



CAPACITY
BUILDING
COMMISSION

TA 6921 IND: Supporting Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure - Industry and Trade Expert (56014-001)

Capacity Building Plan Report
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List of Abbreviations

Abbreviation	Full Form
ACBP	Annual capacity Building Plans
ACC	Appointments Committee of the Cabinet
ACES	Autonomous Connected Electric & Shared
AI	Artificial Intelligence
APCTT	Asian and Pacific Centre for Transfer of Technology
AR	Augmented Reality
AS	Additional Secretary
ASO	Assistant Section Officer
CBC	Capacity Building Commission
CEPA	Comprehensive Economic Partnership Agreement
CGE	Computable General Equilibrium
CSMOP	Central Secretariat Manual of Office Procedure
CSR	Corporate Social Responsibility
DAR&PG	Department of Administrative Reforms and Public Grievances
DoPT	Department of Personnel and Training
ESDM	Electronics System Design & Manufacturing
ESG	Environmental, Social and Governance
FTA	Free Trade Agreement
GeM	Government e Marketplace
GFR	General Financial Rules
IMF	International Monetary Fund
IoT	Internet of Things
ISTM	Institute of Secretariat Training and Management
JS	Joint Secretary
KMS	Key Management Services
MeitY	Ministry of Electronics and Information Technology
ML	Machine Learning
MoU	Memorandum of Understanding

RFI	Right for Information
RfP	Request for Proposal
RPA	Robotics Process Automation
RTI	Right to Information
SIAP	Statistical Institute for Asia and the Pacific
SO	Section Officer
SPS	Sanitary and Phyto-Sanitary
SWC	Single Window Custom
TBT	Technical Barriers to Trade
TRIPs	Trade Related Aspects of Intellectual Property Right
UNCTAD	United Nations Conference on Trade and Development
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
VR	Virtual Reality
WTO	World Trade Organization

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.

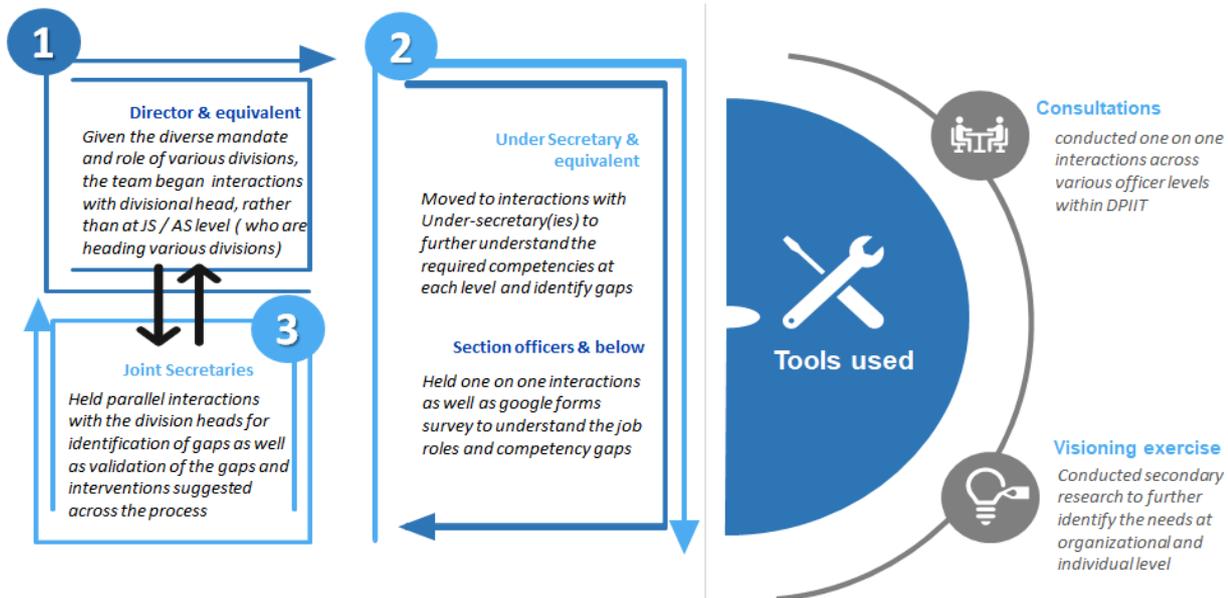
Figure 1: Overall approach for the exercise



Post that, consultant undertook individual consultations across various officer levels (for Undersecretary (ies) and officers below, the personal interactions were coupled with a google form survey to have a wider coverage). The stakeholder consultations were primarily a two – staged process. In the first stage, the consultant understood the “competency requirements” and “training needs”. While, in the second stage, the consultant presented the identified “competency gaps” for validation, presented and discussed the “suggested list of trainings”.

In the first stage, the consultant started with consultations with Directors and Deputy Secretary (ies) as they are heading respective divisions, and thus would have in – depth understanding across facets. Further, the consultant held a mix of focused group discussions and individual consultations based on the availability of officers for Under – secretary(ies), Section officer (s) and Assistant section officer(s). This was also coupled with consolidating findings from the google form survey conducted, capturing inputs of 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 (ies) and Additional Secretary(ies), heads 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



After the first round of consultations, the consultant prepared the list of proposed interventions, bifurcating it into training and non – training interventions. While the training interventions contained the list of online and offline trainings across different aspects; the non – training interventions include division – wise identification of immersion trainings / exposure visits. As per CBC’s directions, for identification of courses, the consultant prioritized courses available on iGOT and ISTM platform, further searched for relevant trainings available with domestic institutes and then foreign institutes.

As the next step, the consultant held the second round of focused group discussions, headed by Joint Secretary(ies) / Additional Secretary(ies), including Director(s) and Deputy Secretary(ies) under respective sections/ divisions. The consultant showcased the suggested list of trainings, sought feedback and also incorporated the courses suggested by them in the calendar plan. Post that, the consultant requested for a Director/ Deputy Secretary to be nominated as single “point of contact” for providing support to consolidate the indicative number of officers who can be targeted for the given set of trainings.

As a final deliverable, the consultant prepared the Training Calendar as a part of the Annual Capacity Building Plan focusing on interventions at the “Individual level”. The training calendar has detailed information about each training course, such as course details, institute, duration, cost etc. For every course, the consultant mapped the target audience officers’ level who are suggested to undertake the training) and indicative number of personnel who have shown interest in undertaking the course / training. As part of providing implementation support, the consultant has also provided the Training Calendar for the first quarter, coupled with several exposure visits across various divisions of the department.

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

At individual level, for DoC, a set of functional and behavioral skills required among officers across various divisions were cutting – across each other. Hence, the consultant has prepared a consolidated section encompassing the division – agnostic set of functional and behavioral competencies. This section provides a list of functional and Behavioral competencies required to complement the domain knowledge and technical know – how (division specific domain and functional competencies are discussed in the next section).

In this section, competency assessment is thus carried out across two categories:

1. **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.
2. **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

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values, and behavior to improve performance. These competencies and suggested trainings have been identified basis the three – lenses: National priorities, citizen centricity, and Emerging technologies.

The table below illustrates the behavioral and functional competency requirements across all divisions of the Department.

