

Government of Jammu & Kashmir
Department of Skill Development
Civil Secretariat, J&K

Subject: Constitution of a Capacity Building Unit and On-boarding of employees on iGOT-Karmayogi Portal for the Department of Skill Development, J&K.

Government Order No.11-JK(DSD) of 2026
Dated:24.02.2026

Sanction is hereby accorded to the constitution of the Capacity Building Unit (CBU) in the Department of Skill Development, comprising of the following members: -

Administrative Secretary, DSD	Chairperson (Head of the CBU)
Director, Skill Development, J&K	Member
Mission Director, J&K Skill Development Mission	Member
Assistant Director (Trainings), Directorate of Skill Development	Member Secretary

Besides, Ms. Reetika Arora, Additional Secretary to the Government, Department of Skill Development, shall be the **Nodal Officer** for facilitating collaboration within the Capacity Building Unit and ensuring coordination with the CBU for effective implementation of capacity-building interventions.

The terms of reference of the said committee are annexed to the Government order.

By Order of the Government of Jammu & Kashmir.

Sd/-
(Kumar Rajeev Ranjan) IAS
Secretary to the Government

No. DSD-GNCD/186/2025-02 (7696987)

Dated:24.02.2026

Copy to the:

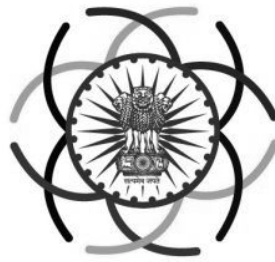
1. Joint Secretary(JKL), Ministry of Home Affairs, Government of India.
2. Commissioner/Secretary to the Government, General Administration Department.
3. Director, Archives, Archaeology & Museum, J&K.
4. Director, Skill Development, J&K.

5. Mission Director, Skill Development Mission, J&K.
6. Additional Secretary to the Government, Department of Skill Development.
7. OSD with Hon'ble Deputy Chief Minister (Minister In-charge Skill Development).
8. Assistant Director (Trainings), Directorate of Skill Development.
9. PA to Secretary to the Government, Department of Skill Development.
10. Government Order File (w.2.s.c/ Incharge Website /Stock File).

24.2.2024

(Waqar Talib) JKAS

Under Secretary to the Government



CAPACITY
BUILDING
COMMISSION

Roles & Responsibilities of Capacity Building Units

August 2024

Roles & Responsibilities of Capacity Building Units (CBUs)

Introduction

Launched in 2020, the National Program for Civil Service Capacity Building (NPCSCB), or Mission Karmayogi, is the Government of India's flagship programme to transform the capabilities of India's civil services. As part of the vision for Mission Karmayogi, Capacity Building Units (CBUs) are integral and permanent units – entrusted with designing and implementing capacity building initiatives – within each Union Ministry, Department and Organisation (MDO). Similar units can be created in the State and Local Governments as well.

CBUs will be the primary owners of the following exercises in their respective MDOs:

- I. Developing, implementing, monitoring, evaluating the impact of, and revising Capacity Building Plans (CBPs) of the MDO.
- II. Liaising with the Capacity Building Commission (CBC) on the behalf of the MDO to keep the Commission abreast of all capacity building efforts at the MDO. Further, if a Programme Coordinator has been assigned to the MDO by the CBC, the CBU should oversee that they deliver on their assigned mandate.
- III. Liaising with Cadre Controlling Authorities (CCAs), Civil Service Training Institutes (CSTIs) and Karmayogi Bharat (KB) for communicating the competencies and associated capacity building products required for civil servants at different positions.
- IV. Additionally, leading data collection efforts to capture goal setting, program implementation, and management practices of the MDO.

This note documents the composition, roles and responsibilities of CBUs within each Union MDO. The CBP Approach Paper further details each step of the CBP exercise, and provides actionable guidance and templates for ease of undertaking the tasks.

