

No. T-16017/51/2020-iGOT
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel & Training
(Training Wing)

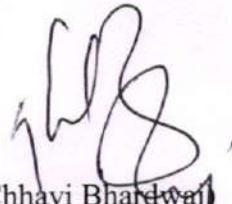
Block-IV, 3rd Floor, Old JNU Campus
New Delhi-110067
Dated the 29th April, 2025

OFFICE MEMORNDUM

Subject: Minutes of the Third Meeting of the Cabinet Secretariat Coordination Unit (CSCU) setup under the National Programme for Civil Services Capacity Building (NPCSCB) - Mission Karmayogi.

The undersigned is directed to enclose herewith the Minutes of the third Meeting of the Cabinet Secretariat Coordination Unit, held under the Chairmanship of Cabinet Secretary on **9th April, 2025** in the **Committee Room, Cabinet Secretariat, Rashtrapati Bhawan, New Delhi**, for kind information and necessary action.

Encl: As Above


(Chhavi Bhardwaj)
Joint Secretary to the Govt. of India
Tel: 011- 26706311

To:

1. The Cabinet Secretary, Cabinet Secretariat, Rashtrapati Bhawan, New Delhi.
2. Prime Minister's Office, (Kind Attn: Sh. C. Sridhar, Jt. Secy), South Block, New Delhi.
3. The Secretary, D/o Revenue, North Block, New Delhi.
4. The Secretary, M/o Home Affairs, North Block, New Delhi.
5. The Secretary, (Coordination), Cabinet Secretariat, Rashtrapati Bhawan, New Delhi.
6. The Secretary, Department of Expenditure, North Block, New Delhi.
7. The Secretary, D/o Personnel & Training, North Block, New Delhi.
8. The Secretary, D/o Higher Education, Shastri Bhawan, New Delhi
9. The Secretary, M/o Environment, Forest & Climate Change, Indira Paryavaran Bhawan, New Delhi.
10. Shri Adil Zainulbhai, Chairman, Capacity Building Commission (CBC), Jawahar Vyapar Bhawan, Janpath, New Delhi.
11. Ms. Alka Mittal, Member (Administration), Capacity Building Commission (CBC), Jawahar Vyapar Bhawan, Janpath, New Delhi.
12. Dr. R. Balasubramaniam, Member (HR), Capacity Building Commission (CBC), Jawahar Vyapar Bhawan, Janpath, New Delhi.
13. The Chief Executive Officer (CEO), Karmayogi Bharat, 7th Floor, Parsvnath Capital Tower, Bhai Vir Singh Marg, Sector 4, Gole Market, New Delhi.
14. The Secretary, Capacity Building Commission (CBC), Jawahar Vyapar Bhawan, Janpath, New Delhi.

Copy to:

Ms. Kavita Singh, Joint Secretary, Cabinet Secretariat, Rashtrapati Bhawan, New Delhi - 110001.

Minutes of Meeting

Subject: Third Meeting of the Cabinet Secretariat Coordination Unit (CSCU)

The third meeting of the Cabinet Secretariat Coordination Unit (CSCU), constituted under the National Programme for Civil Services Capacity Building (NPCSCB), was chaired by the Cabinet Secretary on 9th April, 2025 at 3 p.m. in the Committee Room, Cabinet Secretariat, New Delhi. The list of participants is at **Annexure I**.

2. Secretary (Personnel) welcomed all the participants and gave a brief overview about the National Programme for Civil Services Capacity Building (NPCSCB) and the progress made so far. Joint Secretary (JS, Training) made a brief presentation on the subject (**Annexure II**).

2.1 Cabinet Secretary appreciated the introduction of 51 courses by reputed academic institutions available on various EdTech platforms with financial support from Department of Personnel and Training (DoPT). He observed that external courses on specific subjects may supplement existing courses on iGOT until quality in-house courses are developed. He also advised that care should be taken while selecting international courses to ensure that they are in sync with our socio-cultural ethos. Also, courses only from certified training institutions may be on-boarded on iGOT.

2.2 Some role based specific courses such as, an induction course for Financial Advisors, CVOs etc. in the Ministries/Departments/Organizations (MDOs) may be formulated.

2.3 The action taken report on the key recommendations of the 2nd CSCU was presented. Chairman and Members of the Capacity Building Commission (CBC) presented the operational targets and the way forward for the mission and also sought the guidance/directions of the CSCU on certain matters.

3. A proposal for a Comprehensive Assessment Framework for employees was presented. As per the framework, successful completion of the courses will be evaluated based on an assessment comprising of 50 randomized questions from a Question Bank. All MDOs will identify 4-6 mandatory courses on behavioural, functional and domain competencies for employees at each level. A question bank would be prepared having around 250 questions on the identified courses. These level-specific standalone assessments would

have questions of higher difficulty level compared to the end of the course quiz/test associated with courses on iGOT.

3.1 A pilot with five MDOs - the Department of Personnel & Training (DoPT), Ministry of Home Affairs (MHA), Ministry of Railways (MoR), Department of Post (DoP), and Central Board of Direct Taxes (CBDT) has been started and necessary action to identify courses, preparation of question bank, testing etc is underway.

4. After detailed deliberations, the following recommendations were made:

- i) DoPT to exercise due care while selecting international courses to ensure that they are in sync with our socio-cultural ethos. Courses only from certified training institutions may be on-boarded on iGOT.
- ii) Comprehensive Assessment Framework is to be rolled out from the reporting period 2025-26 (corresponding to the APAR cycle of 2026-27). Based on the pilot being conducted, modalities for its implementation may be worked out, including changes in APAR rules, if required, and integration with SPARROW. DoPT to bring out a circular with detailed instructions for the roll out.
- iii) All MDOs to identify courses on iGOT for employees at each level (preferably from their Capacity Building Plans) as the annual target that gets reflected on "My iGOT" on their iGOT profile. All employees will have to mandatorily complete at least 50% of these courses and this will be reflected in the APARs from the reporting period 2025-26.
- iv) In order to finalise the National Capacity Building Plan (NCBP), DoPT may organise workshops with the Ministries/Departments to help them create plans with courses identified against domain competency for a role-based HR management.
- v) The HR Audit of five Ministries/Departments conducted by Capacity Building Commission (Department of Expenditure, Department of School Education & Literacy, Ministry of Development of North Eastern Region, Ministry of Tribal Affairs, and Department of Agriculture & Farmers Welfare) may be examined. The findings may be presented to Cabinet Secretary and thereafter DoPT may take appropriate follow up action.

- vi) The monographs on "History of Capacity Building Reforms in India" and "Measuring Performance" prepared by CBC may be duly examined by DoPT in consultation with all concerned and suitable decision regarding release may be taken.
- vii) CBC may develop some role based specific courses such as, an induction course for Financial Advisors, CVOs etc.
- viii) The funding model for the SPV- Karmayogi Bharat to be worked out in consultation with the Department of Expenditure. State governments may not be charged for on boarding and usage of iGOT portal for the courses available free of cost.
- ix) DoPT may formulate modalities for supporting the CTIs to emerge as Global Schools of Governance, with focus on training.

The meeting ended with a vote of thanks to all the participants.

List of Officers present

1. Ms. Vandana Gurnani, Secretary (Coordination), Cabinet Secretariat
2. Shri Manoj Govil, Secretary, D/o Expenditure
3. Ms. Rachna Shah, Secretary, D/o Personnel & Training
4. Shri Vineet Joshi, D/o Higher Education
5. Shri Tanmay Kumar, Secretary, M/o Environment, Forest & Climate Change
6. Shri Adil Zainulbhai, Chairman, Capacity Building Commission
7. Ms. Alka Mittal, Member (Admin), Capacity Building Commission
8. Dr. R. Balasubramaniam, Member (HR), Capacity Building Commission
9. Shri Piyush Goyal, Additional Secretary, M/o Home Affairs
10. Shri C. Sridhar, Joint Secretary, PMO
11. Ms. Kavita Singh, Joint Secretary, Cabinet Secretariat
12. Ms. Chhavi Bhardwaj, Joint Secretary (Trg.), D/o Personnel & Training
13. Shri Shyama Prasad Roy, Joint Secretary, Capacity Building Commission
14. Ms. Mrunmai Shashank Joshi, Deputy Secretary, Cabinet Secretariat
15. Shri Kumar Abhinav, Deputy Secretary, D/o Personnel & Training

