

Andhra Pradesh Capacity Building Policy 2024

1. INTRODUCTION

Vision Andhra Pradesh 2047 outlines a transformative agenda that positions the state as a leader in economic growth, social equity, technological innovation, and sustainable development. To achieve this vision, the state requires a public administration system that is not only efficient and effective but also agile, innovative, more responsive, efficient, accountable, citizen-centric and forward-thinking.

The Capacity Building Policy of Andhra Pradesh is a strategic initiative designed to enhance the skills, competencies, and overall effectiveness of the state's public service workforce. Recognizing the critical role that a capable and well-equipped workforce plays in achieving sustainable development and good governance, the Government of Andhra Pradesh has instituted this policy to ensure that all public sector employees are adequately prepared to meet the challenges of modern governance.

The Capacity Building Policy is rooted in the understanding that the quality of governance is directly linked to the capabilities of public servants. By investing in capacity building, the Government of Andhra Pradesh aims to create a more responsive, efficient, and transparent public service that can drive the state's development agenda.

1.1 Background

The Capacity Building Policy is designed to equip the public service workforce with the skills, knowledge, and competencies necessary to address the complex challenges and opportunities that lie ahead. It recognizes that the capacity of the state's institutions and its people is the engine of progress and that continuous development of this capacity is essential for achieving the ambitious goals of Vision 2047.

The Andhra Pradesh Capacity Building Policy 2024 seeks to establish a robust framework that addresses the current and future capacity-building needs of government employees at all levels, ensuring they are equipped to meet the demands of a dynamic governance environment.

1.2 Objective

The primary objective of this policy is to institutionalize capacity-building processes across all government departments in Andhra Pradesh, with a focus on:

- Enhancing the professional competencies of public servants.
- Promoting a culture of continuous learning and development.
- Promote better understanding of professional requirements in the given and emerging socio-economic and political environment.
- Expose the civil servants to new trends in the socio-economic, political and technological transformation environment.
- Update officials on governance and administrative reforms initiated in government.
- Promote organizational accountability towards training and capacity building in government departments
- Update and enhance professional knowledge and skills needed for better individual and institutional performance as a whole.
- Establish and enhance the link between career progression and capacity building.
- Building capacity and professionalism (accountable, responsive, committed, result-oriented approach and bringing positive attitudinal change for institutionalized citizen-centric participatory governance) among all government (including civil service) functionaries.

1.3 Alignment with National Initiatives

This policy is aligned with the National Programme for Civil Services Capacity Building (NPCSCB) – Mission Karmayogi, and will incorporate best practices and frameworks suggested by the Capacity Building Commission (CBC) of India.

2. POLICY FRAMEWORK

2.1 Vision

The Capacity Building Policy of Andhra Pradesh aims to develop a capable, accountable, and responsive public service in Andhra Pradesh that is committed to the highest standards of ethics and professionalism, ensuring efficient and effective governance and is also a forward-looking initiative that is integral to the state's journey toward Vision 2047. By investing in the continuous development of its public service workforce, the state is not only preparing for the challenges of tomorrow but also laying the foundation for a prosperous, inclusive, and sustainable future. This policy is a

testament to Andhra Pradesh's commitment to excellence in governance and its determination to become a beacon of development and innovation on the global stage.

2.2 Mission

- To establish a comprehensive and continuous capacity-building system for all government servants in Andhra Pradesh, fostering a professional and ethical work culture focused on citizen welfare and state development.
- Focus and strengthening the 5R Framework for developing capacity building in the state focuses on five key components: **Roles, Responsibilities, Resources, Relationships, and Results**. This approach ensures that all aspects of capacity building are addressed systematically. **Roles** define the specific functions and positions required, while **Responsibilities** clarify the tasks and duties associated with these roles. **Resources** encompass the financial, human, and material assets necessary to support capacity-building efforts. **Relationships** foster collaboration among stakeholders, enhancing the effectiveness of initiatives. Finally, **Results** emphasize the importance of measuring outcomes to ensure that capacity-building goals are achieved and sustained.