Table 1: Division-agnostic competency requirements

#	Competency	Areas of Work Responsibility	Competency Requirements Identified	Lenses addressed
1)	Behavioral Competency	Coordinate and control private operators/ service providers		17. National priorities 18. Citizen centricity
		Coordinate with other ministries and parliament	1. Negotiation skills 2. Communication skills 3. Organizational skills 4. Interpersonal skills 5. Diplomatic sensitivity 6. Networking	19. National priorities 20. Citizen centricity
		Negotiate with foreign governments and agencies	7. Result oriented approach 8. Work ethics 9. Behavioral and motivational training to align with departmental goals	21. National priorities
		Smooth grievance redressal for citizens; Marketing and branding	10. Leadership module for senior officers including Behavioral aspects and Human Resource Management 11. Stakeholder management	22. National priorities 23. Citizen centricity
		Develop focus areas to match the latest global standards	12. Health and wellbeing/Stress management 13. Gender sensitization and anti-sexual harassment 14. Liasoning skills 15. Multitasking and time management 16. Problem solving and strategic thinking	24. National priorities 25. Citizen centricity 26. Emerging technologies
		Team development and management		27. National priorities 28. Citizen centricity 29. Emerging technologies
		Citizen centric work	30. Smooth grievance redressal for citizens; Marketing and branding 31. Module on social engagement with local community/ CSR	32. Citizen centricity
2)	Functional Competency	Data management	33. Digital documentation handling – know how to review and various compliance requirements 34. Digitalization of Ministry's data 35. Efficient E-File management system and Key Management System (KMS)	39. National priorities 40. Emerging technologies

			<p>36. Knowledge of MS Office</p> <p>37. Analytical skills for Data analysis</p> <p>38. Adept with research databases for identification and extracting requisite information ; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, etc.</p>	
		Procurement and Contract management	<p>41. Formulation and tracking of contracts</p> <p>42. Efficient use of GEM for procurement and developing SOPs to address issues/challenges faced using GEM</p> <p>43. Knowledge of Public Procurement processes for goods and services</p>	<p>44. National priorities</p> <p>45. Emerging technologies</p>
		Administration	<p>46. Regulations issued by Department of Administrative Reforms and Public Grievances (DAR&PG) and Department of Personnel and Training (DOPT)</p> <p>47. Development of E database for organized documentation in different categories and SOPs for documentation management</p> <p>48. Central Secretariat Manual of Office Procedure (CSMOP) rules and procedures</p> <p>49. Knowledge and understanding of Project management</p> <p>50. Knowledge of Parliamentary Procedure</p> <p>51. Vetting of MOUs</p>	<p>52. National priorities</p> <p>53. Emerging technologies</p>
		Drafting, noting and MS office skills	<p>54. Basic drafting skills for response to RTIs, RFI's</p> <p>55. Better drafting skills for preparation of Cabinet notes</p> <p>56. Basic computer skills such as MS word, excel, power point</p> <p>57. Basic documentation skills like noting, drafting, cabinet notes etc., preparing Request for Proposal (RfP)</p>	<p>58. National priorities</p> <p>59. Emerging technologies</p>
		Finance	<p>60. Capacity building and Trainings of experts on the following subjects</p> <ol style="list-style-type: none"> 1. Knowledge and adoption of GFR rules 2017 and regulations 2. Financial planning/ Budget management 3. Modules providing knowledge of Taxation system of Gol 4. Strategic and Analytical thinking 5. Training in cost analysis 6. Module on Financial management including accounts and Taxation 	<p>61. National priorities</p> <p>62. Emerging technologies</p>
		Legal	<p>63. Administrative Law - legal know-how; understanding legal jargons; court case process; arbitration</p> <p>64. International practices for formation and compliance of Laws</p> <p>65. Legislative and regulatory developments worldwide for transparency and eliminating unfair trade practices</p>	<p>66. National priorities</p> <p>67. Citizen centricity</p> <p>68. Emerging technologies</p>

As can be seen from the table above, communication skills, especially for coordination and negotiation emerge as crucial skill – set. The functional competencies are wide ranging from data management, administration to legal jargons and terminologies.

Based on the identified competency assessment, the consultant has undertaken a detailed analysis to identify the division-agnostic trainings/ courses. The table below provides a brief information of the course along with trivial details such as duration, target group and knowledge partner.

For functional competencies, the trainings proposed are primarily across the following domains: MS office, Procurement and contract management, General financial rules, Cyber security, office procedures, vigilance matters and project management.

In the similar way, the trainings proposed for behavioral competencies are: Effective communication, leadership, team management, stress management and decision making.

Table 2: Division-agnostic capacity building interventions

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
Development of Attitude Knowledge Skill for Holistic Transformation in Administration (DAKSHTA)	Code of Conduct for Government Employees Noting and Drafting Public Procurement Framework of GOI Office Procedure Parliamentary Procedures Government E Marketplace Right to Information Act, 2005 - Part 1 Right to Information Act, 2005 - Part 2 Leave Rules Pay Fixation Annual Performance Appraisal Report (APAR)	Hybrid	SO/ASO	15 Days	Functional	iGOT and ISTM
Training on procurement of goods and services (GFR, DFPR and Public Procurement Policy)	Mode of Procurement & Procurement Processes Procurement processes on GeM; Compilation of all procurement processes on GeM	Online	Self-nomination basis	1 Day	Functional	iGOT
Basics of Public Policy Research	What is Policy Research? Research Process Introduction to the Research Strategies Reporting Rules	Offline	Directors and above	1 Day	Functional	National Academy of Customs, Indirect Taxes & Narcotics (NACIN)
Designing Effective Public Policies	Designing Effective Public Policies: Blending Design Thinking, behavioral Insights, And Futures Thinking	Offline	Directors and above	5 Days	Functional	IIM-A
Economic Diplomacy	Global Political Economy and Business Diplomacy Fundamentals of Negotiation & Negotiation Strategy Types, Cultural parliamentary, economic, public, military Basic tools-variables, Ceteris paribus functions, equations, identities, graphs and diagrams Actors, fora, evolution, key issues, policy decisions, designed to influence exports, imports, investments, lending, aid, FTAs Structure and Phases of Negotiation Promotion, attracting foreign business,	Offline	US and Above	2 Days	Functional	IIFT

	investors, techno tourists International Trade Negotiations and Business Negotiations Negotiating contracts Resolution of Disputes in International Business Cross Cultural Issues in International Negotiations					
Fundamental Rules (FR) and Supplementary Rules (SR)	FRSR PART I (General Rules) FRSR PART II (TA Rules) FRSR PART III (Leave Rules) FRSR PART IV (DA, DR & CPF) FRSR PART V (HRA & Other Allowances)	Online	SO/ASO	1 Day	Functional	iGOT
Cyber Security and Strategy	Data Protection & Recovery Network Security, Dark web and VPN New emerging security threats and Global Cyber Security Index Cyber Diplomacy and Warfare	Online	All Officials	1 Day	Functional	iGoT
Project Management	Introduction to Project Management Framework Project Integration Management Project Scope, Time and Cost Management Project Risk and Quality Management Project Human Resource & Communications Management	Offline	US and Above	5 Days	Functional	NISC
Office Procedure, Noting & Drafting	Office Procedure Noting Drafting	Online	SO/ASO	1 Day	Functional	ISTM
Parliamentary Procedures	Introduction to Indian Parliament Questions in Parliament Assurance Basics Case Study Explore more about Parliamentary Procedures	Online	Self-nomination basis	1 Day	Functional	ISTM
Right to Information Act 2005 - Part 1 & 2	Right to Information Act, 2005 - Part 1 Right to Information Act, 2005 - Part 2	Online	Self-nomination basis	1 Day	Functional	ISTM
e-Governance Project Management (eGPM)	e-Governance Project Management approach will provide structured and professional approach for project implementation with necessary practices, reducing project implementation time with optimum resource utility	Offline	Directors and above	2 Days	Functional	NISC
Strategic Human Resource Management	Designing Human Resource Systems for Sustained Competitive Advantage Managing in High Growth, Mature and Declining Industries: Strategic HR Issues Managing Professionals: Strategic Challenges Managing Sales Teams for Competitive Advantage Managing Workers and IR: Strategic Issues Strategic HR Diagnosis Corporate Strategy and HRM	Offline	Directors and above	10 days	Functional	IIM-A
Financial Decision-Making Using Excel	Introduction to Accounting and Finance Introduction to Excel as a tool in Financial Decision-Making Budgeting using Excel Time Value of money using Excel Computing Cost of Capital using Excel Financial Forecasting using Excel Managing Financial Risk using Excel Usage of Excel as a tool for Benchmarking and Price Bid Evaluation Understanding Macros Inventory Management using Excel Use of Crystal Ball in Financial Decision-Making Contemporary issues in Finance using Excel	Offline	US and Above	5 Days	Functional	National Institute of Financial Management (NIFM)

Preventive Vigilance	Importance of Preventive Vigilance Tools of Preventive Vigilance Case Studies	Online	Self-nomination basis	1 Day	Functional	iGOT
Training on Project Management	Identify steps in project management Augment where focus to be given for smart project management. Assess the key issues in investment by taking up analytical exercises, Know how social value is created through investment, and Apply Randomized Controlled Trial (RCT) in project evaluation.	Online	Nomination by Supervisor	1 Day	Functional	iGOT
Retirement Planning for Govt Officers	Basics of Retirement Planning Retirement Planning Process Post-retirement Investment Strategies	Online	Self-nomination basis	1 Day	Functional	iGOT
Leadership Skills	CBC to fill	Offline	Directors and above	TBD	Behavior	ISB
Effective Communication	Introduction to the Course Basics of Communication Effectiveness of Communication	Offline	Self-nomination basis	1 Day	Behavior	IIM-B
Stress Management	Introduction to Stress Management Coping Strategies Meditation Audio Motivational videos for busting stress	Online	Self-nomination basis	1 Day	Behavior	iGOT
Increasing your Emotional Quotient	Managing negative emotions Important aspects of managing emotions Transform our emotions	Online	Self-nomination basis	1 Day	Behavior	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	Behavior	Art of Living
Interpersonal Effectiveness and Team Building	Identification of and ways to work through personal obstacles Assertiveness, Trust building, Confrontation Effective leadership and subordination Building effective teams Building a team culture Organizational success through personal effectiveness and teamwork	Offline	US and Above	10 Days	Behavior	IIM-A
Organizational 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	Behavior	IIM-A
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	Behavior	IIM-B
Decision Making for Managerial Effectiveness	The programme exposes participants to how framing, biases, motivational influences, and escalation of commitment	Offline	Directors and above	3 Days	Behavior	IIM-B

		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.					
Leading Change	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	Behavior	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	Behavior	IIM-B
Training on Change Management		De-freezing 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	Behavior	IIPA
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	Behavior	V. V. Giri National Labor Institute
Managing Effectively: Behavioral Approach	Work A	Traditional vs. visionary leadership Impact of visionary leadership in personal and organizational life Skills of sustaining leadership	Offline	Nomination by Supervisor	5 Days	Behavior	V. V. Giri National Labor Institute

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

In the similar way, the consultant has identified domain and functional specific competencies for each division/section (the functional competencies mentioned in this section are trivial for the division / section; however, the trainings / courses remain same)

The detailed list of competencies and training/ courses are highlighted for each division as follows:

3.1. Trade Intelligence and Analytics Wing

The focus of this section is to concentrate on DoC's analytics requirements and providing knowledge support to trade functions; internal division within the department to maintain control over data quality and distribute necessary statistics to other wings.

Table 3: Trade Intelligence and Analytics competency solution suggested

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of Foreign Trade Policy development and policy advocacy	Training courses on Making Trade Policy More Transparent: A New Database of Non-Tariff Measures, Online Course on Negotiation of Comprehensive Economic Partnership Agreements, Free Trade Agreement Certificate (FTAC) etc. have been provided	Domain
2	Understanding of trade nomenclature: broad chapters included in HS Codes and their correspondence with NIC and SITC codes, SPS-TBT measures, relevant WTO agreements and frameworks (SPS, TBT and TRIPS), their compliance review, and relevant WTO committees.	Modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, Online Course on Negotiation of Comprehensive Economic Partnership Agreements, etc. are provided	
3	Broad understanding of manufacturing landscape; major sectors - processes and value chains, contribution to total output and employment, major manufacturing states	Creating awareness about the manufacturing sector and its landscape, the states which are the largest manufacturers in the country and trainings on value chain processes.	
4	Knowledge on trade and related thematic areas (labor, sustainable development, gender, environment, climate changes, MSMEs, IPR, e-commerce), Trade related global trends (e.g.: global value chains, ESG mechanisms, digitization, SME involvement, internationalization programs, etc.), Knowledge of trade data sourcing, standard form of data reporting, common misclassification errors etc., Overviews of international best practices and strategies (investment promotion, export promotion, etc.)	Training modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, Why are copyright and related rights protected? - Micro course series and an E-Learning course on Analyzing Value Chains and Trade Flows a course aims to build research and practical skills for policy analysis related to GVCs through modules on GVC and Trade in Value Added, policy issues, etc.	
5	Knowledge of FTA risk and impact assessment, FTA procedure and requirements (steps and stakeholders involved, chapters and articles included, reporting formats, data requirements)	Module on Free Trade Agreement Certificate (FTAC) that covers topics like Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment, and course on Online Course on Negotiation of Comprehensive Economic Partnership Agreements that covers topics	
6	Expertise in Negotiation((procedure, strategies, stakeholders) and Awareness of past and existing	Training Course on Negotiation Mastery, Overcoming Negotiation Deadlocks, and Intensive course on trade negotiations skills	

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	stance of Government of India over the FTAs and multilateral / bilateral negotiations		
7	Understanding of working of UNESCAP – ongoing projects and activities, coordination with related regional bodies such as APCTT, SIAP	Courses from UNESCAP like E-Learning Series on Business Process Analysis for Trade Facilitation and E-learning Course on Non-Tariff Measures and Sustainable Development	
8	Knowledge of Export (Quality Control and Inspection) Act, 1963. Working knowledge of PSUs – role, mandate, administrative coordination	Training module on Quality Management an e-learning training programme to promote understanding and facilitate the implementation of Quality Management	
9	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
10	Framing and reporting for parliamentary procedures, questions and RTI queries	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	Functional
11	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
12	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
13	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
14	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
15	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

The Trade Intelligence and Analytics wing requires sufficient knowledge of trade policy, nomenclature and theories, along with skills in Data Analysis, MS Office and application of research databases. To address the mentioned competencies, certain trainings have been suggested to equip the candidates for better performance.

Table 4: Domain trainings for Trade Intelligence and Analytics Wing

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
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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.	TBD	Director and below	5 days	Domain	IIM A
Course on Negotiation Mastery	The course aims to deliver an understanding of both analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics, with modules on negotiation analysis, and process.	Online	Director and below	8 weeks	Domain	Harvard Business School Online
Overcoming Negotiation Deadlocks	The course aims to equip participants with practical skills to enhance individual negotiation capacity and navigate through situations of deadlock through modules on negotiation approaches, stages and steps, and case analysis.	Online	All levels	4 weeks	Domain	UNITAR
Basics of Import - Export	The course aims to familiarize participants with essentials of the export-import cycle, with dynamic modules on topics like HS classifications, data tools, FTP and related schemes, non-tariff barriers, etc.	Online	Director & below	Self-paced	Domain	IIFT
Online Course on Negotiating Regional Trade Agreements for Trade in Times of Crisis and Pandemic	This course is based on the Handbook, aimed at building capacity of trade negotiators and related stakeholders. Specifically, this course is designed to (1) enhance the understanding of the need for improving trade agreements to ensure better response to pandemics and other crises; (2) provide a range of options of provisions that can be used in future trade agreements; and (3) get feedback from negotiators and policy analysts, which can be integrated in future iterations of the course and the Handbook.	Online	All levels	-	Domain	UNESCAP
Trade Policy for Today's World	<p>A solid grounding in the economic, legal, and political dimensions of trade policy</p> <p>A working knowledge of the laws, policy instruments, and procedures in this field</p> <p>A thorough understanding of the institutions and rules of international trade</p> <p>The advanced skill sets needed to devise and pursue national objectives through negotiations and litigation</p>	Online	Director & below	2 weeks	Domain	Harvard
Non-Tariff Measures Indicators	In this study, most effective methods for quantifying NTMs will be assessed to help promote new research, a better understanding of existing NTMs, streamline and improve existing regulations, and eliminate barriers to trade, to promote free trade. Download and extract the NTM Indicators Working Paper and the Guide to using the World Integrated Trade Solution (WITS) Non-Tariff Measures site.	Online	All levels	Self-paced	Domain	WB

Making Trade Policy More Transparent: A New Database of Non-Tariff Measures	The goal is to increase policy makers awareness of NTMs and help them better understand not only the impacts of their main trading partners' NTMs, but also of their own NTM policies on competitiveness, prices, and welfare.	Online	Director & below	Self-paced	Domain	WB
Introduction to the WTO Trade Facilitation Agreement	Solving Cross Border Inefficiency Transparency and Fairness Faster, Simpler, Cheaper Playing Your Part	Online	All levels	4 hours over 2 weeks	Domain	ITC
E-Learning Series on Business Process Analysis for Trade Facilitation	Module 1: BPA for Trade Facilitation - An Introduction Module 2: Unified Modeling Language Module 3: Project and Scope Setting Module 4: Project Planning Module 5: Data Collection and Process Documentation Module 6: Process Analysis and Recommendations Development Module 7: From BPA to Trade and Transport Facilitation Monitoring Mechanism	Online	Director & below	Self-paced	Domain	UNESCAP
E-learning Course on Non-Tariff Measures and Sustainable Development	Navigating Non-tariffs Measures: towards sustainable development Evaluating the impact of NTMs on trade and investment NTMs and the relationship to international standards Streamlining NTMs for sustainable benefits	Online	Director & below	Self-paced	Domain	UNESCAP
Customs Valuation Courses	Custom Valuation courses focused on the different methods to determine the Customs value of imported goods.	Online	Director & below	Self-paced	Domain	WCO
International Trade in Goods and Services Statistics (ITGS)	This course is intended to provide a thorough understanding of underlying international trade in goods and services statistics. It offers practical advice on data sources and techniques for compiling these statistics.	Online	Director & below	Self-paced	Domain	IMF

NTM Data collection course	An e-learning course on NTM data collection approach and the effects of NTMs on trade and development.	Online	Director & below		Domain	UNCTAD
Economic Analysis of Non-Tariff Measures	The objective of the course is to provide empirical tools needed to assess the impact of NTMs on trade and welfare. A hands-on technical course, the emphasis will be on the manipulation of data and the use of econometric tools.	Online	Director & below	Self-paced	Domain	UNCTAD
Executive course on Non-Tariff Measures	<p>What NTMs are and why they are important</p> <p>Purpose and effects of NTMs and their linkages with SDGs</p> <p>For which purposes and how UNCTAD works on NTMs</p> <p>What UNCTAD offers to you</p>	Online	Director & below	Self-paced	Domain	UNCTAD
What is the WTO Agreement on Sanitary and Phytosanitary measures about? - Micro course series	<p>Understand the scope of the SPS Agreement</p> <p>Learn about its purpose</p>	Online	Director & below	Self-paced	Domain	WTO
Series of SPS course	<p>There are four series</p> <p>69. Overview of the SPS Agreement and Committee</p> <p>70. The SPS Agreement and science</p> <p>71. Trade Facilitating Operational Provisions of the SPS Agreement</p> <p>72. Implementation, Administration and Enforcement</p>	Online	Director & below	Self-paced	Domain	WTO
Trade in services in the WTO	<p>The role and functions of the WTO;</p> <p>The legal framework of the Multilateral Trade System;</p> <p>The basic principles of the Multilateral Trade System and how these principles apply to trade in services;</p> <p>The legal framework governing the General Agreement on Trade in Services (GATS) Agreement;</p> <p>Members' rights and obligations in the GATS Agreement.</p>	Online	Director & below	Self-paced	Domain	WTO

GATS Modes of Supply Made Easy: Mode 4 – Micro courses series	<p>To get an overview of the different modes of supply in trade in service</p> <p>To learn what mode 4 is</p> <p>To understand the concepts of natural persons and service supplies</p> <p>To learn how mode 4 work</p> <p>To understand what mode 4 does not cover</p>	Online	Director & below	Self-paced	Domain	WTO
Quality Management	A Roadmap to Quality is a newly developed e-learning training programme to promote understanding and facilitate the implementation of Quality Management	Online	Director & below	Self-paced	Domain	WTO
Online Course on Negotiation of Comprehensive Economic Partnership Agreements	<p>Introduction to CEPAs and related negotiation</p> <p>SPS/TBT provisions and negotiation</p> <p>Investment provisions and negotiation</p> <p>Services provisions and negotiations</p> <p>E-commerce provisions</p>	Online	Director & below	Self-paced	Domain	UNESCAP
Advanced Quality Management	The objective of this programme is to provide senior managers of manufacturing and service organizations an in-depth understanding of quality concepts and techniques so that they can use these to enhance the quality of their products, services, and processes.	Offline	Director & below	4 Days	Domain	IIM A

3.2. Trade Policy Wing

The section is primarily focused to drive policy research and formulating strategic roadmap for trade in India, formulating the Foreign Trade Policy, and framing policies relating to SEZs and EOUs.

Table 5: Trade Policy Wing sections competency solution suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of Foreign Trade Policy development and policy advocacy.	Training courses on Making Trade Policy More Transparent: A New Database of Non-Tariff Measures, Online Course on Negotiation of Comprehensive Economic Partnership Agreements, Free Trade Agreement Certificate (FTAC) etc. have been provided	Domain
2	Understanding of trade nomenclature, broad chapters included in HS Codes and their correspondence with NIC and SITC codes, SPS-TBT measures, relevant WTO agreements and frameworks (SPS, TBT and TRIPS), and relevant WTO committees, etc.	Modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, Online Course on Negotiation of Comprehensive Economic Partnership Agreements, etc. are provided	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
3	Broad understanding of manufacturing landscape; major sectors there processes and value chains, contribution to total output and employment, major manufacturing states, Adept with major developments in the sphere of trade politics, customs tariffs, etc.	Creating awareness about the manufacturing sector and its landscape, the states which are the largest manufacturers in the country and trainings on value chain processes.	
4	Knowledge on trade and related thematic areas (labor, sustainable development, gender, environment, climate changes, MSMEs, IPR, e-commerce), Trade related global trends (e.g.: global value chains, ESG mechanisms, digitization, SME involvement, internationalization programs, etc.), Knowledge of trade data sourcing, standard form of data reporting, common misclassification errors etc., Overviews of international best practices and strategies (investment promotion, export promotion, etc.)	Training modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, Why are copyright and related rights protected? – Micro course series and an E-Learning course on Analyzing Value Chains and Trade Flows a course aims to build research and practical skills for policy analysis related to GVCs through modules on GVC and Trade in Value Added, policy issues, etc.	
6	FTA risk and impact assessment (Computable General Equilibrium (CGE) modellings, comparative analysis, etc.), Knowledge of FTA procedure and requirements (steps and stakeholders involved, chapters and articles included, reporting formats, data requirements), Awareness of past and existing stance of Government of India over the FTAs and multilateral / bilateral negotiations	Module on Free Trade Agreement Certificate (FTAC) that covers topics like Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment, and course on Online Course on Negotiation of Comprehensive Economic Partnership Agreements that covers topics including Introduction to CEPAs and related negotiation, SPS/TBT provisions and negotiation, Investment provisions and negotiation, Services provisions and negotiations, E-commerce provisions	
7	Knowledge of Export (Quality Control and Inspection) Act, 1963, Working knowledge of PSUs - role, mandate, administrative coordination	Training module on Quality Management an e-learning training programme to promote understanding and facilitate the implementation of Quality Management	
8	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
9	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
10	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
11	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
12	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
13	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
14	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
15	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	

Thus, for the division a few suggested domain trainings and exposure visits are:

Domain Trainings:

For the Trade Policy Wing, domain trainings have been suggested to address the competency requirements in the fields of Foreign Trade Policy, Trade nomenclature, related aspects such as export-import, FTAs, manufacturing sector etc. Modules have also been recommended to equip the candidates with important skills such as MS office, project management and accessing research databases.

Table 6: Domain trainings for Trade Policy Wing

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
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	All levels	5 days	Domain	Indian Institute of Management Ahmedabad
Course on Negotiation Mastery	The course aims to deliver an understanding of both analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics, with modules on negotiation analysis, and process.	Online	Director and above	8 weeks	Domain	Harvard Business School Online
Overcoming Negotiation Deadlocks	The course aims to equip participants with practical skills to enhance individual negotiation capacity and navigate through situations of deadlock through modules on negotiation approaches, stages and steps, and case analysis.	Online	Director and above	4 weeks	Domain	UNITAR
Online Course on Negotiating Regional Trade Agreements for Trade in Times of Crisis and Pandemic	This course is based on the Handbook, aimed at building capacity of trade negotiators and related stakeholders. Specifically, this course is designed to (1) enhance the understanding of the need for improving trade agreements to ensure better response to pandemics and other crises; (2) provide a range of options of provisions that can be used in future trade agreements; and (3) get feedback from negotiators and policy analysts, which can be integrated in future iterations of the course and the Handbook.	TBD	All levels	TBD	Domain	UNESCAP
Making Trade Policy More Transparent: A New Database of Non-Tariff Measures	The goal is to increase policy makers awareness of NTMs and help them better understand not only the impacts of their main trading partners' NTMs, but also of their own NTM policies on competitiveness, prices, and welfare.	Online	All levels	Self-Paced	Domain	World Bank Group

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
E-Learning Series on Business Process Analysis for Trade Facilitation	<p>Module 1: BPA for Trade Facilitation – An Introduction</p> <p>Module 2: Unified Modeling Language</p> <p>Module 3: Project and Scope Setting</p> <p>Module 4: Project Planning</p> <p>Module 5: Data Collection and Process Documentation</p> <p>Module 6: Process Analysis and Recommendations Development</p> <p>Module 7: From BPA to Trade and Transport Facilitation Monitoring Mechanism</p>	Online	US and below	Self-Paced	Domain	UNESCAP
Online Course on Negotiation of Comprehensive Economic Partnership Agreements	<p>Introduction to CEPAs and related negotiation</p> <p>SPS/TBT provisions and negotiation</p> <p>Investment provisions and negotiation</p> <p>Services provisions and negotiations</p> <p>E-commerce provisions</p>	TBD	All levels	TBD	Domain	UNESCAP
Free Trade Agreement Certificate (FTAC)	Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Online	All levels	3-4 hours	Domain	ICC Academy
Intensive course on trade negotiations skills	The intensive course on trade negotiations skills is designed to provide participants with the skills needed to develop appropriate strategies and tactics in the conduct of trade negotiations.	TBD	Director and above	TBD	Domain	WTO
Managing Fiscal Risks for Select Indian States – Focus on Public Sector Undertakings (AMFR)	A workshop discussion on managing and mitigating risks for PSUs will identify opportunities available for PSU risk management. Presentations on the value of using of a fiscal risk register to document the risks and using the Statement of Fiscal Risk as a communication tool will provide further options for states. Finally, a session on preparing to implement or improve FR management, will be presented before participants identify possible efforts their state can implement to manage or improve the management of fiscal risks.	Offline	Director and above	5 days	Domain	IMF-SARTTAC
Harmonized System Advanced Courses	Harmonized System Advanced courses according the varied product categories	Online	Director and above	Self-Paced	Domain	WCO
Harmonized System Foundation Courses	Harmonized System Foundation courses according to specific categories of commodities	Online	US and below	Self-Paced	Domain	WCO
E-Learning Series on Business Process Analysis	Module 1: BPA for Trade Facilitation – An Introduction	Online	US and below	Self-Paced	Domain	UNESCAP

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
for Trade Facilitation	<p>Module 2: Unified Modeling Language</p> <p>Module 3: Project and Scope Setting</p> <p>Module 4: Project Planning</p> <p>Module 5: Data Collection and Process Documentation</p> <p>Module 6: Process Analysis and Recommendations Development</p> <p>Module 7: From BPA to Trade and Transport Facilitation Monitoring Mechanism</p>					
Introduction to the WTO Trade Facilitation Agreement	<p>This course introduces participants to the WTO Trade Facilitation Agreement (TFA). It provides a comprehensive overview of the rights and obligations which it entails on the part of the member states and laying out practical ways in which the private sector can support its implementation.</p>	Online	All levels	4 hours over 2 weeks	Domain	ITC-SME Trade Academy
Trade Policy for Today's World	<p>A solid grounding in the economic, legal, and political dimensions of trade policy</p> <p>A working knowledge of the laws, policy instruments, and procedures in this field</p> <p>A thorough understanding of the institutions and rules of international trade</p> <p>The advanced skill sets needed to devise and pursue national objectives through negotiations and litigation</p>	Online	All levels	2 weeks	Domain	Harvard Kennedy School
e-Learning platform for National Trade Facilitation Committees	<p>Understanding Trade Facilitation</p> <p>Trade Facilitation and Development</p> <p>Trade Facilitation Indexes and Reports</p> <p>National Trade Facilitation Committees</p> <p>Introduction to the WTO Trade Facilitation Agreement</p> <p>Understanding the Provisions of the WTO Trade Facilitation Agreement</p> <p>Technical Barriers to Trade and Sanitary and Phytosanitary measures in the context of Trade Facilitation</p> <p>Standards and recommendations by UN/CEFACT</p> <p>Gender perspective on Trade Facilitation Reforms</p>	Online	All levels	Self-Paced	Domain	UNCTAD
Why are intellectual property rights	<p>Micro course, Trade-Related Aspects of Intellectual Property Rights (TRIPS), Copyright</p>	TBD	All levels	TBD	Domain	WTO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
(IPRS) protected? – Micro course series						
Microsoft Excel for Beginners	This Excel Course enables you to Learn MS Excel in simple and easy steps. In this course we will learn how to Enter and edit Excel data, Format numbers, fonts, and alignment make simple pivot tables and charts, create simple Excel formulas, filters, formatting. Learn common Excel functions used in any Office	Online	US and below	7 hours	Domain	iGOT
Why are copyright and related rights protected? – Micro course series	Micro course, Trade-Related Aspects of Intellectual Property Rights (TRIPS), Copyright	TBD	Director and above	TBD	Domain	WTO
E-Learning course on Analyzing Value Chains and Trade Flows	The course aims to build research and practical skills for policy analysis related to GVCs through modules on GVC and Trade in Value Added, policy issues, etc.	Online	Director and above	Self-Paced	Domain	UNESCAP
Quality Management	A Roadmap to Quality is a newly developed e-learning training programme to promote understanding and facilitate the implementation of Quality Management	Online	All levels	Self-Paced	Domain	UNCTAD

3.3. Trade Negotiation (Bilateral) Wing

This section deals with end-to-end trade negotiation processes with bilateral trade partners. It involves anchoring of engagements with all trade partners by G2G Relations vertical, mandated with the main task to drive implementation of FTA provisions.

Table 7: Trade Negotiation (Bilateral) Wing competency solution suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of nomenclature, broad chapters included in HS Codes and their correspondence with NIC and SITC codes, WTO rules and procedures (general and India specific), SPS - TBT measures and other compliances	Modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, Online Course on Negotiation of Comprehensive Economic Partnership Agreements, etc. are provided	Domain
2	Knowledge of international trade theories such as theory of comparative advantage, Heckscher-Ohlin's factor proportions theory, concepts of trade protectionism, infant industries, economies of scale, product life cycle, etc.	Training modules on Introduction to Economics, Economic Diplomacy, Basics of Import – Export, and Macroeconomic Diagnostics (MDS)	
3	Knowledge on Rules of Origin (Ex: product specific rules, issuing body in India, determination of origin criteria under trade agreements, etc.) and Trade quality standards and certifications (GMP, ISO trade quality, other accreditations, etc.)	Training modules on Rules of Origin Course and Rules of Origin Modules that covers aspects like Introduction to Rules of Origin, Preferential Agreements, Origin Criteria, Cumulation, Transport Rules, Origin Certification, Origin Verification, Course Certificate	
4	Broad understanding of manufacturing landscape; major sectors – processes and value chains, contribution to total output and employment, major manufacturing states,	Creating awareness about the manufacturing sector and its landscape, the states which are the largest manufacturers in the country and trainings on value chain processes.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
5	Knowledge on trade and related thematic areas (labor, sustainable development, gender, environment, climate changes, MSMEs, IPR, e-commerce) and Trade related global trends (e.g.: global value chains, ESG mechanisms, digitization, SME involvement, internationalization programs, etc.)	Training modules on Trade Finance and the WTO, Trade Policy for Today's World, Introduction to the WTO Trade Facilitation Agreement, Why are intellectual property rights (IPRS) protected? – Micro course series	
6	Understanding of quality complaints and trade disputes - types of complaints, provisions under the FT (D&R) Act 1992, and FT (Regulation) Rules 1993, mechanism for handling disputes/complaints	Module on Free Trade Agreement Certificate (FTAC) that covers topics like Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment and course on Online Course on Negotiation of Comprehensive Economic Partnership Agreements that covers topics including Introduction to CEPAs and related negotiation, SPS/TBT provisions and negotiation, Investment provisions and negotiation, Services provisions and negotiations, E-commerce provisions	
7	Understanding of GATS rules: emergency, safeguard measures, government procurement and subsidies ; General obligations and disciplines , negotiating framework , Issues ; Areas of service negotiations : Market access, domestic regulation, GATS rules, implementation of LDC modalities	Modules on GATS Modes of Supply Made Easy: Mode 4 – Micro courses series	
8	Expertise in Negotiation((procedure, strategies, stakeholders) and Awareness of past and existing stance of Government of India over the FTAs and multilateral / bilateral negotiations	Training Course on Negotiation Mastery, Overcoming Negotiation Deadlocks, and Intensive course on trade negotiations skills	
9	Understanding of working of UNESCAP – ongoing projects and activities, coordination with related regional bodies such as APCTT, SIAP	Courses from UNESCAP like E-Learning Series on Business Process Analysis for Trade Facilitation and E-learning Course on Non-Tariff Measures and Sustainable Development	
10	Knowledge of Export (Quality Control and Inspection) Act, 1963, Working knowledge of PSUs - role, mandate, administrative coordination	Training module on Quality Management an e-learning training programme to promote understanding and facilitate the implementation of Quality Management	
11	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
12	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
13	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
14	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
15	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
16	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
17	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
18	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	

Domain Trainings:

For the Trade Negotiations (Bilateral) Wing, domain trainings have been suggested to address the competency requirements in the fields of Trade Policy, Trade negotiations, related aspects such as export-import, FTAs, trade in services (including GATS) etc. Modules have also been recommended to equip the candidates with important skills such as MS office, Harmonic Systems, Rules of Origin and Non-Tariff Measures.

Table 8: Training modules for Trade Negotiation (Bilateral) Wing

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
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	Director & below	5 days	Domain	Indian Institute of Management Ahmedabad
Course on Negotiation Mastery	The course aims to deliver an understanding of both analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics, with modules on negotiation analysis, and process.	Online	All levels	8 weeks	Domain	Harvard Business School Online
Overcoming Negotiation Deadlocks	The course aims to equip participants with practical skills to enhance individual negotiation capacity and navigate through situations of deadlock through modules on negotiation approaches, stages and steps, and case analysis.	Online	Director & above	4 weeks	Domain	UNITAR
Basics of Import - Export	The course aims to familiarize participants with essentials of the export-import cycle, with dynamic modules on topics like HS classifications, data tools, FTP and related schemes, non-tariff barriers, etc.	Online	Director & below	Self-paced	Domain	IIFT
Free Trade Agreement Certificate (FTAC)	Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Online	All levels	3-4 hours	Domain	ICC Academy
Intensive course on trade negotiations skills	The intensive course on trade negotiations skills is designed to provide participants with the skills needed to develop appropriate strategies and tactics in the conduct of trade negotiations.	Online	Director & Above	-	Domain	WTO
Online Course on Negotiating Regional Trade Agreements for Trade in Times of Crisis and Pandemic	This course is based on the Handbook, aimed at building capacity of trade negotiators and related stakeholders. Specifically, this course is designed to (1) enhance the understanding of the need for improving trade agreements to ensure better response to pandemics and other crises; (2) provide a range of options of provisions that can be used in future trade	Online	All levels	-	Domain	UNESCAP

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	agreements; and (3) get feedback from negotiators and policy analysts, which can be integrated in future iterations of the course and the Handbook.					
Trade Policy for Today's World	<p>A solid grounding in the economic, legal, and political dimensions of trade policy</p> <p>A working knowledge of the laws, policy instruments, and procedures in this field</p> <p>A thorough understanding of the institutions and rules of international trade</p> <p>The advanced skill sets needed to devise and pursue national objectives through negotiations and litigation</p>	Online	All levels	2 weeks	Domain	Harvard Kennedy School
Non-Tariff Measures Indicators	In this study, most effective methods for quantifying NTMs will be assessed to help promote new research, a better understanding of existing NTMs, streamline and improve existing regulations, and eliminate barriers to trade, to promote free trade. Download and extract the NTM Indicators Working Paper and the Guide to using the World Integrated Trade Solution (WITS) Non-Tariff Measures site.	Online	Director & Below	Self-Paced (online)	Domain	World Bank Group
Making Trade Policy More Transparent: A New Database of Non-Tariff Measures	The goal is to increase policy makers awareness of NTMs and help them better understand not only the impacts of their main trading partners' NTMs, but also of their own NTM policies on competitiveness, prices, and welfare.	Online	All levels	Self-Paced (online)	Domain	World Bank Group
Introduction to the WTO Trade Facilitation Agreement	<p>Solving Cross Border Inefficiency</p> <p>Transparency and Fairness</p> <p>Faster, Simpler, Cheaper</p> <p>Playing Your Part</p>	Online	Director & Below	4 hrs over 2 weeks (online)	Domain	ITC SME Trade Academy
E-Learning Series on Business Process Analysis for Trade Facilitation	<p>Module 1: BPA for Trade Facilitation - An Introduction</p> <p>Module 2: Unified Modeling Language</p> <p>Module 3: Project and Scope Setting</p> <p>Module 4: Project Planning</p> <p>Module 5: Data Collection and Process Documentation</p> <p>Module 6: Process Analysis and Recommendations Development</p> <p>Module 7: From BPA to Trade and Transport Facilitation Monitoring Mechanism</p>	Online	All levels	Self-Paced	Domain	UNESCAP

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
E-learning Course on Non-Tariff Measures and Sustainable Development	<p>Navigating Non-tariffs Measures: towards sustainable development</p> <p>Evaluating the impact of NTMs on trade and investment</p> <p>NTMs and the relationship to international standards</p> <p>Streamlining NTMs for sustainable benefits</p>	Online	All levels	Self-Paced	Domain	UNESCAP
Customs Valuation Courses	Custom Valuation courses focused on the different methods to determine the Customs value of imported goods	Online	Director & Below	Self-Paced	Domain	WCO
International Trade in Goods and Services Statistics (ITGS)	This course is intended to provide a thorough understanding of underlying international trade in goods and services statistics. It offers practical advice on data sources and techniques for compiling these statistics.	Online	Director & Above	Self-Paced	Domain	IMF
NTM Data collection course	An e-learning course on NTM data collection approach and the effects of NTMs on trade and development.	Online	All levels	Self-Paced	Domain	UNCTAD
Economic Analysis of Non-Tariff Measures	The objective of the course is to provide empirical tools needed to assess the impact of NTMs on trade and welfare. A hands-on technical course, the emphasis will be on the manipulation of data and the use of econometric tools.	Online	All levels	Self-Paced	Domain	UNCTAD
Executive course on Non-Tariff Measures	<p>What NTMs are and why they are important</p> <p>Purpose and effects of NTMs and their linkages with SDGs</p> <p>For which purposes and how UNCTAD works on NTMs</p> <p>What UNCTAD offers to you</p>	Online	All levels	Self-Paced	Domain	UNCTAD
What is the WTO Agreement on Sanitary and Phytosanitary measures about? - Micro course series	<p>Understand the scope of the SPS Agreement</p> <p>Learn about its purpose</p>	Online	All levels	Self-Paced	Domain	WTO
Series of SPS course	There are four series	Online	All levels	Self-Paced	Domain	WTO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	<ol style="list-style-type: none"> Overview of the SPS Agreement and Committee The SPS Agreement and science Trade Facilitating Operational Provisions of the SPS Agreement Implementation, Administration and Enforcement 					
Trade in services in the WTO	<p>The role and functions of the WTO,</p> <p>The legal framework of the Multilateral Trade System,</p> <p>The basic principles of the Multilateral Trade System and how these principles apply to trade in services,</p> <p>The legal framework governing the General Agreement on Trade in Services (GATS) Agreement,</p> <p>Members' rights and obligations in the GATS Agreement.</p>	Online	All levels	Self Paced	Domain	WTO
GATS Modes of Supply Made Easy: Mode 4 – Micro courses series	<p>To get an overview of the different modes of supply in trade in service</p> <p>To learn what mode 4 is</p> <p>To understand the concepts of natural persons and service supplies</p> <p>To learn how mode 4 work</p> <p>To understand what mode 4 does not cover</p>	Online	Director & Above	Self Paced	Domain	WTO
Quality Management	A Roadmap to Quality is a newly developed e-learning training programme to promote understanding and facilitate the implementation of Quality Management	Online	All levels	Self Paced	Domain	UNCTAD
Online Course on Negotiation of Comprehensive Economic Partnership Agreements	<p>Introduction to CEPAs and related negotiation</p> <p>SPS/TBT provisions and negotiation</p> <p>Investment provisions and negotiation</p> <p>Services provisions and negotiations</p> <p>E-commerce provisions</p>	Online	All levels	Self-Paced	Domain	UNESCAP
Advanced Quality Management	The objective of this programme is to provide senior managers of manufacturing and service organizations an in-depth understanding of quality concepts and techniques so that they can use these to enhance the quality of their products, services, and processes.	Offline	Director & Above	4 days	Domain	IIM A

3.4. Trade Negotiation (Multilateral) Wing

The mandate of this division is to pursue India's interests in multilateral negotiations in WTO and all engagement in WTO including committees and working groups across domains (negotiations, monitoring, and disputes).

Table 9: Trade Negotiation (Multilateral) Wing competency solution suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of Public Policy, Trade Policy development and policy advocacy	Modules on Designing Effective Public Policies: Blending Design Thinking, behavioral Insights, and Futures Thinking and Introduction to Public Policy	Domain
2	Relevant WTO agreements and frameworks (SPS, TBT, and TRIPS), their compliance review, and relevant WTO committees	Training module on Trade Finance and the WTO. What is the WTO Agreement on Sanitary and Phytosanitary measures about? – Micro course series, Why are intellectual property rights (IPRS) protected? – Micro course series, Intensive course on trade negotiations skills, are provided	
3	Broad understanding of manufacturing landscape; major sectors there processes and value chains, contribution to total output and employment, major manufacturing states, Adept with major developments in the sphere of trade politics, customs tariffs, etc.	Creating awareness about the manufacturing sector and its landscape, the states which are the largest manufacturers in the country and trainings on value chain processes.	
4	Knowledge on Rules of Origin, determination of origin criteria under trade agreements	Training modules on Rules of Origin Course and Rules of Origin Modules that covers aspects like Introduction to Rules of Origin, Preferential Agreements, Origin Criteria, Cumulation, Transport Rules, Origin Certification, Origin Verification, Course Certificate	
5	Understanding of nomenclature, HS Codes SPS – TBT measures and other compliances	Training modules on Series of SPS course, Harmonized System Advanced Courses, Why are intellectual property rights (IPRS) protected? – Micro course series, Harmonized System Foundation Courses, Customs Transit Courses, Customs Valuation Courses, What is the WTO Agreement on Sanitary and Phytosanitary measures about? – Micro course series	
6	Knowledge on trade and related thematic areas sustainable development, gender, environment, climate changes, MSMEs, IPR, e-commerce	Training modules on Trade Finance and the WTO, Trade Policy for Today's World, Introduction to the WTO Trade Facilitation Agreement, Why are intellectual property rights (IPRS) protected? – Micro course series	
7	Trade related global trends (e.g.: global value chains, ESG mechanisms, digitization, SME involvement, internationalization programs, etc.)	Training modules on E-Learning course on Analyzing Value Chains and Trade Flows a course aims to build research and practical skills for policy analysis related to GVCs through modules on GVC and Trade in Value Added, policy issues, etc.	
8	Knowledge of trade data sourcing, standard form of data reporting, common misclassification errors etc.	Training modules on From Data to Decisions, Data Driven Decision Making for Government, D Data Analytics Beginners – Machine Learning Data Analytics Beginner – Introduction to Data Science,	
9	Overviews of international best practices and strategies (investment promotion, export promotion, etc.)	Providing periodical training on international best practices to ensure that officers are aware of all the global updates	
10	Knowledge of FTA procedure and requirements (steps and stakeholders involved, chapters and articles included, reporting formats, data requirements), FTA opportunity identification, risk and impact assessment (CGE modellings, comparative analysis, etc.) and Awareness of past and existing stance of Government of	Module on Free Trade Agreement Certificate (FTAC) that covers topics like Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment and course on Online Course on Negotiation of Comprehensive Economic Partnership Agreements that covers topics including Introduction to CEPAs and related	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	India over the FTAs and multilateral / bilateral negotiations	negotiation, SPS/TBT provisions and negotiation, Investment provisions and negotiation, Services provisions and negotiations, E-commerce provisions	
11	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
12	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
13	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
14	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
15	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
16	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
17	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
18	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	

Domain Trainings

For the Trade Negotiations (Multilateral) Wing, domain trainings have been suggested to address the competency requirements in the fields of Trade Policy, Trade negotiations, related aspects such as export-import, WTO regulations (including TRIPS, SPS-TBT etc.), FTAs, trade in services (including GATS) etc. Modules have also been recommended to equip the candidates with important skills such as MS office, Harmonic Systems, Rules of Origin and Non-Tariff Measures.