Cabinet Secretariat Coordination Unit

National Programme for Civil Services
Capacity Building

3rd Meeting - April 9, 2025





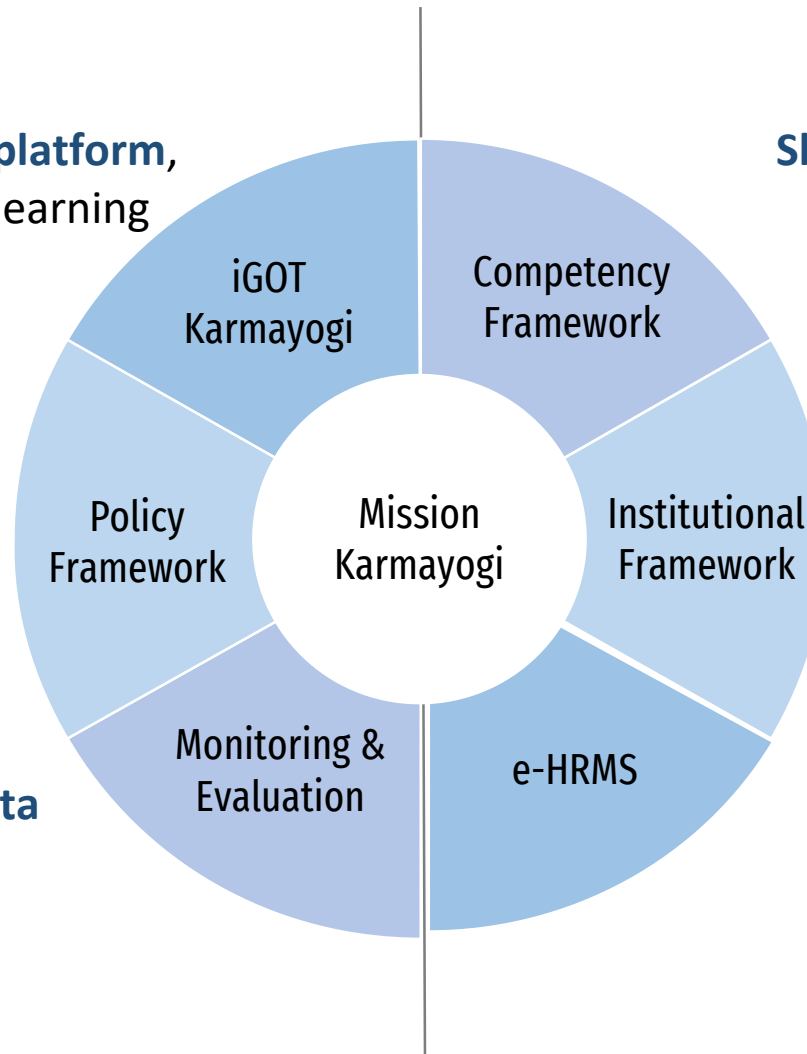
Meeting Agenda

- 01 Background & Progress so far
- 02 Action Taken Report
- 03 Comprehensive Assessment Framework
- 04 Way Forward

Large scale comprehensive learning platform, enabling online, offline and blended learning

Enabling policies to upgrade & harmonize capacity building

Continuous performance analysis, **data driven goal-setting and real time monitoring**

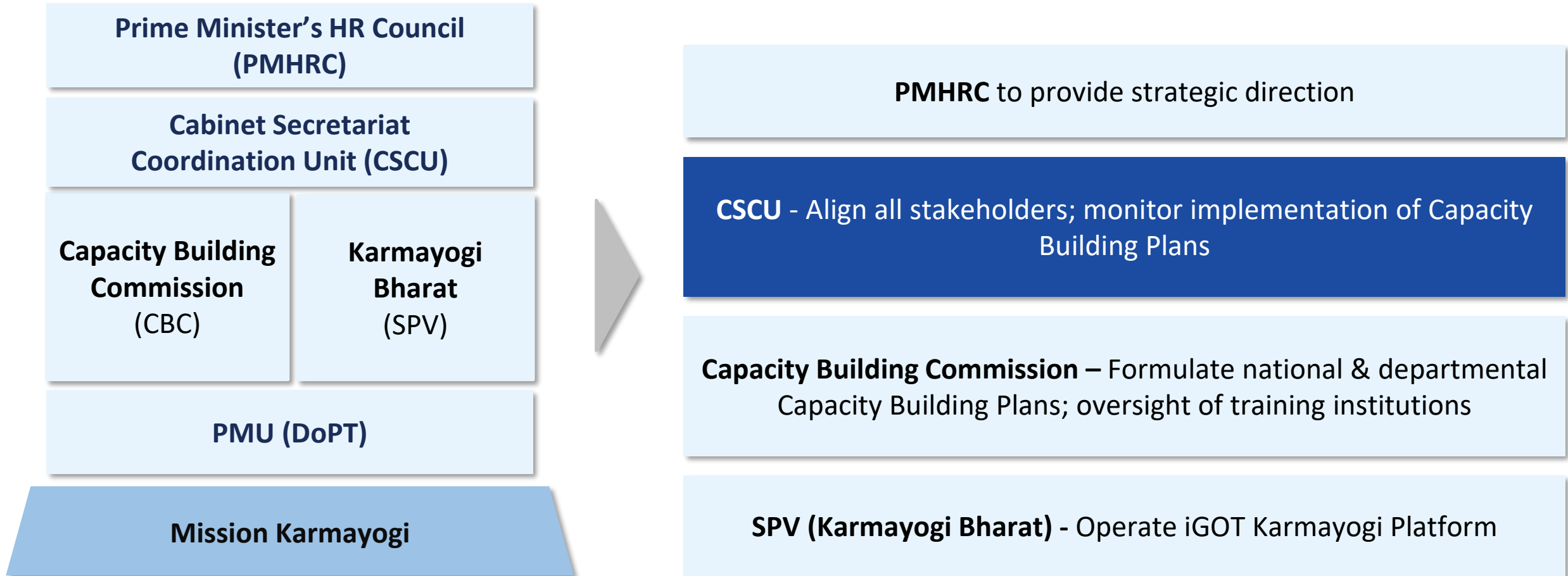


Shift from Rule to Role with the indigenous competency framework

Functional Institutions created for Targeted Action

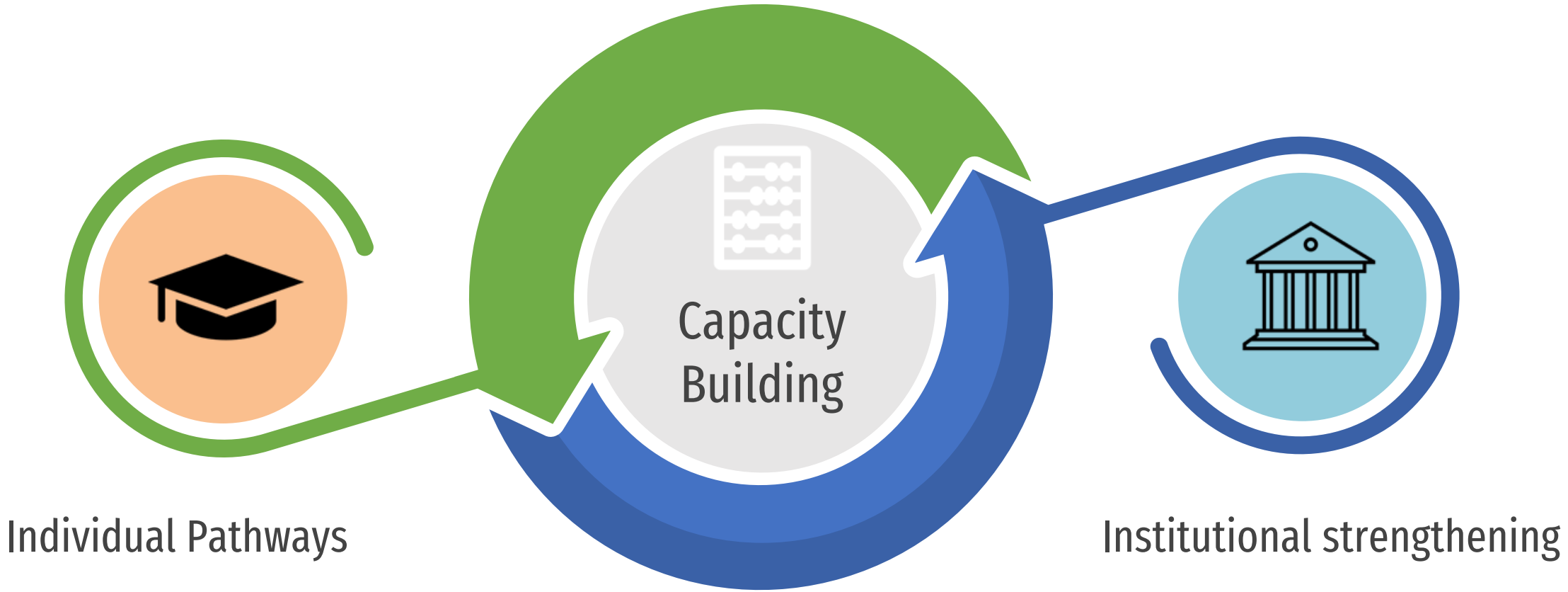
Strategic HR Management through integration with e-HRMS