2.3 Guiding Principles

- **Alignment with Andhra Pradesh State Strategic Goals:** Capacity-building efforts should be directly aligned with the Andhra Pradesh state strategic goals and objectives.
- **Inclusivity:** The policy shall cover all categories of public servants, including civil services, administrative staff, technical staff, and frontline workers.
- **Continuous Learning:** Capacity building will be an ongoing process, integrated into the career lifecycle of public servants.
- **Outcome-Oriented:** Focus on measurable outcomes that enhance governance efficiency and citizen satisfaction.
- **Collaboration:** Encourage collaboration with academic institutions, private sector, and civil society organizations for effective capacity building.
- **Sustainability:** Focus on long-term, sustainable capacity development rather than short-term solutions.
- **Collaboration and Partnership:** Encourage collaboration across departments, sectors, and with external partners to leverage resources, knowledge, and expertise.

- **Transparency and Accountability:** Ensure transparency and accountability in the design, implementation, and evaluation of capacity-building initiatives.
- **Innovation and Adaptability:** Promote innovative approaches to capacity building that can adapt to the evolving landscape of public service.
- **Ethics and Integrity:** Uphold the highest standards of ethics and integrity in all capacity-building activities.

3. APPROACH

3.1 Departmental Consultations to Define Key verticals and prepare a delivery plan

- **Leadership Vision and Objectives:** Consultations with the Ministries Concerned along with the Secretary, Joint Secretary and the Directors to understand their vision & key priorities for capacity building of the Department. These discussions helped in the identification of the key factors to guide the formulation of the Holistic Capacity Building Policy
- **Role Mapping:** A study was undertaken for each Department in all the ministries to identify their functions and activities to determine the right competencies for future readiness through desk research and consultations.
- **Collaborative & Consultative Approach:** A co-development strategy must be implemented, with input and recommendations sought from leadership and important stakeholders, particularly those in the Capacity Building Field.

3.2 Identifying Skill Gaps:

- Conduct a thorough assessment of the current skill levels, competencies, and capabilities of the public service workforce across all departments.
- Identify both technical and soft skills gaps that need to be addressed to meet the evolving demands of governance.

3.3 “Bottom-up” Approach:

- Policy envisages the adoption of a bottom-up approach to the whole capacity-building process to keep the program's key beneficiaries (civil servants and departmental personnel) at the centre of the program.

3.4 Holistic Capacity Building

Capacity building will be pursued on multiple fronts, including:

- **Functional Competencies:** Technical skills relevant to job roles, such as data analysis, project management, and digital governance.
- **Domain Competencies:** These competencies enable individuals to effectively perform roles within a specialised discipline or field. Domain competencies are generally applicable to the core work. For example, Civil works, Solid Waste Management, Finance and Accounting, etc.
- **Behavioural Competencies:** Soft skills like leadership, teamwork, communication, and conflict resolution.
- **Ethical and Governance Competencies:** Emphasizing values such as transparency, integrity, and public accountability.

3.5 Learning Models

- **70-20-10 Model:** Emphasizing experiential learning (70%), social learning through interaction with peers (20%), and formal learning through training programs (10%).
- **Blended Learning:** Combining online and offline training methods to ensure accessibility and flexibility.
- **Contextual Learning:** Training content will be customized based on the specific socio-economic context of Andhra Pradesh

3.6 Integration with Career Progression

- **Competency-Based Assessment:** Regular assessment of competencies acquired through capacity-building initiatives will be linked to promotions and career progression.
- **Recognition and Incentives:** Awards and recognition programs for outstanding achievements in capacity-building initiatives.

4. INSTITUTIONAL STRUCTURE

4.1 State Capacity Building Council (SCBC)

- **Composition:** Chaired by the Chief Minister, with members including the Chief Secretary, key department heads, and experts from academia and civil society.

- Role: Overseeing the overall implementation of the policy, approving annual capacity-building plans, and ensuring inter-departmental coordination.
- Meetings: Quarterly meetings to review progress and address challenges.

4.2 Executive Committee

- Composition: Headed by the Chief Secretary, with additional members from the Finance, Planning, and Personnel departments.
- Role: Monitoring the implementation of capacity-building initiatives, ensuring budgetary allocations, and resolving interdepartmental issues.
- Meetings: Bi-annual review meetings.
- Functions:
 1. Prepare the Annual Human Resource Report on the health of civil Services along with target achievement and make it public with the approval of the state Capacity Building Council
 2. Facilitate preparation of the Annual Capacity Building Plan of Participating Organizations and submit the collated plans for the approval of the state Capacity Building Council. The committee will thereafter monitor and report the periodical progress of implementation to the government

4.3 Departmental Capacity Building Units (CBUs)

- Establishment: Each government department will establish a CBU, headed by a senior officer, responsible for developing and implementing department-specific capacity-building plans.
- Roles and Responsibilities:
 1. Training Needs Assessment (TNA): Conduct TNA for all employees within the department.
 2. Capacity-Building Plans: Develop annual capacity-building plans, including a calendar of training programs, workshops, and seminars.
 3. Coordination: Liaise with the Andhra Pradesh Academy of Administration (APAA) and other training institutes for the implementation of training programs.

4.4 Andhra Pradesh Academy of Administration (APAA)

- Role: The APAA will serve as the nodal agency for implementing the capacity-building initiatives outlined in this policy.

It will be responsible for:

- Curriculum Development: Developing training content in collaboration with academic institutions and industry experts.
- Training Delivery: Organizing and conducting training programs, both online and offline.
- Quality Assurance: Ensuring the quality and relevance of training programs through regular feedback and evaluation.

4.5 Partnerships with External Experts:

- Establish partnerships with academic institutions, international organizations, and private sector experts to bring in external knowledge, expertise, and best practices. Collaborations with global institutions can provide insights into cutting-edge developments in governance and capacity building.

4.6 Cross-Departmental Collaboration:

- Promote collaboration between different government departments to share knowledge, resources, and best practices. This can help create a more cohesive and integrated approach to capacity building across the state.

5. ROLES AND RESPONSIBILITIES

5.1 Government Departments

- Identification of Needs: Departments are responsible for identifying the specific capacity-building needs of their employees, based on role requirements and performance assessments.
- Participation: Ensuring that all employees participate in relevant training programs, with a particular focus on those in critical roles.
- Feedback Mechanisms: Implementing mechanisms to collect feedback from employees on the effectiveness of training programs and using this feedback to improve future initiatives.

5.2 State and Regional Training Institutes

- **Capacity Enhancement:** Strengthening the capabilities of state and regional training institutes to deliver high-quality training programs.
- **Partnerships:** Building partnerships with national and international training institutes for knowledge exchange and faculty development.

5.3 District-Level Institutions

- Ensure that state-level capacity-building policies are effectively implemented at the district level, aligning local initiatives with broader government objectives.
- Conduct comprehensive needs assessments to identify specific skill gaps and training requirements within district departments and local government bodies
- Facilitate coordination among panchayats, municipalities, and other local bodies to ensure a unified approach to capacity building. This includes organizing joint training programs and workshops that address common challenges faced by different local governance bodies

5.4 Panchayat & Municipality Level

- **Identification of Training Needs:** Conduct localized assessments to identify the specific training and capacity-building needs of panchayat & Municipality Level officials and staff. This includes understanding the skills required to manage local projects, financial resources, and public services effectively.
- **Community Consultation:** Engage with local communities to gather input on the capacity-building needs and priorities, ensuring that training programs address the most pressing challenges faced by the panchayats and municipalities.
- **Digital Literacy and E-Governance:** Facilitate training programs that focus on improving digital literacy among panchayat & Municipality Level officials and the adoption of e-governance tools to enhance efficiency and service delivery.
- **Inter-Panchayat & Municipality Level Collaborations:** Collaborate with neighbouring panchayats & Municipalities to share knowledge, best practices, and resources. Jointly organize training programs and workshops to address common challenges and leverage collective expertise.

- **Knowledge Dissemination:** Create platforms for sharing knowledge and best practices within the panchayat & Municipalities to ensure that successful strategies and innovations are disseminated across all local units in the state.

6. CAPACITY BUILDING STRATEGY

6.1 Needs Assessment

- **Comprehensive Assessment:** Each department will conduct a comprehensive needs assessment to identify skill gaps and areas for improvement.

This will involve:

- **Surveys and Questionnaires:** Collecting data from employees on their training needs.
- **Performance Reviews:** Analyzing performance reviews to identify recurring gaps in skills or knowledge.
- **Consultation with Experts:** Engaging with subject matter experts to identify emerging trends and future skill requirements.

6.2 Customized Training Programs

- **Role-Specific Training:** Tailoring training programs to address the specific needs of different cadres, from entry-level employees to senior executives.
- **E-Learning Modules:** Developing online courses that can be accessed by employees at their convenience, ensuring flexibility and accessibility.
- **Field Training:** Incorporating field training sessions, especially for roles that require practical knowledge, such as disaster management, health services, and rural development.
- **Collaborative Learning:** Promoting peer learning through group discussions, workshops, and knowledge-sharing sessions.

6.3 Leveraging IGOT Platform

- **iGOT, or the Integrated Government Online Training (iGOT) platform,** is an initiative by the Government of India with a mission objective to Develop and maintain a comprehensive online platform to guide civil service officials in their competency-based capacity building journey by enabling online, face-to-face, and

blended learning, facilitating discussions through topical forums, managing career paths, and enabling reliable assessments that credibly signal competencies of officials.

- It envisions transforming the Indian civil services capacity-building landscape by establishing a robust digital ecosystem enabling continuous anytime-anywhere learning to make the officials future-ready.
- As the iGOT platform is getting further developed covering the training needs of various government departments, it can be a valuable tool to build the capacity of the workforce and enhance the effectiveness of the government departments.

6.4 Adaptive Strategies:

- Develop adaptive capacity-building strategies that can quickly respond to changes in the external environment, such as technological advancements, policy shifts, and emerging challenges. This ensures that the public service workforce remains agile and prepared for future uncertainties.

6.5 Encouraging Experimentation Strategies:

- Promote a culture of experimentation and innovation within the public service.
- Encourage departments to initiate pilot new approaches to capacity building, learn from these experiences, and scale successful initiatives across the state.

6.6 Integration with Technology

- Learning Management System (LMS): Implementing an LMS that will serve as a centralized platform for managing training programs, tracking progress, and providing resources.
- Use of AI and Data Analytics: Leveraging AI and data analytics to personalize learning experiences and predict future training needs.

6.7 Incentives for Participation

- Career Progression: Linking participation in capacity-building programs with career progression, ensuring that employees see a clear benefit in engaging with these initiatives.
- Performance Appraisals: Including capacity-building participation and outcomes as a key component in annual performance appraisals.

- Recognition and Awards: Introducing awards for departments and individuals who demonstrate exceptional commitment to capacity building.

7. OUTREACH ACTIVITIES

7.1 National Conferences

- Organizing national conferences on capacity building serves as a cornerstone for strengthening state capabilities and nurturing innovative ideas. These conferences bring together diverse stakeholders, including government officials, policymakers, academics, industry experts, and civil society representatives, creating a dynamic platform for knowledge exchange and collaboration.
- By fostering an environment of open dialogue and shared learning, these gatherings enable participants to explore cutting-edge strategies, best practices, and emerging trends in capacity development.
- The conferences focus on key areas such as public administration, technological integration, resource management, and cross-sector partnerships, tailored to address the specific needs and challenges of the state. Through interactive sessions, workshops, and networking opportunities, attendees can forge valuable connections, leading to sustained collaborations that extend beyond the conference itself.
- This multifaceted approach not only enhances individual and institutional capacities but also contributes to the overall resilience and effectiveness of state governance, ultimately driving progress and innovation in public service delivery

7.2 Thematic workshops

- Organizing thematic workshops on capacity building offers a targeted approach to enhancing specific skills and knowledge areas within the state apparatus. These focused sessions bring together experts and practitioners to delve deep into particular subjects, such as digital governance, sustainable development, or public finance management.
- By concentrating on distinct themes, these workshops provide participants with intensive, hands-on learning experiences tailored to address specific challenges faced by various departments and ministries. The interactive nature of these

workshops encourages active participation, allowing attendees to engage in practical exercises, case studies, and problem-solving activities directly relevant to their roles.

- This format not only facilitates the transfer of specialized knowledge but also promotes the exchange of ideas and best practices among peers. Moreover, thematic workshops can be designed to build upon each other, creating a comprehensive and progressive capacity-building program that evolves with the state's needs.
- By fostering expertise in crucial areas, these workshops contribute significantly to improving operational efficiency, decision-making processes, and service delivery across the state's administrative framework.

8. MONITORING AND EVALUATION

8.1 Performance Metrics

- **Develop key performance Indicators:** Defining qualitative and quantitative key performance indicators (KPIs) is crucial to the monitoring and evaluation of the impact of capacity-building interventions on department officials.
- **Baseline Assessment:** Conduct a baseline survey to understand the initial conditions before implementing the policy.
- **Data Collection Methods & Tools:** outlining methods and tools used to collect relevant data and observations around knowledge improvement, staff feedback and experience and applications.
- **Data Analysis:** Analysing data to reach insights around successful training methods, program effectiveness and impact.
- **Training Completion Rates:** Tracking the percentage of employees who complete assigned training programs.
- **Competency Improvement:** Measuring improvements in competencies through pre- and post-training assessments.
- **Employee Feedback:** Regularly collecting and analyzing feedback from employees on the effectiveness of training programs.
- **Impact on Service Delivery:** Evaluating the impact of capacity-building initiatives on service delivery, including improvements in efficiency, transparency, and citizen satisfaction.

8.2 Third-Party Evaluation

- **Independent Audits:** Engaging third-party evaluators to conduct independent audits of capacity-building initiatives, ensuring objectivity and transparency.
- **Benchmarking:** Comparing the outcomes of Andhra Pradesh's capacity-building programs with those of other states and countries, identifying areas for improvement.

8.3 Continuous Improvement

- **Feedback Loops:** Establishing feedback loops that ensure lessons learned from evaluations are incorporated into future capacity-building initiatives.
- **Adaptation and Flexibility:** Ensuring that the policy framework remains flexible and adaptable to changing needs and emerging challenges.

9. FINANCIAL PROVISIONS

9.1 Dedicated Budget for Capacity Building

- **Budget Allocation:** A minimum of 1% of each department's salary budget will be allocated towards capacity-building activities. This budget will cover the costs of training programs, development of training materials, and upgrading of training infrastructure.
- **Additional Funding:** Departments may seek additional funding from the state government that support capacity-building initiatives.

9.2 Financial Support for Training Infrastructure

- **Infrastructure Upgradation:** Allocate funds for the renovation and upgradation of existing training facilities to ensure they are equipped with modern amenities, such as high-speed internet, smart classrooms, and advanced learning tools.
- **New Training Centers:** Establish new training centers in underserved regions of the state to ensure that all employees have access to quality training facilities. This includes the construction of regional training centers and mobile training units for remote areas.

- **Digital Infrastructure:** Investment in digital infrastructure to support e-learning platforms, including the development of a state-wide Learning Management System (LMS) that can be accessed by all government employees.

9.3 Public-Private Partnerships

- **Collaboration with Industry:** Encourage partnerships with private sector organizations to leverage their expertise in areas like technology, project management, and leadership training. This can include joint training programs, internships, and exchange programs.
- **Corporate Social Responsibility (CSR) Funds:** Explore the possibility of utilizing CSR funds from private companies for capacity-building initiatives, especially for projects that have a direct impact on social welfare and development.

9.4 Incentives for Departments

- **Performance-Based Funding:** Departments that demonstrate significant progress in capacity-building initiatives may receive additional funding or incentives, such as grants for further training or infrastructure development.
- **Resource Pooling:** Departments may pool resources for joint training initiatives, especially for cross-cutting issues like digital literacy, gender sensitivity, and environmental sustainability.

10. IMPLEMENTATION ROADMAP

10.1 Short-Term Goals (First Year)

- **Establishment of Institutional Structures:** Immediate establishment of the State Capacity Building Council (SCBC) and Departmental Capacity Building Units (CBUs) in all government departments.
- **Needs Assessment and Planning:** Conduct comprehensive Training Needs Assessments (TNA) across all departments and develop department-specific capacity-building plans.
- **Pilot Programs:** Launch pilot training programs in key departments to test the effectiveness of the training modules and methodologies.

10.2 Medium-Term Goals (Years 2-3)

- **Scaling Up Training Programs:** Roll out customized training programs across all departments, ensuring that at least 70% of government employees participate in capacity-building activities within three years.
- **Infrastructure Development:** Complete the upgradation of existing training facilities and establish new centers in priority regions.
- **Monitoring and Evaluation Systems:** Fully operationalize monitoring and evaluation systems to track the progress and impact of capacity-building initiatives.

10.3 Long-Term Goals (Years 4-5 and Beyond)

- **Institutionalization of Capacity Building:** Embed capacity-building processes into the regular functioning of all government departments, making it a core component of governance.
- **Continuous Learning and Development:** Ensure that continuous learning becomes a norm, with regular refresher courses, advanced training modules, and leadership development programs available to all employees.
- **Statewide Impact Assessment:** Conduct a comprehensive impact assessment of the policy's effectiveness, with a focus on improvements in governance, service delivery, and citizen satisfaction.

11. FUTURE EXPLORATION AND DEVELOPMENT OF CAPACITY-BUILDING POLICY

- As part of this strategy, the State Capacity Building Council(SCBC) will further explore the development and improvement of capacity-building activities. One such area for further exploration includes possible partnerships with other capacity-building providers, such as educational institutions and universities. These partnerships can be leveraged to create specialised training programmes that lead to international certification of competencies, such as a diploma in labour mobility. To this end, SCBC aims at a proper integration of its different trainings, to build curricula through different learning paths based on its offer and on the specific needs and goals of participants/organisations. The final purpose of the proposed integration is the design of the activities as modules within a longer and more comprehensive itinerary, where competences can be assessed, and official

certifications can be awarded. This, in return, will prevent randomness in the development of the capacity building system, and rather ensure consistency and rationality among the modules designed, at the same time leaving room for some stand-alone initiative that would be needed on ad-hoc basis.

- Building partnerships with universities and collaborating with Member States are essential steps in this process, as these partnerships ensure the credibility and value of the certifications offered under the Capacity Building framework. By working together with universities and aligning the certification process with national regulations, SCBC can establish/follow recognised standards and enhance the overall quality and relevance of its offer.
- The use of cutting-edge technologies, such as virtual reality (VR), artificial intelligence (AI), and other inventive tools, will be investigated in addition to conventional methods to improve the efficacy and efficiency of capacity-building initiatives. These technologies can be used to create individualised training programs, replicate real-world situations, and create interactive, immersive learning experiences. The capacity development program can be made more impactful, accessible, and engaging for participants by using AI, VR, and other technological advancements. This can also help create an environment that is more inclusive, future-proof, and flexible enough to meet participants' changing demands.

12. FINAL OVERVIEW

12.1 Commitment to Excellence

- The Government of Andhra Pradesh is committed to transforming public administration into a dynamic, responsive, and efficient system that meets the needs of its citizens. The Andhra Pradesh Capacity Building Policy 2024 is a critical step in this direction, ensuring that all government employees are equipped with the necessary skills, knowledge, and attitudes to excel in their roles.

12.2 Path Forward

- The success of this policy depends on the active participation and commitment of all stakeholders, including government departments, training institutions, and the employees themselves. By fostering a culture of continuous learning and

innovation, Andhra Pradesh can set a benchmark for governance excellence in India.

12.3 Regular Review and Updates

- Given the dynamic nature of governance and public administration, this policy will be subject to regular review and updates to ensure it remains relevant and effective in addressing emerging challenges and opportunities.

