



CAPACITY
BUILDING
COMMISSION

TA-6921 IND: Support to Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure - Logistics Expert (56014-001)

Capacity Building Plan Report
Logistics

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Contents

1. Introduction.....	2
1.1. Approach & Methodology for the Capacity Building Plan.....	4
2. Competencies Identified and Capacity Building Interventions Suggested: Division Agnostic	6
3. Competencies Identified and Capacity Building Interventions Suggested: Division Specific.....	12

List of Tables

Table 1: Competency requirements of the division	6
Table 2: Training Interventions for Addressing Functional Capacity Needs	8
Table 3: Training Interventions for Addressing Behavioral Capacity Needs	9
Table 4: Training Interventions for Addressing Domain Capacity Needs.....	12
Table 5: Proposed Training(s) offered by CTIs.....	19
Table 6: Non-Training Interventions to Address Capacity Needs for Logistics Division.....	20

List of Figures

Figure 1: Overall approach for the exercise	4
Figure 2: Process flow for first stage of consultations	5

List of Abbreviations

Abbreviation	Expansion
AI	Artificial Intelligence
API	Application Programming Interface
AR	Augmented Reality
AS	Additional Secretary
ASO	Assistant Section Officer
CBC	Capacity Building Commission
CLAP	CLSS Awas Portal
CSMOP	Central Secretariat Manual of Office Procedure
CSR	Corporate Social Responsibility
CTI	Central Training Institute
DAR&PG	Department of Administrative Reforms and Public Grievances
DOPT	Department of Personnel and Training
GeM	Government e Marketplace
GFR	General Financial Rule
GIS	Geographic Information System
JS	Joint Secretary
KMS	Key Management System
LDB	Logistics Data Bank
MOU	Memorandum of Understanding
MSDE	Ministry of Skill Development and Entrepreneurship
NLP	National Logistics Policy
RFI	Request for Information
RfP	Request for Proposal
RTI	Right to Information
SO	Section Officer
UDAN	Ude Desh ka Aam Naagrik
ULIP	Unified Logistics Interface Platform
US	Under Secretary

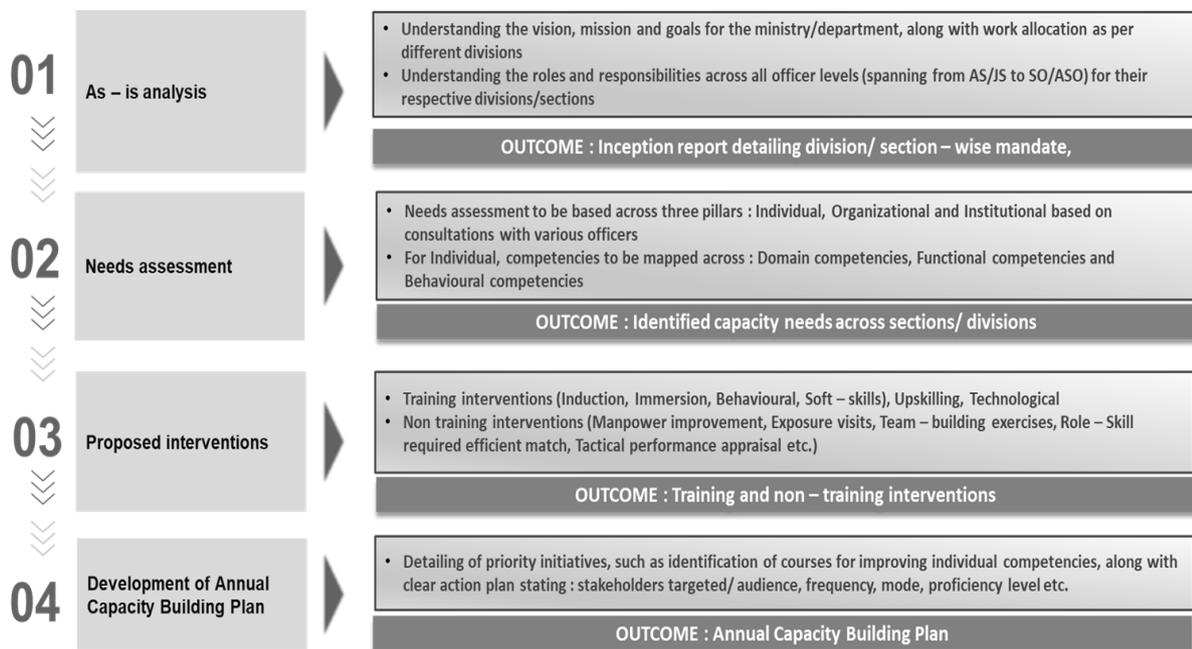
1. Introduction

1.1. Approach & Methodology for the Capacity Building Plan

As discussed in previous reports, the main purpose of the study is to improve the productivity and efficiency of government employees through interventions across various spheres: Institutional level, Organizational level and Individual level. This chapter basically focuses on the “Individual level”. As part of this, we have identified “competency requirements” required across different divisions. Based on that, the consultant has tried mapping “competency gaps” and thus provided a suggestive list of trainings and courses.

The figure below details out the approach undertaken for the exercise. As depicted, the consultant undertook as – is – analysis, based on secondary research and certain official documents on the organizational structure provided by the department.