Mission Karmayogi – Institutional Structure



Status: CSCU constituted on Jan-2023; last meeting held on 6th Oct 2023

Mission Karmayogi - Capacity Building Landscape



Individual Pathways

Transforming Governance with Role-Specific Training Aligned to Viksit Bharat Goals

Level 1

Basic short duration courses on iGOT

- By March'27
 - 3 crore govt officials
 - 3000 domain courses
 - 1000 courses in Hindi and regional languages

Level 2

Short Term Role-Specific courses organized by M/Ds

- [27 themes](#) identified
- 300 programs by March'27
 - Reimbursement available for [51 online courses](#) (FY 25-26)
 - [42 role-specific IST programs](#) during FY 25-26

Level 3

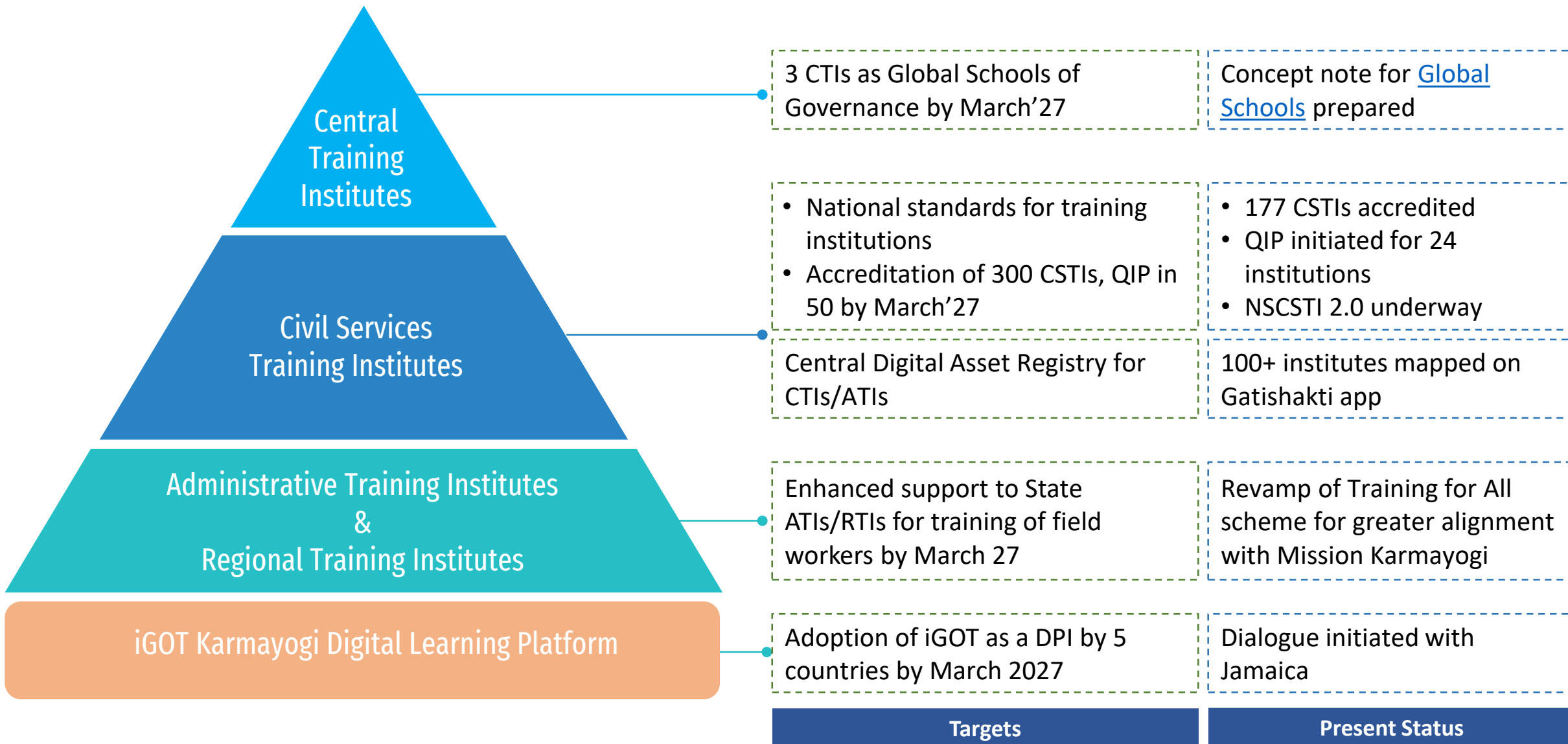
Long-term Training Programs on domains of strategic importance

- LTDPs on [13 themes](#) by institutions of repute
- 50 programs by March'27
 - [15 LTDPs](#) (FY 25-26); 11 new from 6 institutions

Theme specific workshops with national/international domain experts
([6 Workshops](#) planned in FY 25-26)

Institutional Strengthening

Building World-Class Institutions for Agile and Future-ready Civil Service



Progress so Far

Enabling Ecosystem for Capacity Building



iGOT Achievements



90 Lakhs+

Registered Users



93

Onboarded M/Ds



2000+

Courses



2.8 Crore+

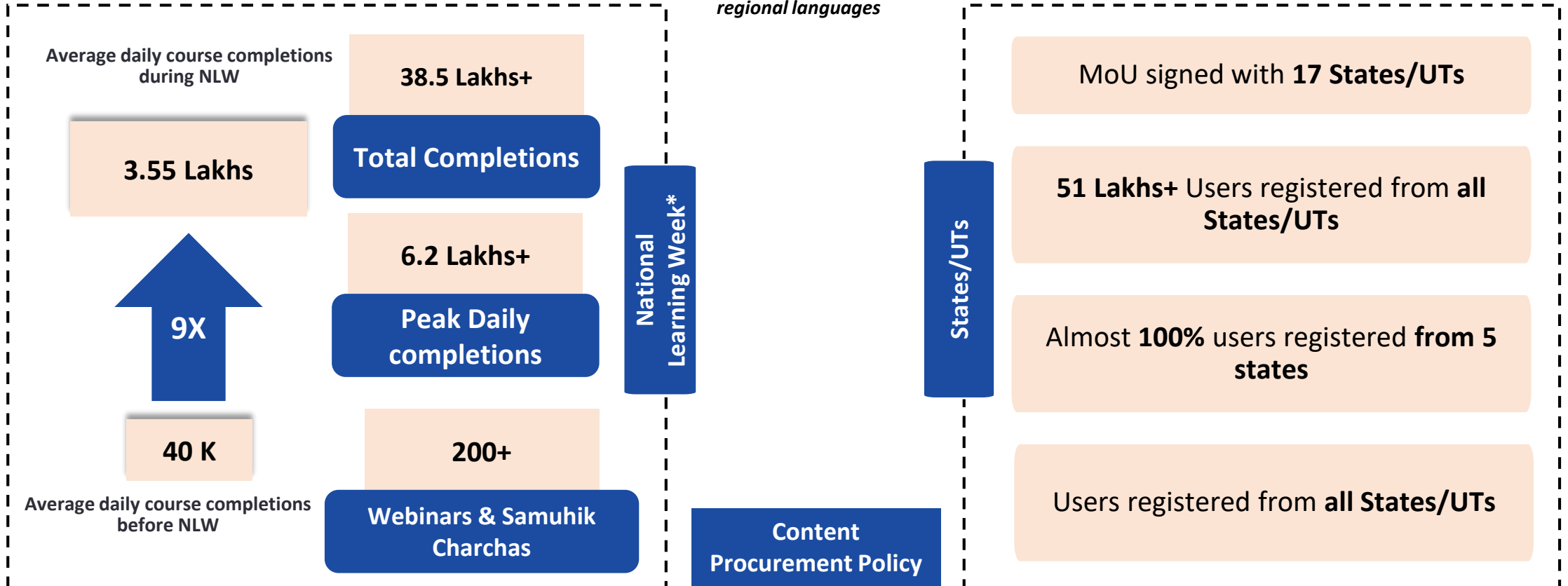
Course Completions



81

ACBP Live

334 in Hindi & other regional languages



Action Taken Report

Action Taken Report

#	Recommendations made in the meeting	Action Taken
1.	DoPT and SPV Karmayogi to ensure that all M/Ds are onboarded on iGOT	<ul style="list-style-type: none">• All 93 Central Ministries / Departments have been onboarded on iGOT• 93 CBUs constituted• 4 reviews conducted with CBUs in 2024-25
2.	CBC to develop 'Know Your Ministry' module as induction training material for all M/Ds on iGOT	<ul style="list-style-type: none">• KYM of 25 Ministries/Departments is live.• 45 in advance stages of development
3.	M/Ds to identify domain competencies with CBC and onboard relevant courses on iGOT	<ul style="list-style-type: none">• 174 Domain competencies mapped• To incentivize M/Ds to curate domain courses with respective CSTIs, a Ranking System has been developed