Composition of CBUs

Considering the importance of the CBU's mandate to lead capacity building initiatives within the MDO, it is imperative that the Unit is empowered to encourage the take up of capacity building interventions among civil servants, and design and implement incentives for the same. Keeping this in mind, the CBU should consist of the following personnel:

- I. The CBU should be chaired by an **Additional Secretary** or the **Joint Secretary (Administration)** within the Ministry¹. Other CBU members will then be nominated by the CBU Chairperson, based on the size and requirements of the specific MDO.
- II. The CBU should also include the **Joint Secretary** of each Department/cluster of Departments – based on the size of the MDO – and members from the MDO's Administration team.

¹ In the event of the CBU Chairperson's transfer, the responsibility of leading the CBU will be assigned to the incoming officer with a detailed handover note.

- III. The CBU must include at least one **Under Secretary** and **one Section Officer** of the department, with preference given to civil servants in the Training, Human Resources, and/or Administration sections of the MDO.
- IV. It is encouraged for the CBU to also include the Director (Training) or equivalent, or Administrative Officer(s) as representatives of the MDO's nodal or empanelled training institutes, as part of the team. Their role will be to facilitate the design and logistics of courses for training.

In addition, the CBU team will appoint a nodal officer to facilitate collaboration within the CBU and coordination with the CBC for effective implementation of capacity building interventions.

Roles & Responsibilities of CBUs

1. **Owning the Capacity Building Plan Exercise:** CBUs are primary owners of the CBP exercise in their respective MDOs. Their key responsibilities include:
 - a. **Capacity Building Plan and Calendar Development:** The CBP document is envisioned to be a comprehensive document guiding capacity building efforts of the MDO. CBU's role towards developing this document includes:
 - i. **Conducting a Capacity Needs Analysis (CNA):**
 1. Listing all positions/sets of positions across the MDO.
 2. Documenting key roles and activities that each position-holder is expected to perform.
 3. Identifying the behavioural, functional and domain competencies² required to perform each role well.
 4. Assessing competency gaps, which refer to the difference between the competencies required for a role and those demonstrated by the civil servant holding the corresponding position³.
 - ii. **Preparing an Annual Capacity Building Calendar:**
 1. Identifying capacity building interventions (both virtual sessions on iGoT and in-person sessions) at the individual and organisational levels to bridge the competency gaps and capacity needs indicated in the CNA.
 2. Streamlining the capacity building efforts of CBUs, MDO-specific training units, and relevant CSTIs for civil servants within the MDO and scheduling them on a singular Capacity Building Calendar.
 3. Including mandatory competency assessments in the Calendar to understand the extent to which the intervention(s) have helped in competency acquisition.

² The competencies should be documented in a standardised manner. The Karmayogi Competency Model (KCM) should be used for identifying relevant behavioural and functional competencies, and CBUs should assist in creating a standardised pool of domain competencies for each sector under Sectoral Groups of Secretaries (SGoS).

³ At present, these assessments have taken place largely through self-reporting of competency gaps and/or estimations of a supervisor. Moving forward, the assessment approach for competencies should include a combination of learning assessments and workplace assessments provided by the stakeholders with whom the civil servant interacts.

iii. Drafting and Digitising Capacity Building Plans and Calendars:

1. Drafting the CBP which includes a mapping of different positions in the organisation to the activities performed by position-holders, competencies required to perform them well, and competency gaps and capacity needs at individual and organisational levels. Furthermore, the CBP will delineate interventions identified to bridge them, along with a calendar of capacity building interventions and assessments.
2. Digitising Capacity Building Plans and Calendars, and uploading them on MyiGOT to share access with all MDO officials. The iGOT Administrator appointed within each MDO will be tasked with these responsibilities, it is the CBU's responsibility to ensure they complete these tasks in a timely manner.

b. Capacity Building Plan Implementation: After developing the Capacity Building Plan and Calendar, it is the CBU's responsibility to ensure the implementation of the interventions and assessments outlined in the Calendar. CBU's role towards implementing interventions and assessments includes:

- i. Issuing Office Memoranda (O/M) signed by the Secretary to ensure implementation of identified interventions and assessments in the Capacity Building Calendar.
- ii. Ensuring all civil servants in the MDO are onboarded on iGOT.
- iii. Mandating 50 hours of annual training for all civil servants.
- iv. Tracking budget utilisation for capacity building efforts, and making recommendations to ensure optimum utilisation of financial resources⁴.

To ensure take up of CBP interventions and assessments among civil servants, CBUs should consider instituting monthly learning hours⁵ and social recognition incentives⁶ in their respective MDOs.

c. Capacity Building Plan Monitoring and Evaluation: Mission Karmayogi enables data-driven goal setting, continuous performance measurement, and real-time monitoring of capacity building interventions undertaken by MDOs. CBU's role towards monitoring and evaluation of the CBP exercise includes:

- i. **Individual level:** Building a dashboard that captures the implementation of training and non-training interventions, their take up among civil servants, and completion rate of corresponding assessments.

⁴ As per the National Training Policy 2012, each MDO is required to set aside 2.5% of its respective salary budgets for training and capacity building of officials.

⁵ A monthly slot for MDO officials dedicated to participating in capacity building interventions and assessments.

⁶ An example of social recognition incentive includes acknowledging civil servants for completing courses and assessments through sharing certificates on internal communication platforms such as WhatsApp groups.

- ii. **Organisational level:** Determining resource requirements for organisational capacity building interventions identified, ensuring their provisioning, creating milestones for such interventions, setting timelines, and tracking them till completion.

Furthermore, the impact of these capacity building interventions on i) individual competency acquisition, ii) individual and organisational workplace performance, and iii) on delivery of goods and services to citizens must be regularly evaluated. The CBC will be assisting CBUs in identifying and measuring the indicators for CBP monitoring and evaluation, and many of the KPIs have been listed in the CBP Approach Paper.

- d. **Capacity Building Plan Revision:** It is the CBU's responsibility to conduct an annual review and revision of the Capacity Building Plan and, if needed, Capacity Building Calendar based on developments in national priorities, changing scope and personnel of the MDO, emerging trends and technologies relevant to the sector, and feedback collected throughout the year on the usefulness of the identified interventions and assessments. This is to ensure the CBPs are updated documents, accurately reflecting the competency needs and gaps of the MDO.
2. **Liaising with the CBC:** CBUs should regularly communicate progress on their key responsibilities and any other efforts towards capacity building in their respective MDOs with the CBC. In addition, if a Programme Coordinator has been assigned to the MDO by the CBC, the CBU should oversee that they deliver on their assigned mandate. The Programme Coordinator's mandate includes supporting the process of CBP development, and assisting the MDO with CBP implementation, monitoring and evaluation.
 3. **Communicating Course Requirements to CCAs, CSTIs and KB:** CBUs should liaison with CCAs, CSTIs and Karmayogi Bharat to communicate the competencies required for civil servants at different positions and the key competency gaps identified. This will serve as important data points for these institutions to ensure that the induction and mid-career in-person and online training they design and deliver are role-relevant for civil servants.
 4. **[Additional Responsibility] Leading Data Collection Efforts:** These should pertain to goal-setting, program implementation, and management practices of the MDO. To facilitate ease and efficiency of data collection in the MDOs, the process can be divided into three phases, with each phase containing questions and respondents for one of the following types of data:
 - a. **Phase I:** Data on setting goals and program implementation can be collected through the CBU within each MDO.
 - b. **Phase II:** Data on management practices can be collected from civil servants at all levels within each MDO through the CBU.
 - c. **Phase III:** Additional administrative data can be collected from the Department of Personnel & Training, the Department of Administrative Reforms & Public Grievances, and other similar organisations.

Operations of CBUs

To fulfil the aforementioned roles and responsibilities, it is critical that the CBU Team meets regularly to discuss the progress of different capacity building efforts and strategize on next steps:

1. The CBU Team should meet monthly, and make quarterly presentations with updates to the Ministry Leadership (Minister and Secretary) to ensure capacity building efforts are being carried out and feedback solicited throughout the year. This will be useful in ensuring greater accountability of the CBU to the MDO leadership, help leadership stay abreast of the updates for the CBP exercise in their MDO, and positively impact the CBP exercise.
2. Key Performance Indicators (KPIs) for the CBU should be clearly defined, fulfilling which will lead to an addition in Karma Points for the CBU officials on iGOT. This may include indicators on the frequency of CBU meetings, attendance levels in meetings, quality checks of CBP outputs, and levels of implementation of interventions.