act 1926:
- Child Labour (Prohibition & Regulation) Act 1986:
- Weekly Holidays Act -1942
- Bonded Labour System (Abolition) Act, 1976:
- Employees State Insurance Act 1948:
- The Personal Injuries (Compensation Insurance) Act, 1963: