ANNUAL CAPACITY BUILDING PLAN

DEPARTMENT OF SPORTS, MINISTRY OF YOUTH AFFAIRS AND SPORTS

UPDATED AS ON 31.01.2024

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List of Acronyms

ACBP	Annual Capacity Building Plan
AICS	All India Council of Sports
ADB	Asian Development Bank
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CWG	Commonwealth Games
DGQI	Data Governance and Quality Index
DPIIT	Department for Promotion of Industry and Internal Trade
DBT	Direct Benefit Transfer
EWCY&S	Education, Women, Children, Youth & Sports
FGD	Focused Group Discussion
IOA	Indian Olympic Association
FIFA	Fédération Internationale de Football Association
LNIPE	Lakshmibai National Institute of Physical Education
LIMBS	Legal Information Management & Briefing System
MYAS	Ministry of Youth Affairs & Sports, Government of India
MDSD	Mission Directorate Sports Division
NADA	National Anti-Doping Agency
NDTL	National Dope Testing Laboratory
NITI	National Institution for Transforming India
NPCSCB	National Programme for Civil Services Capacity Building
NSDF	National Sports Development Fund
NSF	National Sports Federation
OOMF	Output Outcome Monitoring Framework
PMHRC	Prime Minister's Public Human Resource Council
PMO	Prime Minister's Office
PPP	Public Private Partnership
RTI	Right to Information Act
SAI	Sports Authority of India
SAP	Swachhta Action Plan
SPV	Special Purpose Vehicle
TOPS	Target Olympic Podium Scheme

1. Background and Approach

1.1 Mission Karmayogi

The Government of India launched the National Programme for Civil Services Capacity Building ('NPCSCB') – "Mission Karmayogi" in September 2020 with the objective of enhancing governance through Civil Service Capacity Building. Mission Karmayogi comprises six pillars of (i) policy framework, (ii) institutional framework, (iii) competency framework, (iv) digital learning framework (integrated government online training Karmayogi platform (iGOT-Karmayogi), (v) electronic Human Resource Management System (e-HRMS), and (vi) monitoring and evaluation (M&E) framework. The institutional framework of the Mission includes (i) the apex body, Prime Minister's Public Human Resource Council (PMHRC), to provide strategic direction and drive policy reforms and capacity building, (ii) Cabinet Secretariat Coordination Unit to monitor NPCSCB implementation, align stakeholders and provide mechanism for overseeing capacity building plans (CBPs), (iii) Capacity Building Commission (CBC) for functional supervision of training institutions and facilitate preparation of annual CBPs, (iv) Special Purpose Vehicle (SPV) to own and operate all the digital assets created for NPCSCB, and (v) programme management unit (PMU) to provide program management and support services.

1.2 Capacity Building Commission

The CBC was formally constituted as an independent body in April 2021 to drive standardization and harmonization across the Indian civil services landscape. The CBC as the custodian of civil services capacity building reforms is central to the government's ambitious capacity building programme. The CBC is mandated to perform the following key functions: (i) preparing an annual state of civil services report, (ii) exercising functional supervision over training institutions and creating shared learning resources, (iii) facilitating the creation of annual CBPs for ministries and departments, (iv) organizing a global HR Summit, (v) evolving a harmonious, de-siloed approach to capacity building initiatives, (vi) undertaking an audit of human resources available in government, (vii) recommending policy interventions in areas of personnel/HR to DoPT, and (viii) approving knowledge partners for the Mission.

The CBC has been engaging and supporting several Ministries as part of its mandate to support preparation of annual CBP. This document is the Annual CBP for the Department of Sports, Ministry of Youth Affairs & Sports, Government of India developed as per the framework and guidelines set up by the CBC and prepared in consultation with the officials of Department of Sports.

2. Approach and Methodology

The following describes the approach that is being followed for preparation of the Capacity Building Plan for the Department:

Activity 1: Review of the Department to define key verticals and prepare a delivery plan

1. **Leadership Vision and Objectives:** Interactions were set-up with the leadership at the Department of Sports with Secretary, Joint Secretary and the Directors to understand their vision & key priorities for capacity building of the Department. These discussions helped in identification of the key factors to guide formulation of the CBP.
2. **Role Mapping:** A study was undertaken for each division/section in the Department of Sports to identify their functions and activities to determine the right competencies for future readiness through desk research and consultations.
3. **Collaborative & Consultative Approach:** A co-development approach was adopted, and inputs, recommendations were sought from leadership and relevant stakeholders especially the Capacity Building Unit (CBU) set up by the Department.

Activity 2: Competency Assessment of the Department

1. **Competency needs assessment**: A Competency Assessment Framework was used to understand the current & future competency needs for each unique role for the officials of the Department of Sports. These capacity needs are also mapped to the vision and goals of the Department. Against these competency needs, the level of training required corresponding to all roles have also been charted.
2. **Organizational and Instituitional Assessment:** This included looking at capacity enhancement needs at the institutional and organizational level to enable building divisional and role-wise capacities comprehensively and in cohesion with the objectives and functioning of the department.

The immediate upcoming steps of this exercise will involve a review of the enabling environment for capacity building and preparation of a comprehensive Capacity Building Plan including various training and non-training interventions. The Annual Capacity Building plan will also be supported by a M&E framework to phase out interventions and monitor the progress of the action plan.

3. Overview of the Department

The Department of Sports was formed in 1982 at the time of organization of IX Asian Games at New Delhi. The Ministry of Youth Affairs and Sports was formed in the year 2000 and was subsequently bifurcated into the Department of Youth Affairs and the Department of Sports in 2008. The Department of Sports intends to achieve twin objectives of broadbasing of sports and achieving excellence at the National and International levels through collaboration with State Governments, Indian Olympic Association (IOA) and National Sports Federations (NSFs).

The focus has been on pursuing the introduction of sports education in schools, universalizing sports facilities in educational institutions and local government bodies, developing sports infrastructure in rural and urban areas, promoting women's participation and indigenous sports, and building a "club culture" under the broad umbrella of mass participation.

The objectives for excellence at the elite level included talent identification, creation of centres for nurturing talent at different levels, development of competition pathways, and the development of high-quality coaching & other technical support staff. Some of the other key areas focssed by the Department include providing sports equipment and scientific support to each sports discipline, offering financial assistance to athletes during and after their career, resource mobilization for sports through the private sector, and targeting tourism, mass media, and international relations that serve to promote sports. The Department of Sports also deals with subjects related to sports policy, the Indian Olympic Association and National Sports Federations, development & maintenance of sports infrastructure, participation in international sports events, sports scholarships, and assistance for coaching & tournaments. Furthermore, the Department also deals with the matters of certain sports-specific development and welfare funds and awards.

In addition to the above, the Sports Authority of India (SAI), Lakshmibai National Institute of Physical Education (LNIPE), National Anti-Doping Agency (NADA), and National Dope Testing Laboratory (NDTL) are autonomous bodies that function under the administrative control of the Department.

3.1 Functional Overview

The following table elaborates the mandate and objectives of the department which act as guiding markers for its functions.

Mandate	Broad basing of sports and achieving excellence at the National and International levels through collaboration with State Governments, Indian Olympic Association (IOA) and National Sports Federations (NSFs)

Objectives	• Broad basing of sports in rural areas by providing sports infrastructure and equipment at block level • Universalization of Sports in rural and urban areas in convergence with other Ministries and partnership with the State Governments • Enhancing transparency and improving public accountability in Autonomous Sports Bodies • Achieving excellence in sports by expansion of talent pool, identification and nurturing of talent through customized training, coaching camps and providing requisite sports science support and conduct of sports competitions at various levels in partnership with National Sports Federations • Integration of sports sciences and physical education • Special focus on anti-doping measures in sports and elimination of unethical practices
Guiding policies	National Sports Policy 2001 National Sports Development Code 2011

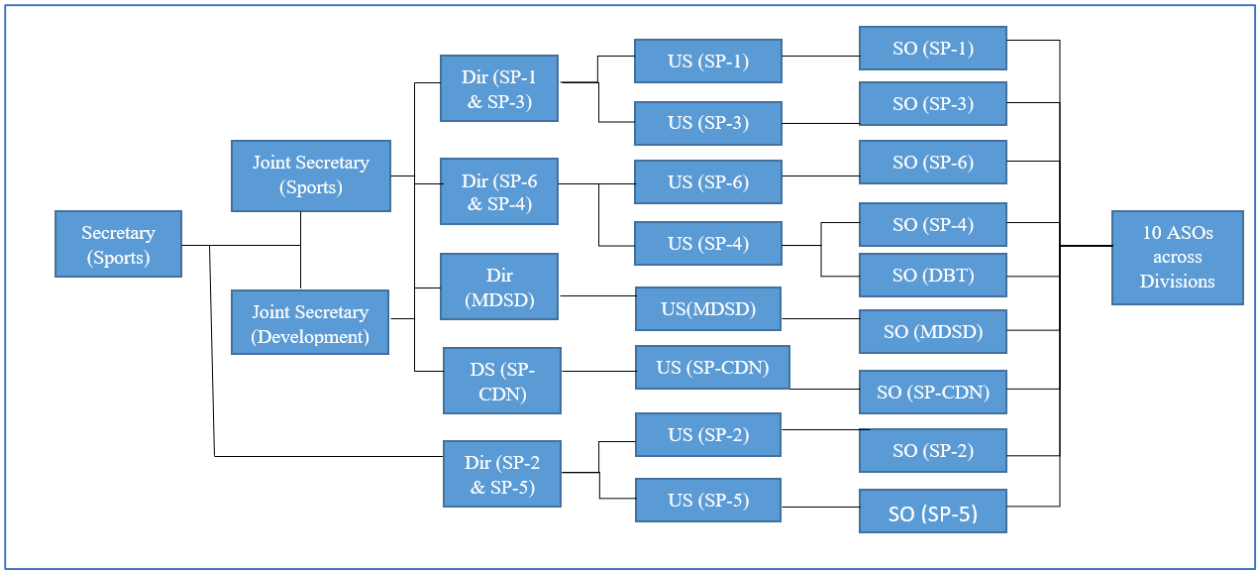
3.2 Organizational Structure of the Department

Secretary, Department of Sports is the head of the organization. The Joint Secretary (Development) is designated to look after the work related to Sports policy, development & maintenance of sports infrastructure, matters of Pandit Deendayal Upadhyay National Welfare Fund for Sportsmen, National Sports Awards, and other sports schemes like Mission Directorate for Sports Development

The Joint Secretary (Sports) looks after the matters concerning the Commonwealth Games 2010, Lakshmibai National University of Physical Education (LNIPE), participation in international sports events and matter related to various National Sports Federations (NSFs).

The Director (SP-2 and SP-5) is designated to look after the work related to National Sports Development Fund, Sports Authority of India (SAI), National Dope Testing Laboratory (NDTL) and National Anti-Doping Agency (NADA) which are the autonomous bodies that function under the administrative control of the Department of Sports.

Currently, MYAS has a combined sanctioned strength of 214 personnel for the Department of Youth Affairs and the Department of Sports, while it is operating with a much lower strength of 156. Of the total staff currently working at the Ministry, the Department of Sports has 57 personnel, including the support staff such as PS, PA, Steno, SSA, MTS officers. The organizational structure of the Department of Sports is presented below:



Given that the Department undertakes large-scale initiatives towards country-wide organisation and development of sports, the number of beneficiaries and stakeholders that the department caters to are quite large. In order to efficiently undertake and develop such initiatives, along with building the capacity of individual officers, augmentation of the divisional strength of the Department is imperative.

3.3 Divisional and Role-based activity mapping

The department under the leadership Secretary, Sports is divided into six divisions which have distinct roles to play in its overall functioning. These eight divisions are split under Joint Secretary, Sports (Division SP I, III and VI), Joint Secretary, Development (Division SP IV, CDN & MDSD) and Director, Sports (Division SP II and V)

As the department organogram shows, Joint Secretaries, Sports and Development are assisted by Deputy Secretaries/ Directors and Under-secretaries of each division. Each division is responsible for separate focus areas and works to forward those initiatives. While building the ACBP for the department, it is essential to understand & assess the role and functioning of each division. Focused areas of capacity enhancement will be identified to facilitate the officials in delivering their roles and activities. The following table cover each division in detail, elaborating on the specific activities performed by officials in that division. This will help in chalking out specific areas of focus for capacity enhancement in each division in the department and make the whole process grounded and comprehensive.

Sl.No.	Section	Designation	Work Allocation
Work Allocation to Joint Secretary (Sports)			
1.	SP-I	Director Under Secretary	All matters related to the following subjects: - (i) Release of Grants to SAI from the budgetary allocation made for the Scheme of Assistance to National Sports Federations (NSFs) (ii) Atya Patya, Badminton, Basketball, Billiards & Snooker, Body Building, Bridge, Carrom. Cricket, Cycle Polo, Fencing, Handball, Judo, Karate, Kayaking & Canoeing, Mallakhamb, Motor Sports, Netball, NRAI, Polo, Roll Ball, Roller Skating, Rugby, Softball, Special Olympic Bharat (SOB), Swimming, Shooting Ball, Table Tennis, Ten-Pin Bowing, TenniKoit, Taekwondo, Tennis Ball Cricket, Tennis Volleyball, Triathlon, Tug of War, Throwball, Volleyball, Yachting, All India Sports Council of Deaf and All NSPOs including CBSE. (iii) Grants of recognition to new sports bodies and all matters relating to unrecognized federations. (iv) Matters of Para sports in respect of sports disciplines mentioned at point (ii) above

			(v) Matters relating to verification of certificates issued by the Federations/Associations of sports disciplines mentioned at point (ii) (vi) Sports Control Boards (SCB) (vii) Co-ordination of FDI and other matters received from DPIlT (viii) Preparation of compendium of Instructions relating to NSFs (ix) Parliamentary matters, Audit, RTI, Public Grievances, Court Cases, Coordination, etc. and all matters relating to above items of work. (x) All work related to India's Bid for Olympics- 2036
2.	SP-III	Director Under Secretary	All matters related to the following subjects: - (i) Archery, Athletics, Ball Badminton, Baseball, Boxing, Cycling, e-Sports, Equestrian, Football, Chess, Gold, Gymnastics, Hockey, Jump Rope, Kabaddi, Kho-Kh, Kudo, Lawn Tennis, Pencak Silat, Powerlifting, Rowing, School Games, Sepaktakraw, Soft Tennis, Squash Racket, Weightlifting, Winter Games, Wrestling, Wushu and Yogasana. (ii) Matters of Para sports in respect of sports disciplines mentioned at point (i) above (iii) Matters relating to verification of certificates issued by the Federations/Associations of sports disciplines mentioned at point (i). (iv) All matters relating to the Regional Sports Federations (RSFs) and their policy issues (v) The National Sports Development Code ot India 2011 and all related matters (vi) Indian Olympic Association and Matters relating to the Olympic Task Force

			(vii) Paralympics Committee of India (viii) Multi-disciplinary Sports Events such as Olympics, Asian Games, CWG, etc. (ix) Policy Matters relating to schemes (including categorization of sports disciplines) (x) Parliamentary matters, Audit, RTI, Public Grievances, Court Cases, Coordination, etc. and all matters relating to above items of work. (xi) Setting up of a Project Management Unit (PMU) in Department of Sports
3.	SP-VI	Director Under Secretary	(i) Matters relating to Lakshmibai National Institute of Physical Education (LNIPE), Gwalior (ii) Matters relating to setting up of National Sports University (NSU) in Manipur and all NSU-related matters. (iii) Matters pertaining to academic courses and curricula related to sports and physical education; NSEB (iv) Matters relating to setting up of National Centre for Sports Sciences and Research (v) All residual matters pertaining to CWG 2010 and all matters relating to Organizing Committee of CWG 2010. (vi) All India Council of Sports (AICS)
Work Allocation to Joint Secretary (Development)			
1.	SP-IV	Director Under Secretary	(i) Special Cash Awards to medal winners and their coaches. (ii) Scheme of Pension to meritorious sportspersons. (iii) Pandit Deendayal Upadhyay National Welfare Fund for Sportspersons (PDUNWFS).