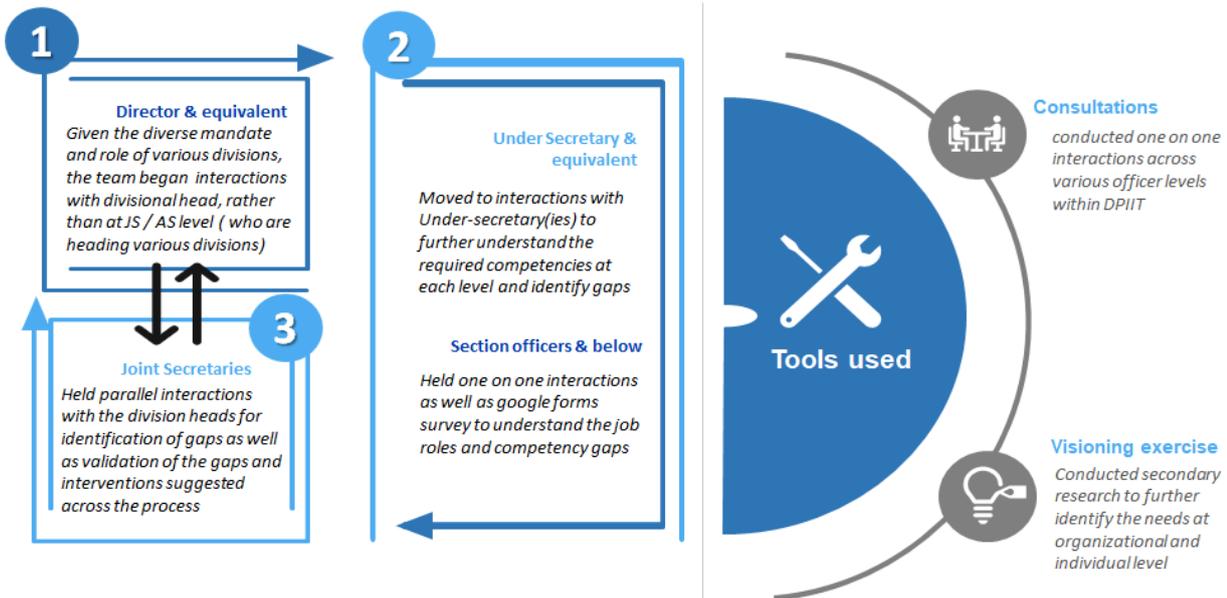
Figure 1: Overall approach for the exercise



As stated above, the consultant undertook as – is – analysis, based on secondary research and certain official documents on the organizational structure provided by the department. Post that, consultant undertook individual consultations across various officer levels, beginning from Director(s) / deputy Secretary(ies) as they are heading respective divisions, and thus would have in – depth understanding across facets. Further, the consultant held few individual consultations with Under – secretary(ies), Section officer (s) and Assistant section officer(s).

With the compilation of inputs from these officers, the consultant held consultations with Joint – secretary, for identification of gaps as well as validation of the gaps and interventions suggested across the process. The figure below details out the first stage of the consultation process.

Figure 2: Process flow for first stage of consultations



Further to the first round of consultations, the consultant undertook secondary research to identify trainings as per the required competencies available. For identification of courses, the consultant followed a particular sequence, that is, prioritized courses available on iGOT and ISTM platform, further searched for relevant trainings available with domestic institutes and then foreign institutes.

Following this, the consultant held consultation with Joint Secretary, showcasing the suggested list of trainings, sought feedback, and incorporated the courses suggested by them in the calendar plan.

2. Competencies Identified and Capacity Building Interventions Suggested: Division Agnostic

This section provides a list of functional and behavioral competencies required to complement the above discussed domain knowledge and technical know – how. These are required for efficient and smooth execution across various areas of work responsibility(ies).

Competency assessment is carried out across three categories:

- **Behavioral Competency:** This includes competencies related to behavior and soft skills such as negotiation skills, self-motivation, interpersonal skills, etc. One of the important competencies under this segment is the citizen centricity/ stakeholder focus capability.
- **Functional Competency:** This includes competencies related to the functional aspects of the division such as science of policy designing and implementation, project management, financial planning, etc. and most importantly, technological know-how
- **Domain Competency:** This includes competencies pertaining to knowledge and expertise in the division area, and other related focus areas. The domain competencies are based on the technical roles and functions of the department, hence differ widely across divisions and sections.

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values, and behavior to improve performance. Based on the goal and focus areas of the division, competency needs of the department have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge like knowledge of PM Gati Shakti and the National Logistics Policy to skills related to networking and negotiation, customer-centric capabilities.

Table 1: Competency requirements of the division

#	Competency	Areas of Work Responsibility	Competency Requirements Identified	Lenses addressed
1)	Behavioral Competency	Coordinate with other ministries and parliament	<ul style="list-style-type: none"> • Negotiation skills • Communication skills • Interpersonal skills 	<ul style="list-style-type: none"> • National priorities • Citizen centricity
		Negotiate/Coordinate with State governments and agencies	<ul style="list-style-type: none"> • Diplomatic sensitivity • Networking • Result oriented approach 	<ul style="list-style-type: none"> • National priorities
		Smooth grievance redressal for citizens; Marketing and branding	<ul style="list-style-type: none"> • Work ethics • Behavioral and motivational training to align with departmental goals 	<ul style="list-style-type: none"> • National priorities • Citizen centricity
		Develop focus areas to match the latest global standards	<ul style="list-style-type: none"> • Leadership module for senior officers including Behavioral aspects and Human Resource Management 	<ul style="list-style-type: none"> • National priorities • Citizen centricity • Emerging technologies
		Gender sensitization and anti-sexual harassment	<ul style="list-style-type: none"> • Stakeholder management • Health and wellbeing/Stress management 	<ul style="list-style-type: none"> • Citizen centricity
		Team development and management and Organizational Leadership	<ul style="list-style-type: none"> • Gender sensitization and anti-sexual harassment • Smooth grievance redressal for citizens; Marketing and branding • Module on social engagement with local community/ CSR 	<ul style="list-style-type: none"> • National priorities • Citizen centricity • Emerging technologies
		Citizen centric work	<ul style="list-style-type: none"> • Modules on Stress Management, Emotional Quotient Improvement etc. 	<ul style="list-style-type: none"> • Citizen centricity
		Health and Wellness Positive Attitude	<ul style="list-style-type: none"> • Courses on Effective communication, conflict resolution, team building etc. 	<ul style="list-style-type: none"> • Citizen centricity
		Interpersonal Communication and coordination		
2)	Functional Competency	Data management	<ul style="list-style-type: none"> • Digital documentation handling – know how to review and various compliance requirements • Digitalization of Ministry's data 	<ul style="list-style-type: none"> • National priorities • Emerging technologies

#	Competency	Areas of Work Responsibility	Competency Requirements Identified	Lenses addressed
			<ul style="list-style-type: none"> Efficient E-File management system and Key Management System (KMS) Knowledge of MS Office Analytical skills for Data analysis 	
		Procurement and Contract management	<ul style="list-style-type: none"> Formulation and tracking of contracts Efficient use of GEM for procurement and developing SOPs to address issues/challenges faced using GEM Knowledge of Public Procurement processes for goods and services 	<ul style="list-style-type: none"> National priorities Emerging technologies
		Administration	<ul style="list-style-type: none"> Regulations issued by Department of Administrative Reforms and Public Grievances (DAR&PG) and Department of Personnel and Training (DOPT) Development of E database for organized documentation in different categories and SOPs for documentation management Central Secretariat Manual of Office Procedure (CSMOP) rules and procedures Knowledge and understanding of Project management Knowledge of Parliamentary Procedure Vetting of MOUs 	<ul style="list-style-type: none"> National priorities Emerging technologies
		Drafting, noting and MS office skills	<ul style="list-style-type: none"> Basic drafting skills for response to RTIs, RFI's Better drafting skills for preparation of Cabinet notes Basic computer skills such as MS word, excel, power point Basic documentation skills like noting, drafting, cabinet notes etc., preparing Request for Proposal (RfP) 	<ul style="list-style-type: none"> National priorities Emerging technologies
		Finance	<ul style="list-style-type: none"> Capacity building and Trainings of experts on the following subjects <ul style="list-style-type: none"> Knowledge and adoption of GFR rules 2017 and regulations Financial planning/ Budget management Modules providing knowledge of Taxation system of GoI Strategic and Analytical thinking Training in cost analysis Module on Financial management including accounts and Taxation 	<ul style="list-style-type: none"> National priorities Emerging technologies
		Legal	<ul style="list-style-type: none"> Administrative Law - legal know-how; understanding legal jargons; court case process; arbitration International practices for formation and compliance of Laws Legislative and regulatory developments worldwide for transparency and eliminating unfair trade practices 	<ul style="list-style-type: none"> National priorities Citizen centricity Emerging technologies
		Handling of Dashboards, Websites and Portals	<ul style="list-style-type: none"> ULIP, E-Logs Digital Master Planning tool developed by BISAG-N etc. 	<ul style="list-style-type: none"> National Priorities Emerging Technology Citizen Centricity
		Social Media Publicity and Dissemination	<ul style="list-style-type: none"> Awareness of Government Guidelines on social media publicity of projects and functioning 	<ul style="list-style-type: none"> Citizen Centricity

#	Competency	Areas of Work Responsibility	Competency Requirements Identified	Lenses addressed
			<ul style="list-style-type: none"> Adequate knowledge in trends and basic requirements for social media activity on platforms such as twitter, Facebook etc. 	

Based on the identified competency assessment, the consultant has undertaken a detailed analysis to identify the capacity building interventions, i.e., Functional, Behavioral and Domain training interventions.

They are mentioned in the tables below.

Functional Training Interventions

In this section, we cover the training interventions proposed to the Logistics Division to sufficiently address their functional capacity needs identified in the Competency Gap Assessment. Functional interventions are necessary for the smooth and day-to-day functioning of the division. The suggestions aim to fill up observed voids in aspects such as data management and knowledge Management (KMS), digital and physical documentation, MS Office, Project and contract management, Government e-Marketplace (GeM), handling dashboards etc.

Table 2: Training Interventions for Addressing Functional Capacity Needs

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Basic: MS Office Training Program	Microsoft Word Microsoft Excel Microsoft PowerPoint Microsoft Teams Microsoft One Drive	Online	Self-nomination basis	2 Days	Functional	Microsoft, Ministry of Skill Development and Entrepreneurship (MSDE) and Capacity Building Commission (CBC)
Advance: MS Office Training Program	Microsoft Word Microsoft Excel Microsoft PowerPoint Microsoft SharePoint Microsoft Outlook	Online	Self-nomination basis	2 Days	Functional	Microsoft, MSDE and CBC
Noting and drafting	1. Noting 2. Drafting	Online	SO/ASO	2 hours	Functional	iGOT
Preparation of Cabinet Notes	1. Preparation of cabinet notes 2. Final Assessment	Online	SO/ASO	5 hours 10 minutes	Functional	iGOT
Procurement of Services, Works, and Contract Management	Procurement of Services, Works, and Contract Management in rural roads construction PMSGY Guidelines for Engagement of Consultants for Preparation of DPR Overview of SBD, General Conditions of Contract, Details about the Payment Certificates and Financial Management, Safety, Labor Laws, Social and Environment Safeguards, Management Meetings and Progress Monitoring, Dispute Resolution Mechanism	Online	Self-nomination basis	2 Days	Functional	iGOT
Preparation of Detailed Project Report (DPR)	Topographical Surveys, Geometric Design and Bill of Quantities, Surveys, and Investigations (Soils, Materials & Geotechnical), Assessment Test	Online	Self-nomination basis	22 hours 30 minutes	Functional	iGOT
Government E Marketplace	The GeM Ecosystem; Pre-requisites for Registration; Purchase of Products Through Bid Creation; Purchase of Service Through Bid	Online	Self-nomination basis	1hr 9m	Functional	iGOT

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	Creation; Awarding of Bid / View The Bid; Order Processing CRAC – Generation; Payment Process through PFMS; Think Modules; Test					
Project Management	Project Management Plans; Scheduling and its definitions; Types of Schedules	Online	Self-nomination basis	47m	Functional	iGOT
Handling CAT Cases	Handling CAT (Central Administrative Tribunal) Cases	Online	Self-nomination basis	1 hr 19m	Functional	iGOT
Office Procedure	Office Procedure Noting Drafting	Online	SO/ASO	2hr 17m	Functional	iGOT
Right to Information Act, 2005 - Part 1	Right to Information Act, 2005 - Part 1	Online	US/SO/ASO	45m	Functional	iGOT
Preventive Vigilance	Importance of Preventive Vigilance; Importance of Preventive Vigilance; Tools of Preventive Vigilance; Case studies; Assessment	Online	US/SO/ASO	1hr 30m	Functional	iGOT

Behavioral Training Interventions

In this section, we cover the training interventions proposed to the Logistics Division to sufficiently address their behavioral capacity needs identified in the Competency Gap Assessment. The suggestions aim to fill up observed voids in aspects such as Leadership and Team Management, networking, inter-ministerial coordination along with state government, Gender Sensitivity in the workplace, interpersonal communication, and mental wellbeing.

Table 3: Training Interventions for Addressing Behavioural Capacity Needs

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Leadership Skills	CBC to fill	Offline	Directors and above	TBD	Behavioral	ISB
Effective Communication	Introduction to the Course Basics of Communication Effectiveness of Communication	Offline	Self-nomination basis	1 Day	Behavioral	IIM-B
Stress Management	Introduction to Stress Management Coping Strategies Meditation Audio Motivational videos for busting stress	Online	Self-nomination basis	1 Day	Behavioral	iGOT
Increasing your Emotional Quotient	Managing negative emotions Important aspects of managing emotions Transform our emotions	Online	Self-nomination basis	1 Day	Behavioral	Art of Living
Self-Leadership	Insightful videos on self- leadership Know about the various aspects of ourselves Self-awareness, Self-control and Self-confidence	Online	Directors and above	1 Day	Behavioral	Art of Living
Interpersonal Effectiveness and Team Building	Identification of and ways to work through personal obstacles Assertiveness, Trust building, Confrontation Effective leadership and subordinacy Building effective teams Building a team culture Organisational success through personal effectiveness and teamwork	Offline	US and Above	10 Days	Behavioral	IIM-A
Organisational Leadership for the 21st Century	Build "Living Organizations" (Ariel de Guese) that are "Built to Last" (Collins and Porras) and with a "Soul" (Secretan). Technological abilities Analytical abilities Conceptual abilities Leadership skills	Offline	Directors and above	4 Days	Behavioral	IIM-A

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Creating High Performance Organizations	The topics include organizational effectiveness, structures and processes for excellence, organizational culture for excellence, corporate social responsibility, and corporate citizenship behavior, coaching for excellence, building, and leading high-performance teams, and decision making to support high performance. Participants will be encouraged to view themselves as leaders trying to reconcile and balance diverse demands of their organization even as they embark on a long journey to excellence.	Offline	Directors and above	5 Days	Behavioral	IIM-B
Decision Making for Managerial Effectiveness	The programme exposes participants to how framing, biases, motivational influences, and escalation of commitment creep into decisions we make. We seek to understand how decisions made by smart and responsible individuals and groups can sometimes lead to organizational failures and disasters, that can affect the destinies of thousands of people. We also try to understand how humans interpret the complex situations they face, and how do strategies leaders and managers employ to deal with these complexities, uncertainties, and crises. Understanding this will help managers and leaders make better and more creative decisions in their organizations.	Offline	Directors and above	3 Days	Behavioral	IIM-B
Leading Strategic Change	Strategic thinking for leading strategic change Recognizing the need for change and starting the change process Diagnosing change to assess strategic alignment Preparing and planning to implement power, politics and stakeholder management Managing personal transitions: modes of Interventions Leading stakeholders in strategic change Leading strategic turnaround Tracking and reviewing role of Leaders and Senior executives Succession planning for critical roles and a pipeline for talent	Offline	Self-nomination basis	3 Days	Behavioral	IIM-B
Workplace Conflict - An Opportunity for Growth	Conflict dynamics Role of emotions in conflict Constructive feedback Engaging with differences with curiosity Networks for innovation in an uncertain world Diversity, access, and inclusion Having difficult conversations meaningfully Harvesting creative solutions	Offline	Directors and above	3 Days	Behavioral	IIM-B
Training on Change Management	Defreezing and Leading Organizational Transformation Strategic Thinking and Decision-Making Interpersonal Style: Transactional Analysis (TA) And Understanding Self: Johari Window Psychometric Test Leadership Workshop -1: LEAD Concept Emotional Intelligence: Develop EQ Conflict Resolution Style and Negotiation Skills Problem Solving Skills and Lateral Thinking	Offline	US and Above	5 Days	Behavioral	IIPA

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Building Competence for Personal Excellence	Overall physical, mental, and emotional well-being. Renewed sense of enthusiasm and optimism, harmonious inter-personal relationships. Improved clarity of mind and decision making, broader vision and a sense of belongingness with people Enrich teamwork, conflict resolution, enriching ethical and human values Aligning the teams with a common shared vision	Offline	Nomination by Supervisor	6 Days	Behavioral	V. V. Giri National Labour Institute
Managing Work Effectively: A Behavioral Approach	Traditional vs. visionary leadership Impact of visionary leadership in personal and organizational life Skills of sustaining leadership	Offline	Nomination by Supervisor	5 Days	Behavioral	V. V. Giri National Labour Institute
Gender Equality and Development – Overview	Gender Equality Matters for Development; Development Has Closed Some Gender Gaps; Many Gender Gaps Persist; Gender Equality: Progress and Constraints; Priorities for Domestic and International Action	Online	Self-nomination	1 hr 45 m	Behavioral	iGOT
Prevention of Sexual Harassment of Women at Workplace	Watch Module; Think Module, Do Module; Explore Module	Online	Self-nomination	2 hr 45 m	Behavioral	iGOT

3. Competencies Identified and Capacity Building Interventions Suggested: Division Specific

In this section, we cover the training interventions proposed to the Logistics Division to sufficiently address their domain capacity needs identified in the Competency Gap Assessment. The wide range of suggestions are in the form of modules targeted to address the observed voids in aspects such as effective public policy, knowledge of PM Gati Shakti, fundamental aspects of the Logistics Sector and its industry concepts like supply chain management, infrastructure assets etc., National Logistics Policy (NLP), global best practices and more.

Table 4: Training Interventions for Addressing Domain Capacity Needs

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Public Policy and the VUCA (Vision, Understanding, Clarity and Agility) World- Issues and Challenges	Each stage of public policy has significance, and its success or failure is dependent on the comprehensive understanding of the challenges at each stage by the policy makers and the implementers. The challenge is to respond to highly dynamic world and increasing demands and rising aspirations of the citizens, which in policy lexicon has emerged as VUCA (Volatile, Uncertain, Complex and Ambiguous) world.	Offline	Directors and above	2 hrs 30 mins	Domain	IIPA
Designing Effective Public Policies: Blending Design Thinking, Behavioral Insights, and Futures Thinking	The programme is structured to take participants through the key frameworks of design thinking, behavioral thinking, and futures thinking and apply them to real-life policy problems spanning across different policy domains.	Offline	Directors and above	5 days	Domain	IIM-A
Introduction to Public Policy	This course aims at familiarizing the learners with the key concepts and theories of Public Policy. The course gives the opportunity to gain the knowledge and understanding of policy making, and implement policies informed by facts rather than opinion or instinct.	Online	Directors and above	5 days	Domain	IIDL
Understanding Public Policy in India	Participants will learn not only about development of public policy and policy analysis, but also the aspects of finance, ethics, and accountability, as well as best practices of public policy management, across the domains of administration and governance. With a keen focus on building capabilities on data analysis, critical thinking, and decision-making, the programme will help you shape and drive policy changes in the political, environmental, and social spheres.	Online	Directors and above	12 weeks	Domain	ISB
PM Gati Shakti	The course will have four modules – Introduction of PM Gati Shakti, Planning and Decision-Making Tools under NMP Portal, State Engagement, and Project Monitoring Framework.	Online	US and below	30 mins	Domain	iGoT
Public Private Partnerships (PPP) for Infrastructure Projects	This course of 'Public-Private Partnership (PPP) for Infrastructure Projects' will assist in understanding what is Infrastructure, how much finance is required for the development and management of infrastructure, and what are financing options available and being opted. Public-Private Partnership, as an approach has been adopted for infrastructure development and management, internationally and nationally.	Online	Director and above	2hrs 15m	Domain	iGoT – IIPA
Introduction to Emerging Technologies	The 'Introduction to Emerging Technologies' course is focused on helping learners understand key emerging technologies such as Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, Natural Language Processing, Internet of Things,	Online	All officers	2 hrs 30 min	Domain	iGoT

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	Blockchain, Drone Technology, Augmented Reality and Virtual Reality.					
Emerging Technologies	A course which includes modules on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	Online	All levels	1 day	Domain	iGoT
Certificate Programme In Global Trade Logistics And Operations (CPGTLO)	The primary objective of the course is to develop among participants a closer appreciation of the critical role which business logistics management plays in today's fiercely competitive global environment. The Course covers Foreign Trade Policy, International Trade Logistics, Trade Finance & Logistics Operations, Transportation Logistics and Maritime Logistics	Offline	Self - nominated	4 months	Domain	IIFT
Certificate Programme In Export Import Management	Course coverage includes International Marketing Management, Foreign Trade Policy and Customs Procedures, International Trade Logistics, International Trade Operations & Export Import Documentation, Global Business Environment, and International Trade Finance & Foreign Exchange Management.	Offline	Self - nominated	4 months	Domain	IIFT
Artificial Intelligence for Digital Transformation	The course covers the nature of digital transformation that organizations are currently undergoing, the role of AI and ways in which specific technologies are implemented.	Offline	Director and above	3 Days	Domain	IIM B
Industry 4.0 and Internet of Things (IoT) - What every manager needs to know about them	The program aims to help leaders envision and execute IoT-driven business transformations in Industry 4.0, not just understand the technical elements. The goal is to demystify IT/OT integration and Industry 4.0 so that leaders can plan to achieve the strategic advantage that IoT makes possible in tandem with other disruptive technologies.	Offline	Director and above	4days	Domain	IIM C
Artificial Intelligence (AI) and Analytics Based Business Strategy: Creating Business Value	<p>The programme will provide a several tools and perspectives to address the applicability of AI in digital transformation of your business. The programme will address the following themes:</p> <ul style="list-style-type: none"> • Digital transformation: Present and future of AI in business • Enablers and pre-conditions to introduce AI • How to Create Business Value: From a full-stack company to AI-as-a service • AI in different sectors of the industry: From Automotive to Robots • The socio-politics of AI-critical issues 	Offline	Director and above	3 Days	Domain	IIM B
Artificial Intelligence for Senior Leaders	This program is aimed at the managers who are currently leading and are likely to lead AI initiatives in the organization. The course covers the aspects such as Organizational journey of AI transformation, data governance, data preparation for analytic model building and descriptive, predictive, and prescriptive analytics.	Offline	Director and above	3 Days	Domain	IIM B
PPP Frameworks for Infrastructure Development	The programme intends to cover the objectives, including, How governments decide and prioritize projects; Scope, resources, cost, and risk management in PPPs; Social and political needs of infrastructure development; Innovative	Online	Director and above	5 Days	Domain	IIM A

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	developments in a PPP framework; Engaging with startups in state infrastructure development					
Advanced Management Programme for Infrastructure	Designed to equip professionals with competencies in the core disciplines of Change Management, Fundamentals of Finance, Fundamentals of Economics, Infrastructure project management, Contract Management, Legal Issues and Dispute Resolution, Social and Environmental Issues in Infrastructure, Strategic Planning, Digital Transformation of infrastructure business and Public-Private Partnerships to deliver India's infrastructure needs.	Online	Director and above	12 Days	Domain	Indian School of Business (ISB)
Utilities Capsule Courses	To provide working exposure of open-source software like Q GIS and SAGA. Field based exercise on instruments like GPS, DGPS, Spectroradiometer etc. will also be the part of training program. To train the participants in geospatial technologies involving them in a mini project for preparing resource inventory on land, water, forestry, agriculture, urban, e-government etc.	Offline	Self-nominate d	3 days	Domain	National Power Training Institute (NPTI)
Introduction to ArcGIS 10, QGIS, etc.	The course covers various GIS Concepts; Data Formats; Data Structures; Software Architecture: ArcMap and ArcCatalog; Map Projections, Datums and Coordinate Reference Systems; Georeferencing & Digitizing; Editing Spatial and Attribute data; Table Relationships & Cardinality; Domains & Subtypes; Symbolization; Attribute and Spatial Quer; Overlay and Proximity Analysis; Map Layout & Printing	Offline	Self-nominate d	128 hours	Domain	Indian Geoinformati cs Centre
Certificate in Logistics and Supply Chain Management	This course focusses on the process of integration and maintenance of goods in an organization, along with its coordination and management of supply chains. Supply chain management has a big potential in India and abroad.	Online	All levels	75 hours	Domain	Additional Skill Acquisition Programme: Government of Kerala Company
Certificate in Logistics & Supply Chain Management	The programme utilizes Net-based delivery with Multimedia presentation sessions, quizzes, and assignments. Additionally, demonstration sessions and contact sessions are also conducted to impart high-quality learning followed by written Examination.	Online	All levels	3 months	Domain	Institute of Clinical Research (India) (ICRI)
Fast Track GIS Training Certificate Program	This programme will teach you the fundamentals of Geographic Information System (GIS), Remote sensing, satellite image analysis, and their applications in various fields. This is a short-term course for new beginners who are interested to learn and know about Geospatial mapping technology. This course introduces GIS concepts, understand functioning of locational data, and finally output in the form of GIS Maps.	Online	Directors and above	15 Days	Domain	GIS Vision India (GIS Vision India's BMS has been certified as compliant with the ISO 9001:2015 standard for the provision of geospatial systems, data and analysis services and products)
1 Month GIS Development Training Program® (GIS, Remote Sensing & Photogrammetry)	The programme aims to provide in-depth understanding of Geographic Information System (GIS), remote sensing, analyzing geospatial data in various GIS based software. GIS data applications in various fields of urban planning, hydrological	Online	Directors and above	30 days	Domain	GIS Vision India

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	analysis, disaster management, environmental assessment, agriculture & soil, forestry, urban and regional studies, geographical analysis, city development and management, road network and traffic management systems, civil engineering, forest management, etc.					
Web GIS Development Training Course	Learn how to publish map, create interactive GIS dashboards in web-based applications. Learn how to publish maps in public html server. As this is an advanced GIS tools functionality learners need to have a basic knowledge of GIS, geodatabase management, file extensions of GIS like KML, XML, SHP, Etc. before proceeding with the course. This course is beneficial for those who are looking to be a full stack GIS web developer.	Online	Directors and above	30 days	Domain	GIS Vision India
Executive Programme In Supply Chain & Logistics Management	The programme is aimed at providing the participants with a deep understanding of the supply chain and logistics management principles from a strategy, planning and operations perspective. The sessions would be specifically designed to prepare participants for advancement in supply chain management careers including procurement, supplier management, inventory management, coordination, logistics (transport and warehousing).	Offline	All level	6-8 months	Domain	IIM A
Certificate Programme in Digital Operations and Supply Chain Management	The Fourth Industrial Revolution (Industry 4.0) is unfolding the age of digitalization by eliminating traditional industrial practices in Operations Management. The course covers, Cloud Computing, Augmented Reality, Big Data Analytics, Machine Learning	Hybrid	Directors and above	6 months	Domain	IIM B
Professional Certification In Supply Chain Management & Analytics	Supply Chain Analytics enables management to make data-driven decisions at strategic, operational, and tactical levels. In the Supply Chain Management field, there is a shortage of professionals with process and analytics talents. This certification gets you ready for high-demand job roles such as Demand Planner, Data Scientist, Supply Planner, and Supply and Operations Planner.	Online	All level	6 Months	Domain	IIT Roorkee
Executive Program in Supply Chain Management During Uncertain Times	The course covers the entire gamut of SCM concepts including SC planning and strategic alignment, inventory management, logistics and transportation management, SC analytics and technological innovations within supply chain management. This course also covers the application of contemporary and emerging technologies like Supply Chain Digital Transformation, Industry 4.0 Applications in Supply Chains – Blockchain, IoT, Digital fulfilment, Omnichannel and Circular Supply Chains etc.	Online	Directors and above	9 Months	Domain	IIM L
Executive Programme in Operations and Supply Chain Management (O&SCM)	Operations and supply chain management are an important area for any businesses to deliver their products and services effectively and efficiently. The programme provides a mix of theoretical and practical exposure to the operations and supply management in today's global and highly competitive markets. The programme will focus on contemporary topics in Operations and Supply Chain Management.	Online	Directors and above	12 Months	Domain	IIM I
PG Certificate Programme In Supply Chain Management	The course provides overview & understanding of SCM and sub-functions, introducing theoretical models & applications in SCM, importance of sourcing or procurement decisions; contemporary tools and techniques for improving the performance of supply.	Offline on Saturdays	All levels	1 year	Domain	IIM Tiruchirappalli