Action Taken Report

#	Recommendations made in the meeting	Action Taken
4.	CBC to assess accredited CSTIs and provide recommendations to M/Ds for improvement	<ul style="list-style-type: none">• Committee formed to give recommendations based on the study of 6 CSTIs• Recommendations of the committee shared with all CCAs and respective CTIs
5.	National Capacity Building Plan and Annual Report of Capacity Building Commission to be prepared	<ul style="list-style-type: none">• NCBP under preparation, first draft to be ready by July'25• Annual report of CBC part of the Annual Report of DoPT• Two Monographs soon to be released by MoS<ul style="list-style-type: none">- Measuring performance- History of civil service reforms
6.	SPV to provide access to iGOT dashboard to the Secretaries of M/Ds	<ul style="list-style-type: none">• MDO dashboard developed• Access available to CBUs to track department specific progress

Comprehensive Assessment Framework

Comprehensive Assessment Framework - Context

Objective

- To incentivize the uptake of courses on iGOT and set officers on the path of role specific learning

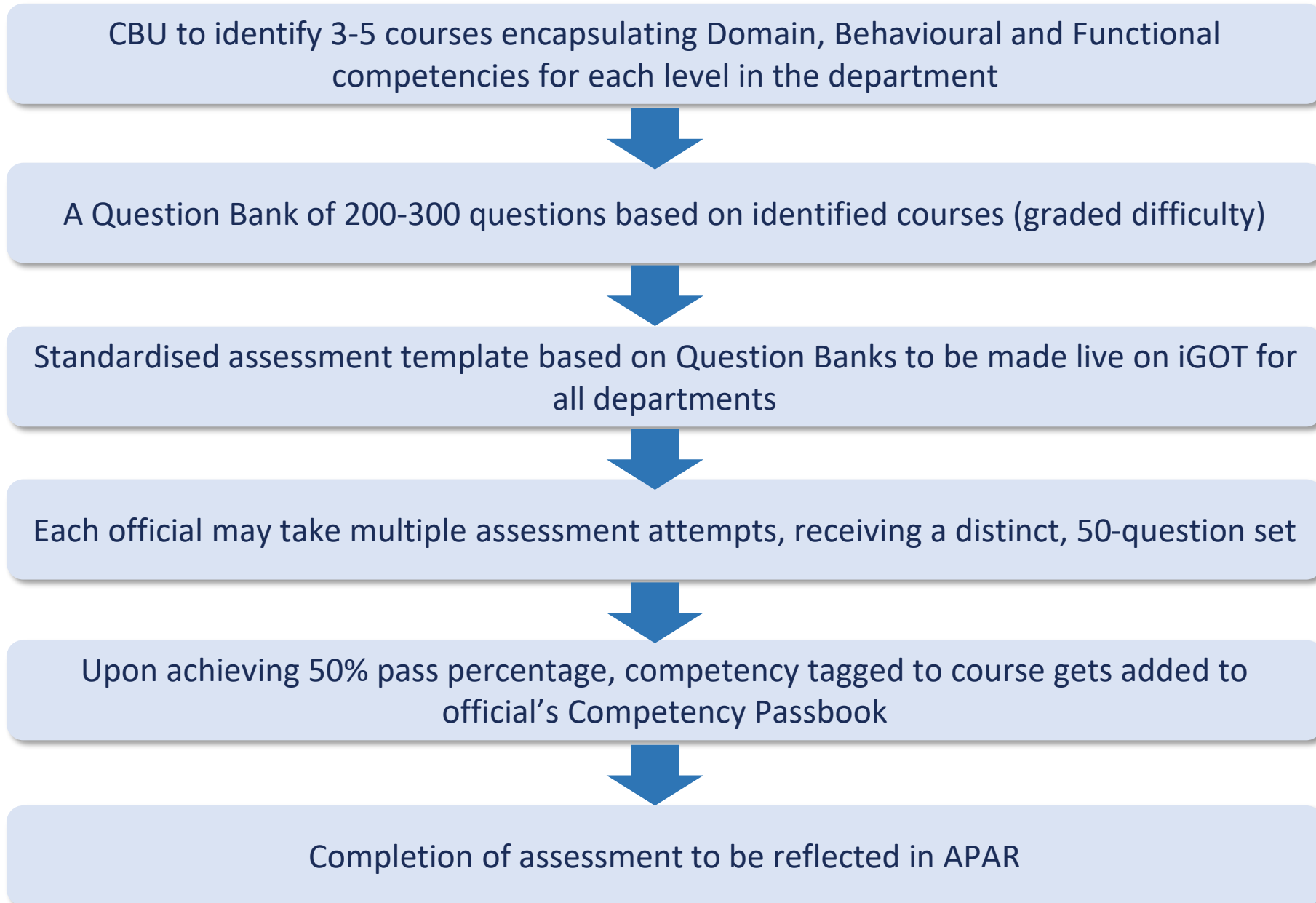
Modalities

- Every employee to undergo an annual assessment based on 3-5 mandatory courses identified by M/D specific to the employee's role/responsibility

Key Features

- Level 2 assessment
- Unlimited number of attempts
- Standardized pass grade requirement
- Assessment completion to be reflected as Yes/No in APAR

Process Flow



DoPT: Two standalone assessments of - one for Joint Secretary Level and above and the other for DS/Director level - are live with restricted access for testing purpose on iGOT

Ministry of Home Affairs: Courses identified for the pilot

Dept. of Posts: Question bank developed. Development of assessments underway

CBDT: Courses identified for the pilot

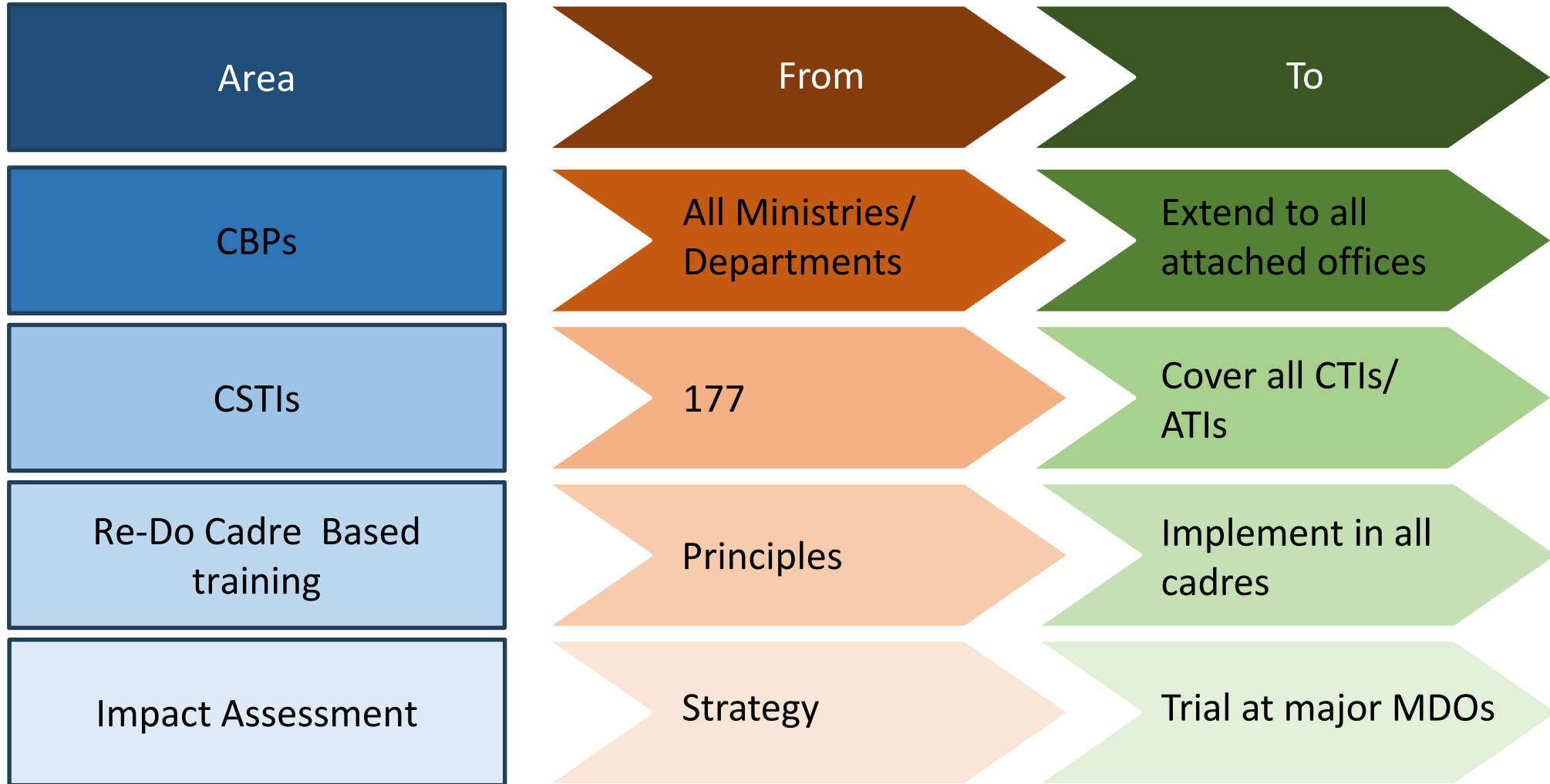
Ministry of Railways: Question bank shared with KB for commencement of testing

