



कार्मिक एवं प्रशिक्षण विभाग
DEPARTMENT OF
PERSONNEL & TRAINING



CAPACITY BUILDING
COMMISSION

Post Summit Report for Cabinet Secretariat

Institutionalizing Capacity Building: From Training to Performance Linked Governance

**Government of India
Department of Personnel & Training
and
Capacity Building Commission**

May 15, 2026

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Executive Summary

The Department of Personnel and Training (DoPT) and the Capacity Building Commission (CBC) convened the National Departmental Summit on “**Institutionalizing Capacity Building: From Training to Performance-linked Governance**” on **15 May 2026**. The Summit was chaired by Hon’ble Minister of State for Personnel, Public Grievances and Pensions, **Dr. Jitendra Singh**, and brought together participants from all **36 States/Union Territories (UTs)**, including their Administrative Training Institutes (ATIs), national institutions and selected knowledge and technology partners. The Summit was preceded by a structured consultative process that ran over two months, encompassing numerous deliberations and consultation sessions, after which detailed inputs were received from **23 States/UTs**.

The central message emerging from the Summit was the need to create a **unified, integrated and interoperable capacity-building ecosystem** across governments. The ecosystem should connect Capacity Building Plans (CBPs) as the primary demand signal and iGOT Karmayogi, Training Institutions and specialised learning interventions as the supply ecosystem, with learning undertaken through these channels feeding into a continuous competency record for every official. Such a framework would enable systematic tracking of competency acquisition across the civil services and support HR management. It would also create a continuous feedback loop for strengthening the design, delivery, and evaluation of capacity-building interventions.

The Summit emphasized that **performance-linked governance cannot be achieved by training officials alone**. It requires a connected system where roles are clearly defined, competency requirements are identified, learning opportunities are delivered through digital, blended and institutional channels on an ongoing basis, acquired competencies are recorded, and this information is made available to decision-makers. In this sense, capacity building becomes directly linked to organizational performance, citizen-centric delivery and governance outcomes.

The Summit was structured around four themes that together define the next phase of Mission Karmayogi.

1. **Unified Framework for Role-focused and Performance-linked Capacity Building**
2. **Strengthening Training Institutions**
3. **Leveraging AI and Technology for Hyper-personalized Learning**
4. **Reimagining Cadre Training**

Across these themes, the Summit agreed on a set of core outcomes. **Under Theme 1**, States/UTs endorsed the need for a unified framework for role-focused and performance linked governance, integrating State HRMS with iGOT. States/ UTs having HRMS need to integrate the same with iGOT and those who do not have an HRMS may adopt the eHRMS of GoI. **Under Theme 2**, there was agreement that Training Institutions (TIs) must transform inside out into becoming demand-responsive, digitally enabled and outcome-oriented

capacity-building institutions along with appropriate financial and administrative autonomy. TIs need to move from rule based to role based training across the board. **Under Theme 3**, it was agreed that AI should support personalized learning pathways, course recommendations, CBP updating, skill forecasting, content creation, assessments and data-driven planning, while also building the institutional capacity of Training Institutes to integrate AI into their own workflows. Use of AI needs to be dwelled deeper by CBC along with states, including on their data sources to be referred to. **Under Theme 4**, States/UTs agreed that mandatory induction training across all cadres should be introduced. Further, cadre training must be reimagined as a continuous career-long, role-based development pathway aligned with CBPs.

A cross-cutting outcome was the recognition that **institutional and organizational capacity building is as important as individual capacity building**. Mission Karmayogi's next phase must therefore define and strengthen not only the competencies of officials, but also those of the institutions and organizations, including their administrative landscape (policy, guidelines, SOPS etc), workflows, curated data sources, digital infrastructure etc. that need to be in place to facilitate and empower the capacitated individual to perform and deliver productively. This is especially important for AI-enabled governance, where public institutions also become AI native across the spectrum i.e. right from policy, procurement, data sources for the models, re-engineered workflows to its usage, validation coupled with continuous and embedded compliances and audit.

The Summit also identified other immediate operational actions to begin this transition. These include onboarding all State/UT officials and field-level functionaries on iGOT; preparing, and uploading live CBPs for Departments; designating State and Department-level capacity-building nodal structures; aligning training calendars with CBPs; integrating iGOT with ATI/TI programmes; identification and creation of regional-language content; sharing high-quality courses and training infrastructure; and initiating CBP-linked training, competency records and HRMS/eHRMS integration.

In his concluding address, the Hon'ble MoS underlined that Mission Karmayogi is entering its next phase with stronger emphasis on **institutionalizing capacity building & competency-based governance**. He emphasized that iGOT, Training Institutions and HR management tools must work as a unified system and called for ATIs and other Training Institutions to transform and move beyond conventional training models and evolve into modern, technology-driven centres of governance and capacity building, including from rule based to role based. He further stressed the need for free thinking within the government, mentorship for officials and institutions, and partnerships with IITs, IIMs and other specialized institutions for domain specific training.

Going forward, operationalization will be taken forward through a coordinated Centre-State mechanism led by DoPT and CBC at the national level, with ATIs supported by GAD/Personnel Departments anchoring implementation at the State/UT level towards facilitating **Viksit Bharat 2047**

1. Introduction

Capacity building of public officials is a critical governance imperative for achieving the vision of *Viksit Bharat 2047*. The ambition of becoming a developed India by 2047 requires government institutions at every level to deliver outcomes with greater speed, precision, accountability and citizen-centricity. This transformation depends on the capacities, competencies and orientation of the public officials who design policies, implement programmes, deliver services, monitor progress and solve problems on the ground.

