



Competency-based Framework for LIVESTOCK PRODUCTION OFFICERS

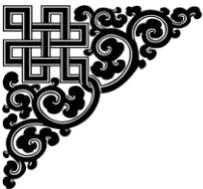


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Department of Livestock
Ministry of Agriculture and Forests
Royal Government of Bhutan
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Picture from CBF Consultation Meeting in Paro (May 2019)



Developed By:

CBF Taskforce Members, Author and Compilation:

Mr. Jigme Wangdi, Executive Specialist
(National Dairy Research & Development Centre, Yusipang)

Dr. Karma Wangdi, Dy. Chief Veterinary Officer
(Department of Livestock HQ)

Mr. Jamyang Tashi Wangdi, Sr. Livestock Production Officer (Department of Livestock HQ)

Mr. Sonam Norbu, Assistant Human Resource Officer
(Human Resource Management Division, MoAF)

Mr. Tshering Wangda, Assistant Human Resource Officer
(Human Resource Audit Division, RCSC)

Contributors:

Dr. Kuenga Namgay, Chief Livestock Officer, Department of Livestock HQ
Ms. Deki Choden, Sr. LPO, NDRDC, Yusipang Dr. Jigme Wangchuk, DVO,
DVH, Thimphu

Mr. Thinley Dorji, LPO, NDRDC, Yusipang

Mr. Gyenbo, LPO, Thimphu Livestock Sector

Mr. Arjun Gurung, Sr. LPO, RLDC Wangduephodrang

Mr. Gopal Prasad Khanal, Sr. LPO, NRDCR&LF, Haa

Mr. Samten Nidup, LPO, RLDC Zhemgang

Mr. Kuenga Thinley, Farm Manager, RPBC, Paro

Mr. Nanda Ghalley, LPO, RLDC Tsimasham

Mr. Chencho Tshering, LPO, RPBC, Paro

Mr. Sherab Tenzin, Dy. Chief DLO, Chhukha Livestock Sector

Mr. Tashi Dhendup, Sr. LPO/Farm Manager, NJBC, Samtse

Mr. Singye Tshering, Sr. LHS, RPBC, Paro

Mr. Karma Wangchuk, LPO, Wangduephodrang Livestock Sector

Mr. Thinley Tenzin, Sr. LPO, Chhukha Livestock Sector Mr. Tashi

Jamtsho, Sr. LPO, NPRDC, Sarpang

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Livestock Production Officers (LPO)**

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1. Overview of Department

The Department of Livestock initially started as a Department of Animal Husbandry in the first five-year plan (1961-1966), with establishment of few breeding infrastructures. In the subsequent plans, 28 Bhutanese Veterinary compounders/assistants were trained to provide effective veterinary services to farmers. Since then, the Government has institutionalized many commodity and service centres across the country, demanding more human resources to cater efficient service deliveries. To realize this, the Government in the subsequent development plans trained many professionals from different institutes, both in-country and ex-countries. At present, Department staff strength stands roughly at 795 professionals (HRMD MoAF 2019), comprising of specialists, LPOs, Veterinary Officers, para-veterinarians, Livestock supervisor, and extension officers, serving at different capacities in various livestock commodity centres, farms, regional offices, Dzongkhags and Gewogs Centres.

The Department of Livestock (DoL) is considered one of the most important primary sectors supporting poverty alleviation, economic growth, employment generation, climate smart management and utilization of natural resources; and social development. The goals and objectives of the Department are well aligned towards securing household food and nutrition security, improving rural livelihood and shall strive towards achieving greater self-sufficiency in livestock products.

Thus, overall goal of the Department is to:

“achieve livestock product self-sufficiency for a prosperous and self-reliant society living in harmony with nature”

In order to achieve this goal, the following objectives are set:

To enhance food and nutrition security and rural livelihood through promotion of livestock farming

To enhance effective and efficient delivery of livestock services

To generate appropriate technologies for enhancement of livestock production

To encourage youths and public sector investment in livestock enterprises

To promote sustainable management and utilization of Natural Resources and contribute to RNR sector growth



The Department’s goal, objectives and programs are broadly guided by the philosophy of Gross National Happiness (GNH), and aligned towards strengthening its four pillars and corresponding nine domains. Department embarks on a holistic approach to achieve its goal and objectives through effective coordination and consolidation of programs among field offices within the sector, central agencies, local government, and private firms.

1.1 Vision, Mission, Mandates & Core Values of Department

Vision

Self-reliance in livestock products and enhancement of well-being through enhanced domestic production

Mission

To enhance livestock productivity through organized production, enterprise development and value chain management in a sustainable manner

Mandates

- + Develop policies, legal frameworks, strategies and guidelines to ensure effective delivery of services, thereby enhancing livestock production
- + Mobilize resources for research and development of livestock commodities

Core Values

- Ensure sustainable utilization and management of livestock resources including fishery
- Build and enhance human resource capacity of all levels for efficient service delivery
- Encourage youths and private sector involvement in livestock enterprise development.
- Plan, co-ordinate, monitor, and evaluate the implementation of livestock development programs
- Liaise with national and international institutions in mobilizing fund and exchange of technologies

2. Background and Rationale of CBF

Competency-based framework (CBF) was initiated by Royal Civil Service Commission. Under the directives of RCSC, and subsequent to five-days cascading workshop¹ on development of CBF for major occupational groups of different agencies under RGOB, Department of Livestock developed CBF for Livestock Production Officers (LPOs), under the major occupational group - Agriculture and Livestock Production Services.

The CBF for LPOs was developed as a part of major transition from traditional management system to more structured approach of capacity development based on the competency level of individuals, to realize and accomplish the overall objectives of an organization. The CBF was developed to further identify the skill needs of LPOs, and provide continuous development

¹ Cascading Workshop on Competency-based Framework, organized by RCSC was conducted from 15-19 April 2019 at Startup Incubation Centre in Changzamtog, Thimphu.

opportunities to make them competent in delivering their responsibilities effectively and efficiently. Through CBF, Department is hopeful to strengthen the competency level of LPOs to fulfil its overall objective of attaining self-sufficiency in livestock products.

The CBF taskforce members consisted of officials from Department of Livestock (Head office)², HR division, MoAF³ and HR Audit division, RCSC⁴. The CBF for LPOs were developed, following series of consultation meetings with relevant stakeholders from Livestock Central Programs, Government Farms, Regional Livestock Development Centres, and Dzongkhag Livestock Sectors. It was developed over the period of three months (April to June, 2019), involving consultations and information validations, through online surveys, inhouse meetings and field validations. The detailed work plan for the development of CBF for LPOs is described in 9.1 Annexure I.

Figure 1 shows the features of final CBF for LPOs, developed as per the guidebook on competency-based framework for Civil Servant 2019 of Royal Civil Service Commission.



Figure 1 Main features of Competency-based Framework for Livestock Production Officers

3. Expected Benefits of CBF for Department

Some of the benefits are:

1. Delineate clear roles and responsibilities of Livestock Production Officers
2. Identify critical performance gaps based on current responsibilities and develop HR development plan to ensure cost effective and continuous professional development
3. Ensure deployment of right person in the right job through individual career development
4. Ensure HR succession plans for effective overall organizational development

² Mr. Jigme Wangdi (Specialist, NDRDC, Yusipang), Dr. Karma Wangdi (Dy. Chief Veterinary Officer, DoL HQ), & Mr. Jamyang Tashi Wangdi (Sr. Livestock Production Officer, DoL HQ)

³ Mr. Sonam Norbu, Assistant Human Resource Officer

⁴ Mr. Tshering Wangda, Assistant Human Resource Officer



4. CBF Development Processes

The entire consultation process to seek ideas and discussions on competencies of LPOs were carried out through meetings, workshops, and bilateral conversations with relevant stakeholders, and validation of information was done through online surveys, meetings and field visits to different offices under the Department. The outcomes of these meetings were communicated to RCSC officially, to further seek suggestions and recommendations. The submissions were made as per the agreed workplan described in **9.1 Annexure I**.



5. Timeline for the Development of CBF for LPOs

Some of the key activities carried out by CBF working group is described in the timeline illustration mentioned in **Figure 2**.

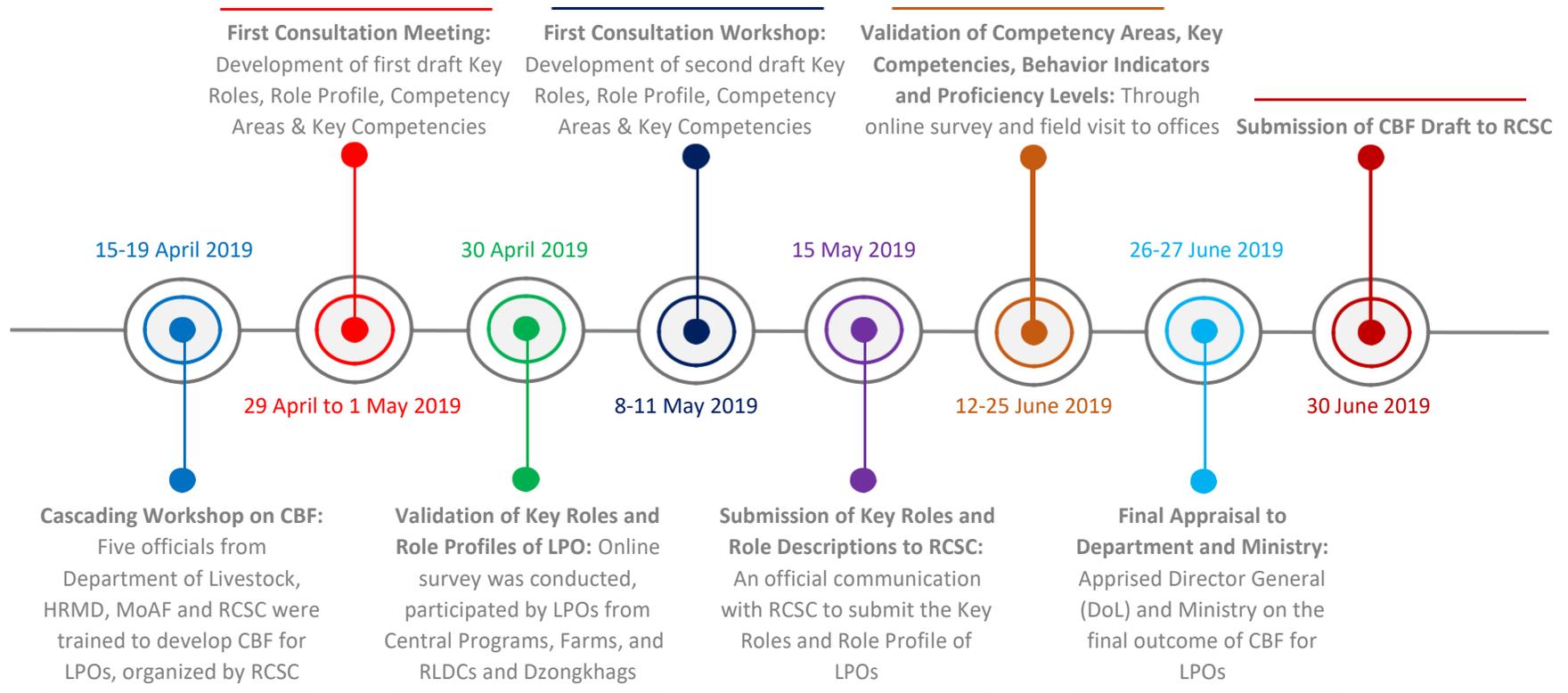


Figure 2 Different activities undertaken by DoL Working Group to develop competency-based framework for Livestock Production Officers



6. Outcomes of CBF Exercises

6.1 Identification of Key Roles

The first consultation meeting was held from 29 April to 1 May 2019 at NCAH⁵ Conference Hall, involving participants from NDRDC⁶ and Thimphu Dzongkhag Livestock Sectors, represented by Livestock Production Officers. As a result of the meeting, three key roles of LPOs were identified (**Figure 3**), which was further validated through online survey of LPOs and managers of different field offices.

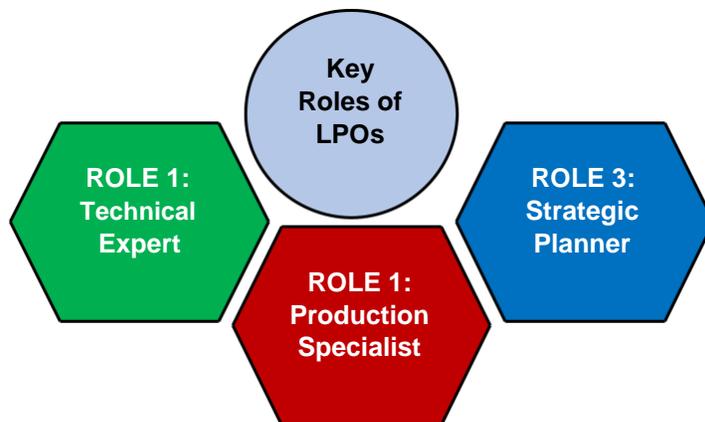


Figure 3 Three key roles identified and validated for Livestock Production Officers

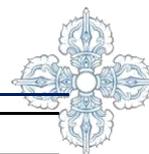
The team also developed a brief description of each key roles identified as described in **Table 1**.

Table 1 Descriptions of Key Roles Identified for Livestock Production Officers

Key Roles	Roles Descriptions
ROLE 1: Technical Expert	<ol style="list-style-type: none"> 1. Review and suggest changes on the existing Livestock policies, rules and regulations for effective implementation. 2. Keep abreast with new technology and interventions on livestock development and science 3. Carry out R&D on livestock production for sustainable livestock development. 4. Mainstreaming livestock production for self-reliance and enhance domestic production. 5. Streamline and promote gender inclusive livestock production systems for equitable and cohesive society. 6. Collaborate and networking with different agencies for effective service delivery.

⁵ National Centre for Animal Health, Serbithang, Thimphu

⁶ National Dairy Research & Development Centre, Yusipang, Thimphu



Key Roles	Roles Descriptions
ROLE 2: Production Specialist	<ol style="list-style-type: none"> 1. Design appropriate livestock enterprise and innovations (Technology transfer, trainings, group mobilization) to enhance livestock production. 2. Infuse and design analytical tools to determine production factor vis-à-vis market 3. Adopt and strategize to streamline/alignment of production with market as per the need and consumer demand 4. Generate information, knowledge and skills on livestock value addition and product diversification. 5. Introduce high yield breeds and management practices through research and development. 6. Analyze and develop a production report to guide future planning and development.