Way Forward

Operational Targets for the coming years - I

Area	From	To
CBPs	15% completion	100% completion
States Covered	17	36
Janseva Programme	7000 Employees	7,00,000 Employees
ULBs	7	Cover all states

Operational Targets for the coming years - II



Additional Points for Discussion



Draft NCBP to be presented by July 25

Setting up framework for Global Schools of Governance

Facilitating curation of content for domain courses for M/Ds

- Series of workshops for M/D, CSTI & Knowledge partners facilitated by CBC
 - Targeting 3000 domain courses by March'27
-

Creation of Content Marketplace on iGOT

Comprehensive Assessments to be made live for all M/Ds

Operationalization of subscription-based revenue model for iGOT

Additional Points for Discussion



Policy changes in APAR, Transfers, Competency Mapping

PMs HR Council and Global HR Summit

HR Audit for all Ministries

15-20 mandatory learning hours per year

Measuring performance

Thank You

Themes

S.No	Thematic Areas
1	Artificial Intelligence/Machine Learning in Governance
2	Competition Law/ Corporate law/ Contract Laws/ Arbitration
3	Cybercrimes and Cybersecurity
4	Data driven decision making using data analytics
5	Digital Governance & Emerging Technologies
6	Energy Sector in India- Towards Atma Nirbharta in Energy
7	Environment, Environmental Impact Assessment (development projects), Climate Change (preparedness), Green Mobility
8	Regulation and financial markets
9	International Trade and Commerce
10	Leadership, Communication, Decision Making in Public Governance
11	Project Management & Analysis; Project Appraisal
12	Public Financial Management
13	Strategic Negotiations

S.No.	Thematic Areas
14	Strengthening Public Health Systems
15	Urban Transport/Urban Finance/Urban Planning
16	Water Management/ Natural Resource Management, Blue economy
17	Climate resilient agriculture
18	Corporate Governance
19	Dealing with Financial Crimes
20	Fiscal Policy & Macroeconomic Management
21	Gender empowerment
22	Improving Quality of education in India
23	Infrastructure Financing/Project Finance & PPPs
24	Public Procurement & Contract Management
25	Start-up Ecosystem & Role of Government
26	Stress Management, Team Management & handling conflict
27	Transport, Logistics & Multi Modal integration



Themes

S.No	Thematic Areas
1	Public Policy & Governance
2	Advanced Data Analytics for Decision Making
3	Public Finance, Banking, and Insurance
4	Technology and Digital Transformation
5	Environment and Natural Resource Management
6	International Trade
7	Development Economics
8	Public Health
9	Urban Development/Urban Governance
10	Energy and Power
11	Human Resource Development
12	Leadership/Negotiation/Communication
13	Evidence for Public Policy



S.No.	Programmes offered	Name of the Institutes
1.	Public Policy & Sustainable Leadership	Xavier School of Management (Certification programme)
2.	Public Human Resources Management (PHRM)	Xavier School of Management (Certification programme)
3.	Senior Management Programme	IIM Ahmedabad (Certification programme)
4.	Development Economics and Public Policy	IIM Ahmedabad (Certification programme)
5.	1 Year Post Graduate Programme for Executive: Public Policy Management (PGPEX – PPM)	IIM Mumbai (PG Diploma)
6.	Public Finance Management	IIM Kozhikode (Certification programme)
7.	Digital Transformation Programme (DTP)	IIM Kozhikode (Certification programme)
8.	Strategic Leadership in Public Sector Governance	IIM Indore (Certification programme)
9.	Public Health Policy and Administration in Government Healthcare Initiatives	IIM Indore (Certification programme)
10.	Senior Leadership Programme	IIM Lucknow (Certification programme)
11.	Advance Programme for HR Management	IIM Lucknow (Certification programme)
12.	PGDM-PPM	MDI Gurugram (PG Diploma)
13.	Post Graduate Programme in Public Policy and Management	IIM Bengaluru (Masters Degree)
14.	Advanced Professional Programme in Public Administration (APPPA)	Indian Institute of Public Administration (IIPA) (Masters Diploma)
15.	Advanced Management Programme for Public Policy	ISB (Certification programme)

■ New Programme

■ Old Programme



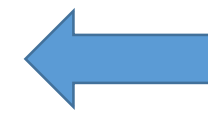
List of 51 Online Courses available on EdTech Platforms

S.No.	Courses	Provider	Theme	Duration	Fees	Competency Area	Competency Theme
COURSES AVAILABLE ON EDX (21)							
1	Introduction to Generative AI	IBM	Artificial Intelligence/Machine Learning in Governance	3 weeks	₹ 4,159	Functional	Digital Fluency
2	Data Analytics Basics for Everyone	IBM	Data driven decision making using data analytics	5 weeks	₹ 8,402	Functional	Data Analytics
3	Inclusive Growth	IMF	Data driven decision making using data analytics	24 weeks	₹ 2,058	Functional	Data Analytics
4	Agricultural Economics and Modelling Tools	Doane University	Digital Governance & Emerging Technologies	8 weeks	₹ 16,200	Domain	Data Mining and Modelling
5	Sustainable Cities	SDGAcademy	Energy Sector in India- Towards Atma Nirbharta in Energy	9 weeks	₹ 4,999	Domain	Sustainable Development
6	Digitalization of Intelligent and Integrated Energy Systems	Delft University of Technology	Energy Sector in India- Towards Atma Nirbharta in Energy	6 weeks	₹ 14,318	Domain	Emerging Technology Synthesis
7	Sustainable Energy	Massachusetts Institute of Technology	Energy Sector in India- Towards Atma Nirbharta in Energy	13 weeks	₹ 16,915	Domain	Sustainable Energy Infrastructure Design
8	Energy Economics and Policy	Massachusetts Institute of Technology	Energy Sector in India- Towards Atma Nirbharta in Energy	12 weeks	₹ 16,915	Domain	Economic Principles of Energy Markets
9	One Planet, One Ocean	SDG Academy	Environment, Environmental Impact Assessment (development projects), Climate Change (preparedness), Green Mobility	6 weeks	₹ 4,999	Domain	Climate-Resilient Development



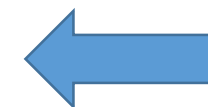
List of 51 Online Courses available on EdTech Platforms

S.No.	Courses	Provider	Theme	Duration	Fees	Competency Area	Competency Theme
10	Urban Rewilding: Restore Your Local Ecosystem	Wageningen University and Research	Environment, Environmental Impact Assessment (development projects), Climate Change (preparedness), Green Mobility	3 weeks	₹ 14,318	Domain	Sustainability Management
11	Sustainability in Action: Strategy to Practices for Greener Future	Seoul National University	Environment, Environmental Impact Assessment (development projects), Climate Change (preparedness), Green Mobility	8 weeks	₹ 4,575	Domain	Sustainability Management
12	Sustainable Trade	KU Leuven, Belgium	International Trade and Commerce	10 weeks	₹ 4,996	Domain	Sustainability Management
13	StanfordOnline: Principles of Economics	Stanford Online	International Trade and Commerce	10 weeks	₹ 4,234	Domain	Economic Analysis and Decision-Making
14	International Business Environment and Global Strategy	IIM, Bangalore	International Trade and Commerce	3 weeks	₹ 4,234	Functional	Marketing Strategy Development
15	Leveraging Urban Mobility Disruptions to Create Better Cities	Massachusetts Institute of Technology	Urban Transport/Urban Finance/Urban Planning	10 weeks	₹ 8,149	Domain	Innovation Management
16	MITx: Cities and Climate Change: Mitigation and Adaptation	Massachusetts Institute of Technology	Urban Transport/Urban Finance/Urban Planning	12 weeks	₹ 4,165	Domain	Climate-Resilient Development
17	MITx: Transformative Living Labs in Urban Climate Action and Transportation Planning	Massachusetts Institute of Technology	Urban Transport/Urban Finance/Urban Planning	6 weeks	₹ 4,250	Domain	Transport Management System Administration



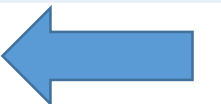
List of 51 Online Courses available on EdTech Platforms