The National Programme for Civil Services Capacity Building, Mission Karmayogi, was launched by the Government of India in 2020 to enable a shift from a rule-based approach to a role-based capacity-building ecosystem. The core objective is to ensure that public officials are equipped with the right competencies for the roles they perform, and that the right person is placed in the right role at the right time. This marks a fundamental shift from viewing training as an episodic activity to treating capacity building as a continuous, role-focused and performance-linked governance function.

Since its launch, Mission Karmayogi has created important institutional foundations. Capacity Building Plans have enabled Ministries, Departments and States/ Union Territories (UT) to identify role-wise competency requirements and capacity gaps in a structured manner. iGOT Karmayogi has emerged as the digital backbone for delivering capacity building at scale. Training Institutions are being strengthened through common standards, accreditation and quality frameworks. Policy instruments such as the Karmayogi Guidelines, 2023, DoPT advisories, and linkages between iGOT learning and APAR have further created an enabling environment for a competency-based public HR ecosystem.

These reforms have set foundations for a new public human resource management architecture. However, the next phase requires moving from early adoption, enabling instruments and pilots to full institutionalization. Capacity building must now be embedded into the regular functioning of Ministries, Departments, States/UTs, Training Institutions and HR systems.

This requires moving from fragmented training programmes to an integrated system where capacity-building demand, learning delivery, competency acquisition and HR decisions inform each other. This transition may be understood through the Demand-Design-Delivery framework.

- **Demand** refers to the capacities required to achieve national priorities, Viksit Bharat 2047 goals and State/UT development objectives.
- **Design** refers to the structured articulation of these requirements through Capacity Building Plans, which identify role-wise competency needs and gaps.
- **Delivery** refers to the mechanisms through which these capacities are built at scale, including iGOT Karmayogi, Training Institutions, blended learning, assessments, faculty development, content quality systems and HR linkages.

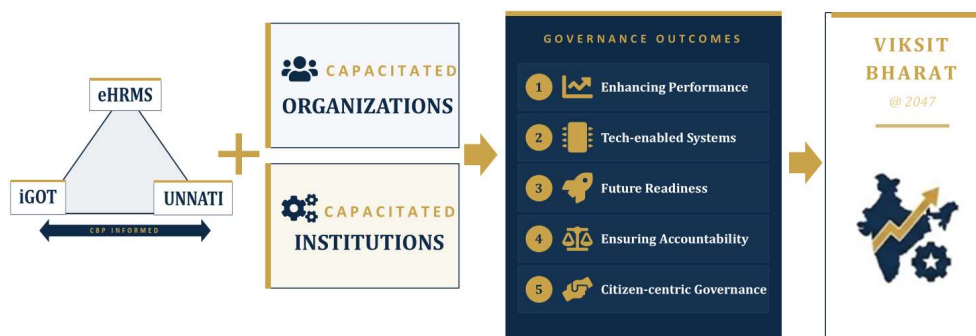
Together, these three elements provide the operating logic for institutionalizing capacity building i.e. demand identifies the competencies required; design translates them into Capacity Building Plans; and delivery enables officials to acquire them through digital, institutional and blended channels, thereby leading to role relevant capacitated individuals.

Performance-linked Governance

Performance-linked governance refers to a system in which the capacities and competencies of public officials are systematically aligned with the roles they perform and the outcomes government institutions seek to achieve. In such a system, capacity building is not treated as an isolated training activity but is connected to the way government institutions define roles, build competencies, manage people and deliver outcomes. Capacity Building Plans identify the competencies required for each role and serve as primary demand signal for capacity building. These requirements are addressed through appropriate learning interventions, while competency acquisition is progressively recorded to support HR decisions.

The objective is to build both **capable individuals** and relevantly **capacitated and enabling institutions and organizations**. When officials acquire role-relevant competencies, and organizations provide relevant, appropriate and enabling working environment and infrastructure, capacity building begins to translate into better governance outcomes. These outcomes include improved performance, technology-enabled systems, future readiness, accountability and citizen-centric governance. In this sense, performance-linked governance is the pathway through which Mission Karmayogi contributes to Viksit Bharat 2047.

How Capacity Building Translates to Performance-linked Governance



A unified and interoperable framework which translates to PERFORMANCE-LINKED GOVERNANCE on the path to VIKSIT BHARAT 2047

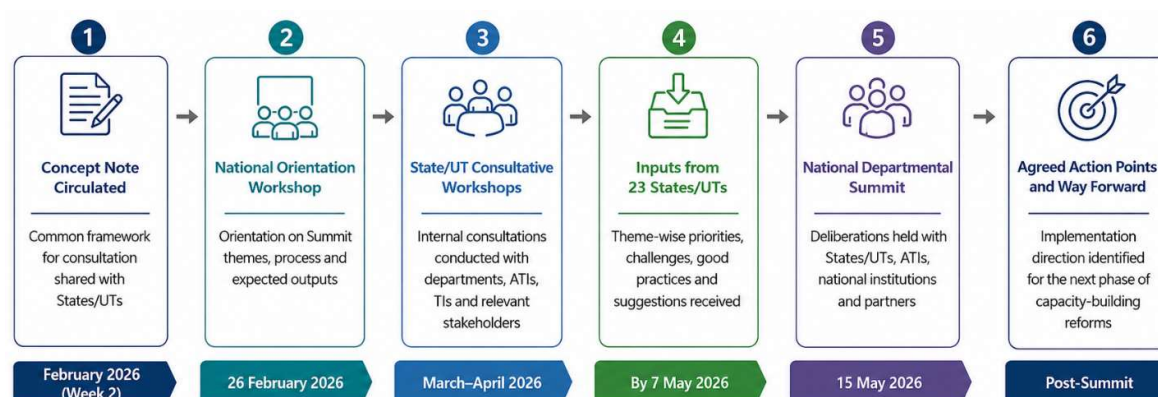
In this context, the Department of Personnel and Training and the Capacity Building Commission convened the National Departmental Summit on “**Institutionalizing Capacity Building: From Training to Performance-linked Governance**” on 15 May 2026, **chaired by Hon’ble Minister of State for Personnel, Pensions & Public Grievances, Dr. Jiterendra Singh**. The Summit was designed as the culmination of a structured national consultative process involving States/UTs, Administrative Training Institutes (ATIs), and

other institutional stakeholders. It was organized around four themes covering the unified framework, Training Institutions, AI and technology, and cadre training reform.

This “post-Summit report” intends to bring out a shared Centre-State pathway for transforming Mission Karmayogi from a capacity building reform into a fully institutionalized, role-focused and performance-linked governance reform.

2. Consultative approach

To enable a holistic and collaborative outcome, the Summit was organized around four themes and preceded by a structured consultative process with States/ UTs. The consultative process for the National Summit was meticulously structured to ensure inclusive and representative policy alignment across all levels of government. Commencing in the second week of February 2026, the initiative was launched with the circulation of a comprehensive concept note to all States and Union Territories (UTs), establishing a standardized framework for the upcoming consultations. This was followed by a National Orientation Workshop on 26 February 2026, which provided stakeholders with clear guidance on the summit's core themes, procedural expectations, and anticipated deliverables.



Over the months of March and April 2026, intensive internal consultative workshops were conducted at the State/UT level, engaging a diverse cohort of departments, Administrative Training Institutes (ATIs), Training Institutions (TIs), and key stakeholders to identify regional priorities and challenges. By 7 May 2026, detailed inputs—including documentation of good practices and strategic suggestions—were consolidated from 23 States and UTs.

Based on the inputs received through the pre-summit consultative process, the Summit was organized with the following objectives:

1. To build **alignment on a unified framework** for role-focused and performance-linked capacity building across Centre and States/UTs.
2. To define the **future role of Training Institutions**, including ATIs, in supporting role-based, blended and outcome-oriented capacity building.
3. To **explore the use of AI and technology in capacity building**, particularly for personalized learning, learning analytics and institutional decision-making.
4. To **examine reforms required in cadre training** so that induction, mid-career and refresher training are aligned with roles, competencies and governance priorities.
5. To identify **agreed action points and an implementation pathway** for the next phase of capacity-building reforms.

These insights culminated in the National Departmental Summit on 15 May 2026, where high-level deliberations took place among States, UTs, ATIs, national institutions, and strategic partners anchored across the following 4 themes:

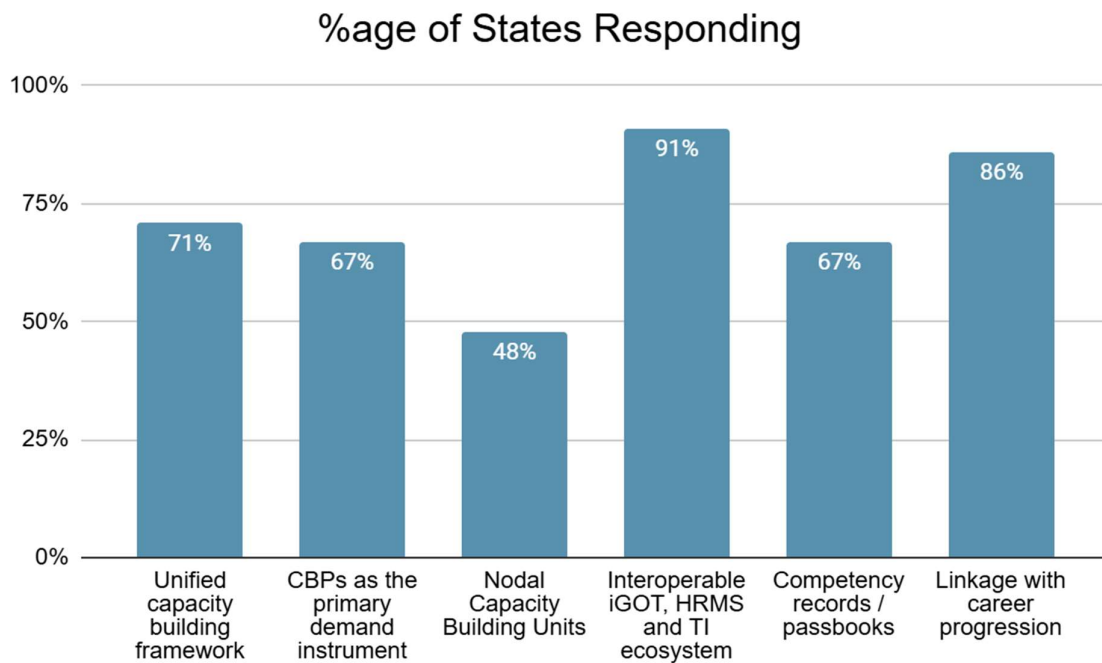
Theme	Focus
Theme 1: Unified Framework for Role-focused and Performance-linked Capacity Building	Establishing a common framework for linking roles, competencies, CBPs, learning delivery, HR systems and performance outcomes.
Theme 2: Strengthening Training Institutions	Repositioning ATIs and Training Institutions as strategic capacity-building institutions through institutional strengthening, quality standards, faculty development, resource sharing and blended learning.
Theme 3: Leveraging AI and Technology for Hyper-personalized Learning	Using iGOT, AI and digital tools to support personalized learning pathways, competency diagnostics, assessments, dashboards and responsible data-driven decision-making.
Theme 4: Revisiting Cadre Training in States	Aligning induction and mid-career training with CBPs, role requirements, service-delivery needs and career-long learning pathways.