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Green Economy and Trade	The course aims to provide participants with a solid understanding of the policy instruments and enabling conditions needed for countries to advance the green economy transition via green trade, and vice-versa.	Online	Self-Nominated	2 hours	Domain	UN CC-e-learn
Logistics in Peacekeeping Missions	This course provides the background and rationale behind UN peacekeeping logistics, the key organizations responsible for providing logistical support		Self-Nominated		Domain	UN (USD 375)
Distribution and Logistics Management	The course covers elements of distribution & logistics management, physical distribution, warehouse selection, material handling, packaging, order fulfillment, customer service, inventory management, receiving, production stores, returned goods. addresses technology issues like ERP, bar coding, EDI, e-commerce, and DRP.	Online	Self-Nominated	6 weeks / 3 months	Domain	Harvard Community Education
International Aviation: Intro to States' Action Plans to Reduce CO2	This e-tutorial aims to build an understanding of the importance of States' Action Plans to address CO2 emissions from the international aviation sector. By establishing close cooperation among all stakeholders, it will help facilitate the selection, adoption, and implementation of the most appropriate measures to reduce the CO2 emissions.	Online	Self-Nominated	2 hours	Domain	UN CC-e-learn
Green Industrial Policy: Promoting Competitiveness & Structural Transformation	The course offers a wide panorama of the main conceptual and empirical considerations within the current global green industrial policy debate	Online	Self-Nominated	30 hours (online)	Domain	UN CC-e-learn
Sustainable Infrastructure	The course strives to enhance access to basic services, promote environmental sustainability, and support inclusive growth through its endeavor to meet the sustainable development goals (SDGs)	Online	Self-Nominated	3.5 months	Domain	Harvard University
Supply Chain Management	This course introduces the concept of supply chain management and identifies industry innovation, methods of cost reduction, and operations optimization techniques.		Self-Nominated		Domain	Harvard University
e-Learning course on Appraising the wider Economic Benefits of Transport Corridor Investments	Transport corridors—large highways, railways, and waterways connecting countries and continents—offer enormous potential to boost Asia's economic growth, spur job creation, and reduce poverty, if the new trade routes spread their benefits widely and limit negative environmental impacts. But countries need to change the mindset that transport corridors are mere engineering feats designed to move along vehicles and commodities.	Online	Directors and above	Self-Paced	Domain	World Bank Group
Public-Private Partnerships (PPP): How Can PPPs Help Deliver Better Services?	This course provides an understanding of the key principles of PPPs and the role of PPPs in the delivery of infrastructure services, particularly in emerging markets. Participants will learn from practitioners, government officials, and academics with field experience, hearing firsthand about the opportunities and challenges of procuring and maintaining infrastructure services through effective PPPs. The course includes video lectures, readings, quizzes, and other learning materials designed and taught by experts from Harvard University, Johns Hopkins University, the Indian School of Business, the European Investment Bank, the International Monetary Fund, and the United Nations Economic Commission for Europe (UNECE), among other institutions.	Online	Directors and above	Self-Paced	Domain	World Bank Group
Eco-Industrial Parks training	Introduction to EIPs EIP Opportunity Assessment EIP Management Resource Efficient and Cleaner Production (RECP) Industrial Synergies	Online	Directors and above	Self-Paced	Domain	UNIDO Knowledge Hub

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	EIP Concept Planning Implementation of EIP opportunities					
Financial Analysis of Investment Project Scenarios with Application of COMFAR software.	Five-day training courses present the internationally accepted UNIDO methodologies and tools for project formulation and appraisal including COMFAR (Computer Model for Feasibility Analysis and Reporting). COMFAR facilitates the fast computation of financial statements needed for financial and economic appraisal of investment projects. It can be used for small-to large- scale projects, expansion, rehabilitation and modernization of existing enterprises and joint ventures.		Directors and above	Offline Beginners Level – 5 Days Advanced level – 5 Days	Domain	UNIDO
Quality Infrastructure and Trade	Based on analysis of trade challenges and opportunities, the training is designed for encouraging trade development along value chains.	Online	Directors and above	Self-Paced	Domain	UNIDO Knowledge Hub
Introduction to evaluations: managing project evaluations – Enhanced Integrated Framework (EIF) Micro course series	To increase your skills in managing the process for EIF project evaluations To minimize mistakes and ensure a smooth planning, implementation To follow-up of evaluations of projects supported by the EIF	Online	Directors and above	Self-Paced	Domain	WTO
Preparing and managing project evaluations – EIF Micro course series	The overall objective of this course is to increase the skills and capacities of National Implementation Unit (NIU) Main Implementing Entity (MIE) staff on better managing EIF project evaluations.	Online	Directors and above	Self-Paced	Domain	WTO
Trade and Environment and the WTO	<ul style="list-style-type: none"> Identify and understand the relationship between trade and environment and the role of the Committee on Trade and Environment in the WTO. Have a clear understanding of the WTO rules on Trade and Environment and their complex linkages with several international treaties and regulations on a wide range of key areas governing today's world. Have an improved ability to interpret relevant information and documents on trade and environment-related issues, and to use the WTO legal texts and related background materials. 	Online	Directors and above	Self-Paced	Domain	WTO
Investing in Quality Infrastructure for a Green, Inclusive and Resilient Recovery	<ul style="list-style-type: none"> Understand the concept of green, resilient, and inclusive development (GRID) Explore the G20 Quality Infrastructure Investment (QII) Principles and discover how they can strengthen infrastructure investment programs to achieve GRID Discover the relationship between infrastructure investment, the environment, and climate change—and how to develop green infrastructure projects Uncover the benefits of resilience and inclusion in infrastructure investment programs, and learn how they can be introduced in planning and implementing infrastructure projects Develop knowledge of the life-cycle cost approach to infrastructure investment, its challenges, and good practice in its implementation Deepen understanding of infrastructure governance Be able to explain how applying the QII Principles to infrastructure investment 	Online	Directors and above	Self-Paced	Domain	World Bank Group