S.No.	Courses	Provider	Theme	Duration	Fees	Competency Area	Competency Theme
18	Sustainable Soil Management: Soil for life	Wageningen University, Netherlands	Water Management/ Natural Resource Management, Blue economy	7 weeks	Free	Domain	Sustainability Management
19	Circular Economy: An Introduction	Delft University of Technology, Netherlands	Water Management/ Natural Resource Management, Blue economy	11 weeks	₹ 11,771	Domain	Waste management and Resource Efficiency
20	Circular Economy for a Sustainable Built Environment	Delft University of Technology, Netherlands	Water Management/ Natural Resource Management, Blue economy	6 weeks	₹ 4,234	Domain	Waste management and Resource Efficiency
21	Waste Management and Critical Raw Materials	Delft University of Technology, Netherlands	Water Management/ Natural Resource Management, Blue economy	6 weeks	₹ 14,312	Domain	Waste management and Resource Efficiency
COURSES AVAILABLE ON COURSERA (30)							
1	AI Strategy and Governance	University of Pennsylvania	Artificial Intelligence/Machine Learning in Governance	10 Hrs	₹ 6,646	Functional	Citizen Centricity
2	Leadership Strategies for AI and Generative AI Specialization	Fractal Analytics	Artificial Intelligence/Machine Learning in Governance	41 Hrs	₹ 8,244	Functional	Digital Fluency
3	Strategy and Game Theory for Management	IIM Ahmedabad	Competition Law/ Corporate law/ Contract Laws/ Arbitration	3 weeks	₹ 2,436	Behavioral	Strategic Leadership
4	Google Cybersecurity Professional Certificate	Google	Cybercrimes and Cybersecurity	165 Hrs	₹ 3,533	Domain	Cyber Security
5	Foundations of Cybersecurity	Google	Cybercrimes and Cybersecurity	14 Hrs	₹ 2,439	Domain	Cyber Security



List of 51 Online Courses available on EdTech Platforms

S.No.	Courses	Provider	Theme	Duration	Fees	Competency Area	Competency Theme
6	Fundamentals of Data Analytics in the Public Sector with R	University of Michigan	Data driven decision making using data analytics	1-3 Months	₹ 2,439	Functional	Data Analytics
7	Google Data Analytics Professional Certificate	Google	Data driven decision making using data analytics	190 Hrs	₹ 3,533	Functional	Data Analytics
8	Advanced Digital Transformation	IIM Ahmedabad	Digital Governance & Emerging Technologies	80 Hrs	₹ 8,244	Functional	Digital Fluency
9	Emerging Technology, Disruption, and AI	University of Illinois Urbana-Champaign	Digital Governance & Emerging Technologies	15 Hrs	₹ 2,439	Domain	Innovation Management
10	Global Energy and Climate Policy	University of London	Energy Sector in India- Towards Atma Nirbharta in Energy	1-3 Months	₹ 2,439	Domain	Climate Change Policy Design
11	Financial Management Specialization	University of Illinois Urbana Champaign	Regulation and financial markets	3 Months	₹ 4,963	Domain	Financial Statements Analysis
12	International Business Essentials Specialization	University of London	International Trade and Commerce	2 Months	₹ 12,366	Domain	Regulatory Compliance
13	Leadership Skills	IIM, Ahmedabad	Leadership, Communication, Decision Making & Ethics in Public Governance	46 hours	₹ 2,500	Behavioral	Strategic Leadership
14	Project Management: Professional Certificate	Google	Project Management & Analysis; Project Appraisal	6 Months	₹ 2,439	Functional	Project Management
15	Project Management and Planning Specialization	Johns Hopkins University	Project Management & Analysis; Project Appraisal	3 months	₹ 8,234	Functional	Project Management
16	Assisting Public Sector Decision Makers with Policy Analysis	University of Michigan	Project Management & Analysis; Project Appraisal	16 hours	₹ 4,117	Functional	Policy Architecture



List of 51 Online Courses available on EdTech Platforms

S.No.	Courses	Provider	Theme	Duration	Fees	Competency Area	Competency Theme
17	Managing Major Engineering Projects	Leeds University	Project Management & Analysis; Project Appraisal	2 Months	₹ 2,439	Domain	Business and Project Management
18	Financial Management Specialization	Duke University	Public Financial Management	2 months	₹ 8,234	Domain	Financial Statements Analysis
19	Negotiation, Mediation and Conflict Resolution Specialization	ESSEC Business School	Strategic Negotiations	36 hours	₹ 8,244	Behavioral	Collaborative Leadership
20	Successful Negotiation: Essential Strategies and Skills	University of Michigan	Strategic Negotiations	17 hours	₹ 2,500	Behavioral	Collaborative Leadership
21	Successful Negotiation: Essential Strategies and Skills	University of Pennsylvania	Strategic Negotiations	45 hours	₹ 8,244	Behavioral	Collaborative Leadership
22	Introduction to Negotiation: A Strategic Playbook for Becoming a Principled & Persuasive Negotiator	Yale University	Strategic Negotiations	33 hours	₹ 2,500	Behavioral	Collaborative Leadership
23	Health Informatics Specialization	John Hopkins University	Strengthening Public Health Systems	3 months (50 hrs)	₹ 8,244	Domain	Data Analytics and Information Technology Management
24	Data and Health Indicators in Public Health Practice	John Hopkins University	Strengthening Public Health Systems	24 hours	₹ 8,244	Functional	Data Analytics
25	Health for All Through Primary Health Care	John Hopkins University	Strengthening Public Health Systems	60 hours	₹ 6,562	Functional	Government Program Formulation
26	Sustainable Transportation Networks and Streetscapes	John Hopkins University	Urban Transport/Urban Finance/Urban Planning	1-4 Weeks	₹ 2,439	Domain	Integrated Transportation Planning



List of 51 Online Courses available on EdTech Platforms

S.No.	Courses	Provider	Theme	Duration	Fees	Competency Area	Competency Theme
27	Municipal Solid Waste Management in Developing Countries	EPFL	Urban Transport/Urban Finance/Urban Planning	22 hours	₹ 2,439	Domain	Waste management and Resource Efficiency
28	Sustainable Cities Specialization	Johns Hopkins University	Urban Transport/Urban Finance/Urban Planning	1 month	₹ 4,122	Domain	Sustainable Development
29	Building Sustainable Cities Specialization	University of Colorado Boulder	Urban Transport/Urban Finance/Urban Planning	3 Months	₹ 8,244	Domain	Sustainable Development
30	Sustainability and the Circular Economy	University of Colorado Boulder	Water Management/ Natural Resource Management, Blue economy	1-3 Months	₹ 2,439	Domain	Waste management and Resource Efficiency



IST Training Calendar for the year 2025-26 (1/2)

S. No.	Name of the Institutes, Program location	Name of the course
1	Indian Institute of Remote Sensing, Dehradun	Applications of AI/ML in Agriculture Analytics
2	IIT Roorkee, Roorkee	Water Management/ Natural Resource Management, Blue economy
3	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Driving Government Finance for Developed India
4	Indian Institute of Foreign Trade (IIFT), Delhi	Export Promotion and Trade Negotiations
5	IIM Indore, Indore	Shaping the Future of Environmental management
6	Symbiosis Institute of Business Management, Pune	Corporate Governance
7	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Critical issues of governance in PRI's and Rural development
8	IIT Madras, Chennai	Cybercrimes and Cybersecurity
9	IIM Mumbai, Mumbai	Women in Government: Program for Emerging Leaders
10	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Border economy and Border development for National Security

S. No.	Name of the Institutes, Program location	Name of the course
11	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Breaking Barriers, Building Prosperity: Strategies for Women's Economic Inclusion
12	IIM Indore, Indore	Enhancing Leadership and Motivation Skills for Effective Management
13	IIT Delhi, Delhi	Improving the Quality of Education in India through Design
14	IIT Delhi, Delhi	Digital Governance & Emerging Technologies
15	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Capacity Building and Sensitization Program on Criminal Law Reforms in India
16	IIM Lucknow, Lucknow	Project Management & Analysis, Project Appraisal
17	IIM Kozhikode, Kozhikode	Public Financial Management
18	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Generating inclusive growth: Role of MSME
19	IIM, Kozhikode	Financial Market Regulations
20	Indian Institute of Public Health (IIPH), Shillong	Public Health

 New Programme  Old Programme



IST Training Calendar for the year 2025-26 (2/2)

S. No.	Name of the Institutes, Program location	Name of the course
21	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Digital Transformation of Government for improved Public Service Delivery
22	SP Jain Institute of Management & Research, Goa	Infrastructure Financing/Project Finance & PPPs
23	Indian Institute for Human Settlements (IIHS), Bengaluru	Perspectives on Urban Finance
24	National Institute of Public Finance & Policy (NIPFP), New Delhi	Fiscal Policy- Governance, Financing and Management of Public Goods and Services
25	IIT Bombay, Mumbai	Data Driven decision making using data analytics
26	Nani Palkhivala Arbitration Centre, Chennai	Alternate Methods of Dispute Resolution
27	IIT Roorkee, Roorkee	Urban Transport/ Urban Finance/ Urban Planning
28	Isha Yoga Foundation, Coimbatore	Inner Engineering Leadership Program
29	National Law School of India University, Bengaluru	Corporate Law
30	Indian School of Business (ISB), Hyderabad	Understanding Human Dimensions of Climate Change: Impact, Adaptation and Mitigation
31	IC Centre for Governance, Panchgani	Ethics in public service
32	International Centre for Environment Audit and Sustainable Development (iCED), Jaipur	Blue Economy: A Multi- Dimensional Overview with Special Focus on Marine and Coastal Ecosystem Conservation Measures