The National Summit concluded with the formalization of agreed-upon action points, establishing a clear implementation roadmap for the next phase of national capacity-building reforms.

3. Key Inputs from States/UTs' pre-Summit Consultations

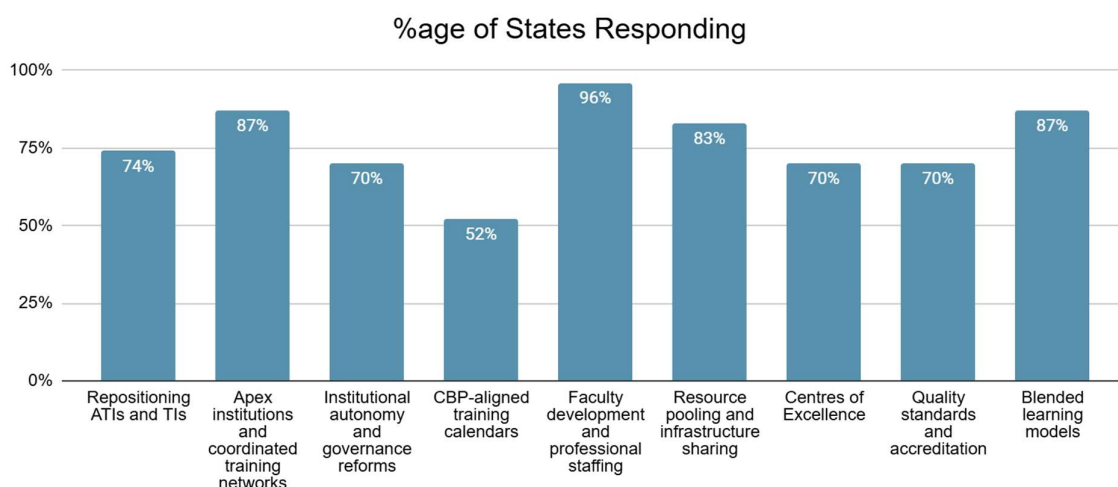
The inputs received from the 23 States and UTs as part of the pre-summit consultations held across States and UTs were analysed and presented during the National Summit also. The theme wise analysis of inputs received is provided below.

Theme 1: Unified Framework for Role-focused and Performance-linked Capacity Building



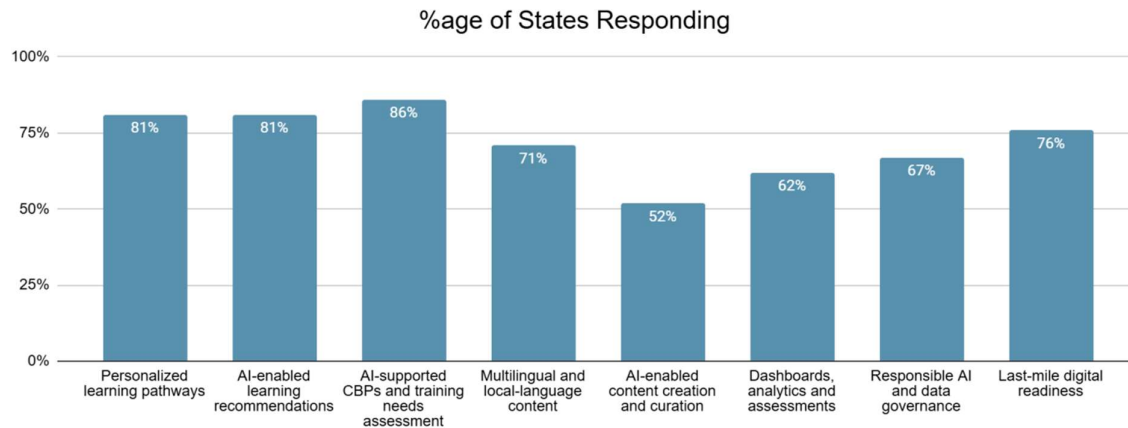
- **Unified National Capacity Building Framework:** A unified framework was highlighted as necessary to connect roles, competencies, CBPs, learning delivery, HR systems and performance outcomes.
- **CBPs as the primary demand instrument:** Capacity Building Plans were identified as the main instrument for capturing department-wise, role-wise and competency-wise capacity-building needs.
- **Nodal Capacity Building Units:** Dedicated State-level and Department-level institutional mechanisms were proposed to anchor CBP preparation, implementation, monitoring and coordination.
- **Interoperable iGOT, HRMS and TI ecosystem:** Integration of iGOT, HRMS/eHRMS, Training Institutions and departmental systems was emphasized for creating a connected capacity-building ecosystem.
- **Competency records/passbooks:** Digital competency records or passbooks were suggested to track learning, competency acquisition and role readiness of officials.
- Creating a seamless alignment between training, competency acquisition, and HR processes such as workforce planning, postings, APAR/PAR, and role readiness was emphasized.