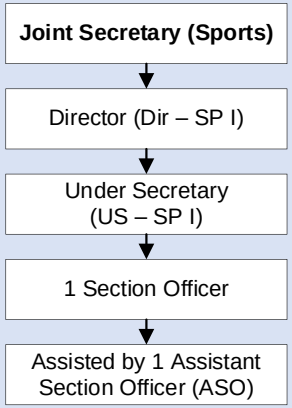
			(iv) Implementation of DBT in Department of Sports. (v) Matters relating to National Sports Awards viz. Dhyan Chand Khel Ratna. Arjuna Awards, Dhyan Chand Awards. Dronacharya Awards, Rashtriya Khel Protsahan Puruskar and Maulana Abdul Kalam Azad (MAKA) Trophy (vi) Conference of States/UTs Sports Ministers
2.	MDSD	Director	(i) All matters relating to Khelo India Scheme. (ii) Himalayan Region Sports Festival (iii) Matters relating to National Playing Fields Association of India (NPFAI)
		Under Secretary	(iv) All residual matters relating to erstwhile Scheme of PYKKA, RGKA and USIS (v) Geo-tagging of sports infrastructure in the country (vi) Cooperation and coordination with other Non- Governmental National / International Organizations on matters related to Khelo India Scheme. (vii) Management of funds provided for Technical Support and Building Service (TSCBS) under Khelo India Scheme (viii) Scheme of Sports and Games for Persons with disabilities (ix) Special Package for enhancement of sports infrastructure in J&K (x) Matters related to Ek Bharat Shrestha Bharat (EBSB) (xi) Matters related to Fit India Movement (xv) All matters pertaining to Vision India@2047 (xvi) Sports Policy (xvii) Asset Monetization of JN stadium & other properties of Department of

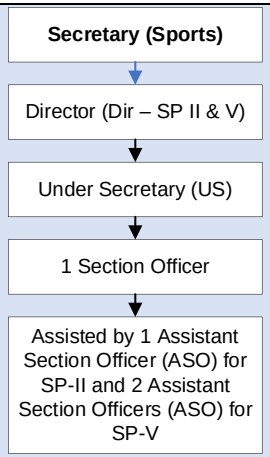
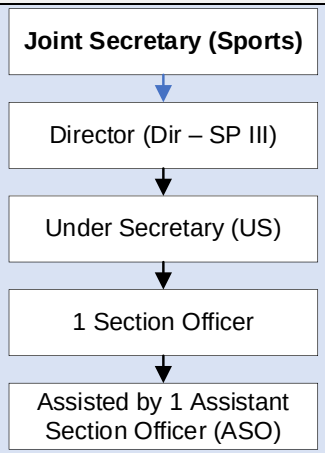
			Sports and Sporls Authority of India* (xviii) Legacy use of Sports infrastructure created during Commonwealth Games* (xix) Output Outcome Monitoring Framework (OOMF) and Data Governance and Quality Index (DGQI)* (xx) Website/Dashboard updation including the role of Web Information Manager and all Social Media handles of the Department of Sports*
	***In respect of the matters at Sl. Nos. (xvii) to (xx), the DS/Dir will report to JS (SP) instead of JS (Dev).**		
3.	SP-CDN	Deputy Secretary	Matters relating to: (i) ATR on recommendations of Sectoral Group of Secretaries (SGoS) and Thematic Group of Sccrctaries (TGoS) and ATR on recommendations of other reports of various Committees/Meetings, etc. not specifically covered under any scheme
		Under Secretary	(ii) Progress Reports of Budget Announcements of the Department (iii) Monthly Cabinet DO letters (iv) Providing comments of Department on various Cabinet Notes (v) LIMBS Portal, SAP (Swachhta Action Plan) e-Samiksha Portal (vi) References from PMO, Cabinet, NITI Aayog and other Ministries/Departments (vii) All events & campaigns of other organizations/Departments/Ministries, including Special Campaign of DARPG, which require support and assistance from MoYAS and assistance from MoYAS and its subordinate organisations (viii) Preparation of Achievements, Annual Action Plan, Annual Report

			(ix) Senior Officers' Meetings (SOMs) (x) Matters related to the Sports Broadcast Signals (Mandatory Sharing with Prasar Bharati) Rules, 2007 (xi) Matters related to Department related Parliamentary Standing Committee on EWCY&S (xii) Matters related to Sports Quota including liaison with DoPT and other departments (xiii) Republic Day Tableau of the Department (xiv) Conducting Third Party Evaluation of Schemes of the Department (xv) Meetings called by Ministries/Departments/Organisations other than PMO, NITI Aayog and Cabinet Secretariat (xvi) All periodic /non-periodic celebrations of important days/campaigns/events like National Unity Day, International Day of Yoga,Swachh Bharat Abhiyan, Swachhta Pakhwada, etc. (xvii) Celebration of important days like Constitution Day, Azadi ka Amrut Mahotsav, etc. which require liaisoning with concerned Departments/Ministries/SAI, etc.
Work Allocation to Director (Sports) Director (Sports) will report directly to Secretary (Sports) in respect of work related to SP-II and SP- V, except the matters related to NDSF, which will be routed through JS (Dev)			
1.	SP-V	Under Secretary	(i) Administrative, Financial and Legal matters relating to Sports Authority of India (SAI). (ii) Matters relating to Scheme of Human Resource Development in Sports (iii) Matters relating to e-Khel Pathshala (as a separate project) (iv) Entry of “Sports Goods Manufacturing” subject into the list of

			Department of Sports in AoB Rules. (v) Work Allocation in the Department among Officers/Officials (vi) Administrative, Financial and Legal matters relating to National Anti-Doping Agency (NADA) (vii) Administrative, Financial and Legal matters relating to National Dope Testing Laboratory (NDTL)
2.	SP-II	Under Secretary	(i) Matters relating to National Sports Development Fund (NSDF) (ii) International Cooperation/MoUs

The following tables cover each division in detail, elaborating on the division role and mandate and the organogram for each division.

Division - SP I		
Division Organogram	**Division Mandate**	**Division Role**
	Overseeing governance and functioning of National Sports Federations (NSFs) and management of Para-athletes.	• Handling parliamentary matters, Audit, RTI, Public Grievances, Court Cases, Coordination related to concerned NSFs. • Dealing with matters related to Para-Sports such as classification, cash awards and recognition • Release of Grants to SAI from the budgetary allocation made for the Scheme of Assistance to National Sports Federations (NSFs) • Overseeing Sports Control Board (SCB) • Overseeing preparation of compendiums of instructions relating to NSFs
Division - SP II &V		
Division Organogram	**Division Mandate**	**Division Role**

	Overseeing National Sports Development Fund (NSDF), Administrative, financial and legal matters related to SAI, NADA, NDTL	• Matters related to National Sports development fund (NSDF) • International Cooperation/MoUs • Administrative, financial and legal matters relating to Sports Authority of India (SAI), National Anti-Doping Agency (NADA) and National Dope Testing Laboratory (NDTL) • Matters related to Scheme of Human Resource Development in Sports
Division - SP III		
Division Organogram	**Division Mandate**	**Division Role**
	Overseeing NSFs and regional sports federations (RSFs), matters related to Indian Olympic Association (IOA) and related to Multi-disciplinary Sports Events such as Olympics, Asian Games, CWG, etc.	• Handling matters related to: – 26 National and Sports Federations accreditation, recognition *(Rest are managed by SP -I, out of a total of 51)* – National Sports Development Code of India, 2011 – Regional Sports Associations (RSFs) – Indian Olympic Association (IOA) • Multi-disciplinary Sports Events such as Olympics, Asian Games, CWG, etc. • Policy Matters relating to Schemes (including categorization of sports disciplines) • Handling parliamentary matters, Audit, RTI, Public Grievances, Court Cases pertaining to NSFs.
Division - SP CDN		
Division Organogram	**Division Mandate**	**Division Role**

Joint Secretary (Development) ↓ Deputy Secretary (DS – SP CDN) ↓ Under Secretary (US) ↓ 1 Section Officer ↓ Assisted by 1 Assistant Section Officer (ASO)	Overseeing Coordination with other divisions and working on Sports-centric aspects	• All events & campaigns of other organizations/Departments/Ministries, including Special Campaign of DARPG, which require support and assistance from MoYAS and assistance from MoYAS and its subordinate organisations • Matters related to Department related Parliamentary Standing Committee on EWCY&S • ATR on recommendations of Sectoral Group of Secretaries (SGoS) and Thematic Group of Secretaries (TGoS) and ATR on recommendations of other reports of various Committees/Meetings, etc. not specifically covered under any scheme • Matters related to the Sports Broadcast Signals (Mandatory Sharing with Prasar Bharati) Rules, 2007
Division - SP IV		
Division Organogram	**Division Mandate**	**Division Role**
Joint Secretary (Development) ↓ Director (DS – SP IV &VI) ↓ Under Secretary (US) ↓ 1 Section Officer ↓ Assisted by 2 Assistant Section Officers (ASO)	Overseeing cash awards and all matters related to National Sports Awards	• Special Cash Awards to medal winners and their coaches. • Scheme of Pension to meritorious sportspersons. • Pandit Deendayal Upadhyay National Welfare Fund for Sportspersons (PDUNWFS). • Implementation of DBT in Department of Sports. • Matters relating to National Sports Awards viz. Dhyan Chand Khel Ratna. Arjuna Awards, Dhyan Chand Awards. Dronacharya Awards, Rashtriya Khel Protsahan Puruskar and Maulana Abdul Kalam Azad (MAKA) Trophy • Conference of States/UTs Sports Ministers

Division - SP MDSD		
Division Organogram	**Division Mandate**	**Division Role**
Joint Secretary (Development) ↓ Director (DS – SP MDSD) ↓ Under Secretary (US) ↓ 1 Section Officer ↓ Assisted by 1 Assistant Section Officer (ASO)	Implementation of Khelo India and Fit India Movement and matters related sports infrastructure	• All matters related to Khelo India Scheme • Development of Khelo India Centers • Management of funds provided for Technical Support and Building Service (TSCBS) under Khelo India Scheme • Geo-tagging of sports infrastructure in the sports department and education departments of States/ UTs. • Asset Monetization of JN stadium & other properties of Department • Decisions on legacy use of sports infrastructure created
Division - SP VI		
Division Organogram	**Division Mandate**	**Division Role**
Joint Secretary (Sports) ↓ Director (DS – SP IV &VI) ↓ Under Secretary (US) ↓ 1 Section Officer ↓ Assisted by 1 Assistant Section Officer (ASO)	Handling matters related to various educational institutions associated to Department	• Managing matters related to LNIPE, Gwalior, National Sports University (NSU) in Manipur and all NSU-related matters. • Matters pertaining to academic courses and curricula related to sports and physical education; NSEB • Matters relating to setting up of National Centre for Sports Sciences and Research • Matters related to All India Council of Sports (AICS)

Deputy Secretaries/ Directors and Under Secretaries of each division are supported by section officers (SOs), assistant section officers (ASOs), young professionals and multi-tasking staff (MTS) who help manage clerical and administrational

functions of the division. Their role is primarily the same across divisions in the department. The next table elaborates on the role and responsibilities of the abovementioned.

Designation	Role	Activities Performed
Section Officer (SO) ***Across all divisions***	• Supporting respective division in relevant matters related to the department. • Distribution of work among junior and contractual staff • Putting up files for approval for various divisional mandates • Management & co-ordination of the work • Issuance of letters.	• Handle section-related receipts • Keep a track of all judicial/quasi-judicial matters on file • Managing files and records • Distribution of work among staff • Management and co-ordination of work, issuance of letters • Duties in respect of recording and indexing • Training, helping and advising the staff
Assistant Section Officers (ASO) and Young Professionals (YPs) ***Across all divisions***	• Working under guidance and supervision of Section Officer • Supporting section officer on departmental inquiries with respect to section-related matters	• Prepare noting and put-up file mentioning precedents/code, providing relevant facts and information of all matters related to division. • Check whether all facts open to check have been correctly • Data management • Drafting response to RTI, Queries • Paperwork related to monitoring & evaluation of projects

3.4 Key Programmes and Schemes

The programmes and schemes of the Department have been tailored to achieve the objectives enumerated in the National Sports Policy-2001 including "Broad basing of Sports" and "Achieving Excellence in Sports" at the national and international levels. The schemes/ programmes that are being managed by each division/ unit are summarized below:

Program	Description
Special Cash Awards	• Scheme to encourage and motivate outstanding sportspersons for higher achievements, and to attract the younger generation to take up sports as a career • Scheme of Special (Cash) Awards to winners in international sports events and their Coaches
National Sports Awards (NSA)	• Conferred to outstanding sportspersons, coaches and entities who are engaged in the promotion of sports • Conferred by Hon'ble President of India usually on the National Sports Day (i.e., 29th August) every year
Pension to Meritorious Sports Persons	• For Sportspersons who have won gold, silver and bronze medals in Olympic Games, World Cup/World Championships, Asian Games, Commonwealth Games and Paralympic games • Sportspersons who have attained the age of 30 years, and have retired from active sports career are eligible for life pension
Pandit Deendayal Upadhyay National Sports Welfare Fund	• To assist outstanding sportspersons of the past, living in indigent circumstances, who had brought glory to the country in sports
Assistance to National Sports Federation	• Department of Sports provides assistance to National Sports Federations (NSFs) and other sports organizations for conducting National championships & holding International Tournaments in India • Department also aids with participation in international tournaments abroad, organizing coaching camps, procuring sports equipment, and engagement of foreign coaches
Human Resource Development	• Scheme for "Talent Search and Training" was launched in the year 2013-14 to provide emphasis on the academic and intellectual side of sports management by awarding fellowships to deserving candidates for specialized studies at Masters' and Doctoral level in specific disciplines of sports and games where human resources are found to be inadequate

Program	Description
National Sports Development Fund	• To mobilize resources from non-governmental sources, including the private/ corporate sector and non-resident Indians

Khelo India	• Scheme was launched for broad basing of sports and promotion of excellence in sports. There are 5 components of the program:
	  ○ Creation and Upgradation of Sports Infrastructure
	  ○ Sports Competitions and Talent Development
	  ○ Khelo India Centers and Sports Academies
	  ○ FIT India Movement
	  ○ Promotion of inclusiveness through sport

Fit India Programme	• Programme was launched in the year 2019 • Aims to bring about behavioural changes and move towards a more physically active lifestyle • Encourages indigenous sports; 25 indigenous games covered • Aims to take fitness to every school, college/ university, panchayat/village • Creates a platform for citizens of India to share information, drive awareness and encourage sharing of personal fitness stories • Aims to achieve policy convergence to promote the overall vision of the movement
Target Olympic Podium Scheme (TOPS)	• Aids India's top athletes for training, participation, purchase of equipment • Aims to identify, groom and prepare potential medal prospects for Olympics
National Centre of Sports Sciences and Research	• A scheme of National Centre of Sports Sciences and Research (NCSSR) aims to support high level research, education and Innovation with respect to high performance of elite athletes. • With a view to pursuing this objective, this central sector scheme is focused on sports science including sports medicine. • NCSSR provides sports science equipment to SAI's 11 National Centres of Excellence and 2 High Performance Centres. • Further assistance is being provided to 11 universities/ medical colleges for sorting up of sports science/ sports Medicine Department

4. Competency Need Assessment

This chapter elaborates on capacity needs to be addressed in the department of sports based on findings secured from dialogue with them and factoring in emerging trends and developments as mentioned in the previous chapter that may be integral to the comprehensive upskilling of officials and the organization as a whole.

4.1 Consultation process

Multiple rounds of interactions with key Department officials have been undertaken over the course of the assignment in the form of in-person interviews and group discussions. The first workshop was a Vision planning exercise conducted with the JS and key senior officials of the Department of Sports. The outcome of this workshop was to set the expectations of the Department with respect to the capacity building plan. The visioning workshop was followed by an in-person discussion regarding the objectives and desired outcomes of the Capacity Building plan with the Secretary (Sports). Further to these discussions, in-person interviews with officers in-charge of each key role ranging from the Assistant Section Officer (ASO) to Joint Secretary were conducted to understand the mandate of each division of the department, map out role-wise functional responsibilities for each officer and understand the capacity gaps across each unique role.

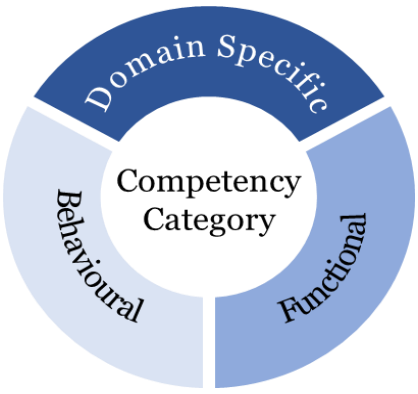
An initial draft of the competency needs analysis report was then presented to the Secretary, Joint Secretary (Chairperson of the Departmental CBU) and the Director. Basis the feedback received by the senior officials, the capacity needs assessment has been further fine-tuned to represent the divisional and role wise competency needs to account for not just the current roles, but also to meet the expectations of the evolving landscape of the sports industry in the country.

The table below showcases the activities undertaken, the frameworks and tools utilised and the output derived at each stage of the consultation process

S. No.	Framework & Activities	Inputs/tools and templates, and client responsibilities	Output
1	**Organizational Assessment** • Organizational structure of the ministry/department • Roles and responsibilities of individual officers within the ministry/department	**•Inputs/ Tools & Templates** • Organogram & workflow • Consultation with CBU	• Organizational structure with clearly mapped individual roles, responsibilities and activities

S. No.	Framework & Activities	Inputs/tools and templates, and client responsibilities	Output
2	**Competency Assessment** • Detailed documentation of required behavioural competencies, domain and functional competencies at the individual level (Benchmarking) • Consult with the ministry/department's staff to gather information on Competency/ Capacity needs	**•Inputs/ Tools & Templates** • Interviews and group discussions • Competency assessment framework	• Competency Need Assessment (individual, organisational and institutional)

4.2 Individual competency needs analysis



As per the ACBP framework, competencies required in an individual can be typically classified into three categories: technical/domain competency, behavioral competency and functional/ strategic competency. These competencies include combination of theoretical and practical knowledge, cognitive skills, values, and behavior to improve performance.

The tables below elaborate on individual-level competencies which will be catered through the ACBP, through role-specific training and non-training interventions. These needs have been categorized under Domain, Function and Behavior competencies to work towards a comprehensive capacity building plan that caters to not just to sport-specific competence enhancement, rather proposes a comprehensive approach to long-term capacity needs of the Department.

These competency needs have been derived from stakeholder consultations undertaken with department officials, secondary research on the subject matter and analysis of best practices in the sector. The overarching goal is to proliferate abilities, talents, competencies, efficiency, and qualification of officials, to increase the effective capacity of the department.

Domain and Function-related Competency Needs

Common Competency Needs across Divisions

Domain- related Competency Needs *(Specialized skills specific to the division's role in Department of Sports)*	**Department staff**				
	ASO	**SO**	**US**	**Dir/ DS**	**JS**
Knowledge of Sports History • Olympic Movement and Olympic Charter • Commonwealth Games • Asian Games and other prominent sporting events.	B	B	A	A	A
Basic knowledge of technicalities of popular Sports – • FOP requirements • Rules of play • Scoring.	B	B	A	A	A
Induction on all sports sector stakeholders – NSFs, SAI, state governments, autonomous bodies, other ministries, Anti-doping Associations etc.	A	A	A	A	A
Understanding of the National Sports Development Code and Sports Policy 2001	A	A	A	A	A
Function-related Competency Needs *(Operational requirements for the Department towards seamless work or operations)*	**Department staff**				
	ASO	**SO**	**US**	**Dir/DS**	**JS**
• Basic drafting skills for response to RTIs, Letters and Noting. • Better drafting skills for preparation of Cabinet notes and responses to Parliament Queries.	A	A	A	B	B
• Knowledge of Social Media platforms and their use • awareness of best-practices and relevant content policies and Do's/ Don'ts of sharing content	A	A	A	A	A
Effective use of software and Digital tools: • Microsoft Office • Digital record keeping and data sharing • E-Human Resources Management System (E-HRMS) • Public Financial Management System (PFMS) • Direct Benefit Transfer (DBT)	A	A	A	B	B

Division - Sports – I *Overseeing governance and*	**Domain- related Competency Needs**	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	Knowledge of model guidelines for	A	A	A	A	A

functioning of National Sports Federations (NSFs) and management of Para-Athletes	NSFs for elections, healthy management practices, age and tenure limits of officer bearers.					
	Knowledge of annual recognition procedure for NSFs, in compliance with National Sports Development Code	A	A	A	A	A
	Knowledge of National Code for Good Governance in Sports, 2017 dealing with working of NSFs	A	A	A	A	A
	Knowledge of dealing with legal matters (disputes related to NSFs, violations to code, irregularities in functioning of NSFs, age fraud, dope issue)	A	A	A	A	A
	Knowledge related to management of Para-Athletes: • Basics of Sports Science • Medical requirements of differently abled athletes • Classifications of Para-Athletes' basis their injury	A	A	A	A	A
	Awareness of emerging trends around enabling para-athletes and Sports federations	A	A	A	A	B
	Function-related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	Training around: • Utilization Certificate (UC) Issuance and Verification • Filing appeals in court cases concerning NSFs • Filing and processing affidavits for relevant cases	A	A	B	B	B

Division – Sports II &IV	**Domain- related Competency Needs**	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
Overseeing National Sports Development Fund (NSDF), National Sports University (NSU), and administrative, managerial matters for awards and implementation of schemes such as	Knowledge of National Sports Development Fund, it's objectives, management and administration and its spending under TOPS and related schemes.	B	B	A	A	A
	Knowledge of strategies towards augmentation of funding for sports sector development, event organisation and athlete welfare through corporate partnerships,	B	B	A	A	A

TOPS. *.*	sponsorship and collaborations.					
	Understanding of objectives and functioning of National Sports University (NSU) in accordance with the National Sports University Bill, 2018.	B	B	A	A	A
	Knowledge of eligibility and conditions for sports- related National Awards such as; Rajiv Gandhi Khel Ratna, Arjuna Awards, Dhyan Chand Awards, Dronacharya Awards, Rashtriya Khel Protsahan Puruskar and Maulana Abdul Kalam Azad (MAKA) Trophy	B	B	A	A	A
	Knowledge of best practices globally and in leading states around: • Cash awards • Incentive structures • Pensions schemes	B	B	A	A	A
	Knowledge of current events and sports competitions being held globally across various age-groups	B	B	B	B	B
	Function- related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	• Basics around Budgeting and fund management • Managing cash awards • Grants provision • Funds disbursal • Vendor management • Bid Process Management • Managing Government e-marketplace (GEM) and e-procurement	B	A	A	A	A
	Basics of Website/ Dashboard development	B	B	B	B	B

	Domain- related Competency Needs	Department staff				
		ASO	SO	US	Dir/ DS	JS
Division – Sports III *Overseeing NSFs and regional sports federations (RSFs), matters related to Indian Olympic Association (IOA) and related to Multi-disciplinary Sports Events such as Khelo India, National Games etc*	Knowledge of annual recognition procedure for NSFs, Scheme of Assistance to NSFs, 2015 and National Code for Good Governance in Sports 2017.	A	A	A	A	A
	Knowledge of Memorandum of rules and regulations Indian Olympic Association (IOA)	A	A	A	A	A
	Knowledge about Statutory arrangements and tools: • Constitution Act • Societies Registration Act 1860 • Companies Act1956, 2013 • Olympics Charter by IOA • Model Rules for International Federations and their members	A	A	A	A	A
	Knowledge of model guidelines for NSFs for elections, healthy management practices, age and tenure limits of officer bearers.	A	A	A	A	A
	Knowledge of dealing with legal matters (disputes related to NSFs, violations to code, irregularities in functioning of NSFs, age fraud, dope issue)	B	B	A	A	A
	Understanding of sports event management and its financial management including assessment of financial requirements.	B	B	A	A	A
	Function- related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	Knowledge of General financial rules (GFR), 2017 and regulations	A	A	A	B	B
	Training around: • Utilization Certificate (UC) Issuance and Verification • Filing appeals in court cases concerning NSFs • Filing and processing affidavits for relevant cases	A	A	A	B	B
	• Project management and financing • Budgeting around events	A	A	A	B	B

	Domain- related Competency Needs	Department staff				
		ASO	SO	US	Dir/ DS	JS
	Knowledge of regulatory instruments: • International good governance principles • National Sports Law • International Sports Law	A	A	A	A	A
	Knowledge of Scheme of Human Resources Development in Sports (HRDS), eligibility conditions for applications, grant release procedure.	A	A	A	A	A
	Knowledge of sports related regulatory developments in the country such as Sports Broadcasting Signals (Mandatory Sharing with Prasar Bharati) Act, 2007.	A	A	A	A	A
	Broad Understanding Sports goods and Equipment industry: • Manufacturing aspects • Specifications and costing • Procurement • Recommended Grades and Certifications • Excise imposed, direct and indirect taxation	A	A	A	A	A
	Fundamental Knowledge of various union ministries and departments functioning as part of central government for liaising and coordination.	B	B	B	B	B
	Function- related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
Division – Sports V & CDN *Overseeing Administrative, Financial and Legal matters & Coordination with other divisions.*	Advanced knowledge of new-age technologies around records and database management systems	B	B	A	A	A
	• Knowledge of General financial rules (GFR), 2017 and regulations • Managing Government e-marketplace (GEM) and e-procurement	B	B	B	B	B
	Module on Financial management	B	B	A	A	A

	including accounts and indirect Taxation including GST; for e.g.; on Sports Goods Manufacturing					

	Domain- related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	Basic Knowledge of Operational Guidelines of Khelo India Scheme and its verticals and components.	B	B	A	A	A
	Basic Knowledge of Fitness protocols and guidelines for 18+ to 65 years as per Fit India Mission.	B	B	A	A	A
	• Fundamental knowledge of developing Civil Infrastructure and sports infrastructure, • Basics of sustainability and disaster resilience in construction of Sports Infrastructure.	B	B	A	A	A
	• Technical knowledge of various types of sports specific infrastructure required pertaining to sports disciplines • Introduction to construction norms for Sports infrastructure including National Building Code (NBC) and URDPFI guidelines by MoHUA.	B	B	A	A	A
	Knowledge of cost-effective techniques to build sports infrastructure in rural areas and other terrains across country.	B	B	A	A	A
	Knowledge of Best practices in using PPPs for infrastructure creation, utilisation and professional operation and management	B	B	A	A	A
	Knowledge on emerging innovations in Sports Infrastructure development along with innovative Asset Monetisation strategies	B	B	A	A	A
Sports – MDSD *Implementation of Khelo India and Fit India Movement and matters related sports infrastructure*	**Function- related Competency Needs**	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	• Bid process management • Navigating and using the department's E-procurement portal. • Formulation and tracking of	A	A	A	B	B

	contracts • Managing Government e-marketplace (GEM) and e-procurement					
	Use of technology to link, track and review progress of ongoing construction projects.	A	A	B	B	B

	Domain- related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
Division – Sports VI *Handling matters related to various educational institutions associated to Department and celebration of important days.*	Knowledge of policies, procedures, curriculum, courses and day-to-day functioning of autonomous institutes associated with MYAS such as LNIPE, Gwalior and National Centre of Sports Sciences & Research (NCSSR) Scheme.	A	A	A	A	A
	Understanding of education system in India and its convergence with the sports sector, specifically covering: • School system (Lower primary, upper primary, higher secondary) • Streams like CBSE, centrally managed Kendriya Vidyalayas, ICSE • Exclusive schools • State-managed schools	A	A	A	A	A
	Awareness of leading global counterpart institutes which have sports sector courses, including best practices, advantages, curricula and functional modules.	B	B	B	B	B
	Knowledge of campaign conceptualisation and execution around important days/ events liaising with other ministries and departments	B	B	B	B	B
	Awareness of sports-sector schemes/ benefits being imparted to students/ beneficiaries of autonomous institutes globally and state level.	B	B	B	B	B
	Function- related Competency Needs	**Department staff**				
		ASO	**SO**	**US**	**Dir/ DS**	**JS**
	Stakeholder management to deal	B	B	B	B	B

	with administrative matters, salary needs, financial matters of subsidiary education institutes.					
	Understanding the working relationships with VCs/ Heads of various sports institutes	B	B	B	B	B

A – Advanced; B – Basic

Behavioural Competency Needs

The goal of the behavioural needs assessment exercise is to ensure ease of living, equal access and opportunities for the department's beneficiaries such as athletes, sportspersons and coaches. Through immersive and experiential processes, the officers holding charge of key roles in the Department are to be highly sensitised towards these aspects of their roles.

Behaviour- related Competency Needs *(Benchmarked behavioural aspects required to be displayed by officials across a range of roles to ensure smooth and harmonious functioning)*	**Department staff**				
	ASO	***SO***	***US***	***Dir/ DS***	***JS***
Soft skills such as negotiation & Communication skills, time management, problem-solving, critical thinking, grievance handling and people handling skills.	A	A	A	B	B
Awareness and Knowledge around gender equality aspects	A	A	A	A	A
Sensitivity and working through empathy with able-bodied sportspersons, para-athletes and young budding players hailing from various backgrounds and young budding athletes	A	A	A	B	B

A – Advanced; B – Basic

4.3 Organizational Competencies needed

In addition to individual competency needs assessment, it is essential to look at capacity enhancement at the organizational level to enable building divisional and role-wise capacities. It is further imperative that the norms, policies and regulations that guide the functioning of the Department are in alignment with the national sports sector priorities, are athlete-centric and are up to speed with globally emerging technologies relevant to the sector.

Knowledge management system as a repository for storing, effective management, dissemination of all SOPs, processes, rules, guidelines, framework, policies, circulars, good practices must be employed. Existing processes, digital and physical capabilities also must be augmented to supplement the department in achieving its goals.

4.4 Recent developments and emerging trends

It is essential to understand the shifts in capacity requirements that will emerge as a result of the changes to the regulation, policy and structural reforms expected to be undertaken by the Department going forward. The following section covers the recent developments and emerging trends that will have direct bearing on the capacity requirements at the Department.

- **High Percentage of young Population – the opportunity to inculcate an active lifestyle**

In 2021, about ~26% of the country's population i.e. ~36 crore people were below 14 years of age[1]. This large population base needs to be provided with a healthy and physically active lifestyle. Participation of girls and women in physical education and sports is far below that of boys and men. About 42% of men in India play or have played sports while only 29% of women actively play or have played sports.[2]

'Fit India Movement' and 'Khelo India scheme' have been pioneering from the context of ushering in a sports & fitness movement at the grassroot level. These initiatives enable the Government to reflect on the perspectives of this large young population base including both men and women - to incorporate their specific requirements as part of India's long term sports development strategy.

- **Pursuit of Sporting Excellence**

Elite level sports have become ultra-competitive with countries around the world spending significant budgets towards sporting excellence. These programs are supported by a long-term development pathway with institutions for athlete development at multiple levels. While individual talents have been successful at the highest levels, the Government is taking actions to strengthen institutional initiatives which can lead to sporting excellence.

- **Emergence of new-age sports with high integration of virtual platforms into the sector**

The global sports industry is undergoing a paradigm shift in terms of involvement of technology. Esports/ online gaming has seen a tremendous uptick in terms of adoption. Its acceptance into the mainstream and inclusion in the sports events, alongside 'regular' sports, is a clear indication of the direction in which the industry is headed. Policymakers and administrators involved in sports governance must not only be cognizant of these trends but play an active role in ensuring that the beneficiaries and

[1] The World Bank Data IDA (https://data.worldbank.org/indicator/SP.POP.0014.TO.ZS?contextual=aggregate&locations=IN)
[2] BBC Media Center (https://www.bbc.co.uk/mediacentre/latestnews/2020/indian-women-play-any-sports)

participants in these sports in India are provided opportunities to succeed at the global stage.

5. Enabling Environment

5.1 Approach to understand current scenario

An Enabling Environment is imperative for addressing the areas of focus as part of the capacity building exercise. Discussions were held with the Department officials to understand the current business processes, operations and knowledge management systems to gauge the interventions required towards creating an ecosystem that enables successful implementation of capacity building initiatives.

The table below summarizes the approach taken up to assess the enabling environment:

Objective: *Consultation and collaboration with division/ cell heads to arrive at probable process and procedural barriers in the current environment*	
Assessing current processes and systems • Identifying existing departmental structures, systems and business processes and standard operating manuals and modules • Identify & evaluate existing knowledge management practices • Study the systems and tools to be used for collaboration, information management, effective communication	**Tools** • Discussions with the leadership • Study of existing processes and systems in consultation with the department officials

The following sections describe the various existing administrative, human resources, budgeting, financial communication and knowledge management processes at the Department.

5.1.1 Budgeting and financial management

Budgeting and financial planning at the Department follow several stages of approval and is anchored by IFD along with coordination with concerned sections. The Division looks into estimates of expenditure and revenue for the upcoming year, basis the Department's priorities and objectives. Liaising with the Ministry of Finance regarding approval of the budget is undertaken by the IFD. Budget and financial outlay and utilization are also put out in the public domain as part of an Annual report (https://yas.gov.in/documents/annual-reports) on the Ministry's website covering details

of grants released, funds used creation/upgradation of sports infrastructure and relevant initiatives. In addition, the Output-Outcome Monitoring Framework (OOMF) was introduced by the Development Monitoring and Evaluation Office (DMEO), NITI Aayog, to track the physical and financial progress of projects for all ministries to report on. MDSD looks into reporting for this platform on behalf of the Department and liaises with the DMEO.

5.1.2 Scheme Formulation and Program Management

Formulating new schemes involves designing and developing specific programmes and initiatives to achieve specific objectives or deliver certain benefits or services. The Department has various schemes running under its purview including Khelo India Scheme, Fit-India Scheme and other schemes to benefit athletes, coaches and other relevant stakeholders. These schemes are implemented and monitored by various divisions in the department.

For instance, SP-MDSD looks into all matters relating Khelo India Scheme (KIS). The progress of the Khelo India Scheme is monitored through a dedicated online portal (https://kheloindia.gov.in/) that serves as a central platform for scheme implementation, monitoring and reporting. The portal captures various data related to the scheme, including athlete registration, participation details, competitions, results, infrastructure development, and financial utilization. State Implementing Agencies (SIAs), play a crucial role in monitoring the scheme's implementation at the state level in continuous liaison with SP-MDSD at the department. SIAs are required to submit periodic reports to SP-MDSD, providing updates on the organisation of competitions, talent development initiatives, infrastructure development, financial utilisation, and other relevant aspects. Periodic inspections are also done on-ground by officials from the Division.

5.1.3 Service Delivery and Athlete Centricity

The Department coordinates with various stakeholders to deliver activities pertaining to the development of sports ecosystem in the country. Each division delivers on its allocated responsibilities covering aspects relating to sports federations at various levels, financial assistance, anti-doping, grassroots development, sports infrastructure etc. Athlete Development is a priority for the department, and it has been working towards making their experience, especially liaisoning with the Department, more seamless and hassle-free. For instance, the department has a dedicated portal (dbtyas-sports.gov.in) where sportspersons can submit applications for cash awards and other available benefits such as pension and welfare funds. The portal is integrated with DBT-MIS which enables direct transfer of funds to sportspersons' bank accounts.

5.1.4 Knowledge management

Trainings around usage of MS Office and e-fling systems are taken up from time to time for officials up to section officer level, anchored by National Informatics Centre (NIC) office, Institute of Secretariat Training and Management and the Department of

Personnel Training (DoPT). In a recent development, DoPT has also been facilitating training and capacity building course and programmes for senior officers, Section Officers (SOs) and Asst. Section Officers (ASOs) of the Department.

5.1.5 Procurement and contract management

The Department conducts procurement through GeM portal, which acts as a platform to publish documents. The documents are made available electronically, allowing potential suppliers or contractors to access them easily and submit their proposals online.

5.1.6 Human Resources Management System

The administration section of the Department look into the personal matters of officials/officers and other HR management systems and operations through e-HRMS.

- **Hiring process up to Section Officers (SO)s:** The recruitment process is done by Department of Personnel & Training (DoPT) on a centralized basis.

- **Allocation of responsibilities:** The Admin / SP-V Division also supervises the allocation of responsibilities, delegation of duties among Section Officers (SO), Asst. Section Officers (SO), Young Professionals (YPs) and Multi-tasking Staff (MTS) as per MoP. A Job Description for each position has been defined outlining the duties, responsibilities, and expectations and the same is communicated to the officials at the time of joining.

- **Salary disbursement:** The Salary disbursal process is anchored by the administration section / cash section through the Central Personal Information and Payroll System (CPIS) with the National Informatics Centre (NIC).

- **Transfers for Under Secretaries (US) and above:** In alignment with annual transfer policy and posting orders issued by Department of Personnel and Training (DoPT), the admin / SP-V division helps with the administrative processes, issuance of office orders and memorandums, charter of roles and responsibilities.

5.1.7. Response to parliamentary questions, Right to Information (RTI) requests and Grievance Redressal

The Parliament sessions are held thrice a year, and the Department is expected to respond to various queries and questions within an allocated time period. These sessions happen mostly from February to April, Mid-July to August and Mid-November to December each year. Each division puts together responses pertaining to their respective allocated responsibilities.

Right-to-information requests are administrated through the central government portal (https://rtionline.gov.in/) where RTI applications are received online. The Department,

based on the response collated from respective divisions, issues the same on the website for public access.
Similarly, Centralised Public Grievance Redress and Monitoring System (CPGRAMS) is an online platform available to the citizens to lodge their grievances on any subject related to service delivery. The same is used by the department to address grievances received from relevant stakeholders.

5.1.8 Communications and public relations

Internal and inter-ministry communication: Microsoft Outlook, which is part of the MS office suite is used for all email-based communication within the Divisions, and for inter-department and inter-ministry dialogue. This is facilitated by the National Informatics Centre (NIC) for each of the divisions in the Department.
All external and outreach communication from the division is handled by respective Divisions and the website & the social media-related handles are handled by NIC and Social Media Cell respectively. Respective Divisions also issue press releases to announce new developments, initiatives, and events to the media and the public from time-to-time.

5.2 Business Process Evaluation Framework

5.2.1 Budgeting and financial management

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Comprehensive financial literacy training for officials involved in budget and financial management could be administered to enhance their understanding of budgeting principles, financial analysis, and reporting requirements for various spending heads such as Khelo India, TOPS.	Standardized financial templates, forms, and reporting formats to promote consistency and ease of use along with clear instructions and guidelines for filling out the templates could be ensured in all divisions.	Automation and technology solutions, such as budgeting software, financial management systems, and online portals, to streamline and expedite financial workflows could be institutionalised in SP V & CDN and relevant divisions.
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			
	▪ Are all concerned staff well versed with the process?	Yes			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Partial	Training could be given to the officials involved in budget and financial management on the importance of process documentation and their skills in documenting procedures, guidelines, and workflows could be enhanced.	A centralized and easily accessible repository for storing process documentation could be created. This enables efficient retrieval and sharing of information among officials involved in budget and financial management.	Integration of process documentation with other relevant Departmental systems, such as financial management software or project management tools could be explored within SP V & CDN.
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Training could be provided to the officials involved in budget and	Regular risk assessments to identify and evaluate potential	It would be beneficial to establish a risk governance structure

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	▪ Does the SOP/manual/guide/FAQs cover risk?	Yes	financial management to enhance their understanding of financial risks and risk mitigation strategies. This includes identifying potential risks, assessing their impact, and implementing appropriate control measures.	risks associated with budget and financial management could help in assessing risks related to budgetary constraints, revenue generation, fraud, compliance, and financial reporting.	within the department to oversee and manage financial risks. This includes appointing a risk management committee or officer responsible for coordinating risk management efforts.
	▪ Are staff well versed in risk management procedures?	Yes			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	Comprehensive training to officials involved in budget and financial management regarding relevant laws, regulations, and policies could be explored and their understanding of compliance requirements and consequences of non-compliance could be enabled.	A mechanism for ongoing monitoring of compliance in budget and financial management could be established in division SP V & CDN. This may involve periodic reviews, self-assessment checklists, and internal audits to identify and address compliance gaps or issues.	External auditors or compliance experts could be engaged periodically to conduct independent reviews of the department's compliance with financial regulations. Implementation of their recommendations for improvement and timely remediation of any identified issues could be ensured
	▪ Is accountability for each step defined?	Yes			
	▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	No			
	▪ Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Clear and concise communication with stakeholders such as elite athletes, and state-level sports departments regarding budget and financial matters could be practised. Use of appropriate communication channels such as meetings, e-	Timely and transparent dissemination of information related to budget and financial management to stakeholders could be explored. Access to relevant documents, reports, and financial statements to	Mechanisms for soliciting feedback from Athletes, NSFs, and State-level sports entities on budget and financial management could be implemented. This could include surveys, suggestion boxes in department, or dedicated communication channels
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
			mails, reports, social media or presentations to provide updates could be explored.	promote transparency and accountability could be ensured.	to gather their input and address any concerns or suggestions.
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of the process?	Yes	Training and development opportunities to enhance the skills and knowledge of officials in budgeting, financial analysis, and reporting could be created. This ensures they have the necessary competencies to perform their roles effectively in the department and sports as a domain.	A structured performance review process to assess the department's performance in budget and financial management as part of various schemes could be explored. This process should involve periodic evaluations, data analysis, and performance discussions.	The development of performance reports that provide a clear overview of the department's financial performance, budget utilization, and outcomes achieved could be explored. These reports could be shared with relevant stakeholders such as state-level sports entities, NSFs and SSFs, along with high-performing athletes, MYAS officials and also in public domain to promote transparency and accountability.
	▪ Is there a timeline for completing each step of the process?	Yes			
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

5.2.2 Scheme Formulation and Program Management

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	▪ End-to-end management systems in place?	Yes	- Focused training could be provided to the officials around policy development, data analysis, monitoring, and evaluation for various sports-related stakeholders. - Continuous learning could be encouraged to stay updated with the latest development in sports which could be used towards contextual scheme formulation	- Communication between divisions could be further streamlined to facilitate effective information sharing while formulating a scheme - A centralized knowledge-sharing repository could be enabled to help all divisions contribute effectively towards a new scheme/revision of an existing scheme	- Regular review and updation of policies to reflect changing needs and priorities in the sports sector could be undertaken
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			
	▪ Are all concerned staff well versed with the process?	Yes			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	No	- SOPs/ Manual around process documentation could be made easily accessible to all officials joining the Department .	- All divisions could contribute to the development and regular updation of SOP on scheme formulation	- Standardized process documentation could be made easily accessible to all concerned.
Data Analysis	▪ Is performance data collected and analyzed throughout the project/scheme period?	Yes	- Data training to officials involved in scheme formulation on data analysis techniques, tools, and methodologies could be planned to effectively collect,	A comprehensive data management framework within the Department could be established which includes defining data collection processes, storage, quality assurance, and	Standardized data reporting formats and templates for scheme formulation could be developed. This will ensure consistency in data collection and facilitate easier
	▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Yes			
	▪ Are staff well versed with data	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	analysis tools?		interpret, and analyze data for informed decision-making.	access protocols.	aggregation and comparison of data across schemes and programs.
	▪ Are senior staff well versed in using such analysis/evidence to make decisions?	Yes			
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	- Formal risk awareness & management training could be provided to officials involved in scheme formulation on risk management concepts and tools. - Officials could develop domain expertise in the sports sector enabling them to better identify risks specific to sports-related schemes.	Standardized risk assessment methodologies could be implemented to help identify, analyze, and prioritize risks during scheme formulation.	- A risk governance structure could be established within the department, including clear roles and responsibilities for risk management. - Teams responsible for overseeing risk management activities at the institutional level in the department could be designated.
	▪ Does the SOP/manual/guide/FAQs cover risk?	No			
	▪ Are staff well versed in risk management procedures?	Yes			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	- Officials could be encouraged to ensure accurate and complete data collection, documentation, and reporting throughout the scheme formulation process. This could include verifying information, maintaining proper records, and adhering to prescribed formats.	- Standardized reporting templates and guidelines to ensure consistency and facilitate easier data aggregation and analysis could be explored - Clear instructions on reporting formats, data elements, and timelines could be provided.	- A dedicated compliance team could be formed to oversee compliance and reporting activities. - Collaboration with external stakeholders, such as auditors, and regulatory bodies could be explored
	▪ Is accountability for each step defined?	No			
	▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Partial			
	▪ Are staff well versed with compliance requirements?	Partial			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Officials could further enhance communication skills to effectively engage with the	Various collaboration platforms, such as workshops, conferences, online forums, and social	A stakeholder engagement policy that guides the department's approach to stakeholder
	▪ Does the SOP/manual/guide/FAQs	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	comprehensively cover stakeholder engagement?		concerned stakeholders such as athletes, NSFs and SSFs, and state departments.	media, could be used to engage with various stakeholders.	engagement in scheme formulation could be explored to be developed.
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of the process?	Partial	Officials could enhance domain expertise in the sports sector enabling them to effectively contribute to the performance management process and help define indicators for the monitoring process.	Data-informed decision-making by using performance data must be practised informing scheme formulation processes.	A clear performance management policy could be established that outlines the department's approach to scheme implementation and monitoring.
	▪ Is there a timeline for completing each step of the process?	Partial			
	▪ Is accountability for completing the step/task assigned?	Partial			
	▪ Is there a functional performance monitoring system for the process?	Partial			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Partial			
	▪ Are staff aware of performance indicators for the process?	Partial			
	▪ Do staff participate in the evaluation and provide feedback?	Partial			

5.2.3 Service Delivery and Athlete Centricity

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training programs and workshops for officials involved in service delivery to enhance their knowledge and skills related to sports administration, event management and athlete support could be explored	Technology solutions that can automate and streamline service delivery processes could be invested in. This can include athlete engagement systems, event management software, online platforms for information dissemination, and data management tools.	A robust performance monitoring and evaluation system to assess the effectiveness of service delivery processes could be implemented. Regularly review of key performance indicators, collecting feedback from key stakeholders, and making data-driven improvements could be encouraged.
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			
	▪ Are all concerned staff well versed with the process?	Yes			
Data Analysis	▪ Is performance data collected and analyzed throughout the project/scheme period?	Yes	Officials could be encouraged to stay updated with the latest trends, tools, and techniques in data analysis around service delivery related to various functions allocated to each division through workshops, seminars, and online courses.	Officials could be provided with access to data analysis tools and software that are suitable for their roles and responsibilities.	Collaboration and knowledge sharing among different departments and stakeholders involved in service delivery could be encouraged.
	▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Yes			
	▪ Are staff well versed with data analysis tools?	No			
	▪ Are senior staff well versed in using such analysis/evidence to make decisions?	Yes			
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Officials in each division could be encouraged to take ownership of their responsibilities and	Clear policies and procedures for risk management in service delivery could be	Collaboration and coordination among different divisions and stakeholders involved in

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	▪ Does the SOP/manual/guide/FAQs cover the risk?	No	proactively identify and mitigate risks within their areas of expertise.	established. Communication of these policies effectively to all officials could be explored to ensure their adherence to minimize potential risks.	service delivery could be fostered to enable risk management.
	▪ Are staff well versed in risk management procedures?	Partial			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	A culture of accountability and responsibility among officials could be encouraged to help them understand and fulfil their compliance obligations, ensuring that they are aware of the consequences of non-compliance.	A system for monitoring and reporting compliance-related activities could be instilled. Conducting regular internal audits and reviews to identify areas of non-compliance could be set up along with taking corrective actions as necessary.	A compliance culture within the Department could be fostered. This involves demonstrating leadership commitment to compliance, providing resources for compliance activities, and recognizing and rewarding officials and teams for their compliance efforts.
	▪ Is accountability for each step defined?	Yes			
	▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	No			
	▪ Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Effective communication channels could be established to facilitate open and transparent communication between stakeholders and the Department. Athletes, coaches, and representatives from federations, state sports entities could be encouraged to provide feedback, raise concerns, and share their	A collaborative approach to service delivery could be adopted by actively involving athletes, coaches, federations and other concerned stakeholders in the planning, implementation, and evaluation of programs and initiatives.	Mechanisms for collecting and analysing feedback from stakeholders on an ongoing basis could be established. Regular evaluation of the effectiveness of stakeholder involvement strategies could be explored and make necessary adjustments to improve service delivery outcomes could
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
			experiences to improve service delivery.		be taken up.
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of the process?	Yes	Regular training and skill development opportunities for officials to enhance their capabilities and expertise in delivering high-quality services could be explored This can include technical training and leadership development programs.	Service delivery processes could be identified and streamlined through continuous improvement initiatives such as reviewing and assessing operational processes regularly to identify bottlenecks, inefficiencies, and areas for improvement.	Overall performance review of the Department's service delivery quality in various fiunctions could be explored. This can involve conducting periodic assessments, surveys, and audits to gather feedback from stakeholders and identify areas of improvement.
	▪ Is there a timeline for completing each step of the process?	Yes			
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Partial			
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

5.2.4. Knowledge management

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Officials could be encouraged to actively share their knowledge and expertise with others. Platforms, such as an intranet or collaboration tools, that facilitate easy knowledge sharing and communication among officials could be implemented.	Clear processes and guidelines for capturing, organizing, and sharing knowledge within the divisions of the department could be established. This can include creating standard operating procedures, knowledge repositories, and documentation practices	It should be ensured that division heads support and promotes knowledge management initiatives in the department. Leadership should emphasize the importance of knowledge sharing and provide the necessary resources and support for its implementation.
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	No			
	▪ Are all concerned staff well versed with the process?	Yes			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Yes	Documentation on relevant knowledge management sources and repositories could be made easily accessible to officials. Clear documentation on how to store, access and manage information could be provided within divisions.	Officials could be involved in leveraging collaborative tools to allow multiple officials to contribute to and review documents, ensuring a broader perspective and collective knowledge.	A culture that values knowledge sharing could be encouraged. Officials could be asked to share their knowledge and document their expertise, fostering a collaborative environment.
Data Analysis	▪ Is performance data collected and analyzed throughout the project/scheme period?	Yes	Officials could stay updated with the latest data analysis techniques and tools as a part of knowledge storage and	Digital tools could be brought in to streamline knowledge management processes in the department.	Insights and best practices derived from data analysis could be shared across the Department to enhance
	▪ Is such data used to inform/support decision-making of ongoing and	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	future projects/schemes?		access. Resources or opportunities for officials could be given to expand their knowledge and improve their data analysis capabilities.		knowledge management.
	▪ Are staff well versed with data analysis tools?	No			
	▪ Are senior staff well versed in using such analysis/evidence to make decisions?	Yes			
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Officials could be encouraged to adhere to policies and procedures related to data security, intellectual property, and confidentiality.	A governance structure that provides oversight and guidance for knowledge management-related risks could be instilled.	Compliance with relevant laws and regulations related to data protection, privacy, and intellectual property could be ensured.
	▪ Does the SOP/manual/guide/FAQs cover the risk?	No			
	▪ Are staff well versed in risk management procedures?	Yes			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Opportunities for officials to enhance their knowledge management skills through training, workshops, and knowledge-sharing events could be created.	Partnerships and collaborations between different stakeholders, such as national institutions like SAI, various institutes like LNIPE, NSINS and National Sports Federations towards knowledge management could be encouraged.	Frameworks and guidelines for knowledge sharing and collaboration among different stakeholders could be developed. This can include protocols for data sharing, intellectual property rights, and confidentiality agreements to ensure smooth knowledge exchange.
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of the process?	Yes	Clear goals and expectations for the officials regarding their knowledge management responsibilities could be	Collaboration and effective communication among officials to facilitate knowledge exchange could be	Knowledge management performance indicators could be explored to be instilled and regular feedback to officials on
	▪ Is there a timeline for completing	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	each step of the process?		conveyed and it could be ensured that they understand their roles and responsibilities in managing and sharing knowledge effectively.	encouraged. Cross-functional teams, regular team meetings, and platforms for sharing best practices and lessons learned could be encouraged.	their knowledge management efforts and areas for improvement could be shared.
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

5.2.5. Procurement and contract management

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	▪ End-to-end management systems in place?	Yes	It should be ensured that the officials concerned with procurement and contract management have the necessary knowledge, skills, and training to effectively carry out their roles. Ongoing training opportunities to stay updated with industry best practices, regulations, and emerging trends should be provided.	The Department has an e-procurement portal in place and can additionally implement contract management software/add-on, and document management systems to improve accuracy and reduce administrative burdens.	Comprehensive policies and guidelines for procurement and contract management that align with legal and regulatory requirements could be made. It could be ensured that these policies are communicated effectively and accessible to all stakeholders.
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			
	▪ Are all concerned staff well versed with the process?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Partial	Officials involved in procurement and contract management could ensure that all necessary documentation is accurately completed and comprehensive. Double-check for errors, missing information, or gaps in documentation to minimize potential issues or disputes should be institutionalised.	A centralized document repository or a document management system could be established where all procurement and contract documents can be stored, accessed, and shared. This can ensure that all stakeholders have easy and controlled access to the required documents.	
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Officials involved in procurement and contract management should receive proper training on risk management principles and practices. This includes understanding different types of risks, their potential impact, and mitigation strategies.	Robust risk mitigation strategies and controls could be developed and implemented. This includes defining risk tolerance levels, establishing contingency plans, conducting due diligence on suppliers, and implementing contract management protocols to monitor compliance and performance.	It could be ensured that risk management is integrated into overall governance processes within the Department. This includes aligning risk management activities with strategic objectives, decision-making processes, and performance management frameworks.
	▪ Does the SOP/manual/guide/FAQs cover risk?	No			
	▪ Are staff well versed in risk management procedures?	Partial			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	Comprehensive training for officials involved in procurement and	Implementation of a robust system for monitoring and auditing	Appointing a dedicated compliance officer or team responsible for
	▪ Is accountability for each step	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	defined?		contract management on relevant laws, regulations, and organizational policies could be provided. This will ensure they have a clear understanding of compliance requirements and obligations.	compliance in procurement and contract management could be explored. This will include conducting periodic reviews, internal audits, and compliance assessments to identify any gaps or non-compliance issues.	overseeing compliance in procurement and contract management could be considered depending on the magnitude of procurement activity. This includes monitoring compliance activities, conducting risk assessments, and providing guidance to ensure adherence to compliance standards.
	▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	No			
	▪ Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Strong communication skills to establish and maintain positive relationships with stakeholders could be developed. It could be ensured that officials actively listen to their concerns, provide timely updates, and address any questions or issues they may have regarding the procurement process or at any stage in the process.	It could be ensured that stakeholders/ vendors/ suppliers have access to relevant information and are informed about procurement processes, decisions, and outcomes. Mechanisms could be established to address and resolve any stakeholder concerns or grievances.	Guidelines and principles for engaging stakeholders in procurement and contract management could be developed. This framework should align with organizational values, policies, and legal requirements.
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	No			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Partial			
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of	Partial	Training and development opportunities for officials	Performance metrics and KPIs to measure the effectiveness and	Performance management systems and tools that facilitate

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	the process?		to enhance their knowledge and skills in procurement and contract management could be encouraged. This includes staying updated on relevant regulations, best practices, and emerging trends in the field of sports and procurement and contract management in general.	efficiency of procurement and contract management processes could be taken up. These metrics can include cycle time, cost savings, vendor performance, contract compliance.	the tracking, monitoring, and reporting of procurement and contract management performance could be implemented. This can include automated systems, dashboards, and reporting mechanisms to provide real-time visibility and transparency.
	▪ Is there a timeline for completing each step of the process?	Yes			
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Partial			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

5.2.6 Human Resource Management

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Officials could be encouraged to prioritize tasks, set deadlines, and manage their time effectively to ensure timely completion of HR processes.	Clear roles and responsibilities for Human Resources related officials to avoid confusion and duplication of work could be defined. They could also be clearly communicated their roles to ensure everyone understands their responsibilities.	Standardized HR policies and procedures to promote consistency, fairness, and compliance across the Department could be developed. Regular review and update these policies to align with changing regulations and organizational needs could be explored.
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			
	▪ Are all concerned staff well versed with the process?	Yes			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Partial	A systematic approach to organize and file HR documents could be developed and use of appropriate naming conventions and folder structures to ensure easy retrieval and accessibility of documents when needed could be ensured.	A digital document management system to centralize and digitize HR documentation could be brought in. This allows for efficient storage, retrieval, and tracking of documents, reducing reliance on paper-based files.	Periodic audits of HR documentation to ensure compliance, accuracy, and completeness could be explored with implementation of quality control measures to identify and rectification of any errors or inconsistencies in the documentation
Data Analysis	▪ Is performance data collected and analyzed throughout the project/scheme period?	Yes	Data literacy skills, including statistical analysis, data visualization, and interpretation could be enhanced. This enables	Robust HR information systems and technologies that support data collection, storage, and analysis could be invested into to ensure	Policies and procedures to safeguard employee data privacy and ensure compliance with relevant regulations could be made. Data security
	▪ Is such data used to inform/support decision-making of ongoing and future	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	projects/schemes?		to effectively analyze HR data and draw meaningful insights.	data integrity, security, and accessibility.	measures to protect sensitive HR data could be implemented.
	▪ Are staff well versed with data analysis tools?	Yes			
	▪ Are senior staff well versed in using such analysis/evidence to make decisions?	Yes			
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Regular risk assessments specific to HR functions, such as talent acquisition, performance management, and employee relations could be undertaken. Identification of potential risks and development risk management plans to mitigate them could be taken up.	Robust internal control mechanisms to prevent fraud, misconduct, and other risks could be implemented. This may include segregation of duties, regular audits, and monitoring of HR processes.	Clear and comprehensive HR policies and procedures that address potential risks could be established and communicated to the officials and to ensure consistent adherence to them.
	▪ Does the SOP/manual/guide/FAQs cover risk?	Yes			
	▪ Are staff well versed in risk management procedures?	Yes			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Strong communication skills to effectively convey information, policies, and changes to stakeholders could be developed along with use of clear and concise language and choose appropriate communication channels.	Transparency in HR policies, procedures, and decision-making processes could be ensured. Changes, updates, and key information in a timely and accessible manner could be made available.	Regular evaluation and review of efforts towards ‘ease of working’ for department officials, and employee-centric initiatives to identify areas for improvement could be taken up.
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of	Yes	Continuous learning and development by providing officials with	Recognition and rewarding of officials for their achievements and	A performance-driven culture throughout the organization by

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	the process?		training, workshops, and resources to enhance their skills and competencies around human resource management could be encouraged.	exceptional performance could be explored.	promoting accountability, continuous improvement, and a focus on results could be set up
	▪ Is there a timeline for completing each step of the process?	Yes			
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

5.2.7. Response to parliamentary questions, Right to Information (RTI) requests and Grievance Redressal

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Encourage officials in all divisions to continuously learn and enhance their knowledge and skills related to parliamentary procedures, right to information laws, and grievance redressal mechanisms available on iGOT and other platforms.	Review and streamlining the workflow processes to ensure efficient handling of parliamentary questions, right to information requests, and grievances could be explored, minimizing duplication and delays.	Key performance indicators (KPIs) could be defined to measure the efficiency and effectiveness of the workflow processes, enabling continuous monitoring and improvement.
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	▪ Are all concerned staff well versed with the process?	Yes			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Yes	A systematic approach to organize and manage documents related to parliamentary questions, right to information requests, and grievances could be taken, ensuring easy retrieval and reference.	Clear and comprehensive SOPs could be developed outlining the workflow steps, timelines, and dependencies for responding to parliamentary questions, handling right to information requests, and addressing grievances.	Comprehensive guidelines and best practices for document management specific to parliamentary questions, right to information, and grievance redressal could be taken introduced, ensuring that all officials are aware of the expectations and standards.
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Officials involved in grievance redressal could be trained to demonstrate empathy towards complainants such as athletes, coaches and federations and practice active listening to understand their concerns fully.	A team could be designated responsible for handling grievances, equipped with the necessary skills and resources to manage and resolve complaints efficiently.	Regular monitoring and review of the performance of the grievance redressal process, analyzing trends, identifying recurring issues, and implementing corrective actions to address systemic problems could be explored to be undertaken.
	▪ Does the SOP/manual/guide/FAQs cover risk?	Yes			
	▪ Are staff well versed in risk management procedures?	Yes			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	Emphasis could be put on the importance of accuracy and attention to detail when gathering and presenting information in responses, encouraging	A centralized system or database to store and organize information related to responses could be established. This ensures easy access to relevant	A culture of compliance within the Department by promoting ethical conduct, transparency, and accountability could be fostered to establish mechanisms for reporting
	▪ Is accountability for each step defined?	Yes			
	▪ Does the SOP/manual/guide/FAQs comprehensively cover	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	compliance requirements?		officials to double-check facts, verify data, and ensure the completeness of responses.	documents, avoids duplication of effort, and promotes consistency in responses.	non-compliance and provide protection for whistle-blowers.
	▪ Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Communication skills of officials involved in handling athlete/ coach/ state sports department's queries and grievances could be enhanced. This includes active listening, empathy, and clear articulation of responses to ensure effective engagement.	A thorough stakeholder analysis could be conducted to identify and understand the needs, expectations, and concerns of different stakeholder groups such as athletes, coaches, NSFs etc. This will help tailor responses to their specific requirements.	Stakeholder participation could be encouraged by involving them in the decision-making process and seeking their input on policies, procedures, and service improvements. This can be done through public consultations, advisory committees, or online platforms for engagement.
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of the process?	Yes	Concerned officials could be encouraged to continuously update their knowledge and skills through training programs on iGOT, workshops, and professional development opportunities. This will enhance their expertise in managing these processes effectively.	Recognition and reward of officials who consistently excel in managing these processes could be explored. This can include incentives, bonuses, or career advancement opportunities to motivate and encourage high performance.	A culture of continuous improvement by implementing process optimization initiatives in grievance redressal could be instilled in the Department.
	▪ Is there a timeline for completing each step of the process?	Yes			
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

5.2.8. Communications and public relations

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Time management skills to prioritize tasks, meeting deadlines, and ensuring timely communication could be encouraged and use of productivity tools and techniques to streamline workflow and avoid unnecessary delays could be explored.	Workflow automation tools and systems to streamline communication and public relations processes could be implemented. This can include project management software, collaboration platforms, or task management tools to enhance efficiency and transparency in SP V & CDN.	Performance monitoring mechanisms could be implemented to track and evaluate the efficiency and effectiveness of communication and public relations workflow
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of the scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for the process?	Yes			
	▪ Are all concerned staff well versed with the process?	Yes			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	Yes	Clear and concise writing skills when preparing documents, such as emails, reports, or press releases could be explored by use of plain language and ensuring information is presented in a logical and structured manner.	A document control system or knowledge management platform could be brought in to centralize and manage all communication and public relations-related documents. This allows for easy search, retrieval, and version control of documents.	It could be ensured that communication and public relations documents are accessible to relevant stakeholders, both internally and externally. This may involve providing online portals, public repositories, or secure sharing mechanisms for authorized access.

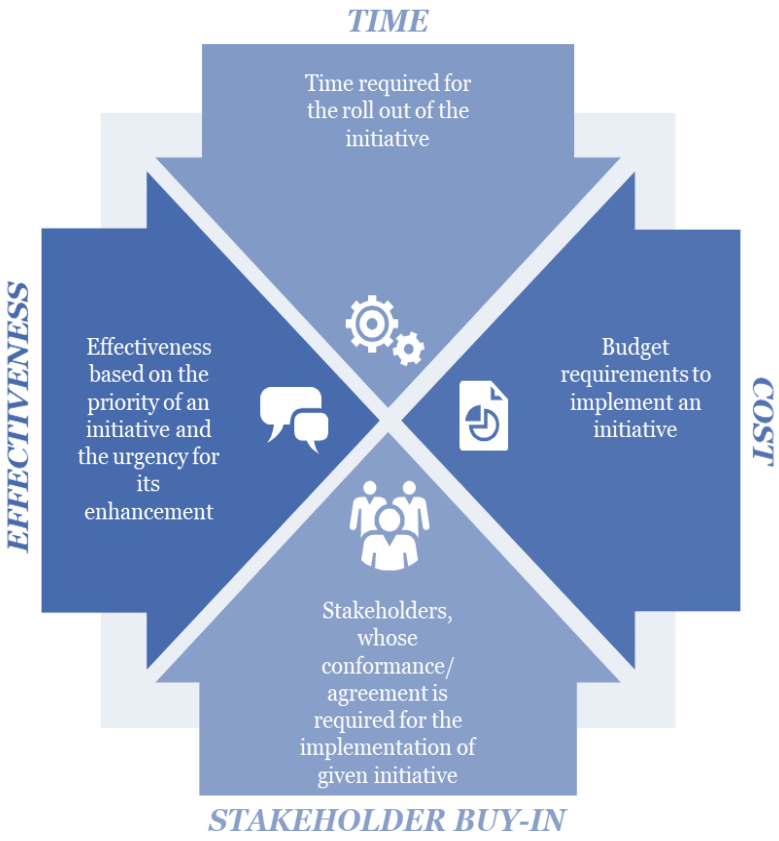
KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Data Analysis	▪ Is performance data collected and analyzed throughout the project/scheme period?	Yes	Officials could be familiarised with analytical tools and software that can facilitate data analysis, such as spreadsheets, data visualization tools, or statistical software. Their usage for data analysis tasks could be encouraged.	Streamlined processes for data collection and storage related to communication and public relations activities could be brought in. Data could be captured consistently, accurately, and securely to enable meaningful analysis.	A data-driven culture within the department by promoting the use of data in decision-making processes could be built. Teams could be encouraged to regularly analyze data, derive actionable insights, and incorporate them into communication and public relations strategies.
	▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Yes			
	▪ Are staff well versed with data analysis tools?	Yes			
	▪ Are senior staff well versed in using such analysis/evidence to make decisions?	Yes			
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Training and awareness programs for officials involved in communication and public relations management such as the department website and social media handles could be explored.	Contingency plans for potential risks could be identified during the risk assessment process and clear protocols for crisis communication that outline roles, responsibilities, and communication channels during a crisis situation could be developed.	Policies and procedures related to communication and public relations regularly could be updated and monitoring mechanisms could be set up. For example, monitoring media and social media channels can help identify potential reputational risks.
	▪ Does the SOP/manual/guide/FAQs cover risk?	No			
	▪ Are staff well versed in risk management procedures?	Yes			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	Regular training sessions to educate officials involved in communication and public relation management about compliance policies, regulations, and best	Internal controls and monitoring mechanisms to ensure compliance with policies and regulations could be implemented. This can include periodic audits, checks, and reviews to	Relevant industry standards, regulations, and legal requirements related to communication and public relation management could be introduced and external compliance experts,
	▪ Is accountability for each step defined?	Yes			
	▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
	▪ Are staff well versed with compliance requirements?	Yes	practices could be held.	identify any potential compliance gaps or violations.	consultants, or legal advisors could be engaged with to seek guidance on specific compliance matters and ensure adherence to applicable laws.
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Officials could be encouraged to develop strong interpersonal skills to effectively communicate and engage with athletes, coaches etc. and actively listen to stakeholders' concerns, feedback, and suggestions.	Dedicated personnel responsible for stakeholder engagement and relationship management could be assigned.	Guidelines and frameworks for engaging with athletes, sports department etc. could be developed that align with the organization's values and goals. Stakeholder engagement could be incorporated as a key performance indicator in the department's strategic plans.
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	▪ Are there clear performance indicators to define the success, effectiveness, and efficiency of the process?	Yes	Continuous learning and professional development for officials engaged in communication and public relation activities could be encouraged by providing training, workshops, and resources to enhance their skills and knowledge in this area.	Regular performance reviews could be conducted to assess the effectiveness of communication and public relation activities.	Allocation of adequate resources, including budget, officials, and technology, to support performance management in communication and public relation management should be ensured and necessary tools and infrastructure could be in place to facilitate effective performance monitoring
	▪ Is there a timeline for completing each step of the process?	Yes			
	• Is accountability for completing the step/task assigned?	Yes			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	▪ Are staff aware of performance indicators for the process?	Yes			and reporting.
	▪ Do staff participate in the evaluation and provide feedback?	Yes			

6. Capacity Building Plan

The previous chapter identified the competencies required to support effective functioning of the Department. This chapter covers various initiatives that may be taken up in order to address the competency needs identified across individual and organizational aspects for various officials of the Department.

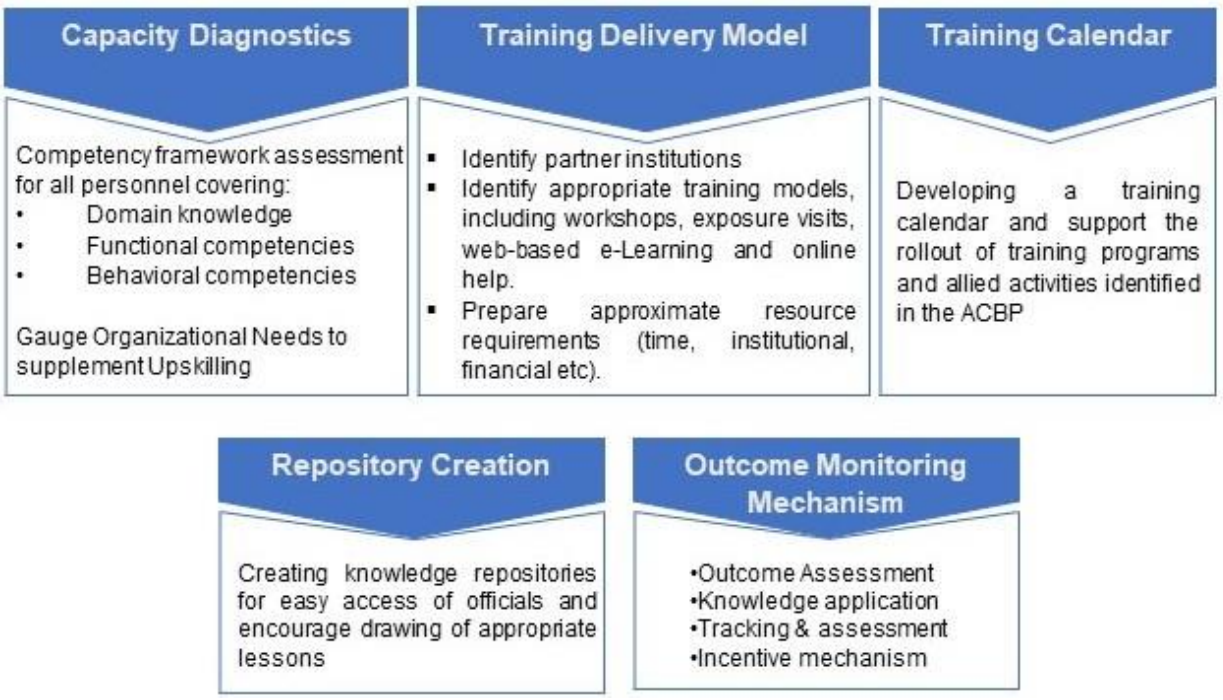


The initiatives in this plan have been drawn up keeping in view key considerations such as the ease of implementation and effectiveness, cost & time requirements and stakeholder buy-in. The approach to build a comprehensive Capacity Building plan required factoring in initiatives that cater to the current competency needs of the department and are perceptive of global trends in the sports sector to ensure future readiness. The plan is proposed to be rolled out in a sequence that the priority competency needs get addressed first followed by gradual implementation of other relatively non-priority yet significant interventions. These interventions look to cover Pillar I and II of the ACBP i.e. individual and organizational capacities. It aims to create a framework which caters to officials in each Division in the department individually based on their role and function, with interventions categorized into training and non-training ones. The training interventions involve classroom-based interactive learning which may be used to address competency needs at a basic or advanced level depending on the role to be catered to as mentioned in the previous chapter. Non-training interventions include creating immersive learning experiences for the staff of the Department. The capacity building plan also contains an illustrative curriculum which defines a timeline of how the implementation can be phased across three years. Various training tools and potential partnerships, who can help facilitate upskilling at an organizational level, have also been identified. On the whole, the ACBP aims to bring about holistic development of capacity and skills of the Department's officials. The idea is to instill a pedagogy which creates flexibility in learning and practical problem solving covering the competency needs in

the process. This outlook stems from secondary research and case-study of select Sports Ministries around the world and practices followed by them around staff development.

6.1 Planning for Capacity Building

The capacity-building process for the department has been designed basis a blend of factors such as using the learnings derived from the CNA, the required training curriculum, the potential training delivery model and instilling a robust monitoring mechanism of the outcome as summarised below:



6.2 Suggested Training and Non-training Interventions

The three-year plan entails administering courses around topics that address the competency needs in domain, functional and behavioral aspects for Pillar I i.e. Individual level. The section below elaborates on suggestive topics that can be covered as part of training courses for the officials. These topics for interventions have been identified based on the competency need assessment along with inferences from the dialogue with the officials at the department. They are suggestive in nature and will have to be programmed in a manner subjective to the needs of the target stakeholders.

Domain- related topics

Courses programmes around these topics will aim to enhance sectoral capacities of officials covering various aspects that they deal with as per their mandate in the Department. These interventions have been identified across various divisions based on their functions and inputs from a pool of experts around sports-related immersive experiences.

Training type	Proposed Topics for Interventions	Suggestive Training Medium
Common		
Training Interventions	History of sports and knowledge of various sporting competitions, National Sports Development Code	Classroom Course/ Online Training
	Basics of technicalities of Popular Sports - FOP requirements, rules of play, scoring	Workshop for each game
Non-training interventions	Officials to visit select global para HPCs/ training centers/ international events to understand the overall working, qualification standards, and classifications	Exposure Visit
SP -I		
Training Interventions	• Basics of Sports medicine and rehabilitation • Basics of Sports science	Classroom Course/ Online Training
	• Awareness on different types of disabilities • Facilitating seamless experience to para-athletes (on and off the field)	Workshop
	About NSFs, registration modalities, regulations and functioning	Classroom Course
Non-training interventions	Visit to training camps to assess the requirement of resources and support to NSFs	Exposure Visit
	Group discussions with para-athletes and heads of organizations for understanding gaps and possible solutions	Knowledge Exchange
	Visit to Trauma centers to facilitate awareness about para-sports	Exposure Visit
SP-III		
Training Interventions	Sports event management	Classroom Course/ Online Training
	• Sports as a subject in Indian Constitution, • Societies Registration Act & Companies Act • Introduction to International Sports Federations & the IOA Charter	Classroom Course
	Introduction to advanced technologies such as Virtual Reality (VR), Augmented Reality (AR), and other	Workshop/ Online Training

Training type	Proposed Topics for Interventions	Suggestive Training Medium
	select tools in sports event management	
	• Digital marketing, creating social media presence • Online promotion strategies for sports events	Workshop/ Online Training
	• Post-event analysis • Evaluation techniques to measure the success of sports events	Workshop
Non-training interventions	Participation in international sports event management conferences and events	Knowledge Exchange
SP V & CDN		
Training Interventions	• Governance principles in Sports ministries around the world • International and National Sports Law	Classroom Course
Non-training interventions	Knowledge sharing on legislative, and sports related regulatory developments in the country	Seminars/ Webinars
	Visit to Sports Goods manufacturing facilities and vendor exhibitions to learn about the quality and variety of sports equipment and goods available	Exposure Visit
SP- MDSD		
Training Interventions	• Basics of developing civil infrastructure • Creation and financing of sports infrastructure • Introduction to construction norms for sports infrastructure including National Building Code (NBC) and URDPFI guidelines by MoHUA • Sustainability and disaster resilience in construction of sports infrastructure	Workshop/ / Online Training
Non-training interventions	• Visit to select Khelo India State Centre of Excellence (KISCE) to provide exposure to the different initiatives being undertaken, the best practices adopted, and challenges being faced	Exposure Visit
	Monthly interactions with different state-level stakeholders – Players, Coaches, Khelo India Center Management Teams, etc. to exchange innovative	Knowledge Exchange

Training type	Proposed Topics for Interventions	Suggestive Training Medium
	ideas, feedback, and developing new programs	
	Collaboration with Invest India & DPIIT and attending investment summits of other ministries/states for sponsorships and marketing alliances	Knowledge Exchange
	Design Thinking workshops with industry experts and academicians for cost optimization in infrastructure development and ideation for innovative ways of sports infrastructure monetization	Knowledge Exchange
	International visits to Abu Dhabi, Barcelona, London, Tokyo, etc. to study sustainability innovations in infrastructure in terms of eco-friendly buildings and futuristic designs, funding models used for infrastructure creation and asset monetization	Exposure Visit
SP- II &IV		
Training Interventions	Initiatives around augmentation of funding towards sports sector development and athlete welfare through corporate partnerships and collaborations	Workshop/ Online Training
Non-training Interventions	Interaction with officials of other Ministries/ State Sports Departments who have implemented new cash awards or pension schemes/ policies to understand their learnings	Knowledge Exchange
	Interactions with International Federations to understand the level of difficulty and importance of the different competitions organised by them	Exposure Visit
SP- VI		
Training Interventions	Education system of India and its convergence with the sports sector	Classroom Course
Non-training Interventions	Certification Courses conducted by International Federations to understand the curriculum and delivery methods to align certification/degree courses with International Federation counter parts	Exposure Visit
	Visit to sports science department in institutions and have a hands-on experience with various equipment and understand their benefits and necessities	Knowledge Exchange

Training type	Proposed Topics for Interventions	Suggestive Training Medium
	Applications of latest immersive technologies such as virtual reality (VR) and Augmented Reality (AR) in the field of sports education	Exposure Visit/ / Online Material

Function and Behavior related topics

These courses are proposed to be programmed around topics that enhance functional and behavioral capacities of officials. These interventions have been identified across divisions based on their functions and taking into account relevance as well as future-readiness.

Function related interventions - Common Across all divisions		
Intervention type	**Proposed Topics**	**Training Medium**
Training Interventions	Budgeting and Financial Management around programmes and schemes of the department, grant disbursal, planning of national and international sports events, sports infrastructure creation.	Workshop
	Program/Project Management for effective running of projects as part of schemes of the department.	Classroom Course
	Contract Management as part of procurement-related aspects	Classroom Course / Online Training
	Parliamentary and Legislative Processes	Workshop / Online Training
	Media Management including social media and communications released from the department. Awareness around RTI.	Workshop
	Data Management and Information Visualization techniques	Workshop/Online Training
	Knowledge of software such as MS Office, PFMS, DBT, E-HRMS	Workshop/ Online Training
	Effective Policy formulation and Implementation	Workshop

Behaviour related interventions - Common Across all divisions		
Intervention type	**Proposed Topics**	**Training Medium**
Training Interventions	Stakeholder Management Essentials	Workshop
	Leading Effective Decision-Making; Leadership in the age of Digital Disruption; Leadership and Management	Workshop/ Online Training
	Gender-related sensitivity	Workshop/ Online Training

	Athlete Centric Delivery Approach to build empathy and sensitivity in officials for engaging with sportspersons from various backgrounds.	Workshop

6.3 Organizational Capacity Building Interventions

Enhancing capacity of collective and shared aspects of the department are imperative and are supplementary to building individual competencies as envisaged for aspects related to Pillar II i.e., Organisational aspects in the ACBP framework. Going ahead, this section of the CBP also puts light on interventions that help with the same including conducting induction and on-ground courses, building a knowledge repository and forging meaningful collaborations with external partners that enable the upskilling process through knowledge workshops, discussions, provision of online training modules etc

Induction training programs to provide new joiners (even if transferred within the Department to a different division) with a broad overview of the work undertaken by each division, and particular responsibilities to be undertaken.

On-site training programs to enable practical and on-ground understanding of technical matters/ latest developments in the concerned focus areas. For instance, organizing a workshop at a regional sports excellence centre to understand basics of sports science, well-being and fitness.

Knowledge repository

A virtual knowledge repository is proposed to be set up in order to facilitate continuous knowledge enhancement. The following table summarizes various case studies and resources that could be developed and added to the repository. Appendix IV elaborates on various publications on domain-related aspects that are available in the public domain.

Resource	Illustrative Topic
Case Studies	• Successful organization of events held for Para Athletes • Past or ongoing legal disputes related to NSF's, age fraud etc • Successfully organized large scale sports events and good practices followed at the events • Sports development projects done through PPP and corporate partnerships
Statutory Documents	• Internationally recognized organizations and their governing principles • Proper documentation of guidelines, laws, norms and best practices • Documentation on cash awards and incentive structures • List of institutions affiliated to the department, courses available, curriculum structure

Sports Magazines, Newsletters, research papers, blogs, and websites	• Sustainable sports infrastructure around the world and sustainable development methods • Best practices in leading global sports related organisations

Potential Training Partners:

There are many organizations across the world providing the in-depth learning on the modules suggested in the document. A suggestive list of national and international institutes is shown below:

Sl.	Modules	Training Partners
1.	Induction on stakeholders	1. MYAS
2.	Sports law, legal matters, governance, legislative, regulatory development, understanding of society registration act, company act, constitutions etc	1. IOC 2. CIES, Switzerland 3. Loughborough University, UK 4. Thomas Jefferson School of Law, USA 5. University of Lausanne, Switzerland 6. University of Mumbai 7. IOA 8. National Federations.
3.	Sports Science, nutrition, kinetics etc	1. University of British Columbia, Canada 2. Karolinska Institute, Sweden 3. University of Illinois at Urbana – Champaign, USA 4. National Sports University, Manipur 5. Lakshmibai National Institute of Physical Education, Gwalior 6. The Sports School, Bengaluru 7. Symbiosis School of Sports Sciences, Pune
4.	Sports Event and Facility Management	1. IOC, Online 2. Udemy, Online 3. Johan Cruyff Institute, Online 4. Rajasthan Royals, Online 5. Symbiosis School of Sports Sciences, Pune 6. IISM, Mumbai
5.	Knowledge of developing sports infrastructure, including aspects of sustainability, PPP model	1. University of Strathclyde Glasgow, UK 2. Norwegian school of sports science, Norway 3. Indian Institute for public administration

Sl.	Modules	Training Partners
		4. EdX, Online 5. Carnegie Mellon University, Australia 6. International Academy of Sports Science and Technology, AISTS
6.	Knowledge of corporate partnership, CSR asset monetization	1. IIM Ahmedabad 2. GISB, Mumbai 3. AISTS 4. Loughborough University, UK
7.	Knowledge of preparing functional documents such as court affidavits, responses to parliament queries, RTI queries etc	1. Institute of secretariat training and management 2. Lal Bahadur Shastri National Academy of Administration
8.	Effective use of software and tools such as Microsoft Office	1. Ministry of electronics and information technology 2. Edx 3. Udemy 4. Coursera 5. NIIT Ltd.
9.	Specific project management, financing, budgeting around events, taxation models etc	1. The National Institute of Financial Management (NIFM) 2. IIM Calcutta 3. University of Michigan 4. Leeds Beckett University 5. The Ohio State University 6. Institute of Government Accounts and Finance 7. National Institute of Financial Management
10.	Technology in Sports, social media	1. Ministry of Electronics and Information Technology, Government of India 2. Loughborough University, UK 3. IIM Rohtak 4. IISM, Mumbai 5. GISB, Mumbai 6. AISTS
11.	Vendor Development and management	1. IIM Rohtak 2. IISM, Mumbai 3. GISB, Mumbai 4. AISTS

Sl.	Modules	Training Partners
12.	Soft skills such as negotiation & Communication skills, time management, problem-solving, critical thinking, grievance handling and people handling skills	1. Institute of secretariat training and management 2. MICA
13.	Sensitivity and working through empathy with able-bodied sportspersons, para-athletes and young budding players hailing from various backgrounds and young budding athletes	1. UNICEF 2. National Commission for Women 3. National Disability Institute, USA

7. Monitoring and Evaluation Plan and Implementation Framework

It is imperative to institutionalize a monitoring and evaluation mechanism to gauge the efficacy of implementation of the interventions and adapt going forward based on the evaluation. This chapter outlines the strategies, activities, and methods to monitor and evaluate the effectiveness and impact of the identified capacity building initiatives for each Division and the Department as a whole. It will be essential that the effectiveness, efficiency and impact of the training and non-training interventions is identified with respect to the staff and the Department's objectives.

7.1 Framework for Monitoring and Evaluation Plan

The M&E plan considers various parameters that will be crucial to consider in evaluating the impact of proposed capacity building initiatives as summarized below:

Key Performance Indicators (KPIs)	Relevant KPIs such as number of staff members to be trained, assessments etc. helps achieve focus on the aspects of interventions which could be measured and evaluated
Data Collection Methods & Tools	Outlining methods and tools used to collect relevant data and observations around knowledge improvement, staff feedback and experience and application
Data Analysis	Analysing data to reach insights around successful training methods, program effectiveness and impact
Reporting and Feedback Mechanism	Setting up a mechanism that promotes accountability in the implementation process

These are further described in the sections below.

7.1.1 Key Performance Indicators

Defining key performance indicators (KPIs) is crucial to the monitoring and evaluation of the impact of capacity building interventions on department officials.

Assessment through these KPIs will help in identifying areas of strength and areas that require improvement and also in making informed decisions around the adjustments required in the CBP, resource allocation and the overall efficiency in implementation. It would involve taking a review of number of courses taken up and scale of participation, as well as feedback and applicability of the courses.

The proposed KPIs are mentioned in the table below:

Number of department officials trained: The total number of officials in all divisions who have participated in the proposed training and non-training interventions identified as part of the ACBP
Participant satisfaction: Feedback from participants regarding their satisfaction with the training sessions, including the relevance of the content, quality of delivery, and overall experience
Knowledge improvement: Pre and post-assessment scores to measure the increase in knowledge and skills among the department officials participating in the training
Performance enhancement*:* Evaluation of performance indicators, such as improved productivity, effectiveness, or efficiency, attributable to the capacity building initiatives
Organizational impact: Identifying the broader impact of the capacity building initiatives on the overall functioning and success of the Department, such as improved service delivery, increased participation in sports programs, or enhanced public perception
Knowledge sharing and transfer**:** Assessing the extent to which officials are sharing their newly acquired knowledge and skills with colleagues, contributing to a culture of continuous learning and knowledge sharing within the department

7.1.2 Data Collection Methods and Tools

Data collection methods and tools provide objective and reliable information that serves as evidence for decision-making processes regarding the implementation of the ACBP and help in performance measurement of performance indicators related to the training and non-training interventions identified.

- For the Department of Sports, the method to collect data for monitoring and evaluation purposes could include surveys, focus group discussions, and analysis of findings.
- Both qualitative and quantitative data collection methods will be essential to capture a comprehensive understanding of impact of interventions.
- Tools to be used for the department could be tailored for each division basis their role and mandate and include survey questionnaires, interview guides, observation checklists, or feedback forms.

- Pre- and post-training assessment could be conducted to evaluate knowledge improvement along with circulation of participant feedback forms to capture satisfaction and feedback on training session.
- It is to be ensured that the tools capture relevant information and can be easily administered to participants, trainers, and other stakeholders.

7.1.3 Data Analysis

Data analysis will help ensure that collected data is properly interpreted and to generate findings from collected data. It will help set the course of future initiatives around capacity building in the various Divisions and the Department as a whole. The findings from monitoring and evaluation could be utilized to make necessary adjustments and improvements to the proposed capacity building plan. This can involve refining training programs, addressing identified gaps, reallocating resources, or implementing additional support mechanisms. Key points to consider include the following:

- Analysing any patterns, trends, areas of success and improvement to alter current training and non-training interventions, in terms of content, delivery mode and method, weightage etc and to inform future training initiatives.
- Analysing observations and feedback received from officials to assess their engagement and application of knowledge.
- Summarizing participant feedback from surveys and feedback forms to identify strengths and areas for improvement, supplemented by analysis of pre-and post-training assessment scores to measure knowledge improvement achieved.

7.1.4 Reporting and Feedback Mechanism

Accountability and transparency is important to demonstrate progress, achievements, and challenges while training and non-training interventions are being implemented in the divisions and the department. This step in the process will help identify potential risks and challenges associated with the M&E process and ensure the sustainability and continuity of the implementation process. The reporting and feedback mechanism could entail:

- Preparation of periodic reports summarizing the findings of monitoring and evaluation
- Sharing of the reports with relevant stakeholders including senior officials of the Ministry and the Department
- Providing feedback to course conductors and facilitators to improve future training sessions
- Encouraging department officials to provide feedback and suggestions for enhancing the quality and effectiveness of training and non-training interventions

7.2 Monitoring and Evaluation Review Templates

It is proposed to use standard Monitoring and Evaluation templates to closely review applicability of each course as well its reception and feedback. It is proposed to institutionalize a M&E process through scorecards, feedback forms on the training and the non-training interventions being taken up at each Division along with a monthly review of the entire capacity-building exercise.

Monitoring implementation

A reporting framework is proposed which allows tracking of the implementation progress of the capacity-building calendar. In addition to the overall progress, it would be also essential to monitor and report the applicability and reception of individual training and non-training initiatives. There also needs to be a preliminary count of number officials identified to do the courses and trainings. A format for the same is below:

Secretary	Joint Secretary	Deputy Secretary / Under Secretary	Director	Section Officer	Additional Section Officer / YPs	Total

The following illustrative format is proposed to report overall progress of the calendar implementation and should be updated by the CBU post each intervention. This will enable a mechanism that analyses on-ground implementation progress of the training and non-training interventions.

	Name of Course / Training / Module/Intervention	Objective of the training programme	Competency	Mode of delivery	Training Institute/ Partner Organization	Hours/ Weeks to be Completed		Participation (Targeted/ Achieved)	
	[Write the name or title of the course, training, module, or intervention that is being recommended]	[Objective addressed as per CNA findings in ACBP]	[Behavioural/Functional/Domain]	[Mode of training delivery: Online/Phygital/Physical]	[Name of the training institute or partner organization recommended as the training provider]	No. of hours to be spent and No. of hours completed.		[Targeted: No of the participants in each level who are expected to participate in the training ; Achieved: no. of participants in each level who underwent/completed the training]	
								Targeted	Achieved
1	**History of sports and knowledge of various sporting competitions including Olympic movement, CWG, Asian Games etc. National Sports development Code**	Enhancing knowledge of Sports as a sector and knowing the background of various prominent sporting events	Domain	Physical	LNIPE,Gwalior or LNCPE, Trivandrum	3 hours across 1 week	Hour 1 ☑ Hour 2 ☐ Hour 3 ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
2	**Parliamentary and Legislative Proocesses**	Responding to Parliament queries	Functional	Online on IGOT	Dept. of Personnel and Training (DoPT)	3 hours across 1 week	Hour 1 ☑ Hour 2 ☐ Hour 3 ☐	____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Under Secretaries ____ No. of Section Officers
3	**Sports Medicine: Understanding Sports injuries & Sports Psychology**	Knowledge related to Para-athletes, medical requirements and classifications	Domain	Physical	LNIPE,Gwalior or LNCPE, Trivandrum	2 hours across 4 week	Week 1 & 2 ☑ Week 3 & 4 ☐	***Applicable for SP I:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP I:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
4	**Noting, drafting and preparing cabinet notes**	Enhancing functional skills around drafting noting and relevant documents.	Functional	Online on IGOT	Institute of Secretariat Training and Managemt (ISTM)	Self paced	Yes ☑ No ☐	____ No. of Under Secretaries ____ No. of Section Officers ____ No. of Asst. Section Officers	____ No. of Under Secretaries ____ No. of Section Officers ____ No. of Asst. Section Officers
5	**Basics of technicalities of Popular Sports - FOP requirements, rules of play, scoring.**	Building basic knowledge around popular sports disciplines.	Domain	Physical	NSFs	3 hours across 1 week	Hour 1 ☑ Hour 2 ☐ Hour 3 ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
6	**Visit to training camps to assess the requirement of resources and support to NSFs and serve as a feeder system for top- level competitions**	Induction to stakeholders in the Indian sports ecosystem.	Domain	Physical	NSFs	1 Exposure Visit periodically	Yes ☐ No ☐	***Applicable for SP III:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP III:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
7	**Navigating Legal Aspects of Sports**	Dealing with legal matters (disputes related to NSFs, athletes etc.)	Domain	Online on edX platform	Hamad Bin Khalifa University (HBKU), Qatar Foundation	2 hour across 8 weeks	Week 1 & 2 ☐ Week 3 & 4 ☐ Week 5 & 6 ☐ Week 7 & 8 ☐	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
8	**MS Office**	Effective use of digital tools and software	Functional	Online on IGOT	Institute of Secretariat Training and Managemt (ISTM	Self paced across 3 weeks	Week 1 ☐ Week 2 ☐ Week 3 ☐	____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Under Secretaries ____ No. of Section Officers
9	**Gender Matters**	Awareness around gender equality aspects	Behavioral	Physical	LNIPE,Gwalior or LNCPE, Trivandrum	2 hour across 1 week	Hour 1 ☐ Hour 2 ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
10	**Certificate Programme in Public Procurement (CPPP)**	Enhancing knowledge around procurement for the department	Functional	Online on World Bank Learning Portal	World Bank and partner institutions of Charter of Public Procurement Studies (CPPS)	3 hours across 8 weeks	Week 1 & 2 ☐ Week 3 & 4 ☐ Week 5 & 6 ☐ Week 7 & 8 ☐	***Applicable for SP II & IV:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP II & IV:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
11	**Infrastructure Planning and Management**	Knowledge of norms around infrastructure development, PPP models, asset monetization strategies.	Domain	Online on National Programme on Technology Enhanced Learning (NPTEL) - Swayam Portal	Indian Institute of Technology (IIT) Madras	3 hours across 8 weeks	Week 1 & 2 ☐ Week 3 & 4 ☐ Week 5 & 6 ☐ Week 7 & 8 ☐	***Applicable for SP MDSD:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP MDSD:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
12	**Effective Business Communication**	Increasing soft skills such as negotiation and people handling skills	Behavioral	Online on National Programme on Technology Enhanced Learning (NPTEL) - Swayam Portal	Indian Institute of Management Bangalore (IIMB)	2 hours across 3 week	Week 1 ☐ Week 2 ☐ Week 3 ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
13	**Budgeting and Financial Management**	Understanding management of fund disbursal, vendor management, grants, awards.	Functional	Online on IGOT	Dept. of Personnel and Training (DoPT	Self paced	Yes ☐ No ☐	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
14	**Introduction to Public Expenditure and Financial Accountability (PEFA)**	Better management of funds and tracking department's spending	Functional	Online on edX platform	World Bank Group	3 hours across 2 weeks	Week 1 ☐ Week 2 ☐	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
15	**Digital marketing, creating social media presence, Online promotion strategies for sports events. & Introduction to technology like AR and VR and their uses in sports sector**	Leveraging social media for promoting sports events and emerging technologies for the sector.	Domain	Physical	In partnership with Ministry of Electronics and Information Technology (MEITy)	1 day workshop	Yes ☐ No ☐	***Applicable for SP II & IV:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP II & IV:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers

16	**Visit to Exposition related to Sports Goods, Accessories, Equipment, Sports Wear & Allied Industries.**	Broad understanding around Sports goods and equipment industry, recommended grades and certifications.	Domain	Physical	India International Sporting Goods Show (IISGS)	1 day visit	Yes ☐ No ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
17	**Sports event management**	Understanding of sports event management and its financial management including assessment of financial requirements	Domain	Physical	LNIPE,Gwalior or LNCPE, Trivandrum	3 hours across 1 week	Hour 1 ☐ Hour 2 ☐ Hour 3 ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
18	**MS Office**	Effective use of digital tools and software	Functional	Online on IGOT	Institute of Secretariat Training and Managemt (ISTM)	Self paced across 3 weeks	Week 1 ☐ Week 2 ☐ Week 3 ☐	____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Under Secretaries ____ No. of Section Officers
19	**Visit to Indian Grand Prix 2023 - MotoGP**	Understanding event management, budgeting and sponsorship in large scale events	Domain	Physical	Dorna Sports	1 day visit	Yes ☐ No ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
20	**Knowledge visit to 19th Asian Games, 2023 - China**	Understanding event management, budgeting and sponsorship in large scale events.	Domain	Physical	Hangzhou, China	1 week visit	Yes ☐ No ☐	____ No. of Directors/ D.S	____ No. of Directors/ D.S
	Name of Course / Training / Module/Intervention	**Objective of the training programme**	**Competency**	**Mode of delivery**	**Training Institute/ Partner Organization**	**Hours/ Weeks to be Completed**		**Participation (Targeted/ Achieved)**	
	[Write the name or title of the course, training, module, or intervention that is being recommended]	[Competency Addressed as per CNA findings in ACBP]	[Behavioural/Functional/Domain]	[Mode of training delivery: Online/Phygital/Physical]	[Name of the training institute or partner organization recommended as the training provider]	No. of hours to be spent and No. of hours completed.		[Targeted: No of the participants in each level who are expected to participate in the training ; Achieved: no. of participants in each level who underwent/completed the training]	
								Targeted	Achieved
21	**Leadership and Emotional Intelligence**	Building sensitivity and empathy while working with able-bodied sportspersons, paraathletes and young players from various backgrounds	Behavioral	Online on Udemy Platform	Udemy trainer	6 hour self paced course	Yes ☐ No ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
22	**Developing Soft Skills and Personality**	Increasing soft skills such as negotiation and people handling skills	Behavioral	Online	Indian Institute of Technology (IIT), Kanpur	3 hours across 4 weeks	Week 1 ☐ Week 2 ☐ Week 3 ☐ Week 4 ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
23	**Record management and right to information**	Managing department related data and RTI Queries.	Functional	Online on IGOT	Institute of Secretariat Training and Managemt (ISTM)	Self paced	Yes ☐ No ☐	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
24	**Certificate Program on Sports Law (CPSL)**	Understanding of regulatory frameworks, good governance principles around Sports sector organisations.	Domain	Online on Udemy Platform	Udemy trainer	4 hour self- paced course	Hour 1 ☐ Hour 2 ☐ Hour 3 ☐ Hour 4 ☐	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
25	**Visit to Khelo India games 2024**	Understanding event management, budgeting and sponsorship in large scale events	Domain	Physical	Organizing team	Visit	Yes ☐ No ☐	____ No. of Directors/ D.S	____ No. of Directors/ D.S
26	**GST Workshop**	Financial management	Functional	Physical	Institute of Secretariat Training and Management (ISTM)	2 day workshop	Yes ☐ No ☐	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP V & CDN:*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
27	**Education system of India and its convergence with the sports sector**	Understanding the coherence between sports and education sector, and awareness around sports-centered education in global institutions.	Domain	Physical	Subject Matter expert like representatives from Ministry of Education/ Olympic Value Education Programme.	1 day workshop	Yes ☐ No ☐	***Applicable for SP VI*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP VI*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
28	**Initiatives around augmentation of funding towards sports sector development and athlete welfare through corporate partnerships and collaborations/ Basics of Corporate Social Responsibility**	Understanding Corporate Social Responsibility and opportunities pertaining to it in the sector	Domain	Online on Udemy Platform	Udemy trainer	1 day course	Yes ☐ No ☐	***Applicable for SP II & IV*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP II & IV*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers
29	**Interaction with officials of other Ministries/ State Sports Departments who have found success in implementing new cash awards or pension schemes/ policies to understand their learnings.**	Understanding of best practices by leaders globally and nationally around incentive structures, cash awards and pension schemes.	Domain	Physical	State sports departments	1 day workshop	Yes ☐ No ☐	***Applicable for SP II & IV*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers	***Applicable for SP II & IV*** ____ No. of Directors/ D.S ____ No. of Under Secretaries ____ No. of Section Officers

Illustrative Overall Monthly review sheet (As per template shared by Capacity Building Commission)

A reporting sheet is also proposed to be circulated for the training courses, that are self-paced and have to be completed individually by the Department officials. For instance, as per the calendar, Dir. US and SOs of SP-MDSD is scheduled to undertake a 3-hour per week course in September-October being offered by Indian Institute of Technology, Madras, titled “Infrastructure Planning and Management”. As per the calendar, the course requires a dedicated time of 3 hours for 8 weeks. The following template is proposed to be used for monitoring purpose in this case:

Weekly Reporting Sheet	**Course Name: Infrastructure Planning and Management**				
Quarter	Quarter 2				
Month	September	Division (if applicable)	SP-MDSD		
Course Organiser	IIT Madras	Medium (Online/ Offline)	Online		
Course Duration	24 Hours – Self Paced				
Date of Initiation and Completion	September- October 2023				
Official >>	**JS**	**Dir**	**US**	**SO**	**SO**
Week 1 (3 Hours)	✓	✓	✓	✓	✓
Week 2 (3 Hours)	✓	✓	✓		✓
Week 3 (3 Hours)	✓	✓	✓		
Week 4 (3 Hours)					
Week 5 (3 Hours)					
Week 6 (3 Hours)					
Week 7 (3 Hours)					
Week 8 (3 Hours)					

Illustrative

Illustrative Weekly Reporting Sheet for individual courses

Feedback and Evaluation

Feedback forms are curated to gauge their success and applicability of the interventions, as illustrated below. These will help gather valuable insights and perspectives from the Department officials and will also help in systematic data collection to assess the effectiveness of the identified capacity-building initiatives.

Feedback form- Training and Non-Training Interventions for Capacity Building – 2023	
Name of Personnel	
Designation	
Division	
Name of Course	
Course Completed (Yes- Y, No- N)	
If Y, Course Completion Date	
If N, Reasons for Non-Completion	
Feedback on Content	
What are your 3-Key Take Aways from the course? (Kindly answer in not more than 50 words)	
Do you plan to adopt the knowledge/ practices mentioned as part of the training?	
Are there policies and systems in place in your office to adopt the practice/knowledge? If not, what could be done by the organization?	

Illustrative Feedback Form for Training and Non-Training Interventions

Feedback forms for training and training interventions are also proposed to be substantiated by a quarterly follow-up form that will help gather feedback on how learnings from training and non-training interventions have been applied in day-to-day operations by the officials.

This follow-up is proposed to be done at the beginning of each quarter and shall be based on the qualitative feedback gathered on the effectiveness of the courses. This will be valuable in monitoring and evaluation of capacity-building initiatives in the Department and will allow officials to provide their insights, opinions, and suggestions on the interventions identified in the calendar. Analysis of this feedback will further help inform decision-making and program improvement for subsequent years of this exercise.

Individual Quarterly Feedback Sheet			Date of Feedback:
Quarter	Quarter 2		
Name of Official			
Designation			
Division			
Course Name	**Was the Course useful/ applicable for you?**	**How was it useful? (in not more than 50 words)**	**Would you recommend this course to a colleague?**
Gender Matters	☐ Yes ☐ No		☐ Yes ☐ No
Certificate Programme in Public Procurement (CPPP) *~ (Applicable for SP II &IV)*	☐ Yes ☐ No		☐ Yes ☐ No
Infrastructure Planning and Management *(~ Applicable SP MDSD)*	☐ Yes ☐ No		☐ Yes ☐ No
Effective Business Communication	☐ Yes ☐ No		☐ Yes ☐ No
Budget and Financial Management *(~ Applicable for SP V &CDN)*	☐ Yes ☐ No		☐ Yes ☐ No
Introduction to Public Expenditure and Financial Accountability (PEFA)	☐ Yes ☐ No		☐ Yes ☐ No
Digital Marketing, creating social media presence, online promotion for sports events, & Introduction to technology like AR and VR and their uses in sports sector *(~Applicable for SP II & IV)*	☐ Yes ☐ No		☐ Yes ☐ No
Visit to Exposition related Sports Goods, Accessories, Equipment, Sports Wear & Allied Industries	☐ Yes ☐ No		☐ Yes ☐ No
Sports Event Management	☐ Yes ☐ No		☐ Yes ☐ No
MS Office *(~Applicable for SP II & IV, SP III, SP V-CDN)*	☐ Yes ☐ No		☐ Yes ☐ No

Illustrative

Illustrative Quarterly feedback forms

7.3 Implementation Framework

The Capacity Building Plan has been designed to spread across three years until 2024-25. The first part of the year 2022-23 comprises of building a dialogue around capacity building with the department, gauging the competency needs to be addressed, and deriving a framework to cater to the same. It is suggested that the later part of the year is focused towards integrating the capacity-building plan into the current ecosystem of the Department, prioritizing critical and quick-win domain, functional and behaviour-related competencies. The year 2023-24 and 2024-25 should look at a monitoring mechanism, incentivization and also application of the capacities enhanced. The monitoring and evaluation framework could then act as the basis for further improvement of the CBP in place, and make room for more advancements, knowledge management opportunities and future-ready capacity enhancement.

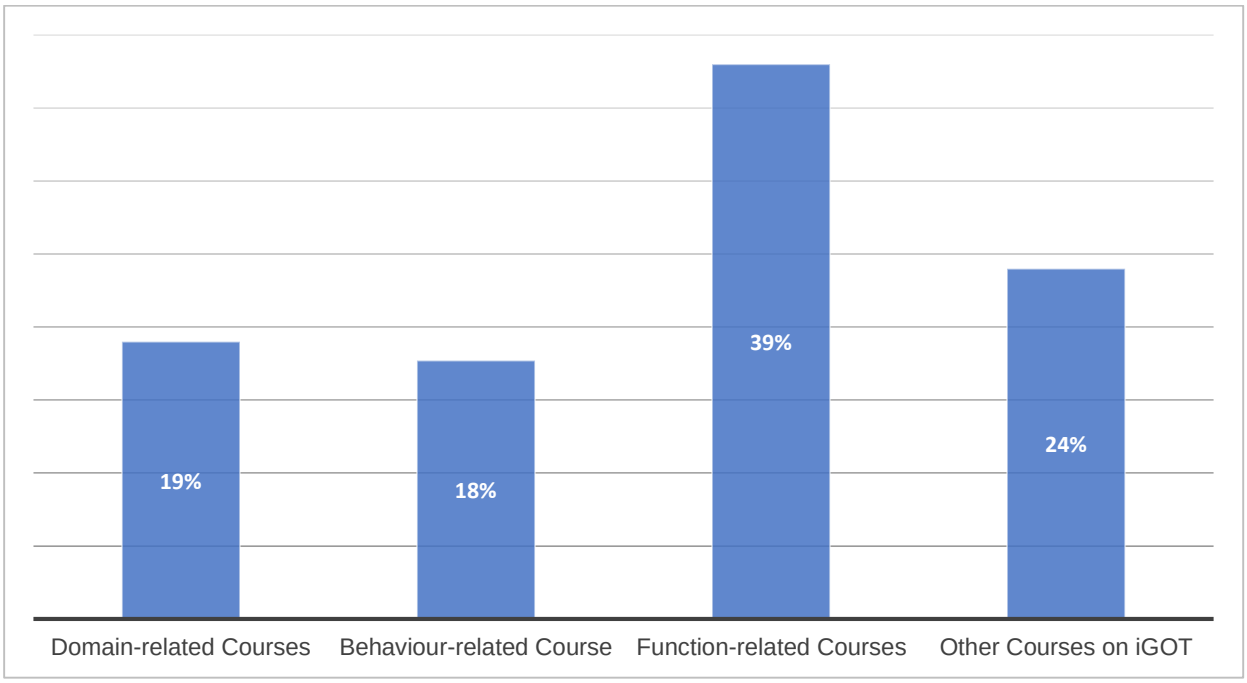
3-year implementation framework for CBP

	Activities for 2022- 23	Activities for 2023-24	Activities for 2024-25
Approach	• Establishing CBU • Conducting Competency Need Assessment • Setting Objectives • Building Capacity Building Framework	• Initiating an Outcome Monitoring Mechanism • Institutionalizing a mechanism to incentivize trainings and their application.	• Continuing outcome monitoring mechanism
Instituitional Requirements	• Statutory framework to implement capacity building plan	• Evaluating application of trainings incorporated	• Evaluating outcomes and working towards an updated action plan for next three years. • Institutionalization of the ACBP
Training Aspects	• Course identification and Curriculum development • Prioritisation of areas of development and relevant courses • Training Partner identification • Structuring a training calendar • Budget identification • Setting up incentivizing and certification aspects	• Identification of successful and unsuccessful practices • Curriculum rehauling, if needed, based on findings from evaluation	• Updating of Knowledge repositories • Institutionalizing of Knowledge management system, processes and protocols.

7.4 Status of Trainings completed

Several courses have been already undertaken by officials in the department, in line with the training calendar. Topics covered as part of these courses address various areas identified as part of the capacity needs assessment and stakeholder consultations. The courses cover aspects such as infrastructure development, policy research and development along with functional courses like parliament procedures, noting and drafting, MS Office (Excel and Word), GeM (Government e-marketplace), preparation of cabinet notes, right to information, public finance, service delivery management and behavioural courses such as effective communication, leadership, prevention of sexual harassment and more.

More than 1/3rd of the officials at the Department have already undertaken at least one or more trainings since June 2023. The plot below provides a relative snapshot of the type of courses covered by the Department officials with respect to Domain, Behavioural and Functional aspects. This information has been extracted from the data recorded on the Department-level iGOT progress tracking portal for the period June 01, 2023 – August 20, 2023.



Source: Department-level iGOT progress- tracking portal

In addition to the courses identified in the training calendar, the officials have also leveraged other material available on the iGOT portal including climate change, resource management and biodiversity conservation based on respective individual interest.

Annexures

Annexure I –Existing Courses from recognized institutions and on iGOT

Existing Courses
1. *Central Training Institute*   **a. Institute of Government Accounts and Finance**   Online Training Programme on Public Procurement (Basic)   **b. Institute of Secretariat Training and Management**   • Basic and advanced management services   • Knowledge management, Good governance   • Human resource management   • Big data analytics in government   • Preparation of expenditure finance committee   • Managerial/supervisory skills   • Strategic planning   • Sustainable development goals   • Economic reforms and development (basic)   • Monitoring and evaluation of govt schemes   • Statistical tools and techniques (basic)   • Project and litigation management   • Cash and account, pension related benefits   • Purchase management in govt   • Outcome budget workshop   • Public private partnership   • Formulation and implementation of budget and income tax   • GST workshop   • Financial management in government, PSUs and autonomous bodies   • Basics of economics   • Record management and right to information   • Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem solving   • MS office   • Management of training and mentoring   • Administrative vigilance   • Noting, drafting and preparing cabinet notes   • Basic and advanced management services   • Knowledge management   • Citizen centric and service delivery approach   • Big data analytics in government   • Drafting of charge sheet in disciplinary matters   • Public policy formulation   • Advanced course on record management

iGOT Courses	
Organizations	**Courses Offered**
Institute of Secretariat Training and Management	• Budget • Code of Conduct for Government Officials
IIM B	Effective Communication

World Bank	People Politics and Change
Indian Institute of Public Administration	Cyber Security and Strategy • Stress Management • Project Management
Ministry Of Power	Gender Sensitivity

Annexure – II Links to Function-related courses

Name of University/ Program	Course Name	Course Link
CMCTP Classroom course	Budgeting and Financial Management	DoPT
CMCTP Classroom course	Program/Project Management	DoPT
CMCTP Classroom course	Data based policymaking	DoPT
CMCTP Classroom course	Contract Management	DoPT
CMCTP Classroom course	Parliamentary and Legislative Processes	DoPT
CMCTP Classroom course	Media Management	DoPT
CMCTP Classroom course	Data and Information Visualization	DoPT
Wharton Online	Business and Financial Modelling	https://online.wharton.upenn.edu/business-and-financial-modeling/
ISTM	Knowledge Management	https://www.istm.gov.in/home/view_annual_calendar/2021
ISTM	Workshop on Public Policy Formulation	https://www.istm.gov.in/home/view_annual_calendar/2021
ISTM	Workshop on Policy Formulation to Legislation	https://www.istm.gov.in/home/view_annual_calendar/2021

Annexure – III Links to Behaviour-related courses

Name of University/ Program	Course Name	Course Link
CMCTP Online course- Harvard Business School	Management Essentials	https://online.hbs.edu/courses/management-essentials/
CMCTP Online - Yale School of Management	Leading Effective Decision-Making	https://som.yale.edu/programs/executive-education/for-officials/leadership/leading-effective-decision-making
CMCTP Online course- Berkley Executive Education	High-Impact Leadership	https://executive.berkeley.edu/programs/high-impact-leadership
Wharton Online	Leadership and Management	https://online.wharton.upenn.edu/leadership-and-management-certificate/
Institute of Secretariat Training and Management (ISTM)	Workshop on Citizen Centric & Service Delivery Approach	https://www.istm.gov.in/home/view_annual_calendar/2021
Wharton Online	Leadership in the age of Digital Disruption	https://online.wharton.upenn.edu/leadership-in-the-age-of-digital-disruption/

Annexure – IV Repository of publications around various competency needs

Sl. No	Topics	Topic	Institute	Links
1.	Sports law- National and International	Exploring and Analysing Sports Laws in India	International Journal of Law Management & Humanities	Link
		Sports Policy in India with reference to Sports Law	Amity Law School	Link
		Issues in Emerging Area of Sports Law	Hidayatullah National Law University	Link
		Developing Sports Law in India	O.P. Jindal Global University	Link
		Amenability of Indian Domestic Sports Governing bodies to Judicial Review	Marquette Law Scholarly commons	Link
		The future of International Sports Law	International Association of Sports Law	Link
			International Journal of Law, Management and Humanities	Link
2.	Basics of Sports Science, nutrition, kinetics etc. Aspects related to Para-athletes	Sport Psychology and its need in India	Indian Journal of Mental Health	Link
		Mental Toughness: An Investigation study on Paralympian & Non-Paralympian Throwers of India	Lakshmibai National Institute of Physical Education	Link
		Sport Science for 21st Century	Lakshmibai National Institute of Physical Education	Link
		Importance of Sports Medicine & Sports Science in Paralympic-sports	ELMS Sports Foundation	Link
		International Journal of Innovative Research & Development	University of Delhi	Link
		Biomechanics: An Integral part of Sport Science & Sports Medicine	Journal of Science & Medicine in Sport	Link
3.	Mega Sports Events and	Sport's pathway to net zero	The Sustainability Report	Link

Sl. No	Topics	Topic	Institute	Links
	Facility Management; Net-zero events	Mega-Sporting Events in Asia – Impacts on society, Business & Management: An Introduction	Stockholm University	Link
		Challenges of Sports Facilities and Projects Management in the XXI century	College of Sports & Health, Belgrade, Serbia	Link
		The legacy of Sports events for emerging Nations	Cape peninsula University of technology. Cape town, South Africa	Link
		Overview of Sustainable solution to improve the environmental impact on mega sporting event	Athens journal of sports	Link
4.	Knowledge of developing sports infrastructure, including aspects of sustainability, using PPP models, asset monetization strategies	A Study on Public-Private Partnership Development in Sports from the Perspective of the Stakeholder.	Institute of Physical Education, China University of Geosciences	Link
	Sustainable sports infrastructure around the world and sustainable development methods	Sports and the Environment: Ways towards achieving the sustainable development of sport.	The Sport Journal	Link
		Understanding the importance of sports infrastructure for participation in different sports findings from multilevel modeling	Institute of Sports economics and sports management, German sports university, cologne	Link
5.	Knowledge of corporate partnership, CSR for athlete development/ sports	Corporate Social Responsibility in Sports: Efforts and Communication	Marquette University	Link
		The 'Purposeful Corporate' -CSR &	FICCI	Link

Sl. No	Topics	Topic	Institute	Links
	development.	Sports		
		Sports Development & Youth Engagement	FICCI	Link
		CSR: How top companies supporting sportspersons	India CSR	Link
		Upliftment of Indian sports through CSR	Delhi University	Link
		How CSR in Sports support Para Athletes	The CSR Universe Article	Link
6.	Knowledge of preparing functional documents such as court affidavits, responses to parliament queries, RTI queries etc	How to make an Affidavit?	Latest Laws	Link
	Good governance in Sports related institutions	How to respond to queries from Parliament	Government Websites	Link
				Link
		Sports Organisation & Governance in India	International Journal of Science & Research	Link
7.	Effective use of software and tools such as Microsoft Office, E-HRMS, DBT	Learn Microsoft Office 2019	Packt by Linda Foulkes	Link
8.	Specific project management,	Successful project management in today's sport.	St Gallen, Switzerland	Link
	Financial management	Case Study: Organizing A World Class Sporting Event Emphasizing On Lean Project Management		Link
	Financing, budgeting around events, taxation models etc, understanding	Assessing the Project, Event, Facility and Sport Management.	International Journal of Engineering Research & Technology	Link
		A financial management tool for sport federations	School of Sport, University of Sterling	Link

Sl. No	Topics	Topic	Institute	Links
	GST.	Project Management in sports	PMI Global congress	Link
		Finance administration of sports: Budgeting, forecasting and planning	Ohio University Article	Link
9.	Emerging Technology in Sports and relevant areas,	Emerging technologies and sports events: Innovative information and communication solutions	Sports, Business & Management: An International Journal	Link
	Opportunities of Using AR and VR in sports	Virtual & Augmented Reality in Sports – An overview & acceptance study	Freidrich-Alexander University	Link
	Appropriate Usage of social media	Virtual Reality Experience of Mega Sports Events: A Technology Acceptance Study	Faculty of Economics & Management	Link
		Sport and social media research: A review	Sports Management Review	Link
		How to use social media in sports to keep fans engaged	Sprout Social (Website)	Link
		Emerging technology in the sports industry	Silicon India (Article)	Link
		Navigating Digital transformation in the sports industry	Deloitte (Website)	Link
10.	Understanding procurement	Does Your Procurement Organization Work Like Great Sports Teams Do?	Esourcinggroup.com (website)	Link
		The Procurement Hierarchy	IOC Practical guide	Link
		Procurement of Major international sports event related infrastructure and services	IOC (website)	Link
11.	Soft skills such as negotiation & Communication skills, time management, problem-solving, critical	Soft skills for sports management	International Journal of Physical Education, Sports & Health	Link
		The importance of Soft Skills in Elite Sport Coaching With the specific perspective of	German Sport University Cologne	Link

Sl. No	Topics	Topic	Institute	Links
	thinking, grievance handling and people handling skills	coaching Olympic athletes		
		Soft Skills Formation of Future Athletes and Physical Education Teachers	Journal of Vasyl Stefanyk Precarpathian National University	Link
		Skills needed in sports	Manchester Metropolitan University	Link
12.	Sensitivity and working through empathy with able-bodied sportspersons, para-athletes and young budding players hailing from various backgrounds and young budding athletes	Challenges and stresses experienced by athletes and coaches leading up to the Paralympic Games	National Library of Medicine	Link
		The Sport Training Process of Para-Athletes: A Systematic Review	National Library of Medicine	Link
		Paralympic Athletes perception of their experiences of sports related injuries, risk factor and preventive possibilities	Article in European journal of sports science	Link
		Monitoring mental distress of para Athletes in preparation	Federal University of Minas, Gerias, Brazil	Link
13.	Awareness around of current events and sports competitions being held across the world	Sports Events as a Catalyst for Spreading Awareness	Rts.com	Link
		The Legacy of Sport Events for Emerging Nations	Frontiersin.org	Link
		Global Sports Events and Local Development	Local Economic & Employment Development (LEED)	Link