S. No.	Name of the Institutes, Program location	Name of the course
33	Art of Living, Bengaluru	Building Competencies for Personal Excellence
34	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Procurement and Contract Management for Civil Servants
35	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Gangtok	Delivering Good Governance in Himalayan & North-East States & UTs
36	National Academy of Audit and Accounts (NAAA), Shimla	Public Financial Management
37	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Municipal Governance for Administrators
38	IIM Mumbai, Mumbai	Transport, Logistics and Multi-Modal Integration
39	Swami Vivekananda Yoga Anusandhana Samsthana (SVYAS), Bengaluru	Indian Knowledge System for Promotion of Positive Health
40	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Building Capacities for the Present and Future
41	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Building Infrastructure for Viksit Bharat
42	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	Energy Sector: Challenges and Response

New Programme
 Old Programme



Topics identified for Theme-based Workshops

S.No	Themes
1.	International Arbitration
2.	AI/ML and data insights in governance
3.	Financing Large Public Sector Projects
4.	Regulation - drivers and challenges
5.	Digital Personal Data Protection
6.	Project Management/ Project Appraisal
7.	International Trade Negotiations
8.	Public Procurement
9.	Transport, Logistics and Multi-modal integration
10.	Building climate resilience in public policy
11.	Handling Court Cases



Theme-based Workshops – Tentative Schedule

S.No	Themes	Tentative Month
1.	Financing Large Public Sector Projects – Public Private Partnerships	April 2025
2.	Handling Court Cases	May 2025
3.	Trade Negotiation	August 2025
4.	Building climate resilience in public policy	October 2025
5.	Digital Personal Data Protection	December 2025
6.	Transport, Logistics and Multi-modal integration	February 2026



Theme-based Global Schools of Governance

Four Pillars



**Institutional
Collaboration**

01

Building domestic and international collaborations through **MoUs with Academia, Capacity Building Institutions, and Industry bodies**



**Research &
Development**

02

Conduct **policy research** to inform new policy formulation and host **research fellowships**



**Specialized Course
Curation & Delivery**

03

Act as a hub to develop and deliver highly specialized **theme based online & offline courses** in respective areas of excellence



Impact Evaluation

04

Impact evaluation and mid-term assessments of policies, programmes, schemes, and **to pilot such initiatives**



Theme-based Global Schools of Governance

Funding



Financial support to 3 CTIs for establishing theme-based Global Schools of Governance

Funding of 25-30 crore per institute from PSCEP (World Bank project) savings

Financial support to be linked to annual outcomes

Respective Ministries/Departments to supplement through additional funding



Courses mapped to Karmayogi Competency Model

13 Behavioural Competencies

8 Core competencies + 28 sub- themes

Example:

- *Self-Awareness*
- *Communication*

5 Leadership competencies +13 sub- themes

Example:

- *Strategic Leadership*
- *Collaborative Leadership*

21 Functional Competencies

+Associated 68 sub-themes

Example:

- *Cabinet note preparation*
- *Public Procurement – General Financial Rules*
- *Establishment & Human Resource Management*





17 States & UTs covered



15/17 SDGs covered

The Knowledge bank has India-specific content in the following format:

- **Case studies (available in English, Hindi)**
- **Teaching Notes**
- **Video Snippets & Infographics**
- **Capacity Building Workshops on case writing and teaching**