Theme 2: Strengthening Training Institutions



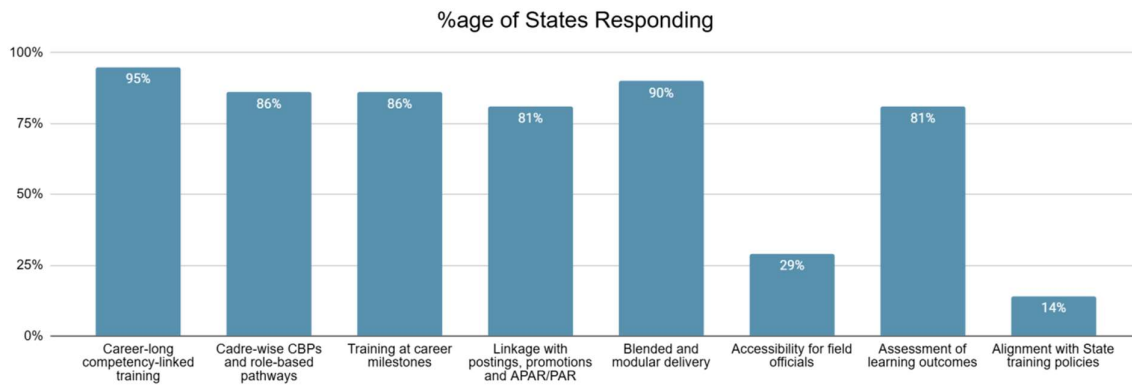
- **Repositioning ATIs and TIs:** ATIs and Training Institutions were envisaged as outcome-oriented, digitally integrated capacity-building hubs, moving beyond course delivery to serve as the operating backbone of Mission Karmayogi at the State level.
- **Apex institutions and coordinated training networks:** States emphasized strengthening ATIs as apex institutions for capacity building and creating coordinated networks of training institutions through hub-and-spoke models, institutional consortia and state-wide training networks.
- **Institutional autonomy and governance reforms:** Greater administrative, financial and functional autonomy for ATIs and Training Institutions.
- **CBP-aligned training calendars:** Training calendars were proposed to be aligned with CBPs, Training Needs assessments, role-wise competency gaps and departmental priorities.
-
- **Faculty development and professional staffing:** Faculty quality, trainer availability, professional staffing and Training of Trainers were identified as key requirements for strengthening Training Institutions.
- **Resource pooling and infrastructure sharing:** Shared use of faculty, subject-matter experts, infrastructure, digital assets, content repositories and knowledge resources across institutions. .
- **Centres of Excellence:** Domain-specific Centres of Excellence were suggested for specialization in priority areas such as governance, AI, public policy and sectoral administration.
- **Quality standards and accreditation:** Common quality standards, accreditation, course validation and performance benchmarks were identified as necessary for Training Institutions.
- **Blended learning models:** Integration of iGOT-based digital learning with in-person, experiential and field-linked training was highlighted as an important delivery model.

Theme 3: Leveraging AI and Technology for Hyper-personalized Learning



- **Personalized learning pathways:** AI and digital tools were highlighted for supporting role-based, competency-based and personalized learning journeys for officials.
- **AI-enabled learning recommendations:** Use of AI was suggested for course recommendations, “next best learning action”, adaptive pathways and dynamic learning feeds.
- **AI-supported CBPs and training needs assessment:** AI was identified as an enabler for Training Needs Assessment, future skill forecasting and dynamic updating of Capacity Building Plans.
- **Multilingual and local-language content:** AI-enabled translation, voice access and local-language content were emphasized to improve adoption among field and frontline officials.
- **AI-enabled content creation and curation:** Use of Gen AI was highlighted for creating localized scenarios, modular learning content, simulations, assessments and contextual training material.
- **Dashboards, analytics and assessments:** Analytics were identified as important for tracking participation, completion, learning outcomes, competency acquisition and institutional performance.
- **Responsible AI and data governance:** Safeguards on privacy, cybersecurity, role-based access, data quality, ethical AI and human oversight were identified as prerequisites.
- **Last-mile digital readiness:** Low-bandwidth, mobile-friendly, offline-first and accessible technology solutions were highlighted for remote and field officials.

Theme 4: Revisiting Cadre Training in States



- **Career-long competency-linked training:** Cadre training was proposed to move from episodic, service-specific programmes to continuous, career-long, competency-linked and digitally tracked learning pathways.
- **Cadre-wise CBPs and role-based pathways:** Cadre training was highlighted for alignment with CBPs, role requirements and structured learning pathways across career stages.
- **Training at career milestones:** Mandatory learning was proposed at induction, mid-career, pre-promotion, role transition and refresher stages.
- **Better HR decisions by integrating capacity building initiatives:** Gradual linkage of cadre training and learning credits with APAR/PAR and career related decisions was emphasized.
- **Blended and modular delivery:** Modular, hybrid and blended formats were highlighted, combining iGOT learning, classroom training, field exposure and peer learning.
- **Accessibility for field officials:** Mobile-friendly, offline and flexible learning options were emphasized for officials posted in districts, remote locations and field assignments.
- **Assessment of learning outcomes:** The need to move beyond course completion and assess competency acquisition, behavioural change and application in work settings was highlighted.
- **Alignment with State training policies:** Alignment of State training policies, service rules and cadre training instruments with Mission Karmayogi principles was identified as a key requirement.

4. National Summit deliberations and outcomes

The National Departmental Summit held on 15 May 2026 was chaired by the Hon'ble MoS (PP) Dr. Jitendra Singh and brought together **participants from all 36 States/UTs**, officials from DoPT, Capacity Building Commission, Karmayogi Bharat, LBSNAA, ISTM and selected knowledge and technology partners such as Google, Sarvam and EkStep Foundation.

The Summit witnessed deliberations over the aforementioned four themes¹ and resulted in a set of mutually agreed objectives and action points for institutionalizing capacity building across States/UTs as below.²

Theme 1: Unified Framework for Role-focused and Performance-linked Capacity Building

During the deliberations under Theme 1, States/UTs highlighted that while multiple instruments and platforms are active, there is a lack of synergy. Capacity Building Plans, iGOT Karmayogi, Training Institutions, State HR platforms, eHRMS, APAR systems and training calendars are often operating in parallel rather than as parts of a single integrated loop. States also pointed to the absence of a common framework for aggregating capacity-building demand across Departments, mapping it to available supply, and translating it into structured learning pathways. A further challenge identified was the limited visibility of competency acquisition over an official's career, which restricts the use of capacity-building data for any form of workforce planning.

Government of Maharashtra informed the Summit that it has already initiated work on building an integrated HR Stack not just by connecting scattered systems related to goals, KPIs, learning records from iGOT and TIs, APAR and employee profiles but also through systematic non technological interventions like Recruitment Rules revamping, bucketization of cadres, transformation of APAR formats etc. This was recognized as an important emerging practice for linking capacity building with personnel and performance management.

The deliberations underscored a collective requirement to transition from isolated, platform-level implementations to a cohesive, ecosystem-wide integration.

¹Detailed Agenda of the Summit held on 15 May 2026 is attached as Annexure 1

² Pre-identified States and their ATIs made presentations for Themes 1, 2 & 4 highlighting best-practices, recommendations, and proposed next-steps. Details of theme-wise presenters is attached as Annexure 2.



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States and UTs endorsed the unified framework designed to systematically link demand signals, derived from Capacity Building Plans (CBPs), departmental priorities, and individual learner needs. These demand signals would be aggregated across Departments, States/UTs and the national level to create a comprehensive view of capacity-building requirements and identify common competency gaps. The aggregated demand would then inform the design, curation and delivery of learning interventions through iGOT Karmayogi, Training Institutions and other capacity-building mechanisms. Crucially, the framework will capture continuous competency acquisition throughout every official's lifecycle through competency record. The competency record would capture learning undertaken - whether online or offline- certifications acquired and competencies demonstrated across career stages. Such records would provide visibility of competency acquisition, support role readiness and workforce planning, and create a feedback loop for continuously refining future Capacity Building Plans. To operationalize this vision, consensus was achieved on establishing a unified and interoperable capacity-building framework comprising iGOT, Training Institutions, and eHRMS/State HR platforms. Furthermore, agreement was reached on credit framework, competency passbook, and 'Karma Points' system to systematically support the workforce development, deployment consideration and career planning. To support adoption and bridge existing gaps, States and UTs currently lacking an independent HRMS platform were extended to adopt the Government of India's centralized eHRMS.

Theme 2: Strengthening Training Institutions

During the deliberations under Theme 2, States/UTs highlighted that Training Institutions are central to translating Capacity Building Plans into contextual and practice-oriented learning, but the ecosystem continues to face structural fragmentation. Training demand is not always systematically derived from CBPs, and training calendars often continue to be prepared independently of role-wise competency gaps. States also noted that faculty expertise, infrastructure, curricula, case studies and domain knowledge remain scattered across institutions, with limited discoverability or sharing across the wider ecosystem. A further

challenge identified was the weak feedback loop between training delivery, learning outcomes and future planning, which limits the ability of Training Institutions to continuously improve programmes and demonstrate impact.

As part of the best practice presentation, MGSIPA highlighted relevant institutional practices such as regular training courses for faculty and staff, use of a combination of institute faculty and external faculty for most courses, and treating each Centre within the Training Institution as a core centre to encourage focus, operational discipline and outreach.

The deliberations converged on the need to reposition Training Institutions from standalone training providers to strategic capacity-building institutions. It was discussed that Training Institutions must become demand-responsive partners that support Departments in converting competency gaps into structured learning pathways, designing CBP-aligned programmes, and delivering the right combination of online, onsite and blended interventions. States also recognised that Administrative Training Institutes must play a stronger nodal role within State ecosystems by coordinating across Departmental Training Institutions, domain institutions, district-level structures and digital learning platforms.

A key outcome of the discussion was the recognition and acceptance that strengthening Training Institutions must go beyond accreditation. Training institutes will need to transform from rule based to role based. The need for appropriate financial and administrative autonomy was also stressed. The need for creating a common digital layer for Training Institutions, enabling discovery and sharing of faculty, content, infrastructure, case studies, curricula and other learning resources across institutions.

Theme 3: Leveraging AI and Technology for Hyper-personalized Learning

During the deliberations under Theme 3, it was highlighted that technology including AI are essential to building a future-ready capacity-building ecosystem, but their use must move beyond standalone tools and pilots. States/UTs brought out that Training Needs Assessment, CBP updating, skill forecasting and workforce planning continue to depend on manual processes and fragmented data. A further challenge highlighted was that rapid AI adoption must be accompanied by safeguards on data privacy, cybersecurity, ethical use, role-based access, data quality and human oversight.

The deliberations therefore converged on the need to leverage AI as an enabling layer across the entire capacity-building lifecycle. iGOT and linked systems must progressively support AI-enabled personalised learning pathways that are role-based and responsive to the needs of individual officials as well as Departments. AI-enabled tools which provide for course recommendations, adaptive pathways, “next best learning action” and dynamic learning feeds, need to be further improved, so that officials are guided towards relevant learning rather than navigating a generic course catalogue. Another significant element identified was the need to have curated data sources referencing which AI including AI agents generate content.

Alongside this, it was recognised that Training Institutions themselves must build institutional capacity to integrate AI into their own workflows. This includes using AI for course design, faculty support, content updating, training evaluation, feedback analysis, learner engagement and administrative reporting, so that institutions are not only delivering AI-enabled capacity building but also becoming AI-enabled institutions.

The deliberations concluded with broad agreement that AI must be scaled responsibly. Standards are to be developed for data governance, cybersecurity, ethical AI, privacy protection, role-based access and human oversight. The larger outcome was the agreement amongst all States/UTs to evolve iGOT 2.0 as an AI-native capacity-building platform that connects capacity demand, learning delivery, competency assessment and institutional planning in one dynamic cycle, while also strengthening the institutional readiness of Training Institutions to adopt AI responsibly and effectively. The use of AI needs to be dwelled deeper and be led by CBC with states jointly, including on their data sources to be referred to.

Theme 4: Revisiting Cadre Training in States

During the deliberations under Theme 4, States/UTs highlighted that cadre training remains a critical instrument for building professional identity, service ethos, domain capability and career-stage readiness. The current landscape with reference to cadre training across States is uneven. While some cadres have structured training plans, many others continue to operate through partial, outdated or fragmented arrangements. In several cases, training remains linked mainly to service rules, promotion requirements, departmental examinations or fixed career milestones, rather than evolving role requirements, competency gaps or governance priorities.

States/UTs also highlighted the absence of structured induction training across several cadres and services. While some cadres have established induction programmes, many officials continue to assume field responsibilities without a formal orientation to departmental systems, service-delivery processes, citizen interface requirements and foundational competencies. The deliberations emphasized that induction training should serve as a baseline requirement across cadres, with flexibility in duration and delivery modes based on the complexity and requirements of the role.

The deliberations therefore converged on the need to reimagine cadre training as a career-long, role-based development pathway. It was discussed that cadre training plans must be aligned with Capacity Building Plans, so that role-wise competency requirements identified through CBPs are translated into structured learning pathways for each cadre.

A key outcome was the recognition that cadre training must be integrated with the wider Mission Karmayogi ecosystem. iGOT can support common foundational modules, refresher learning, and domain courses at scale, with Training Institutions delivering cohort-based, complimentary and supplementary in person and/or blended learning. State HR platforms and

eHRMS can record learning undertaken, competencies acquired and progression-linked training requirements through both iGOT and TIs.

Immediate Operational Action Points

In addition to the above-mentioned deliberations, the following operational action items were identified to be taken up by States/UTs and relevant national institutions, on priority:

1. **iGOT enrollment** of officials across State Departments and field-level organizations.
2. **Prepare, update and upload live CBPs** for all Departments on iGOT.
3. **Designate State-level and Department-level capacity-building nodal structures**, including CBUs or nodal cells.
4. **Share high-quality courses and training material** to reduce duplication and support common learning standards, and **make training infrastructure visible and shareable**, including labs, classrooms, auditoriums and digital facilities.
5. **Align annual TI training calendars with CBPs**, beginning from the next training cycle.
6. **Integrate iGOT with ATI/TI programmes**, using iGOT for pre-learning, refresher learning, and continuous engagement.
7. **Identify and upload regional-language and region-specific content** for priority roles, frontline officials and State-specific governance needs.
8. **Identify priority cadres and Departments** for early pilots on CBP-linked training, competency records and HRMS/eHRMS integration.

Concluding Session

The Summit concluded with alignment on the aforementioned items and the following concluding remarks from Hon'ble MoS (PP), Chairperson (CBC) and Secretary (DoPT).

Dr. Jitendra Singh, Hon'ble Minister of State (PP):

- The Minister highlighted that Mission Karmayogi is entering its next phase with stronger emphasis on institutional capacity building, competency-based governance, and AI-enabled public service delivery. All of this will require various pillars of capacity building, namely iGOT, TIs and other HR management tools within the government to work as a unified system.
- The Minister called for a major transformation of ATIs and other training institutions, urging them to move beyond conventional and “stereotype” training models and evolve into modern, technology-driven centres of governance and capacity building.
- Giving his guidance on the way forward, he emphasised that governance institutions need to move away from isolated functioning, adopt integrated approaches, and encourage free thinking to remain relevant in a rapidly changing administrative environment.

- He stressed the importance of innovation, region-specific best practices emanating from various States/UTs, and collaboration among States and training institutions to strengthen governance delivery mechanisms.
- He proposed a mentorship model for public officials as well as institutions and appreciated CBC's efforts in developing a program for it. He advised that ATIs and other domain institutes lead this work in their respective States/UTs.
- He further stated that training institutions and Departments should collaborate with IITs, IIMs, and other specialised institutions to strengthen interdisciplinary learning systems.
- The Hon'ble Minister stressed on the need for institutional capacity building to support and enable the capacitated individual. He further endorsed the objectives and priority action points that were identified during the Summit and their criticality in enabling a performance-oriented capacity building ecosystem to achieve the goals of Viksit Bharat 2047.

5. Way Forward

The agreed objectives and action points from the Summit will need to be implemented through a coordinated Centre-State mechanism led by DoPT and CBC at the centre and the ATIs (with support from GAD/Personnel Dept.) at the States/UTs.

Further, specific implementation support arrangements will be set up, wherein each priority area will have an anchor institution. The anchor institution will develop a detailed implementation plan with timelines for actioning the objectives identified through the Summit deliberations. The implementation plans will translate the agreed action points into practical implementation tools, including model frameworks, guidelines, SOPs, templates, designs, review formats etc.

Priority Area	Anchor Institution(s)	Implementation Focus	Timeline
Universal Capacity Building coverage	DoPT/KB	Develop and implement a strategy for onboarding officials across Centre and States/UTs onto iGOT for role-based learning, while expanding multilingual content to improve accessibility for frontline workers.	By March 2027
Operationalizing a Unified Framework for role-focused and performance-linked capacity building	DoPT/CBC	Develop the operational framework for linking roles, competencies, CBPs, iGOT, HRMS/eHRMS, Training Institutions and performance outcomes	By March 2028
Strengthening Training Institutes	CBC	Develop a roadmap for repositioning ATIs and Training Institutions as demand driven capacity-building institutions.	By March 2027
AI and Technology-enabled Capacity Building	Karmayogi Bharat	Develop the roadmap, standards and technology architecture for AI-enabled learning, competency assessment, workforce analytics, multilingual content delivery and responsible AI adoption across the capacity-building ecosystem.	By July 2027
Cadre Training Reforms	DoPT	Align cadre training with CBPs, career stages, role requirements and competency acquisition.	By July 2028