Key Roles	Roles Descriptions
ROLE 3: Strategic Planner	<ol style="list-style-type: none"> 1. Understand and define organizations existence to align resources-planning and organizational goal with overall strategy of Department of Livestock. 2. Engage relevant stakeholders to formulate comprehensive master plan for achievement of an organization's goal. 3. Collaborate and liaise with relevant agencies to seek support (funding, technical support) for implementation of planned activities. 4. Engage relevant stakeholders to develop comprehensive data to analyze changes in trends and planning impact. 5. Review existing policies and organizations performance (SWOT) to recommend and adopt changes for better planning in future. 6. Identify future skills/specialization needs of the organization/agency (livestock department)

The key roles and its descriptions were validated through online survey of selected LPOs from different livestock central programs, farms and Dzongkhag Livestock Sectors.

6.2 Identification of Competency Areas, Key Competencies, and Behavior Indicators (BIs)

The identification of competency areas, key competencies, behavior indicators and classification of proficiency levels were carried out through a consultation workshop called by the Department of Livestock from 8-11 May 2019 at Paro. The workshop was attended by Livestock Production



Officers from Livestock Central Programs, Regional Livestock Development Centres and Dzongkhag Livestock Sectors.

Through this process, 8 Competency areas, 20 Key Competencies and 80 Behavior Indicators were identified for 4 proficiency levels of LPOs.

Figure 4 and **Figure 5** depicts the competency areas identified for Livestock Production officers. Subsequently, key competencies (detailed descriptions given in Error! Reference source not found. **Annexure II**) for each competency were exercised and accordingly validated with relevant stake holders through meetings and online survey.

Based on the key competencies identified for each key role, behavior indicators were then described as also discussed in Error! Reference source not found. **Annexure II**.

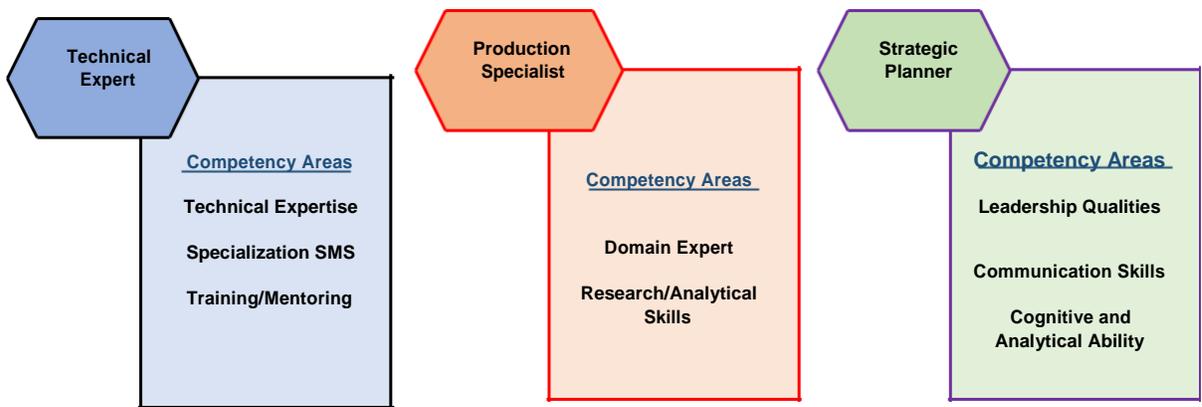


Figure 4 Competency areas identified and validated for different Key roles of Livestock Production Officers

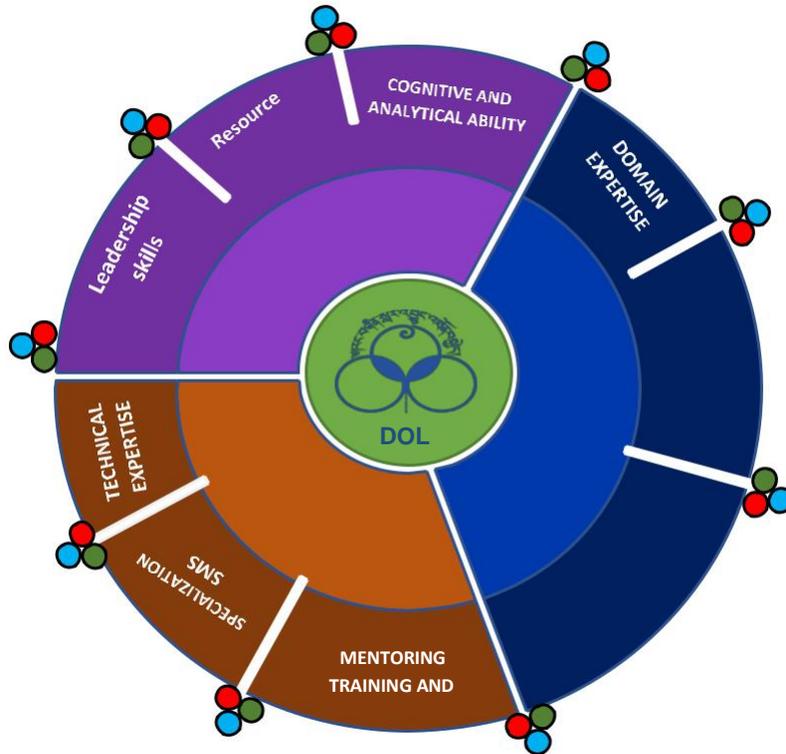


Figure 5 Mandala of Competency Framework for Livestock Production Officers

These features were validated through field visits made by the CBF working members to various offices under the Department. It was further discussed and verified by the Chiefs of different technical divisions in the Department.

6.3 Classification of Proficiency Levels

For each behavior indicator, progression of levels was classified up to four levels, based on the degree of skills or expertise a particular LPO possess, or need to acquire. The four levels were considered as follows:

1. Level 1 (Foundation): Position Level P4 (Entry Level for LPOs)
2. Level 2 (Experienced): Position Level P3 (Senior Level)
3. Level 3 (Advanced): Position Level P2 (Deputy Chief)
4. Level 4 (Expert): Position Level P1 (Chief Level)

The different proficiency levels are described in **9.3 Annexure III**.

6.4 Training Need Analysis

The proficiency degree leveled for each behavior indicator was analyzed based on the identification of skills needed to meet the overall objective of the Department. The existing skills possessed by the LPOs at different levels for a particular key role were evaluated based on the

adequacy of performing the job responsibilities. Accordingly, gaps in skill levels were identified for all proficiency levels against each behavior indicator. The likely reasons for inadequacies were noted, and counter methods to address these issues through training needs were developed. In brief, a procedure described in **Figure 6** was applied to develop the training need analysis for LPOs.

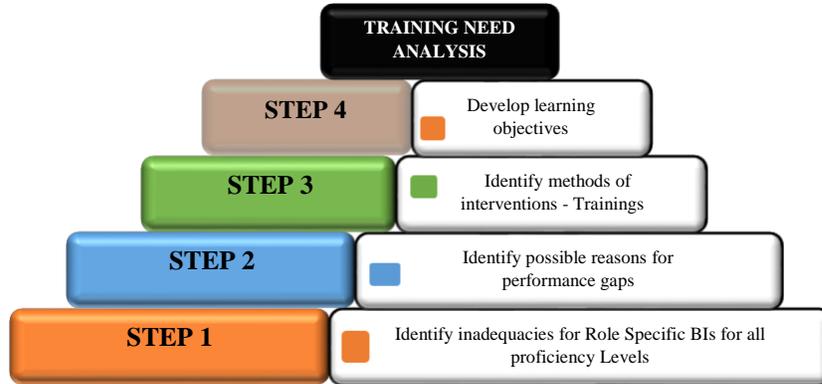
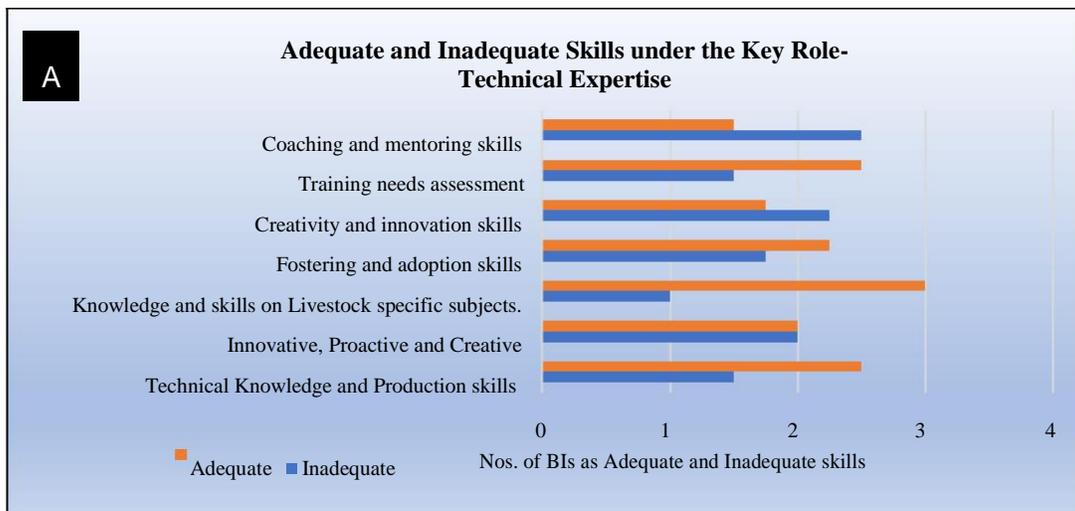


Figure 6 Steps involved in developing Training Need Analysis (TNA)

The detailed training analysis is described in **9.4 Annexure IV**.

The figures below show the status of adequate and inadequate skills that LPOs in all proficiency levels, in all regional offices under Department of Livestock possess in the current situation.



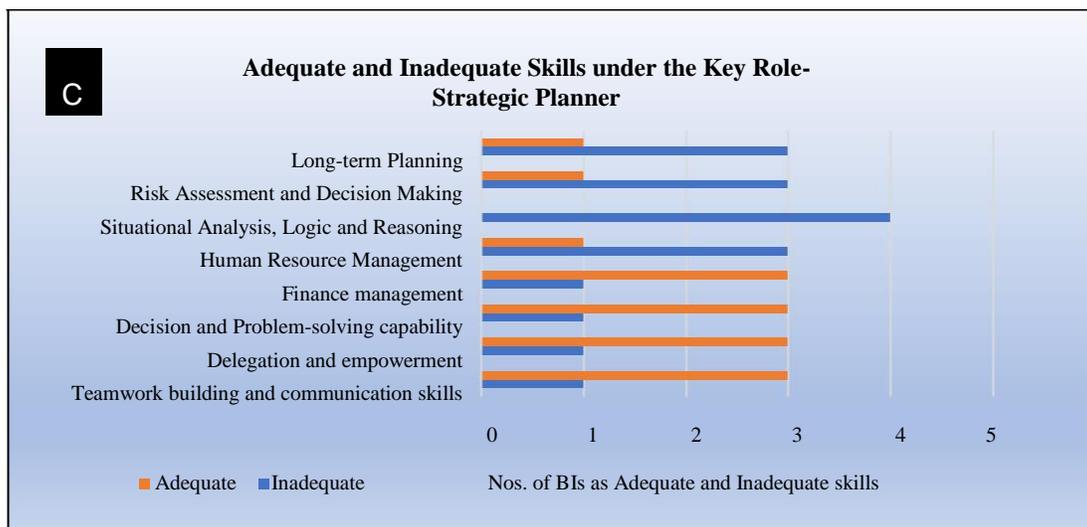
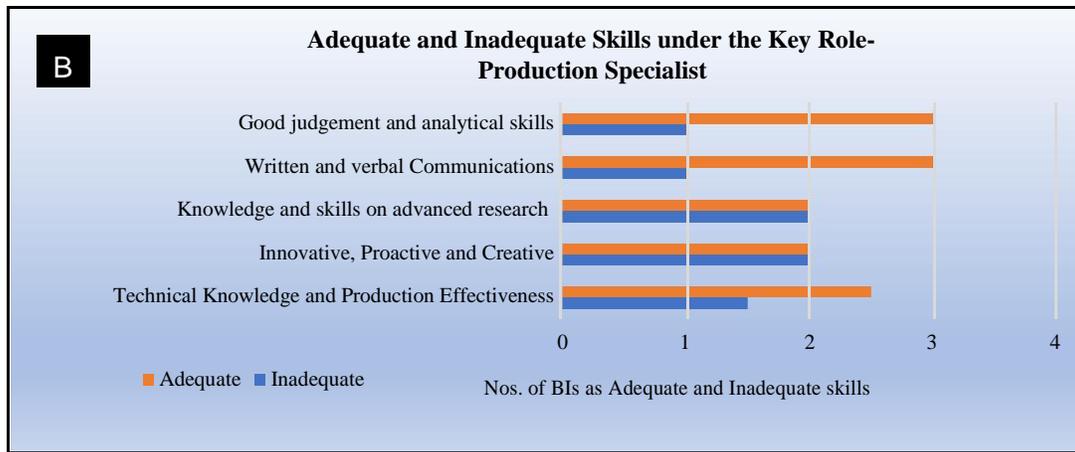


Figure 7 Graphs representing adequate and inadequate skills for LPOs classified against different Behavior indicators under different competency areas

To summarize, in overall, 37 behavior indicators (46.25%) out of 80 BIs classified as inadequate skills needed interventions through different types of trainings such as classroom trainings, mentoring, coaching, on-job training, and etc. The remaining 53.75% BIs were found to be adequate as described in **Figure 8**.

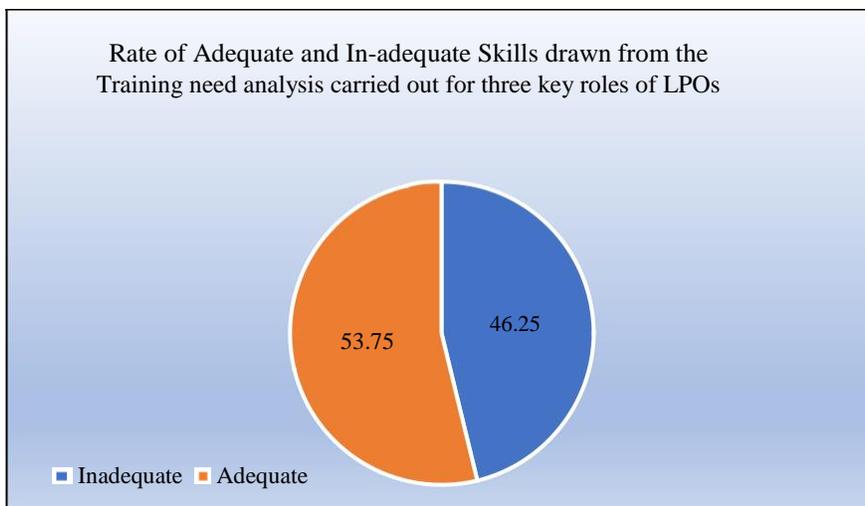


Figure 8 Overall rate of adequate and inadequate skills for three key roles of LPOs

6.5 Current Situational Analysis

The Department of Livestock currently has 84 Livestock Production officers under different position levels as depicted in

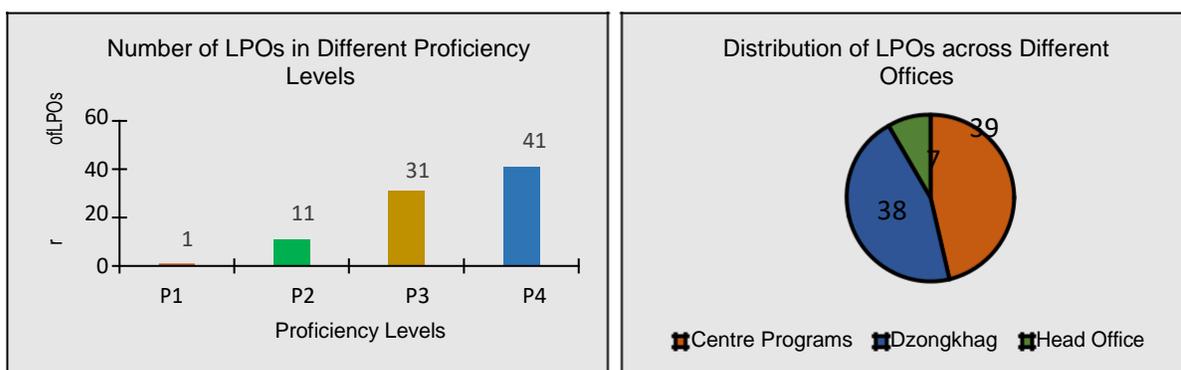


Figure 9.

Figure 9 Staff strength at "P" level under Department of Livestock (Source: Human Resource Management Division, MoAF, 2019)

From the training need analysis (TNA) performed, it was observed that among the four proficiency levels classified, LPOs in P1 Level (Chiefs) were more competent, followed by P2 (Dy. Chief), and then P3 (Sr. LPO) and P1 (LPO), solely based on the behavior indicators identified. The overview of skill adequacies and inadequacies for different proficiency levels are described in **Figure 10**.

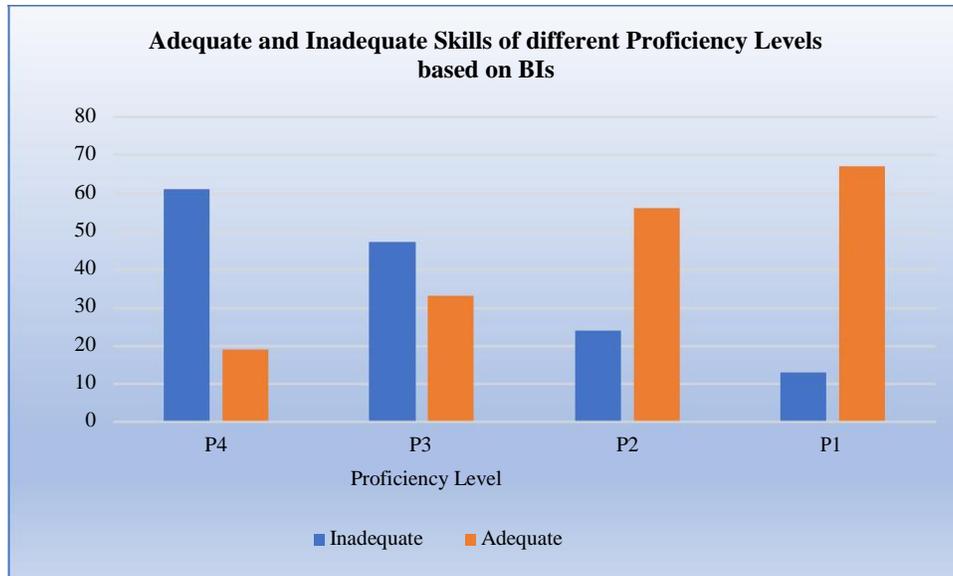


Figure 10 Skill adequacies and inadequacies for different proficiency levels

Some of the major reasons for skill inadequacies observed as a result of training need analysis (TNA) are described below:

1. **Inadequate knowledge and practical skills on conducting research:** One of the common reasons limiting the performance among LPOs was the lack of in-depth knowledge and skills to conduct detailed research on different aspects of livestock, particularly, the research methodologies and analytical skills to conduct study on livestock production systems to enhance productivity and quality.
2. **Insufficient knowledge on subject specific matter and practical skills for production:** This drawback mainly concentrates among LPOs at entry level (P4) and P3. Due to inadequate knowledge on the certain technical aspects, service provision such as conducting training to farmers in the field, coaching and mentoring skills to their subordinates, efficient management and communication skills were found inefficient. Providing subject specific trainings on different livestock production systems like product processing techniques, post-production management, breeding technology, value chain development and etc. to LPOs can address this issue.
3. **Inadequate communication and management skills:** It was observed that, due to lack of communication and inefficient interpersonal skills, efficient delivery of services to end users (farmers) was impeded. Trainings on communication skills, resource mobilization, leadership qualities, project management, and other trainings to develop personal attributes can improve the sense of professionalism among LPOs.

Based on the training need analysis, among the 36 Key competencies identified for three key roles of LPOs, the following competencies were identified as critical, requiring immediate interventions in order to improve the performance of Livestock Production Officers across all proficiency levels.

1. Technical knowledge
2. Subject matter expertise (production specialization)
3. Innovation, Proactive and Creativity
4. Fostering teamwork
5. Situational analysis, logic and reasoning capability
6. Risk assessment and decision making
7. Long-term planning
8. Personal aptitude and skills
9. Knowledge and skills on advanced research methodologies
10. Data analytical and interpretation skills
11. Extension and communication skills
12. Subject matter coaching and mentoring skills

6.6 Methods of Interventions

For the inadequate BIs under different roles of LPOs across all proficiency levels, different methods of interventions were identified. Some of the common methods that are required for improving performance are:

- 1. Classroom Training:** It is an instructor led training, and is normally conducted in an institutional setting, and is designed to provide individuals with technical skills and information required to perform a specific job or group of jobs. Through TNA, 20 different types of trainings are identified based on the performances gap observed for three key roles, at different competency areas across all proficiency levels. The trainings are proposed both in-country and ex-country depending on the type and capacity to conduct need-based training. For this, a budget of **BTN 48.240 million** has been proposed.
- 2. Long Term Training:** It is a specialized training, and will be a long-term training that is designed to provide individuals with specialized skills in the respective commodities. Through TNA, 10 long term types of training are identified based on the current and future gaps of the individual and organization as a whole. The trainings are proposed in India/third countries depending on the availability of the master courses. Budget for LT has not been incorporated.
- 3. OJT (On-job Trainings):** The training technique wherein the employees are given direct instructions to perform their jobs on the actual work floor. Under this intervention, 7 different types of trainings on different livestock commodities are proposed focusing



mainly the new recruits at entry level of P4 as part of orientation programme. For this, a budget of BTN **0.546 million** has been proposed.

In total, as part of intervention through provision of trainings for all LPOs across different proficiency levels, a budget of **BTN 48.786 million** has been proposed. The details of trainings and budget proposed are described in **9.5 Annexure V**.

7. Conclusion

The Competency-based Framework identified 3 Key roles, 8 Competency Areas, 20 Key Competencies and 80 Behavior Indicators for LPOs under four proficiency levels (P1 to P4). Through this CBF, performance gaps were identified based on training need analysis and accordingly 20 classroom trainings, both in-country and ex-country, and 7 different types of OJT, 10 LT were identified and proposed for LPOs which is expected to cost Nu. 48.786 million.

The development of Competency-based Framework for the LPOs comes at an important juncture with the commencement of 12 FYP in particular for the Department of Livestock. LPOs are the key officials responsible to plan, implement, provide technical services and make decisions pertaining to livestock development, and implementation of CBF will contribute towards enhancing overall efficiency both at individual and organizational level.



8. Acknowledgement

The Department of Livestock, and the core taskforce members in particular, would like to extend our appreciation and gratitude to Royal Civil Service Commission for initiating such a timely intervention to develop competency-based framework, which brings more clarity to the roles and responsibilities of LPOs to ensure effective service delivery.

Department would like to thank an important collaborator, Singapore Polytechnic International for providing valuable training materials, and Temasek Foundation International, Singapore for the fund support, which enabled us to complete development of CBF for LPOs on time. Finally, Department would also like to thank all livestock officials,

The team would like to also express our special thanks to Dr. Tashi Samdup, Director General, Department of Livestock for his unwavering support, and invaluable guidance throughout the development process of this document. His dynamism and advices have deeply inspired us to timely complete this task.

We are extremely grateful to division chiefs and our field colleagues, especially Livestock Production Officers, serving in different positions in various field offices across the country who wholeheartedly participated and contributed to the CBF development of LPOs.

Lastly, we are grateful to all of those with whom we have had the pleasure to work in the past three months.



9. Annexures

9.1 Annexure I. Workplan for Developing Competency-based Frame for Livestock Production Officers

Proposed Activities	Implementation Date	Stake Holders
Develop, validate and submit LPO Role Profile and Description to RCSC		
Develop Role Profile and description at Department Level	29 April to 1 May, 2019	10 Members including stakeholders from NDRDC ⁷ and Thimphu Dzongkhag.
Validation of Role Profile & description with field Offices and Department	8-10 May, 2019	25 working members from DLS ⁸ , Central Programs and Farms
Submission of Role Profile and Description to RCSC	15 May 2019	
Develop and validate competency area, key competencies, submit to RCSC		
Develop competency area, key competencies at Department level	20-22 May 2019	10 Working Members
Validation with field offices and Department	27-29 May 2019	25 Working Members
Submission of Competency and key competencies to RCSC	31 May 2019	
Develop, seek approval and submit behavior indicators with proficiency level and submit to RCSC		
Develop behavior indicators	3-7 June 2019	10 Working Members
Validation of behavior indicators with field offices and Department	12-14 June 2019	25 Working Members
Identify training needs	24-27 June 2019	25 Working Members
Seek approval from Director General (DoL) and Secretary, MoAF	28 June 2019	
Submission to RCSC	30 June 2019	
Final presentation to RCSC for endorsement of the CBF framework		
	1 July 2019	

⁷ National Dairy Research & Development Centre, Yusipang

⁸ Dzongkhag Livestock Sectors

9.2 Annexure II. Key Competencies and Behavior Indicators exercised for three Key Roles of Livestock Production Officers

ROLE 1: TECHNICAL EXPERT		
Competency Area	Key Competencies	Behavior Indicators (BI)
Competency Area 1: Technical Expertise (in depth knowledge and skills on livestock production management)	Key Competency 1: Technical knowledge	Behavior Indicator 1: Exhibits sound technical knowledge and keeps updated on latest livestock technologies Behavior Indicator 2: Provides technical backstopping to beneficiaries for enhancing efficient livestock management. Behavior Indicator 3: Identifies problem and solutions for good management practices. Behavior Indicator 4: Collaborate and negotiate input production
	Key Competency 2: Innovative, proactive and creative.	Behavior Indicator 1: Engages in development of new livestock technologies. Behavior Indicator 2: Develops proposals and suggests on new livestock programs for the decision makers. Behavior Indicator 3: Disseminates new technologies to beneficiaries for efficient utilization of resources. Behavior Indicator 4: Identifies and procures new technologies for product diversification



Competency-based Framework for
Livestock Production Officers

Competency Area 2: Specialization SMS (commodity based)	Key Competency 1 Knowledge and skills on specific (dairy, poultry, piggery, equine, aqua culture, apiculture, etc) subjects.	Behavior Indicator 1: Possess sound knowledge on specific subject matter for technical guidance to enhanced livestock production Behavior Indicator 2: Exhibit passion for the particular field (subject matter) to provide timely intervention Behavior Indicator 3: Train subject matter specialists for specific field requirement for enhanced livestock production Behavior Indicator 4: Provide timely advice/solutions to field-based problems mitigations
	Key Competency 2 Fostering and adoption skills.	Behavior Indicator 1: Exhibit willingness to interact, learn and develop new ideas, methods and procedures for life-long learning and self-growth Behavior Indicator 2: Exhibit leadership qualities to collaborate with different entity for effective technology adoption Behavior Indicator 3: Possess effective communication skills for technology dissemination Behavior Indicator 4: Assess field problems and provide timely interventions and mitigation measures



	<p>Key Competency 3 Creativity and innovation skills.</p>	<p>Behavior Indicator 1: Apply innovative ideas for further enhance policies and implementation strategies</p> <p>Behavior Indicator 2: Adapt and apply latest technologies</p> <p>Behavior Indicator 3: Explore and assess different technologies for adoption</p> <p>Behavior Indicator 4: Innovate new ideas and perspectives using latest IT skills for better performance to and generate</p>
<p>Competency Area 3: Training/mentoring</p>	<p>Key Competency 1 Training needs assessment (TNA)</p>	<p>Behavior Indicator 1: Recognize current and future knowledge gaps of relevant stakeholders and provide opportunities and suitable environment for better management</p> <p>Behavior Indicator 2: Develop and impart relevant capacity building programs for professional development</p> <p>Behavior Indicator 3: Use appropriate training tools and approaches for effective learning process</p> <p>Behavior Indicator 4: Assess and propagate relevant success stories from the field to enhance existing knowledge and skills</p>



	<p>Key Competency 2 Coaching and mentoring skills.</p>	<p>Behavior Indicator 1: Provide timely training programs for livestock professionals to efficiently train farmers (ToT)</p> <p>Behavior Indicator 2: Train relevant stakeholders on certain skill sets for enhance abilities of livestock professionals</p> <p>Behavior Indicator 3: Mentor colleagues and relevant stakeholders to enhance their competency and professional development</p> <p>Behavior Indicator 4: Mentor individual livestock farmers on enterprise development for efficient management of livestock businesses</p>
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Competency-based Framework for
Livestock Production Officers

ROLE 1: PRODUCTION SPECIALIST		
Competency Area	Key Competencies	Behavior Indicators (BI)
Competency Area 1: Domain Expert (Expertise having in depth knowledge on livestock production, conservation, management and related skills)	Key Competency 1: Technical knowledge and production effectiveness	Behavior Indicator 1: Displays good knowledge in production, conservation, management and related areas of livestock farming. Behavior Indicator 2: Analyzes the changes in trends, current scenario and future needs for development of comprehensive master plan for livestock sector. Behavior Indicator 3: Effectively applies technical and operational expertise in planning and development of good research, development and operational plans. Behavior Indicator 4: Collaborates with relevant stakeholders, seeks feedback and modifies the plan as per practical requirement.
	Key Competency 2: Innovative, proactive and creative.	Behavior Indicator 1: Engages in development of new livestock production/value addition products. Behavior Indicator 2: Develops proposals and suggests on new livestock production/value addition programs for the policy makers. Behavior Indicator 3: Disseminates new production/value addition technologies to beneficiaries for efficient utilization of resources. Behavior Indicator 4: Identifies and procures new production/value addition technologies for product (variation) diversification



Competency Area 2: Research and analytical skills	Key Competency 1: Knowledge & skills on advanced research methodologies.	Behavior Indicator 1: Conduct research independently on livestock production systems to enhance domestic production. Behavior Indicator 2: Possess sound data interpretation knowledge for appropriate inference Behavior Indicator 3: Displays good research ethics for sound research publications to enhance livestock production Behavior Indicator 4: Exhibit patience and enthusiasm towards research on livestock for focused and logical thinking.
	Key Competency 2: Written and verbal communication skills	Behavior Indicator 1: Possess inherent curiosity to know field situations related to livestock production for improved rural livelihood Behavior Indicator 2: Engages in development of relevant proposals for promotion and in corporation of new livestock activities. Behavior Indicator 3: Provides research skills to peers and subordinates for Behavior Indicator 4: Constantly seek ideas and suggestion from peers, subordinates and higher authorities for good decision making.



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	<p>Key Competency 3: Good judgment and analytical skills</p>	<p>Behavior Indicator 1: Associates with information technology and publication services for effective service delivery.</p> <p>Behavior Indicator 2: Investigates issues and develops logical solution for smooth functioning in an organization.</p> <p>Behavior Indicator 3: Compares facts and identifies the best solution for efficient decision making.</p> <p>Behavior Indicator 4: Promotes critical thinking within the organization for better analysis of problems and issues.</p>
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ROLE 3: STRATEGIC PLANNER		
Competency Area	Key Competencies	Behavior Indicators (BI)
<p>Competency Area 1: Leadership qualities (Gain skills to plan and implement agency activities effectively)</p>	<p>Key Competency 1: Teamwork building and communication skills (sound interpersonal communication skills)</p>	<p>Behavior Indicator 1: Displays effective two-way communication to disseminate and exchange ideas.</p> <p>Behavior Indicator 2: Constantly involve in mobilizing, strengthening and reviving groups and cooperatives for collaborative development.</p> <p>Behavior Indicator 3: Identifies relevant stakeholders for mobilization of resources.</p> <p>Behavior Indicator 4: Coordinate and initiate community development for sustainable development.</p>
	<p>Key Competency 2: Delegation and empowerment</p>	<p>Behavior Indicator 1: Analyze and delegates new technologies to stakeholders for efficient service delivery.</p>



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		Behavior Indicator 2: Mentor peers on new ideas and empower subordinates with new technologies for good public service delivery.
		Behavior Indicator 3: Delegates the tasks and empowers subordinates for the growth of an organization.
		Behavior Indicator 4: Generates and supports new ideas to promote harmonious and cohesive working environment in an organization.
	Key Competency 3: Decision and problem-solving capability	Behavior Indicator 1: Takes decisive actions for solving the issues/problems in right time.
		Behavior Indicator 2: Generates new ideas for building and development of public private partnership services.
		Behavior Indicator 3: Strives for work progress and welfare of the organization.
		Behavior Indicator 4: Influences and builds confidence in the team for encouragement and motivation to enhance the team performance.



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Competency Area 2: Resource mapping skills (Focused approach to overall organization growth and development)	Key Competency 1: Finance management (Ability to plan and manage finance judiciously effectively).	Behavior Indicator 1: Plans and prepares financial mapping to achieve planned outputs and target. Behavior Indicator 2: Makes realistic compromises and avoids internal misuse of resources and corrupt practices. Behavior Indicator 3: Analyze current need and project future budget assessment based on a sound financial judgement Behavior Indicator 4: Receives criticism and critical comments in positive manner and integrate in decision making and planning.
	Key Competency 2: Human resource management (Ability to groom, manage and empower teamwork)	Behavior Indicator 1: Creates conducive working environment, empower team and builds trust and confidence within subordinates. Behavior Indicator 2: Assess critical human resource need and career development at an individual level and organization as a whole. Behavior Indicator 3: Acknowledges skills, experiences, ideas and contribution of team members and utilizes them in efficient manner. Behavior Indicator 4: Forecast technical and qualification need; plan and prepare career development program to upgrade and update knowledge and qualifications of the subordinates'.



Competency Area 3: Cognitive and Analytical Ability (Ability to analyze, evaluate and formulate effective plans)	Key Competency 1: Situation analysis, logic and reasoning (Ability to study current scenarios and accordingly resolve current issues with appropriate recommendations).	Behavior Indicator 1: Conducts situation analysis, distinguish facts and opinions and gives appropriate recommendations and justifications. Behavior Indicator 2: Analyzes strength and weakness of technical capacity and device human resource development plans. Behavior Indicator 3: Displays quick and efficient analysis and reasoning capabilities. Behavior Indicator 4: Keeps in track about the changing trends, result/decision from situation analysis and accordingly modify the master plans.
	Key Competency 2: Risk assessment and decision making <i>(Ability to analyze SWOT of livestock activities and accordingly make effective decisions and plans)</i>	Behavior Indicator 1: Analyzes relevant facts, opinions and information thoroughly before making decisions. Behavior Indicator 2: Engages stakeholders in decision making process. Behavior Indicator 3: Makes effective decision even when information/instruction is unclear. Behavior Indicator 4: Predicts, plans and anticipate next course of action.

	<p>Key Competency 3: Long-term planning (Ability to understand issues, future needs and changing trends in livestock farming for efficient and long-term planning)</p>	<p>Behavior Indicator 1: Keeps in track about past experiences, achievements and changing trends for long term planning of livestock activities.</p> <p>Behavior Indicator 2: Remains focused and aligns (integrates) ad-hoc plans (tasks) in accordance to master plans.</p> <p>Behavior Indicator 3: Understand the needs and scenario of producers and stakeholders in value chains.</p> <p>Behavior Indicator 4: Prepare holistic strategies (social, technical, economic and environmental) for enhancement of livestock farming.</p>
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9.3 Annexure III. Leveling the Proficiencies based on the developed competency areas

ROLE 2: TECHNICAL SERVICES					
Key Competencies	Behavior Indicators	P4-Foundation	P3-Experience	P2-Advanced	P1-Expert
Technical knowledge and skills	1.Exhibits sound technical knowledge and keeps updated on latest livestock technologies	Basic technical knowledge on livestock technologies	in-depth and up to date knowledge and skills on latest livestock technologies	In-depth and up to date knowledge and skills on latest livestock technologies. Skilled in specific technical areas.	Comprehensive knowledge and skills on latest livestock technologies. Experts in specific technical areas.
	2. Provides technical backstopping to beneficiaries for enhancing efficient	Applies basic technical knowledge to assists in providing technical backstopping	Effectively applies technical knowledge to provide technical backstopping		Effectively Applies advance technical knowledge in providing technical



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	livestock management and production.				backstopping and problem-solving abilities.
	3. Identifies problem and solutions for good management practices.	Identifies basic problems and solutions for good management practices	Identifies complex problems and solution for good management practices		Expert in identifying problems and solution for good management practices and able to draw SOP
	4. Collaborate and negotiate input production with stakeholders	Initiates collaboration and negotiation with stakeholders in input production.	Successfully collaborates and negotiates with stakeholders in specific input production.		Successfully collaborates and negotiates with stakeholders in specific input production.
Innovative, proactive and creative.	1. Engages in development of new livestock technologies for optimum production.	Initiates development of new livestock technologies for optimum production.	Engages in development of new livestock technologies for optimum production.		Engages comprehensively and effectively develop new livestock technologies for optimum production.
	2. Develops proposals and suggests on new livestock programs for the policy makers.	Learn to Develop proposals and execute certain livestock programs.	Develops proposals and implement livestock programs.	Develops proposals, implements and recommends new livestock programs.	Recommends new livestock programs for the policy makers.



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	3. Disseminates new technologies to beneficiaries for efficient utilization of resources.	Disseminates basic technologies to beneficiaries for efficient utilization of resources.	Disseminates new technologies to beneficiaries for efficient utilization of resources.	Disseminates, assess and submits for publication of new technologies to beneficiaries for efficient utilization of resources.	Approval and recommendation of new technologies to beneficiaries for efficient utilization of resources.
	4. Identifies and procures new technologies for product diversification.	Identifies and suggests new technologies for product diversification.	Identifies and procures new technologies for product diversification.		Identifies, recommends and procures new technologies for product diversification.
	Behavior Indicator 4 Possess sound data interpretation knowledge for appropriate inference	Be able to analyze and interpret data of simple research under supervision	Be able to analyze and interpret data	Be able to analyze, interpret and infer information of advance research	Be able to recommend and guide advance research
Knowledge and skills on specific Livestock subjects.	1. Possess sound knowledge on specific subject matter for technical guidance to enhanced livestock production	Have basic knowledge on livestock production	Have advance knowledge on livestock production and farming system		Have in-depth knowledge on different farming systems and policy approaches



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	2. Exhibit passion for the particular field (subject matter) to provide timely intervention	Awareness on various field problems/issues	Provide timely interventions on field issues and problems	Provide timely interventions on various field issues and problems	Be able to resolve complex field issues and problems
	3. Train subject matter specialists for specific field requirement for enhanced livestock production	Possess knowledge on specific subject	Possess advance knowledge on specific subjects		Be subject matter specialists
	4. Provide timely advice/solutions to field-based problems mitigations	Be aware on various solutions to the field problems	Have advance knowledge on field issues and be able to properly tackle those issues and problems		Be able to solve field issues and problems
Fostering and adoption skills	1. exhibit willingness to interact, learn and develop new ideas, methods and procedures for life-long learning and self-growth	Exhibit interest and willingness towards learning new ideas	Able to innovate new ideas	Able to convert the innovations into practice and share to the different stakeholders.	Able to extract innovative ideas and convert into technologies
	2. Exhibit leadership qualities to collaborate with different entity for	Possess good leadership qualities	Be able to lead various team and fulfill the set targets		Be able to coach and guide team leaders



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	effective technology adoption				
	3. Possess effective communication skills for technology dissemination	Basic communication skills	Be able to effectively communicate and effectively disseminate technologies		Develop impactful written communication materials, provide feedback and communicate strategic direction towards understanding and achieving the agency goals
	4. Assess field problems and provide timely interventions and mitigation measures	Aware on various solutions to the field problems	Possess advance knowledge on field issues and be able to properly tackle those issues and problems		Be able to solve field issues and problems
Creativity and innovation skills	1. Apply innovative ideas for further enhance policies and implementation strategies	Exhibit interest and willingness towards learning new ideas	Able to innovate new ideas	Able to convert the innovations into practice and share to the different stakeholders.	Able to convert ideas into innovative technologies and further enhance policies and implementation strategies



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	2. adapt and apply latest technologies	Knowledge on various emerging technologies	Assess various technologies suitable for our field context	Be able to recommend suitable technologies for adoption	Be able to persuade and change existing policies
	3. Explore and assess different technologies for adoption	Aware of various technology assessment approaches	Assess various technologies suitable for our field context	Be able to recommend suitable technologies for adoption	Be able to persuade and change existing policies
	4. Innovate new ideas and perspectives using latest IT skills for better performance to and generate	Awareness on basic IT skills and use of artificial intelligence (AI)	Advance IT skills and be able to use AI for livestock development	Advance IT skills and be able to use advance AI technologies for livestock development	be an expert on use of AI for livestock development
Training needs assessment	1. Recognize current and future knowledge gaps of relevant stakeholders and provide opportunities and suitable environment for better management	Awareness on knowledge needs and shortcomings	Predict future needs for professional development and accordingly search for opportunities		Able to manage or run management efficaciously.
	2. Develop and impart relevant capacity building programs for	Provide basic level TOT trainings	Provide advance level TOT trainings		Assessment and assurance of need base TOT programs



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	professional development			
	3. Use appropriate training tools and approaches for effective learning process	Awareness on various training tools and approaches	In-depth knowledge on various training tools and approaches	Assess and provide policy recommendations on various training tools and approaches.
	4. Assess and propagate relevant success stories from the field to enhance existing knowledge and skills	Aware on various field stories and be able to propagate under supervision	Be able to assess and propagate relevant success stories	Be able to guide, evaluate and supervise replication of relevant success stories
Coaching and mentoring skills	1. Provide timely training programs for livestock professionals to efficiently train farmers (ToT)	Be able to impart simple ToT program	Be able to impart advanced ToT program	Assess and amend ToT programs according to the needs
	2. Train relevant stakeholders on certain skill sets for enhance abilities of livestock professionals	Able to provide simple training programs	Be able to impart advanced training program	Assess and amend training programs according to the needs



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	3. Mentor colleagues and relevant stakeholders to enhance their competency and professional development	Exhibit mentoring abilities	Able to mentor field colleague	Properly guide and mentor field colleague
	4. Mentor individual livestock farmers on enterprise development for efficient management of livestock businesses	Exhibit mentoring abilities individual	Able to mentor livestock entrepreneurs	Properly guide and mentor livestock entrepreneurs

LivestockROLE3: PRODUCTIONroductionOfficersSTRATEGIST

Key Competencies	Behavior Indicators	P4-Foundation	P3-Experience	P2-Advanced	P1-Expert
Technical knowledge and production effectiveness	1. Displays good knowledge in production, conservation, management and related areas of livestock farming.	Possesses basic knowledge in livestock production, conservation, management and related areas.	Possesses in-depth knowledge in livestock production, conservation, management and related areas.		Possesses comprehensive knowledge in livestock production, conservation, management and related areas.
	2. Analyzes the changes in trends, current scenario and future needs for development of comprehensive master plan for livestock sector.	Ables to collect basic information's on changes in trends, current scenario and future needs of livestock sector for development of simple plan.	Ables to collect comprehensive information's on changes in trends, current scenario and future needs of livestock sector, do basic interpretation and develop complex plans.	Ables to collect comprehensive information's data on changes in trends, current scenario and future needs of livestock sector, conduct complex interpretation and comprehensive master plan.	Ables to collect basic information's on changes in trends, current scenario and future needs of livestock sector for development of simple plan.
	3. Effectively applies technical and operational expertise in planning and development of good research, development and operational plans.	Ables to apply basic technical and operational expertise in planning and development of good research, development and operational plans.	Ables to apply in-depth technical and operational expertise in planning and development of good research, development and operational plans with.		Ables to apply comprehensive technical and operational expertise in planning and development of good research, development and



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					operational plans with sets of targets and road map.
	4. Collaborates with relevant stakeholders, seeks feedback and modifies the plan as per practical requirement.	Possesses basic skills in identification and collaboration with relevant stakeholders, seeks primary feedbacks and formulates basic plans as per practical requirement.	Possesses good skills in identification and collaboration with relevant stakeholders, seeks comprehensive feedbacks and formulates good plans as per practical requirement.	Possesses excellent skills in identification and collaboration with relevant stakeholders, seeks comprehensive feedbacks, makes good analysis and formulates comprehensive plans as per practical requirement.	Possesses basic skills in identification and collaboration with relevant stakeholders, seeks primary feedbacks and formulates basic plans as per practical requirement.
Innovative, Proactive and Creative	1. Engages in development of new livestock production/value addition products.	Initiates development of new livestock technologies for optimum production.	Engages in development of new livestock technologies for optimum production.	Engages comprehensively and effectively develop new livestock technologies for optimum production.	Adoption of new livestock technologies for optimum production and able to apprise to policy makers.
	2. Develops proposals and suggests on new livestock production/value	Learn to Develop proposals and execute certain livestock programs.	Develops proposals and implement livestock programs.	Develops proposals, implements and recommends new livestock programs.	Recommends new livestock programs for the policy makers.



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	addition programs for the policy makers.				
	3. Disseminates new production/value addition technologies to beneficiaries for efficient utilization of resources.	Disseminates basic technologies to beneficiaries for efficient utilization of resources.	Disseminates new technologies to beneficiaries for efficient utilization of resources.	Disseminates, assess and submits for publication of new technologies to beneficiaries for efficient utilization of resources.	Approval and recommendation of new technologies to beneficiaries for efficient utilization of resources.
	4. Identifies and procures new production/value addition technologies for product (variation) diversification	Identifies and suggests new technologies for product diversification.	Identifies and procures new technologies for product diversification.	Identifies, recommends and procures new technologies for product diversification.	Support and approve procurements of new technologies for product diversification.
Knowledge and skills on advanced research methodologies	1. Exhibit good technical knowledge to implement advanced research methodologies for improved livestock production.	have basic concepts of research methodologies and conduct simple research under supervision	Design and implement advanced research with sound research methodologies		Design and guide complex research
	2. Disseminate and communicate research outcomes to relevant stakeholders for enhanced livestock production.	Be able understand research rationale and outcome	Properly disseminate research outcome	Properly communicate, disseminate and propagate research	Properly guide research dissemination, propagation and policy development



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	3. Acquire knowledge and skills on advanced research tools for quality research	Possess knowledge on basic research analytical tools	Be able to conduct proper data analysis using advanced research tools and software	Be able to conduct and produce proper research information	Be able to properly explain and guide advance research tools and software(s)
	4. Apply and adopt advance research methodologies to enhance livestock production	Be able understand advance research methods	Be able to assess effective methodologies and recommend for implementation	Properly guide research method assessments	
Good judgment and analytical skills	1. Associates with information technology and publication services for effective service delivery.	Understands the need of information technology and publication services for effective service delivery.	Possess basic knowledge and skills in information technology and associates with publication services for effective service delivery.	Effectively applies the knowledge and skills on information technology for publication services and effective service delivery.	Uses expert knowledge and skills on information technology and publication services to train subordinates.
	2. Investigates issues and develops logical solution for smooth functioning in an organization.	Identifies simple issues and assist in developing solution for smooth functioning in an organization	Identifies complex issues and develops logical solution for smooth functioning in an organization	Comprehensive analysis of issues and develops detail solution.	Influence policy makers and advise the organization for necessary rectification.
	3. Compares facts and identifies the best	Support in Comparing the facts and	Compares facts and identifies the best	Compares facts and involve in identifying the best solution for	Involves and directs subordinates with



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	solution for efficient decision making.	identifying the solution.	solution for efficient decision making.	efficient decision making.	best decision and solution.
	4. Promotes critical thinking within the organization for better analysis of problems and issues.	Understands problems and issues of the organization for better analysis of the issue	Applies critical thinking for the analysis of the problems and issues within the organization	Applies and promotes critical thinking within the organization to address problems	Guide, direct and influence the subordinates for critical analysis of the problem
Written and Verbal Communication Skills	1. Confident, articulate and professional speaking abilities for diffusion of new ideas.	Displays basic knowledge and confidence on professional speaking	Showcase professional speaking abilities and efficiently conveys ideas	Showcase professional speaking abilities and efficiently conveys ideas	Showcase excellent speaking skills and demonstrates influential characteristics.
	2. Engages in development of relevant proposals for promotion and incorporation of new livestock activities.	Assist in developing and promotion of new livestock activities	Understands the need of new technologies. Develop relevant proposals	Successfully develops relevant proposal and implements new technologies. Suggests to the policy maker	Validate proposals to identify the technologies and convince the policy makers
	3. Provides research skills to peers and subordinates for	Learn research skills to carry out basic researches on livestock technologies	Support in providing research skills to peers for conducting livestock researches	Provides research skills to peers to enhance knowledge on research methodologies	Provides research skills to subordinates and guide them on conducting researches on



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					livestock-based activities
	4. Constantly seek ideas and suggestion from peers, subordinates and higher authorities for good decision making.	Constantly seek ideas and suggestion from peers and seniors for good decision making.	Constantly seek ideas and suggestion from peers, subordinates and higher authorities for good decision making.	Strive to seek ideas and suggestion from peers, subordinates and assist in good decision making.	Constantly seek ideas and suggestion from subordinates support higher authorities in good decision making.

ROLE 3: STRATEGIC PLANNER

Key Competencies	Behavior Indicators	P4-Foundation	P3-Experience	P2-Advanced	P1-Expert
Team building and communication skills (sound interpersonal communication skills)	1. Displays effective two-way communication to disseminate and exchange ideas.	Understands and Displays basic communication skills to disseminate and exchange ideas.	Efficiently communicates to disseminate and exchange ideas.		Efficiently communicates and encourage subordinates to disseminate and exchange ideas.
	2. Constantly involve in mobilizing, strengthening and reviving groups and cooperatives for collaborative development.	Involves in mobilizing, strengthening and reviving groups and cooperatives for	Constantly involve in mobilizing, strengthening and reviving groups and cooperatives for	Constantly involve in mobilizing, strengthening and reviving groups and cooperatives for	Recognizes, supports and encourages development of groups,



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		collaborative development.	collaborative development.	collaborative development.	cooperatives and unions.
	3. Identifies relevant stakeholders for mobilization of resources.	Assist in Identifying relevant stakeholders for mobilization of resources.	Identifies relevant stakeholders for mobilization of resources.		Identifies and support relevant stakeholders for mobilization of resources.
	4. Coordinate and initiate community development for sustainable development.	Support in Coordinating community development for sustainable development.	Coordinate and initiate community development for sustainable development.	Accomplish and Recommends community development for sustainable development.	Create platforms and forum for community sustainable development.
Delegation and empowerment	1. Analyze and delegates new technologies to stakeholders for efficient service delivery.	Assist in Analyzing new technologies to stakeholders for efficient service delivery.	Analyze new technologies to stakeholders for efficient service delivery.	Facilitates, recognizes and recommends new technologies to stakeholders for efficient service delivery.	Analyze, supports and delegates new technologies to stakeholders for efficient service delivery.
	2. Mentor peers on new ideas and empower subordinates with new technologies for good public service delivery.	Assist in Mentoring peers on ideas and empower subordinates with new technologies for good public service delivery.	Mentor peers on new ideas and empower subordinates with new technologies for good public service delivery.	Recommends and suggest new ideas and empower subordinates with new technologies for good public service delivery.	Organize platform to exchange of new ideas to subordinates with new technologies for



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					good public service delivery.
	3. Delegates the tasks and empowers subordinates for the growth of an organization	Supports in Delegating the tasks and empowers subordinates for the growth of an organization	Delegates the tasks and empowers subordinates for the growth of an organization		Delegates the tasks and empowers subordinates for the growth of an organization
	4. Generates and supports new ideas to promote harmonious and cohesive working environment in an organization.	Supports in Generating new ideas to promote harmonious and cohesive working environment in an organization.	Generates and supports new ideas to promote harmonious and cohesive working environment in an organization.	Generates, supports and recommends new ideas to promote harmonious and cohesive working environment in an organization.	
Decision and Problem-Solving Capability	1. Takes decisive actions for solving the issues/problems in right time.	Assists in Taking decisive actions for solving the issues/problems in right time.	Takes decisive actions for solving the issues/problems in right time.		Analyze and takes decisive actions for solving the issues/problems in right time.
	2. Generates new ideas for building and development of public private partnership services.	Understands the importance of building and development of public private partnership services.	Recognizes relevant public and private entities in order build and develop public private partnership services.	Generates and suggest new ideas for building and development of public private partnership services.	Generates ideas and influence policy makers to build and develop public private



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					partnership services.
	3. Strives for work progress and welfare of the organization	Strives for work progress and welfare of the organization	Strives for work progress and welfare of the organization		Develop reports on work progress and welfare of the organization
	4. Influences and builds confidence in the team for encouragement and motivation to enhance the team performance.	Engages in the building self-confidence and motivation to contribute to the team.	Influences subordinates and builds confidence in the team for encouragement and motivation to enhance the team performance	Influences subordinates and builds confidence in the team for encouragement and motivation to enhance the team performance	Counseling and mentoring subordinates for building confidence and motivate to enhance the performance.
Finance management (Ability to plan and manage finance judiciously effectively).	1. Plans and prepares financial mapping to achieve planned outputs and target.	Ables to develop basic output-oriented plans and make basic analysis on allocated resources.		Ables to develop good output-oriented plans, have sound knowledge on prioritization of activities as per needs.	Ables to develop comprehensive output-oriented plans and prioritize important activities and execute efficiently within allocated resources.



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<p>2. Makes realistic compromises and avoids internal misuse of resources and corrupt practices.</p>	<p>Ables to facilitate and maximize the utilization of Government resources.</p>	<p>Ables to facilitate guidance to execute the task and achieve targets without discrepancy among the subordinates.</p>		<p>Ables to give good team spirit, seek necessary support and functions transparently for sound financial management</p>
<p>3. Analyze current need and project future budget assessment based on a sound financial judgement</p>	<p>Possesses basic judgment skills to identify financial gaps and tries to utilize them in effective manner.</p>	<p>Possess good judgment skills to identify critical financial skills, experiences, ideas and organizes appropriately for efficient utilization.</p>	<p>Possess excellent financial judgment skills to identify complex skills, experiences, ideas and contribution of team and utilize them in efficient ways.</p>	<p>Possess comprehensive financial judgment skills to identify comprehensive skills, experiences, ideas and utilizes them in efficient manner.</p>
<p>4. Receives criticism and critical comments in positive manner and integrate in financial decision making and planning.</p>	<p>Possess basic skills to seek clarifications on information (justifications)/ opinion and make simple adaptation to situation.</p>	<p>Possesses good skills to seek clarifications on information's (justifications)/opinion, understand situation clearly and accordingly make good adaptation to prevailing situation.</p>		<p>Possess excellent command and ability to seek clarifications on information's (justifications)/</p>



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					opinion, have comprehensive understanding of situation and make realistic adaptation.
Resource mapping skills (Focused approach to overall organization growth and development)	Behavior Indicator 1: Creates conducive working environment, empower team and builds trust and confidence within subordinates.	Possesses ability to make basic judgement on teams' ability, facilitate good working environment and works to gain trust and confidence from members.		Possess good ability to create conducive environment, have sufficient skills to build trust and confidence among members.	Possess excellent ability to create conducive working environment, skilled in gaining trust and confidence from members.
	Behavior Indicator 2: Assess critical human resource need and career development at an individual level and organization as a whole.	Engages in personal and professional development to provide efficient services to the organization and the beneficiaries.		Engages and supports for professional development of self and subordinates to provide efficient services to the organization and the beneficiaries.	Encourages and create opportunities for colleagues and subordinates on professional development to provide efficient services to the organization and the beneficiaries.



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	<p>Behavior Indicator 3: Acknowledges skills, experiences, ideas and contribution of team members and utilizes them in efficient manner.</p>	<p>Possess basic skills to understand and analyze the situation and work towards improvement and motivation of self and others.</p>	<p>Possess good skills to understand the situation and accordingly improve and motivate self and other for attainment of basic goals.</p>	<p>Possess good skills to understand the situation and accordingly explore and initiate simple approaches (tools) for improvement and motivation of self and others for attainment of critical goals.</p>	<p>Possesses excellent skills to understand the present scenario, expected scenario in future and adopt excellent approach or tools to improve and motivate self and others for attainment of comprehensive goals.</p>
	<p>Behavior Indicator 4: Forecast technical and qualification need; plan and prepare career development program to upgrade and update knowledge and qualifications of the subordinates’.</p>	<p>Possesses basic skills on monitoring, data compilation, information processing and keeping the track of progress and career development need of self and others in form of simple report.</p>	<p>Possess in-depth knowledge on monitoring processes, data compilation, processing and keeping the track of progress and career development need of self and others in form of technical report.</p>	<p>Possess excellent knowledge on monitoring processes, data compilation, processing and keeping the track of progress and career development need of subordinates as</p>	<p>Possess comprehensive skills on monitoring, data compilation and information processing inform of complex reports on organization</p>



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					technical recommendations	development and individual career progression with policy recommendations.
Situational Analysis, logic and reasoning	1.	Conducts situation analysis, distinguish facts and opinions and gives appropriate recommendations and justifications.	Able to collect and conduct basic analysis of data and interpret the result	Able to collect and carry out intermediate statistical analysis of social and and result interpretation	Able to collect and conduct advanced statistical analysis of the data gathered	Able to collect and analyze national and policy level data and provide recommendations
	2.	Analyzes strength and weakness of technical capacity and device human resource development plans.	Able to identify weaknesses and strengths of the plans	Able to create enabling environment that helps plans to overcome weaknesses and capitalize on the strengths of the plan		Able to identify the weaknesses and strengths of any plans and programs and provide suggestions and recommendations
	3.	Displays quick and efficient analysis and reasoning capabilities.	Provide efficient analysis, reasoning for effective service delivery	Establish quick analysis and reasoning capabilities		Establish in-depth analysis



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	4. Keeps in track about the changing trends, result/decision from situation analysis and accordingly modify the master plans.	Record about the changing trends and result for situation analysis for long term plan	Establish to analyze the changing trends and decision to modify according to master plan		Execute the in-depth situation analysis of changing trends and result for long term planning
Risk Assessment and Decision Making	1. Analyzes relevant facts, opinions and information thoroughly before making decisions.	Analyze simple and available information's or data and contribute to decision making	Analyze intermediately complex data, share results and provide recommendations for better decision making	Analyze complex data, share results and provide recommendation for better decision making	Able to interpret the analyzed data and relate with concerned agencies objectives, plans and policies and accordingly take decisions
	2. Engages stakeholders in decision making process.	Enable the engagement of local stakeholder in planning and decision-making process	Enable the engagement of stakeholders in planning programs and resource mobilizations	Enable the engagement of	Enables the engagement of all the stakeholders
	3. Makes effective decision even when information/instruction is unclear.	Ables to understand the situation and make simple decisions even when information/instruction is unclear.	Ables to understand the situation well and make critical decisions even when information/instruction is unclear.	Ables to have goo understanding of situation well and make realistic decisions even when	Ables to understand situation in holistic manner and makes effective



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					information/instruction is unclear.	decision even when information/instruction is unclear.
	4. Predicts, plans and anticipate next course of action.	Assist in predicting, planning and anticipating course of action in the unit and section planning process	Assist in planning and execution of planned activities	Lead the planning and execution of planned activities	Lead setting of priorities, planning of projects, resource mobilization and providing policy supports	
Long-term Planning	1. Keeps in track about past experiences, achievements and changing trends for long term planning of livestock activities.	Update the past achievements and trends for long term planning and improvement of livestock-oriented activities	Prepare production achievements and trends for future planning of livestock activities	Identify key achievement for long term development of livestock activities	Validate the achievements of livestock activities for long term planning.	
	2. Remains focused and aligns (integrates) ad-hoc plans (tasks) in accordance to master plans.	Focus to align ad-hoc tasks in accordance to organizational master plan	Formulate ad-hoc livestock related activities according to master plan	Identify the relevant ad-hoc activities on need basis.	Approve the livestock ad-hoc activities in accordance to concrete action program	



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	3. Understand the needs and scenario of producers and stakeholders in value chains.	Understand the value chain scenario of stakeholders	Establish appropriate value chain ideas for stakeholders	Provide relevant value chain opportunities to stakeholders	Set policy guidelines of value chain for stakeholders and producers
	4. Prepare holistic strategies (social, technical, economic and environmental) for enhancement of livestock farming.	Establish strategies plan for enhancement of livestock farming	Develop social, technical, economic and environment strategies to enhance livestock farming and production		Validate the strategies plans for enhancement of livestock production

9.4 Annexure IV: Training Need Analysis

		ROLE 1: TECHNICAL SERVICES				
Key Competencies	Behavior Indicators	Position Level	Current Performance (Adequate or Inadequate)	Likely Reasons for Inadequacy	Methods of Interventions (Classroom training/OJT/Mentoring/Others-Specify)	Learning Objectives
Technical Knowledge and Production skills	Exhibits sound technical knowledge and keeps updated on latest livestock technologies	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			



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Provides technical backstopping to beneficiaries for enhancing efficient livestock management and production.	P4	Inadequate	-Mismatch of study area and work place -Lack of intensive orientation program	-Mentoring -orientation -study tour -OJT	-Learn and familiarize on Bhutanese livestock farming system -provide efficient technical assistance to the beneficiaries - right skill in right job
	P3	Inadequate	-Lack of knowledge and skills in specific subject -lack of expertise guidance and SOPs	-In and ex country long term training -Mentors	-Subject specialization to provide better and result oriented services.
	P2	Inadequate	-lack of specific technical knowledge -lack of expertise on latest technologies	-In and ex country long term training -Mentoring -study tour /world livestock expo and conferences	-learn and familiarize on latest livestock technology. -
	P1	Inadequate	-lack of specific technical knowledge -lack of expertise on latest technologies	-In and ex country long term training -Mentoring -study tour /world livestock expo and conferences	-learn and familiarize on latest livestock technology. -



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Identifies problem and solutions for good management practices.	P4	Inadequate	-Insufficient knowledge on good management practices	-in-ex-country short course training -workshop/conferences	-Achieve desired level of knowledge on specific subjects. -Exchange of ideas and experiences on good livestock management practices.
	P3	Inadequate	-Not enough knowledge and experiences required to apply technical knowledge to carry out job responsibilities and solve issues in livestock management	- short and long-term training -workshop/conferences -OJT	To enhance the task related intellectual capacity on livestock management.
	P2	Inadequate	-lack of knowledge on developing livestock	-short term training -workshop/conferences	-To develop operational standard livestock



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				management guidelines. -limited knowledge on addressing complex issues/problems.		management guidelines. -Capacity development of individuals to address the complex issues.
		P1	Adequate			
	Collaborate and negotiate input production	P4	Adequate	-Enough knowledge to initiate collaboration and negotiation with stakeholders in input production	-Additional knowledge can be acquired through mentoring and working with senior colleagues	-To improve negotiation skills
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Innovative, Proactive and Creative	Engages in development of new livestock technologies for optimum production.	P4	inadequate	-lengthy process for development of livestock technologies. -limited resources and supports	-workshop/conferences -short term training	-Refine and upgrade knowledge on developing livestock technologies. -implements innovative plan



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						and process for efficient utilization of resources. -To harness maximum outputs with minimum inputs.
		P3	Inadequate	-Insufficient technical knowhow or expertise on developing new livestock technologies.	-short term courses on specific subjects. -OJT	-To improve technical knowhow and skills and understanding of technologies, policy to introduce new technologies.
		P2	adequate			
		P1	adequate			
	Develops proposals and suggests on new livestock programs for the policy makers.	P4	inadequate	-lack of specific knowledge and skills -lack of motivation and initiatives. -lack of limited resources and support.	-short term trainings -Workshop/conferences -mentoring/coaching	-To improve the techniques and tools for proposal designing, evaluation, monitoring and assessment.



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		P3	inadequate	-lack of specific knowledge and skills -lack of motivation and initiatives. -limited resources and support.	-short term trainings -Workshop/conferences -mentoring/coaching	-To improve the techniques and tools for proposal designing, evaluation, monitoring and assessment.	
		P2	adequate				
		P1	adequate				
	Disseminates new technologies to beneficiaries for efficient utilization of resources.		P4	inadequate	-limited resources and support. -limited training opportunities	-mentoring/coaching -short term training	-effectively utilization of resources with optimum outputs. -strengthen and improve the skills.
			P3	inadequate	-limited resources and support. -limited training opportunities	-mentoring/coaching -short term training	-effectively utilization of resources with optimum outputs. -To improve the efficiency by using new technologies.
			P2	adequate			
			P1	adequate			



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		P1	adequate			
	Identifies and procures new technologies for product diversification.	P4	Inadequate	-lack of knowhow on product diversification and procurement procedures	-mentoring/coaching -OJT -short term training	-increase efficiency and productivity in the product diversifying and procurement processes. -learn on economical use of resources.
		P3	Inadequate	-insufficient knowhow on product diversification and procurement procedures.	-mentoring/coaching -OJT -short term training	-increase efficiency and productivity in the product diversifying and procurement processes. -learn on pooling of resources and utilization.
		P2	adequate			
		P1	adequate			
Knowledge and skills on Livestock	<i>Possess sound knowledge on specific subject matter for</i>	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			



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specific subjects.	<i>technical guidance to enhanced livestock production</i>					
	<i>Exhibit passion for the particular field (subject matter) to provide timely intervention</i>	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	<i>Train subject matter specialists for specific field requirement for enhanced livestock production</i>	P4	Inadequate	Not specialized on particular subject	Class room training	Be competent in a particular subject matter
		P3	Inadequate	Not specialized on particular subject	Class room training	Be competent in a particular subject matter
		P2	Adequate			
		P1	adequate			
	<i>Provide timely advice/solutions to field-based problems mitigations</i>	P4	Inadequate	Not able to properly tackle field issues and problems	Coaching/mentoring	Promptly tackle field issues and problems
		P3	Adequate			
		P2	adequate			
		P1	Adequate			



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Fostering and adoption skills	Exhibit willingness to interact, learn and develop new ideas, methods and procedures for life-long learning and self-growth	P4	Inadequate	Lack of exposure	OJT/ field trips/coaching	Be able to innovate new ideas promptly
		P3	Inadequate	Lack of exposure	OJT/ field trips/coaching/mentoring	Be able to transform ideas into practice
		P2	Adequate			
		P1	Adequate			
	Exhibit leadership qualities to collaborate with different entity for effective technology adoption	P4	Inadequate	Lack of experience to lead	Coaching /mentoring	Garner good leadership qualities
		P3	Inadequate	Lack of experience to lead	Coaching /mentoring	Be able to lead teams to fulfilment of set goals
		P2	inadequate	Lack of experience to lead	Coaching /mentoring	Be able to lead teams to fulfilment of set goals
		P1	adequate			
	Possess effective communication skills for technology dissemination	P4	Inadequate	Lack of field experience	Coaching /mentoring	Effectively communicate and disseminate new ideas and technologies
		P3	Adequate			



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		P2	adequate			
		P1	adequate			
	Assess field problems and provide timely interventions and mitigation measures	P4	Inadequate	Lack of field experience	Coaching /mentoring	Promptly tackle field issues and problems
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Creativity and innovation skills	Apply innovative ideas for further enhance policies and implementation strategies	P4	Inadequate	Lack of exposure	Exposure visits/field trips/OJT	Innovative ideas
		P3	Inadequate	Lack of experience	Exposure visits/field trips/OJT	Innovate technologies and be able to replicate
		P2	Adequate			
		P1	Adequate			
	Adapt and apply latest technologies	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Explore and assess different technologies for adoption	P4	Inadequate	Lack of exposure	Exposure visits/field trips/OJT	Be aware
		P3	inadequate	Lack of exposure and experience	Exposure visits/field trips/OJT/coaching/mentoring	Able to assess different technologies
		P2	inadequate	Lack of exposure and experience	Exposure visits/field trips/OJT/coaching/mentoring	Be able to recommend suitable



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						technologies for adoption
		P1	adequate			
	Innovate new ideas and perspectives using latest IT skills for better performance to and generate	P4	inadequate	Lack of exposure and experiences on use of artificial intelligence (AI)	Class room training/ Exposure visits/field trips	Be aware on use of AI
		P3	inadequate	Lack of exposure and experiences on use of advance AI for livestock development	Class room training/ Exposure visits/field trips	Be able to use advance AI for livestock development
		P2	inadequate	Lack of exposure and experiences on use of advance AI for livestock development	Class room training/ Exposure visits/field trips	Be able to use advance AI for livestock development
		P1	inadequate	Lack of exposure and experiences on use of advance AI for livestock development	Class room training/ Exposure visits/field trips	Be able to use advance AI for livestock development
Training needs assessment	Recognize current and future knowledge gaps	P4	Inadequate	No prior trainings attended	Classroom training	Conducts appropriate TNA Determines knowledge gaps



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	of relevant stakeholders and provide opportunities and suitable environment for better management	P3	Inadequate	No prior trainings attended	Classroom training	Conducts appropriate TNA Determines knowledge gaps
		P2	Inadequate	No prior trainings attended	Classroom training	Conducts appropriate TNA Determines knowledge gaps
		P1	Adequate			
	Develop and impart relevant capacity building programs for professional development	P4	Inadequate	Lack of knowledge and practical skills	Classroom training	Avail training to train the trainers
		P3	Inadequate	Lack of knowledge and practical skills	Classroom training	Avail training to train the trainers
		P2	Inadequate	Lack of knowledge and practical skills	Classroom training	Avail training to train the trainers
		P1	Adequate			
	Use appropriate training tools and approaches for effective learning process	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Assess and propagate relevant success stories from the field to enhance existing	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			



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	knowledge and skills					
Coaching and mentoring skills	Provide timely training programs for livestock professionals to efficiently train farmers (ToT)	P4	Inadequate	Insufficient knowledge and skills	Classroom training	Deliver effective farmers trainings
		P3	Inadequate	Insufficient knowledge and skills	Classroom training	Deliver effective farmers trainings
		P2	Inadequate	Insufficient knowledge and skills	Classroom training	Deliver effective farmers trainings
		P1	Inadequate	Insufficient knowledge and skills	Refresher	Deliver effective farmers trainings
	Train relevant stakeholders on certain skill sets for enhance abilities of livestock professionals	P4	Inadequate	Inadequate knowledge and skills	OJT	Impart livestock management skills
		P3	Inadequate	Inadequate knowledge and skills	OJT	Impart livestock management skills
		P2	Adequate			
		P1	Adequate			
	Mentor colleagues and relevant stakeholders to enhance their	P4	Inadequate	Lack of mentoring skills	Coaching/Mentoring	Enhanced mentoring ability
		P3	Inadequate	Lack of mentoring skills	Coaching/Mentoring	Enhanced mentoring ability
		P2	Adequate			



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	competency and professional development	P1	Adequate			
	Mentor individual livestock farmers on enterprise development for efficient management of livestock businesses	P4	Inadequate	Insufficient enterprise development knowledge and skills	Classroom training	To enhance livestock entrepreneurship
		P3	Inadequate	Insufficient enterprise development knowledge and skills	Classroom training	To enhance livestock entrepreneurship
		P2	Adequate			
		P1	Adequate			

ROLE 2: PRODUCTION STRATEGIST

Key Competencies	Behavior Indicators	Position Level	Current Performance (Adequate or Inadequate)	Likely Reasons for Inadequacy	Methods of Interventions (Classroom training/OJT/Mentoring/Others-Specify)	Learning Objectives
Technical Knowledge and Production Effectiveness	Displays good knowledge in production, conservation, management and related	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			



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areas of livestock farming	Analyzes the changes in trends, current scenario and future needs for development of comprehensive master plan for livestock sector.	P4	Inadequate	-Mismatch of study area and work place -Lack of intensive orientation program	-Mentoring -orientation -study tour -OJT	-Learn and familiarize on Bhutanese livestock farming system -provide efficient technical assistance to the beneficiaries - right skill in right job
		P3	Inadequate	-Lack of knowledge and skills in specific subject -lack of expertise guidance and SOPs	-In and ex country long term training -Mentors	-Subject specialization to provide better and result oriented services.
		P2	Inadequate	-lack of specific technical knowledge -lack of expertise on latest technologies	-In and ex country long term training -Mentoring -study tour /world livestock expo and conferences	-learn and familiarize on latest livestock technology. -
		P1	Adequate			
	Effectively applies technical and operational expertise in planning and	P4	Inadequate	-Insufficient knowledge on good management practices	-in-ex-country short course training -workshop/conferences	-Achieve desired level of knowledge on specific subjects. -Exchange of ideas and experiences on



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	development of good research, development and operational plans.					good livestock management practices.
		P3	Inadequate	-Not enough knowledge and experiences required to apply technical knowledge to carry out job responsibilities and solve issues in livestock management	- short and long-term training -workshop/conferences -OJT	To enhance the task related intellectual capacity on livestock management.
		P2	Inadequate	Lack of knowledge on developing livestock management guidelines. -limited knowledge on addressing complex issues/problems.	-short term training -workshop/conferences	-To develop operational standard livestock management guidelines. -Capacity development of individuals to address the complex issues.
		P1	Adequate			
	Collaborates with relevant stakeholders,	P4	Adequate	-Enough knowledge to initiate collaboration and negotiation with	-Additional knowledge can be acquired through mentoring and working with senior colleagues	-To improve negotiation skills



	seeks feedback and modifies the plan as per practical requirement.			stakeholders in input production		
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Innovative, Proactive and Creative	Engages in development of new livestock technologies for optimum production.	P4	inadequate	-lengthy process for development of livestock technologies. -limited resources and supports	-workshop/conferences -short term training	-Refine and upgrade knowledge on developing livestock technologies. -implements innovative plan and process for efficient utilization of resources. -To harness maximum outputs with minimum inputs.
		P3	Inadequate	-Insufficient technical knowhow or expertise on developing new livestock technologies.	-short term courses on specific subjects. -OJT	-To improve technical knowhow and skills and understanding of technologies, policy to introduce new technologies.
		P2	adequate			
		P1	adequate			



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	Develops proposals and suggests on new livestock programs for the policy makers.	P4	inadequate	-lack of specific knowledge and skills -lack of motivation and initiatives. -lack of limited resources and support.	-short term trainings -Workshop/conferences -mentoring/coaching	-To improve the techniques and tools for proposal designing, evaluation, monitoring and assessment.
		P3	inadequate	-lack of specific knowledge and skills -lack of motivation and initiatives. -limited resources and support.	-short term trainings -Workshop/conferences -mentoring/coaching	-To improve the techniques and tools for proposal designing, evaluation, monitoring and assessment.
		P2	adequate			
		P1	adequate			
	Disseminates new technologies to beneficiaries for efficient utilization of resources.	P4	inadequate	-limited resources and support. -limited training opportunities	-mentoring/coaching -short term training	-effectively utilization of resources with optimum outputs. -strengthen and improve the skills.
		P3	inadequate	-limited resources and support. -limited training opportunities	-mentoring/coaching -short term training	-effectively utilization of resources with optimum outputs.



						-To improve the efficiency by using new technologies.
		P2	adequate			
		P1	adequate			
	Identifies and procures new technologies for product diversification.	P4	Inadequate	-lack of knowhow on product diversification and procurement procedures	-mentoring/coaching -OJT -short term training	-increase efficiency and productivity in the product diversifying and procurement processes. -learn on economical use of resources.
		P3	Inadequate	-insufficient knowhow on product diversification and procurement procedures.	-mentoring/coaching -OJT -short term training	-increase efficiency and productivity in the product diversifying and procurement processes. -learn on pooling of resources and utilization.
		P2	adequate			
		P1	adequate			
Knowledge and skills on advanced	Exhibit good technical knowledge to	P4	adequate			
		P3	inadequate	Inadequate knowledge and practical skills on	OJT and refresher course	Acquire in-depth knowledge in



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research methodologies	implement advanced research methodologies for improved livestock production.			design and implementation of advanced research methodologies		designing and implementation of advanced research methodologies
		P2	Inadequate	Inadequate knowledge and practical skills on design and implementation of advanced research methodologies	OJT and refresher course	Acquire in-depth knowledge in designing and implementation of advanced research methodologies
		P1	Adequate			
	Disseminate and communicate research outcomes to relevant stakeholders for enhanced livestock production.	P4	Inadequate	Inadequate practical skills	OJT and refresher course	Acquire in-depth communication skills for dissemination and propagation of research
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Acquire knowledge and skills on advanced research tools for quality research	P4	Inadequate	Inadequate knowledge on usage of analytical tools and software	Class room training	Able to use proper tools and software for data analysis
		P3	Inadequate	Inadequate knowledge on scientific research publication	Class room training	Able to publish scientific papers in reputed journals
		P2	Adequate			



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	Apply and adopt advance research methodologies to enhance livestock production	P1	Adequate			
		P4	inadequate	lack of experience in conducting advance research	Class room training	Able to understand advance research publications
		P3	inadequate	lack of experience in conducting advance research	Class room training	Able to assess and recommend effective research methods for implementation
		P2	inadequate	lack of experience in conducting advance research	Class room training	
		P1	adequate			
Written and verbal Communications	Confident, articulate and professional speaking abilities for diffusion of new ideas.	P4	Inadequate	limited platform to showcase and develop professional speaking skills -organizational goal prioritized more than personal development	- Create platform and opportunities to develop speaking skills - Training on professional speaking	- Will learn professional speaking skills -Build confidence to share and exchange ideas
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Engages in development of relevant proposals for promotion and	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			



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	in corporation of new livestock activities.					
	Provides research skills to peers and subordinates for	P4	Inadequate	- Most of the organizations are not research oriented - lack of research skills	- Exchange programs - Training	- will learn basic research skills
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Constantly seek ideas and suggestion from peers, subordinates and higher authorities for good decision making.	P4	Adequate	-		
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Good judgement and analytical skills	Associates with information technology and publication	P4	Inadequate	-Lacks knowledge on information technology and importance of	- short term training - IT mentors	- Will learn basic knowledge on IT skills



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	services for effective service delivery.			publication for the organization - IT skills not emphasized in most organizations - lack of IT facilities in most organizations		- Will emphasize more on result publications
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Investigates issues and develops logical solution for smooth functioning in an organization.	P4	Inadequate	Lacks adequate technical knowledge on livestock activities Lacks skills to investigate	- Mentoring OJT	Learn to identify basic problems Will be able to develop logical solution
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Compares facts and identifies the best solution for efficient decision making.	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Promotes critical thinking within the organization	P4	Adequate			
		P3	Adequate			
		P2	Adequate			



	for better analysis of problems and issues.	P1		Adequate				
ROLE 3: STRATEGIC PLANNER								
Key Competencies	Behavior Indicators	Position Level	Current Performance (Adequate or Inadequate)	Likely Reasons for Inadequacy	Methods of Interventions (Classroom training/OJT/Mentoring/Others-Specify)	Learning Objectives		
Teamwork building and communication skills	Displays effective two-way communication to disseminate and exchange ideas.	P4	Inadequate	Limited communication skills to express ideas in clear and concise manner Lacks oral and written skills Lack confidence	- Classroom training and coaching	-Will learn to express ideas in clear, concise and effective way both verbally and in written form - build confidence		
		P3	Adequate		-			
		P2	Adequate		-			
		P1	Adequate		-			
	Constantly involve in mobilizing, strengthening and reviving groups and cooperatives for	P4	Inadequate	-Lacks communication and intellectual skills - lacks leadership quality and interpersonal relationship building skills	- training - -classroom coaching	- Foster stronger relationship with the team - develops leadership quality		



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	collaborative development.			- Lack of concept, process and skills for forming group, cooperative and union.		-learns effective communication and professional speaking skills - learns skills and technique of group, cooperative and union formation.	
		P3	Adequate		-		
		P2	Adequate		-		
		P1	Adequate		-		
	Identifies relevant stakeholders for mobilization of resources.	P4	Adequate				
		P3	Adequate				
		P2	Adequate				
		P1	Adequate				
	Coordinate and initiate community development for sustainable development.	P4	Inadequate	-lacks knowledge in matrixes of sustainable goals - insufficient knowledge on coordination and initiation of community development for SDGs.	Trainings seminars	-learn how to plan for sustainable development of country - understand importance of SDG goals	
		P3	Adequate				
		P2	Adequate				



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		P1	Adequate			
Delegation and empowerment	Analyze and delegates new technologies to stakeholders for efficient service delivery.	P4	Inadequate	-Lack of knowledge on latest technologies - less support and resources from organization to adopt new technologies	-Training/workshop 1. - prioritization (new technologies over old ones)	-recognizes latest technologies to adopt -prioritize new technologies
		P3	Inadequate	- Resources and materials not readily available - Adoption of new technology is a lengthy process	- International collaborations made easy 1. Study tour to countries with newly adopted technologies	-Learn and implement new technologies efficiently
		P2	Adequate		1.	
		P1	Adequate		1.	
	Mentor peers on new ideas and empower subordinates with new technologies for good public service delivery.	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Delegates the tasks and empowers subordinates for the growth of an organization.	P4	Adequate			
		P3	Adequate			
P2		Adequate				
P1		Adequate				



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	Generates and supports new ideas to promote harmonious and cohesive working environment in an organization.	P4	Inadequate	<ul style="list-style-type: none"> - No clear and concise information on workplace environment - Inexperienced in dealing with working systems which include multiple organizations <p>Less knowledge on systematic flow of information in an organization</p>	<ul style="list-style-type: none"> - OJT - mentoring and coaching - internship/attachments 	<ul style="list-style-type: none"> - Learn about efficient office management - gains experience and skills in developing cohesive working environment
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Decision and Problem-solving capability	Takes decisive actions for solving the issues/problems in right time.	P4	Inadequate	<ul style="list-style-type: none"> -limited technical knowledge -lacks problem identification and solving capacity - limited resources and support - decision taking is a lengthy process and 	<ul style="list-style-type: none"> - Mentoring - OJT before placement -training 	<ul style="list-style-type: none"> - Learn to identify basic problems - Will be able to develop logical solution



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				involves systematic addressing		and take decision - ensure total quality management to avoid lapses
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Generates new ideas for building and development of public private partnership services.		P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Strives for work progress and welfare of the organization.		P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Influences and builds confidence in the team for encouragement and motivation to enhance the team performance.		P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
Finance management (Ability to plan and manage)	Plans and prepares financial mapping to achieve planned outputs and target.	P4	inadequate	- Lacks budgeting skills and management	- Training - OJT/attachment before placement	Acquire in-depth financial and budgeting, planning skills



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finance judiciously effectively).				- Financial planning skills		
		P3	Inadequate	- In experience and limited exposure	- Coaching and mentoring - Class room training	Acquire hands on training in financial and budgeting, planning skills
		P2	Adequate (Need attention)	Emotional/Motives (Limited skills on financial management)	Classroom training	Acquire in-depth financial management skills
		P1	Adequate (Need attention_	Emotional/Motives (Limited skills on financial management)	Classroom training	Acquire in-depth financial management skills
	Makes realistic compromises and avoids internal misuse of resources and corrupt practices.	P4	Adequate (Need attention)	Emotional/Motives (Ignorance of corrupt practice)	- Mentoring and Coaching	Built integrity and transparency working culture
		P3	Adequate (Need attention)	Emotional/Motives (Ignorance of corrupt practice)	- Mentoring and Coaching	Built integrity and transparency working culture
		P2	Adequate (need attention)	Emotional/Motives (Ignorance of corrupt practice)	- Mentoring and Coaching	Built integrity and transparency working culture
		P1	Adequate			
	Analyze current need and project future	P4	Inadequate	-Low confidence and ability to share expertise	-Short term and long-term trainings	Enhancement of knowledge and



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	budget assessment based on a sound financial judgement.			-No in-depth knowledge on finance	-Workshops and seminars	skills to next higher level
		P3	Inadequate	-Low expertise level	-Short term and long-term trainings -Workshops and seminars	Enhancement of knowledge and skills to next higher level
		P2	Adequate			
		P1	Adequate			
	Receives criticism and critical comments in positive manner and integrate in decision making and planning.	P4	Adequate (Need attention)	Emotional/Incentives (Lack of motivation)	- Mentoring/Training	Understands constructive criticism and interpretation and response.
		P3	Adequate (Need attention)	Emotional/Incentives (Lack of motivation)	- Mentoring/Training	Understands constructive criticism and interpretation and response.
		P2	Adequate (Need attention)	Emotional/Incentives (Lack of motivation)	- Mentoring/Training	Understands constructive criticism and interpretation and response.
		P1	Adequate (Need attention)	Emotional/Incentives (Lack of motivation)	- Mentoring/Training	Understands constructive criticism and



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						interpretation and response.
Human Resource Management (Ability to groom, manage and empower teamwork)	Creates conducive working environment, empower team and builds trust and confidence within subordinates.	P4	Inadequate	Lack of leadership skills and exposure.	Mentoring Training Workshop	To foster stronger relationship and cohesiveness in teams to achieve desired outcome
		P3	Inadequate	Lack of motivation	Mentoring Workshop	To foster stronger relationship and cohesiveness in teams to achieve desired outcome
		P2	Inadequate	Lack of motivation	Mentoring Workshop	To foster stronger relationship and cohesiveness in teams to achieve desired outcome
		P1	Inadequate	Inadequate personal to do task related work (Incentives)	Training workshop	To foster team spirit for achievement of common goal
	Assess critical human resource need and career development at	P4	Inadequate	Limited human resource planning skills and assessment techniques	- Training - OJT - Class room training	Acquire basic human resource planning skills



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	an individual level and organization as a whole.					and assessment techniques.
		P3	Inadequate	Limited human resource planning and assessment technique)	<ul style="list-style-type: none"> - Training - OJT - Class room training 	Acquire basic human resource planning skills and assessment techniques.
		P2	Inadequate	Limited experience and exposure	<ul style="list-style-type: none"> - OJT - Coaching and mentoring 	Acquire excellent skills on planning and assessment techniques.
		P1	Adequate			
	Acknowledges skills, experiences, ideas and contribution of team members and utilizes them in efficient manner.	P4	Inadequate	Lack of leadership knowledge and skills	Training workshop	To enhance leadership quality
		P3	Inadequate	Lack of leadership knowledge and skills	Training workshop	To enhance leadership quality
		P2	Inadequate	Lack of specific task related skills Lack of motivation	Training Workshop	To foster team spirit in specific task To maintain effective working relationship among stakeholders



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		P1	Adequate			
	Forecast technical and qualification need; plan and prepare career development program to upgrade and update knowledge and qualifications of the subordinates'.	P4	Inadequate	- Not equipped enough on interpersonal skills, knowledge and practical skills on human resource mapping and critical assessment	-short term training -workshop/conference	To build interpersonal skills, knowledge and practical skills on human resource mapping and management.
		P3	Inadequate	- insufficient interpersonal skills, knowledge and practical skills on human resource mapping and critical assessment	-short term training -workshop/conference	To build interpersonal skills, knowledge and practical skills on human resource mapping and management.
		P2	Adequate			
		P1	Adequate			
Situational Analysis, Logic and Reasoning		Conducts situation analysis, distinguish facts and opinions and gives appropriate recommendations and justifications.	P4	Inadequate	Lack of specific knowledge and skills Lack of motivation and initiative	Training on leadership Workshop Mentoring
	P3		Inadequate	Lack of task related skills	Training and workshop	To enable and analyze specific knowledge and skills



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		P2	Inadequate	Inadequate resources and supports	Training workshop	To enable and analyze specific knowledge and skills
		P1	Inadequate	Inadequate resources and supports	Training workshop	To enable and analyze specific knowledge and skills
Analyzes strength and weakness of technical capacity and device human resource development plans.		P4	Inadequate	Lack of task related skills and knowledge Inadequate resources and support	Training workshop	To analyze specific task related skills
		P3	Inadequate	Lack of task related skills and knowledge Inadequate resources and support	Training workshop	To analyze specific task related skills
		P2	Inadequate	Lack of task related skills and knowledge Inadequate resources and support	Training workshop	To analyze specific task related skills
		P1	Inadequate	Lack of task related skills and knowledge Inadequate resources and support	Training workshop	To analyze specific task related skills
		P4	Inadequate	Lack of task related skills and knowledge	Training Workshop Mentoring	To analyze specific task related skills
Displays quick and efficient analysis and reasoning capabilities.		P4	Inadequate	Lack of task related skills and knowledge	Training Workshop Mentoring	To analyze specific task related skills



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				Inadequate resources and support		
		P3	Inadequate	Lack of task related knowledge and skills Lack of resources and personnel	Training Workshop Self-learning	To enhance the ability to analyze for efficient planning
		P2	Inadequate	Lack of task related knowledge and skills Lack of resources and personnel	Training Workshop Self-learning	To enhance the ability to analyze for efficient planning
		P1	Inadequate	Lack of task related knowledge and skills Lack of resources and personnel	Training Workshop Self-learning	To enhance the ability to analyze for efficient planning
	Keeps in track about the changing trends, result/decision from situation analysis and accordingly modify the master plans.	P4	Inadequate	Lack of basic knowledge and skills	Training Workshop OJT Mentoring	Ables to remain focused on plans and activities.
		P3	Inadequate	Lack of specific task related knowledge and skills	Training Mentoring Workshop	Ables to remain focused on plans and activities.
		P2	Inadequate	Lack of task related skills Lack of human resources and support	Training Workshop Self-learning	Ables to remain focused on plans and activities.
		P1	Inadequate	Lack of personnel Lack of specific skills and knowledge	Training Workshop Self-learning	Ables to remain focused on plans and activities.



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Risk Assessment and Decision Making	Analyzes relevant facts, opinions and information thoroughly before making decisions.	P4	Inadequate	Lack of analyzing skills	Training Workshop	To analyze the basic facts and information
		P3	Inadequate	Lack of analyzing skills for critical data	Training Workshop	To equip to analyze critical data
		P2	Inadequate	Lack of analyzing complex data Limited resources and support	-Training -Workshop	To analyze and develop complex data for decision making
		P1	Inadequate	Lack of resources and support	Workshop	To develop clear agency objectives, plans and policies.
	Engages stakeholders in decision making process.	P4	Adequate			
		P3	Adequate			
		P2	Adequate			
		P1	Adequate			
	Makes effective decision even when information/instruction is unclear.	P4	Inadequate	Provide, delayed and ineffective decision which do not resolve demanding situations	-Training - Workshop	To ensure effective decision making
		P3	Inadequate	Provide, delayed and ineffective decision which do not resolve demanding situations	-Training - Workshop	To ensure effective decision making



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		P2	Inadequate	Provide, delayed and ineffective decision which do not resolve demanding situations Limited resources on task related skills and policies	-Training - Workshop	To ensure effective decision making
		P1	Inadequate	Provide, delayed and ineffective decision which do not resolve demanding situations Limited resources on task related skills and policies	-Training - Workshop	To ensure effective decision making
	Predicts, plans and anticipate next course of action.	P4	Inadequate	Lack of analytical skills Lack of resources and supports	Training workshop	To ensure analytical skills in planning
		P3	Inadequate	Lack of effective planning Lack of resources and support	Workshop	To make effective planning
		P2	Inadequate	Lack of Resources and Support	Workshop Training	To ensure effective delivery of plans and policy
		P1	Inadequate	Lack of Resources and Support	Workshop Training	To ensure effective delivery



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						of plans and policy
Long-term Planning	Keeps in track about past experiences, achievements and changing trends for long term planning of livestock activities.	P4	Inadequate	Limited knowledge on effective coordination planning	-OJT -Workshop -Mentoring	To perform effective livestock planning
		P3	Inadequate	Limited skills in proper planning and coordination. Limited resource and support	-Training - Workshop	To up-scale the proper planning and coordination skills
		P2	Adequate			
		P1	Adequate			
	Remains focused and aligns (integrates) ad-hoc plans (tasks) in accordance to master plans.	P4	Inadequate	Limited task-related skills, policies and procedures	-Training -workshop - Mentoring - Others (Disseminate policies, plans and programs)	To develop innovative plans to align ad-hoc plans
		P3	Inadequate	Limited task-related skills, policies and procedures	Training Workshop	To develop innovative plans to align ad-hoc plans
		P2	Adequate			
		P1	Adequate			



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	Understand the needs and scenario of producers and stakeholders in value chains.	P4	Inadequate	Limited skills in value chain situation of stakeholders	Workshop Training Exposure	To equip with basic value chain scenario
		P3	Inadequate	Lack of role specific knowledge and skills	Workshop Training Exposure	To enhance the knowledge and skills on value chain for livestock
		P2	Inadequate	Lack of specific knowledge and skills	Workshop Training	To enhance the knowledge and skills on value chain for livestock
		P1	Inadequate	Lack of policy and procedure s Limited resources and support	Training Workshop	To develop clear policy on value chain
	Prepare holistic strategies (social, technical, economic and environmental) for enhancement of livestock farming.	P4	Inadequate	Limited knowledge and skills to prepare economic and environment of livestock farming	Training Workshop Exposure	To prepare holistic strategies of economic and environment
		P3	Inadequate	Lack of task related skills	Training workshop	To establish holistic strategies on related task

		P2	Inadequate	Lack of task related skills	Training workshop	To establish holistic strategies on related task
		P1	Inadequate	Lack of policy and procedures	Workshop	To develop and validate policy in related task

9.5 Annexure V: Training Plan for LPOs in all Proficiency Levels

A. Mode of Intervention: Formal Classroom Training (In-country & Ex-country)

Type of Training (Priority)	Target Group	Number of Participants	Training Description	Training Provider	Cost (BTN Million)
Specialization Courses in Poultry	P4-P2	5	Hatchery & Breeding management	India	2.500
		10	Poultry value chain and marketing	India	1.150
		10	Standardization of poultry and poultry products	India	0.700
		5	Poultry nutrition and feedings – Alternate feeding/conventional feeding system to minimize cost of production	India	0.575
		20	Poultry research methodologies and intervention technologies	DoL (In-country)	1.300
Specialization Courses in Dairy	P4-P2	20	Advanced Artificial Insemination technology	India	1.300
		30	Dairy post-production management	India	3.420

		5	Embryo Transfer (ET) Technology	India	0.570
		10	Dairy product processing	India	1.140
		5	Dairy Value chain	India	0.575
		10	Clean milk production	India	1.140
		10	Product testing and standard formulation	India	1.140
		20	Dairy animal and herd health management	DoL (In-country)	1.300
Specialization Courses in Piggery	P4-P2	10	Advanced piggery management	India	1.140
		10	Piggery AI technology	India	1.140
		10	Pig breeding management	India	1.140
		20	Piggery herd health management	India	1.300
		10	Piggery Post-production	India	1.140
		5	Piggery Value chain	India	0.575
Specialization Courses in Fishery	P4-P2	10	Advanced Breeding management	India	0.700
		10	Post-production management	India	1.140
		10	Aquaponics technology	India	1.140
		5	Fishery Value chain	India	0.575
		10	Fishery diseases and health management	India	1.140
Specialization Courses in Goat/Sheep Husbandry	P4-P2	5	Post Production management, General herd health management	India/DoL (In-country)	0.350
Specialization Courses in Horse	P4-P2	5	Equestrian training, Horse breeding and management	India	0.350
Specialization Courses in Bee Keeping	P4-P2	10	Advanced Bee keeping management	India	0.800



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Specialization Courses in Yak Husbandry	P4-P2	10	Advanced Yak Husbandry	India	0.800
Specialization in Animal Nutrition	P4-P2	10	Laboratory analysis	India	1.140
		10	Rangeland management	India	0.800
		20	Feed Formulation	India	1.300
Study tour for Climate smart livestock farming	P4-P1	20	Climate resilient farm technologies	India	1.600
Study tour Organic Livestock Farming	P4-P2	20	Organic livestock farming practices	India	1.600
Research analytical methods and tools	P4-P1	30	Proposal and report writing	DoL (In-country)	0.680
		30	Statistical and analytical tools (Python, SPSS, R Stat, SAS)	DoL (In-country)	0.680
Extension material development (EMD) training	P4-P1	25	Development of posters and leaflets for information dissemination	India	0.600
Leadership management	P2-P1	20	Leadership qualities	RCSC	0.400
Mentoring and Coaching skills	P2-P1	20	Mentoring and coaching	RCSC	0.400
ICT Training	P4-P2	10	Online database management	Athang (In-country)	0.5
Project Management	P3-P1	10	Short courses on project management	India	1.300
Human resource Management	P1-P4	10	Mentoring and Coaching/short training	IMS/RCSC	1.500
Socio-economic tools	P4-P2	10	Cost of production analysis, cost benefit analysis	In-country (FITI)	0.500
Financial Management and Planning	P1-P4	25	Preparation of budget/forecasting and financial management	FITI	2.500


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Training on Arc GIS	P4-P1	20	Application of GIS in livestock development	UWICE (In-country)	1.000
Sensitization Workshop (4 Regional Offices of DoL)	800+	800+	Sensitization on CBF, Livestock Acts, Financial rules & regulations, annual budgeting, policies and strategies	DoL	1.500
SUB-TOTAL (BTN Million)					48.240

B. Mode of Intervention: On Job Training						
Type of Training (Priority)	Target Group	Number of Participants	Training Description	Training Provider	Cost (BTN Million)	
General Orientation Programme for new recruits	P4	2	Dairy	DoL	0.078	
		2	Poultry	DoL	0.078	
		2	Piggery	DoL	0.078	
		2	Fishery	DoL	0.078	
		2	Animal Nutrition	DoL	0.078	
		2	Animal Health	DoL	0.078	
		2	Highland	DoL	0.078	
SUB-TOTAL (BTN Million)					0.546	
GRAND TOTAL (BTN Million)					48.786	

9.6 Training Needs Analysis (Long-term Training)

Course Title	Level of Training	Priority			Total Slots
		Immediate (2020-2021)	Medium (2022-2023)	Long term (2023+)	



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Master's in poultry economic and value chain management	Master	1	1	2	4
Master's in Animal Genetics and Breeding (Embryo transfer technology and Cloning)	Master/PhD	0	1	2	3
Master's in Pig Genetics and Reproduction	Master	1	1	2	4
Master's in Fishery disease and health management	Master	1	1	1	3
Master's in sustainable rangeland and pasture management	Master	1	1	2	4
Master's in small ruminant (Sheep and Goat)	Master	1	1	1	3
Total		5	6	10	21