30

**Case Studies
Published**

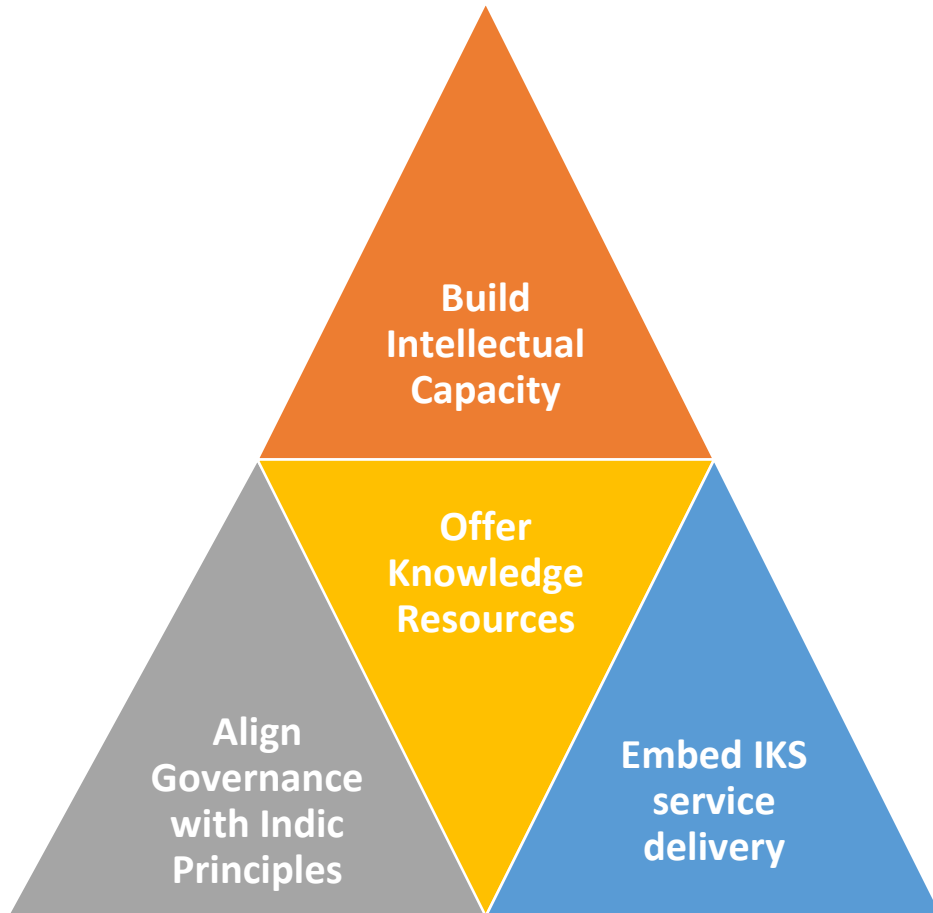
70+

**Ongoing Case
Studies**

60+

**Faculties trained in
case-study writing**



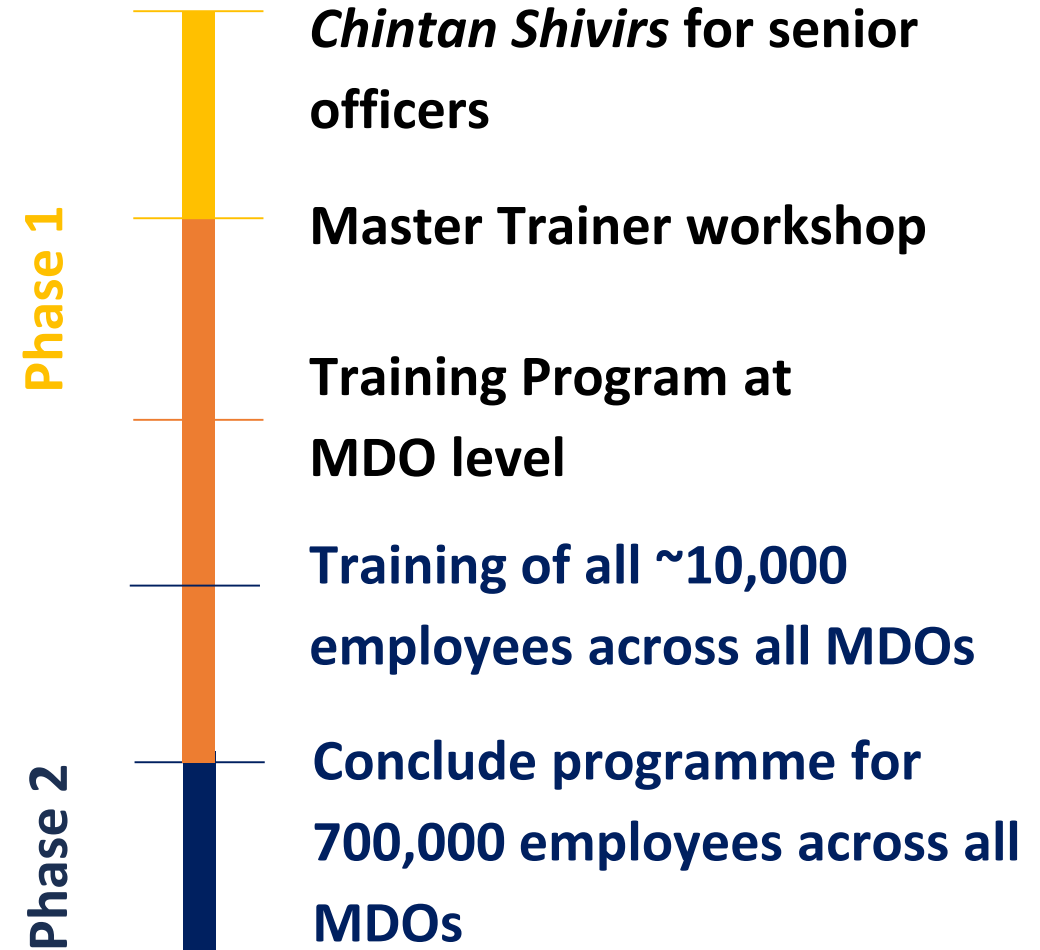
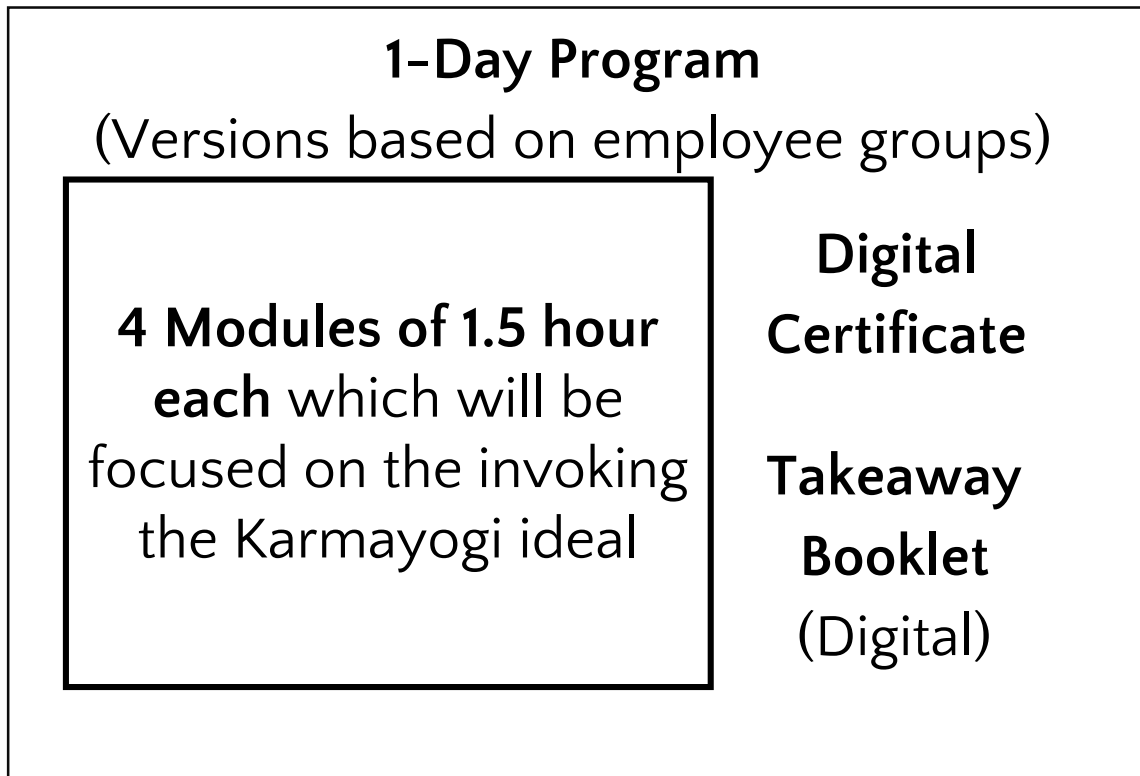


**Abhijnana-Workshop on Decolonizing
CSTIs
brings together thought leaders,
policymakers**



Rashtriya Karmayogi Janseva Training Program

- 6741 officers trained so far across 55 MDOs as of April 3rd, 2025.



Viksit Panchayat Initiative

Impact Footprint

- ✓ 900 PRI reps
- ✓ 60 Panchayats
- ✓ Across AP, Assam, Gujarat, Odisha

Digital Governance

- ✓ AI tools + Real-time Dashboards
- ✓ Competency-based training

Learning Boost

- ✓ 40 e-learning courses
- ✓ Key governance themes

Transformation

- ✓ Efficient | Self-sufficient
- ✓ Citizen-centric Panchayats

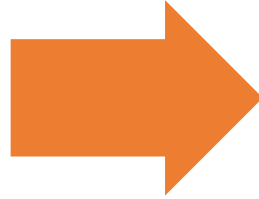


Highlighted Pilot States



Enhancing Trainer Effectiveness

- Driving **innovation** in pedagogy
- **Co-creation** of training **content**



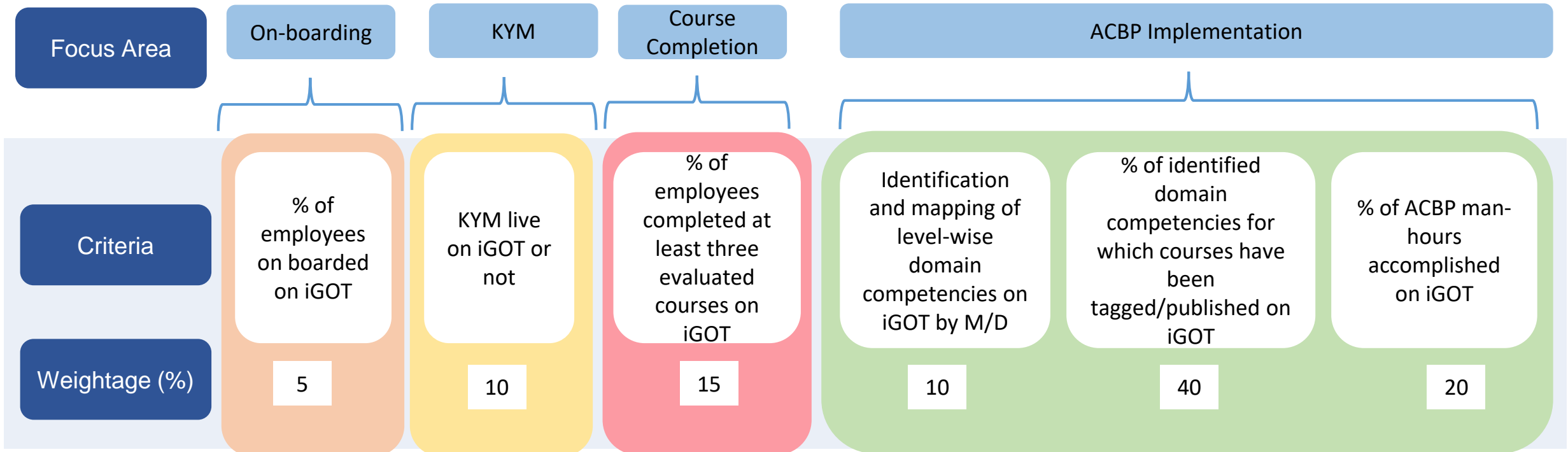
2 Phase Program

- Online **self-paced** course on iGOT
- 5-day **Advanced** Faculty Development Program



Scoring of Ministries/Departments

Criteria Based Scoring System



Scoring of Ministries/Departments

Top 5 M/Ds

#	Ministry/Department	Total Score out of 100
1	D/o Food & Public Distribution	45.04
2	M/o Heavy Industries	43.57
3	M/o Textiles	38.32
4	D/o Investment and Public Asset Management	38.28
5	D/o Justice	37.03

Bottom 5 M/Ds

#	Ministry/Department	Total Score out of 100
1	The Indian Council of Agricultural Research (ICAR) -HQ	7.71
2	Ministry of Earth Sciences	6.66
3	Department of Defence Production	5.20
4	Department of Space (DoS)	5.13
5	Department of Defence Research and Development	4.27



Question Bank Created by ISTM for all levels

#	Course	JS and Above	DS-Dir	US-PPS	ASO/SO/CS CS/Steno	MTS	TOTAL
1	Framing and Amendment of Recruitment Rules		√	√			30
2	Design Thinking	√					202
3	Data Driven Decision Making for Government	√					108
4	PM Gatishakti	√					204
5	GenAI for Everyone	√	√				219
6	Modified Assured Career Progression Scheme			√	√		140
7	Right to Information			√			150
8	Data Analysis and Visualization		√				150
9	Government E Marketplace			√			130
10	Noting and Drafting				√		200
11	Preparation of Cabinet Notes		√		√		200
12	Jan Bhagidari (Hindi)					√	125
13	Know Your Ministry					√	160
14	CCS Conduct Rules					√	200
						Total	2068

- Straight questions – General knowledge, Definitions & abbreviations, Guidelines/rules/policies, objectives/goals
- Use cases/ scenarios/ practical applications/ challenges and solutions
- Methods and processes