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	can contribute to GRID in your own country's circumstances.					
Implementation Of The New UNITAR Tool For Monitoring And Evaluation Of E-waste In CIS Countries	The purpose of this event was to demonstrate the possibility of the "Electronic Waste Forecasting Tool" program developed by UNITAR, and to train specialists in the field of accounting, statistics, ecology, and sustainable development to use the tool in their fields of activity for economic consequences, setting goals, forecasting the generation of electronic and electrical waste.	Online	Directors and above	2Days	Domain	UNITAR
UNITAR Human Rights Council Training Programme	This course will run in parallel to the real UN Human Rights Council in Geneva and aims at providing participants with in-depth knowledge on human rights and the functioning of the UN's key body to promote them. In line with UNITAR's mandate, this programme aspires to enhance participants' knowledge and skills in the areas of human rights and international affairs. This will empower them to take on leadership roles in their respective environments and thereby continue to promote the respect for human rights in the world.	Online	Directors and above	3 weeks	Domain	UNITAR
Waste Management And Circular Economy	<ul style="list-style-type: none"> Understand the importance of sound waste management in relation to SDGs and reduction of poverty Identify tools that can be used on effective planning for waste management Discuss how to promote effective governance of waste among key stakeholders Identify Policy instruments to be used on waste management and waste reduction Discuss how circular economy approaches can be supported through waste management. Understand the importance of biowaste management and its contribution to economic growth; 	Online	Directors and above	Self-Paced	Domain	UNITAR
Workshop On Stakeholder Engagement And Coordination	This workshop will focus on approaches to coordination and stakeholder engagement at different levels or spheres – personal and professional – , with different stakeholder groups – journalists, international organizations, etc. – and in different situations – peaceful times, crisis situations. Practical exercises and case studies will be used to expose participants to different situations that they could face in their professional careers.	Offline	Directors and above	2 Days	Domain	UNITAR
Inclusive Design	This e-course, split into 12 modules, is intended for ADB staff as well representatives from ADB's developing member countries, for those delivering urban and transport development projects.	Online	Directors and above		Domain	ADB
Financing and Investing in Infrastructure	The course focuses on how private investors approach infrastructure projects from the standpoint of equity, debt, and hybrid instruments. The course concentrates on the practical aspects of project finance: the most frequently used financial techniques for infrastructure investments. The repeated use of real-life examples and case studies will allow students to link the theoretical background to actual business practices. In the end of the course, students will be capable of analyzing a complex transaction, identifying the key elements of a deal, and suggesting proper solutions for deal structuring from a financial advisor's perspective.	Online	Director and above	11 hours	Domain	Coursera - Bocconi

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Introduction To Geospatial Technologies and ArcGIS Interface	The course offers an opportunity for the students to understand the basics of geospatial technology for developing an interest in the principles, practical uses, and resources related to geospatial technologies.	Online	Self-nominated	4.5 hours	Domain	Udemy
Supply Chain Planning	This course explores how to use data science to conduct demand and supply planning, how to constrain the forecast, and how to measure the results. As we walk through this process, we will also explore how to use Excel to quantify each step.	Online	Self-nominated	6 hours	Domain	Coursera-UCI Division of Continuing Learning
Supply Chain Management Specialization	The Supply Chain Management Specialization is made up of four basic courses in logistics, operations, planning, and sourcing, followed by a capstone course in Supply Chain Management Strategy. The Supply Chain Logistics course will cover transportation, warehousing and inventory, and logistics network design. The Supply Chain Operations course covers techniques used to optimize flow and focuses specifically on Six Sigma quality and Lean practices.	Online	Directors and above	6 Months	Domain	Coursera-Rutgers
Supply Chain Management: A Learning Perspective	In this course, we want to understand fundamental principles of value creation for the consumers or the market. We try to answer questions like how the product or service is made, how the value-creating activities or functions are coordinated, who should play what leadership roles in realizing all these, and so on. As our course title hints, we approach all these issues from a learning perspective, which is dynamic in nature and emphasizes long-term capability building rather than short-term symptomatic problem solving.	Online	Directors and above	18 hours	Domain	Coursera-KAIST

Table 5: Proposed Training(s) offered by CTIs

Course Name	Provider
Proposed courses/ trainings offered by CTIs ¹	
Logistics and supply chain management	CTI-Indian Railways Institute of Transport Management
Public Private Partnership- Urban Infrastructure and service delivery	CTI-National Institute of Defence Estates Management
Material management programmes- refresher course and supply chain management	CTI-National Academy of Indian Railways
Big data and artificial intelligence	CTI-Indian Railways Institute of Transport Management
Big data analytics in government	CTI-Institute of Secretariat Training & Management
Information technology courses	CTI-National Academy of Indian Railways
IT and data analytics	CTI - Indian Statistical Service Training Division

Non-training Interventions

¹ Mode, details of the course, duration and nominations are not available for the mentioned courses/institutes. Thus, there is a different table for that created here.

Based on the identified competency assessment, the consultant has also identified non-training interventions. These are in the form of exposure visits / collaboration with several agencies / private enterprises intending towards providing on-ground experience to the officers. As suggested by the officer(s), for junior officers (Director / Deputy Secretary and below) exposure visits can be arranged to domestic industrial areas/ logistic hubs for them to gain practical understanding and understand the challenges better. Further, senior officers (Director / Deputy Secretary and above) should be aware of international best – practices for policy changes, hence visit to globally recognized industrial zones can be looked at. The list of provider/ facilitator and proposed duration along with attendees is mentioned below.

Table 6: Non-Training Interventions to Address Capacity Needs for Logistics Division

Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Dubai, UAE	Dubai Airport Freezone (DAFZ) Established in 1996, located at the very heart of global trade, DAFZ offers the ideal gateway to the Middle East and unrivalled connectivity to Europe, the Indian Subcontinent, and the Far East	2-3 days	Director and above
Abu Dhabi, UAE	Khalifa Industrial Zone (KIZAD) One of the region's largest integrated commercial and industrial centre linked to Khalifa Port, attracting international companies specialising in transport, distribution, manufacturing, trade, and storage with access to regional and international markets, a wide range of start-up solutions, high-quality infrastructure, and excellent road and transportation networks	2-3 days	Director and above
Mundra, Gujarat	Adani Ports and Logistics Adani Group's business establishments in Mundra and Hazira in Gujarat	2-3 days	Director and below
Bhiwandi, Maharashtra	DHL Warehouse DHL is the world's leading logistics company with people working from 220 countries and territories	2-3 days	US and below
Thane, Maharashtra	Blue Dart Express Ltd Blue Dart is an integrated transportation and distribution company, that offers secure and reliable delivery of consignments to over 55,400+ locations in India.	2-3 days	US and below