6. Glimpses of the National Departmental Summit



Annexure 1: Proceedings of the Summit

Session	Speaker
Inaugural Session	
Welcome Address	Smt Rachna Shah, Secretary, DoPT
Special Address	Smt. S Radha Chauhan, Chairperson, CBC
Chief Guest Address	Dr. Jitendra Singh, Hon'ble MoS, DoPT
Theme 1: Unified Framework for Role-focused & Performance-Linked Capacity Building (ANCHOR: Department of Personnel and Training & Capacity Building Commission)	
Context Setting for Theme 1	DoPT & CBC
- Presentations by Selected States (10 Minutes Each) - Gujarat - Kerala - Odisha - Andhra Pradesh	State Representatives
Best Practices Presentation on Theme 1 by Maharashtra	State Representative from Maharashtra
Open Discussion and Q&A	
Theme 2: Strengthening Training Institutions (ANCHOR: Capacity Building Commission and LBSNAA)	
a. Opening Remarks	Director, LBSNAA
b. Context Setting for Theme 2	CBC & LBSNAA
c. Presentations by Selected Training Institutions (10 Mins Each) i. UP Academy of Administration & Management (Uttar Pradesh): A Presentation on Strengthening Training Institutions ii. Assam Administrative Staff College (Assam) iii. Chhattisgarh Academy of Administration (Chhattisgarh) iv. Dr. MCR HRD Institute of Telangana (Telangana)	ATI Representatives
d. Best Practices Presentation on Theme 2 by Mahatma Gandhi State Institute of Public Administration (Punjab)	ATI Representative from Punjab
e. Open Discussion and Q&A	
Lunch Break (02:00 PM- 03:00 PM)	

Theme 3: Leveraging AI and Technology for Hyper-Personalized Learning (ANCHOR: Karmayogi Bharat)	
• Context Setting on the Use of AI in Capacity Building	Karmayogi Bharat
• Demo of use of AI on iGOT	Karmayogi Bharat
• Demo of AI tools in Capacity Building (15 Mins each)	Google Sarvam EkStep Foundation
Theme 4: Reimagining Cadre Training Aligned with CBPs (ANCHOR: Department of Personnel and Training & Capacity Building Commission)	
• Context Setting for Theme 4	DoPT & CBC
• Presentations by Selected States/CTI (10 Mins Each) ◦ Madhya Pradesh ◦ Haryana ◦ Rajasthan ◦ Institute of Secretariat Training and Management (ISTM)	State/CTI Representatives
• Open Discussion and Q&A	
Closing Session	
Summarisation and Key Takeaways	DoPT & CBC
Concluding Remarks	Chairperson, CBC
Closing Remarks	Secretary (P)
Closing Address	MoS (PP)

Annexure 2 - Details of Theme-wise Presenters

Theme 1: Unified Framework for Role-focused and Performance-linked Capacity Building

Item	Details
Context-setting by	- Ms. S. Radha Chauhan, Chairperson, Capacity Building Commission, Government of India - Ms. Chhavi Bhardwaj, Joint Secretary (Training), Department of Personnel and Training, Government of India
Presentations by	- Shri Hareet Shukla, Principal Secretary, General Administration Department, Government of Gujarat - Dr. Ram Mohan, Professor, Institute of Management in Government, Government of Kerala - Ms. Chithra Arumugam, Additional Chief Secretary to Government & Director General, Gopabandhu Academy of Administration, Government of Odisha
Best-practice presentation by	Dr. SuhasDiwase, Director General, YASHADA (Pune), Government of Maharashtra

Theme 2: Strengthening Training Institutions

Item	Details
Context-setting by	- Shri Sriram Taranikanti, Director, Lal Bahadur Shastri National Academy of Administration - Ms. Chandralekha Mukherjee, Advisor, Capacity Building Commission, Government of India
Presentations by	- Shri Sanjay Kumar, Director, U.P. Academy of Administration & Management, Government of Uttar Pradesh - Shri Nabadeep Pathak, Additional Chief Secretary & Director, Assam Administrative Staff College, Government of Assam - Shri Subrat Sahoo, Director General, Chhattisgarh Academy of Administration, Government of Chhattisgarh - Shri H. Arun Kumar, Advisor, Dr. MCR HRD Institute of Telangana, Government of Telangana
Best-practice presentation by	Shri Amit Dhaka, Secretary to Government of Punjab & Director, Mahatma Gandhi State Institute of Public Administration, Government of Punjab

Theme 3: Leveraging AI and Technology for Hyper-personalized Learning

Item	Details
Context-setting by	Ms. Chhavi Bhardwaj, CEO, Karmayogi Bharat
Presentations by	● Shri Madan Oberoi, Director, Strategic Engagements, Public Sector, APAC; Shri Shounak Acharya, Customer Engineer & Infrastructure Modernization; and Shri Nitin Gupta, Central Government Business Development Lead, Google ● Shri Himanshu, Shri Saurabh, and Shri Naman, Team Sarvam ● Shri Santosh Kevlani, EkStep Foundation

Theme 4: Revisiting Cadre Training in States

Item	Details
Context-setting by	● Dr. Alka Mittal, Member (Admin), Capacity Building Commission, Government of India ● Shri Vijay S, Deputy Director, Department of Personnel and Training, Government of India
Presentations by	● Shri Sachin Sinha, Director General, RCVN Naronha Academy of Administration, Government of Madhya Pradesh ● Shri Manoj Yadava, Director General, Haryana Institute of Public Administration (Gurgaon), Government of Haryana ● Smt. Sreya Guha, , Director General, HCM - Rajasthan Institute of Public Administration, Government of Rajasthan ● Shri Rajiv Manjhi, Director, Institute of Secretariat Training and Management, Government of India

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