Table 10: Training modules for Trade Negotiation (Multilateral) Wing

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Designing Effective Public Policies:	The programme is structured to take participants through the key frameworks of	Offline	Director & above	5 days	Domain	IIM A

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Blending Design Thinking, behavioral Insights, and Futures Thinking	design thinking, behavioral thinking, and futures thinking and apply them to real-life policy problems spanning across different policy domains.					
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	All Levels	5 days	Domain	Indian Institute of Democratic Leadership
Course on Negotiation Mastery	The course aims to deliver an understanding of both analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics, with modules on negotiation analysis, and process.	Online	All Levels	8 weeks	Domain	Harvard Business School Online
Overcoming Negotiation Deadlocks	The course aims to equip participants with practical skills to enhance individual negotiation capacity and navigate through situations of deadlock through modules on negotiation approaches, stages and steps, and case analysis.	Online	All Levels	4 weeks	Domain	UNITAR
Workshop on Negotiation Skills and Techniques	The programme is designed as an interactive workshop to analyze how diplomatic negotiations are conducted using a preparation grid for better negotiation planning, and identify tensions, differences, and conflicts in international contexts	Offline	US & below	2 days	Domain	UNITAR
Basics of Import - Export	The course aims to familiarize participants with essentials of the export-import cycle, with dynamic modules on topics like HS classifications, data tools, FTP and related schemes, non-tariff barriers, etc.	Online	US & below	Self-paced	Domain	IIFT
Trade Finance and the WTO	Understand the importance of finance for the expansion of trade, how market failures and financial crises may pose a threat to the availability of trade finance globally and hence affect global trade, Acquire knowledge on international initiatives that have involved the WTO in supporting the availability and affordability of trade finance, in particular in favor of developing countries, Benefit from the enforcement of a network of useful contacts between course participants and experts from the WTO Secretariat.	Online	All Levels	Self-Paced	Domain	WTO-E-learning
Free Trade Agreement Certificate (FTAC)	Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Online	All Levels	3-4 hours	Domain	ICC Academy
Intensive course on trade negotiations skills	The intensive course on trade negotiations skills is designed to provide participants with the skills needed to develop appropriate strategies and tactics in the conduct of trade negotiations.	TBD	Director & above	TBD	Domain	WTO
Trade Policy for Today's World	A solid grounding in the economic, legal, and political dimensions of trade policy	Online	Director & above	2 weeks	Domain	Harvard Kennedy School

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	<p>A working knowledge of the laws, policy instruments, and procedures in this field</p> <p>A thorough understanding of the institutions and rules of international trade</p> <p>The advanced skill sets needed to devise and pursue national objectives through negotiations and litigation</p>					
Online Course on Negotiation of Comprehensive Economic Partnership Agreements	<p>Introduction to CEPAs and related negotiation</p> <p>SPS/TBT provisions and negotiation</p> <p>Investment provisions and negotiation</p> <p>Services provisions and negotiations</p> <p>E-commerce provisions</p>	TBD	All Levels	TBD	Domain	UNESCAP
Introduction to the WTO Trade Facilitation Agreement	<p>This course introduces participants to the WTO Trade Facilitation Agreement (TFA). It provides a comprehensive overview of the rights and obligations which it entails on the part of the member states and laying out practical ways in which the private sector can support its implementation.</p>	Online	Director & above	4 hours over 2 weeks	Domain	ITC-SME Trade Academy
Non-Tariff Measures Indicators	<p>In this study, most effective methods for quantifying NTMs will be assessed to help promote new research, a better understanding of existing NTMs, streamline and improve existing regulations, and eliminate barriers to trade, to promote free trade. Download and extract the NTM Indicators Working Paper and the Guide to using the World Integrated Trade Solution (WITS) Non-Tariff Measures site.</p>	Online	All Levels	Self-Paced	Domain	World Bank Group
Making Trade Policy More Transparent: A New Database of Non-Tariff Measures	<p>The goal is to increase policy makers awareness of NTMs and help them better understand not only the impacts of their main trading partners' NTMs, but also of their own NTM policies on competitiveness, prices, and welfare.</p>	Online	All Levels	Self-Paced	Domain	World Bank Group
Series of SPS course	<p>There are four series</p> <p>Overview of the SPS Agreement and Committee</p> <p>The SPS Agreement and science</p> <p>Trade Facilitating Operational Provisions of the SPS Agreement</p> <p>10. Implementation, Administration and Enforcement</p>	Online	US & below	Self-Paced	Domain	WTO
Rules of Origin Course	<p>Rules of Origin – Introduction to Rules Of Origin (module 1)</p> <p>Rules of Origin Preferential Agreements (Module 2)</p>	Online	US & below	4 hours	Domain	WCO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	<p>Rules of Origin – Origin Criteria (Module 3)</p> <p>Rules of Origin – Cumulation (Module 4)</p> <p>Rules of Origin – Transport Rules (Module 5)</p> <p>Rules of Origin – Origin Certification (Module 6)</p> <p>Rules of Origin – Origin Verification (Module 7)</p> <p>Rules of Origin – Course Certificate</p>					
Rules of Origin Modules	The modules focus on Introduction, Preferential Agreement, Origin Criteria, Cumulation, Transportation Rule, Origin Certificate, Origin Verification	Online	US & below	Self-Paced	Domain	WCO
E-Learning Series on Business Process Analysis for Trade Facilitation	<p>Module 1: BPA for Trade Facilitation – An Introduction</p> <p>Module 2: Unified Modeling Language</p> <p>Module 3: Project and Scope Setting</p> <p>Module 4: Project Planning</p> <p>Module 5: Data Collection and Process Documentation</p> <p>Module 6: Process Analysis and Recommendations Development</p> <p>Module 7: From BPA to Trade and Transport Facilitation Monitoring Mechanism</p>	Online	Director & above	Self-Paced	Domain	UNESCAP
E-learning Course on Non-Tariff Measures and Sustainable Development	<p>Navigating Non-tariffs Measures: towards sustainable development</p> <p>Evaluating the impact of NTMs on trade and investment</p> <p>NTMs and the relationship to international standards</p> <p>Streamlining NTMs for sustainable benefits</p>	Online	US & below	Self-Paced	Domain	UNESCAP
Introduction to the WTO Trade Facilitation Agreement	<p>Solving Cross Border Inefficiency</p> <p>Transparency and Fairness</p> <p>Faster, Simpler, Cheaper</p> <p>Playing Your Part</p>	Online	All Levels	4hrs over 2 weeks	Domain	ITC SME Trade Academy
e-Learning platform for National Trade Facilitation Committees	<p>Understanding Trade Facilitation</p> <p>Trade Facilitation and Development</p>	Online	All Levels	Self-Paced	Domain	UNCTAD

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	Trade Facilitation Indexes and Reports National Trade Facilitation Committees Introduction to the WTO Trade Facilitation Agreement Understanding the Provisions of the WTO Trade Facilitation Agreement Technical Barriers to Trade and Sanitary and Phytosanitary measures in the context of Trade Facilitation Standards and recommendations by UN/CEFACT Gender perspective on Trade Facilitation Reforms					
Why are intellectual property rights (IPRS) protected? – Micro course series	Micro course, Trade-Related Aspects of Intellectual Property Rights (TRIPS), Copyright	TBD	All Levels	TBD	Domain	WTO
Harmonized System Advanced Courses	Harmonized System Advanced courses according to the varied product categories	Online	Director & above	Self-Paced	Domain	WCO
Harmonized System Foundation Courses	Harmonized System Foundation courses according to specific categories of commodities	Online	US & below	Self-Paced	Domain	WCO
Customs Transit Courses	Custom Transit courses with focus on Information Sharing, Guarantees and Formalities; Risk Management, Custom Seal, etc.	Online	Director & above	Self-Paced	Domain	WCO
Customs Valuation Courses	Custom Valuation courses focused on the different methods to determine the Customs value of imported goods.	Online	US & below	Self-Paced	Domain	WCO
NTM Data collection course	An e-learning course on NTM data collection approach and the effects of NTMs on trade and development.	Online	All Levels	Self-Paced	Domain	UNCTAD
Economic Analysis of Non-Tariff Measures	The objective of the course is to provide empirical tools needed to assess the impact of NTMs on trade and welfare. A hands-on technical course, the emphasis will be on the manipulation of data and the use of econometric tools.	Online	US & below	Self-Paced	Domain	UNCTAD
Executive course on Non-Tariff Measures	What NTMs are and why they are important Purpose and effects of NTMs and their linkages with SDGs For which purposes and how UNCTAD works on NTMs What UNCTAD offers to you	Online	Director & above	Self-Paced	Domain	UNCTAD
What is the WTO Agreement on Sanitary and Phytosanitary	Understand the scope of the SPS Agreement Learn about its purpose	Online	All Levels	Self-Paced	Domain	WTO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
measures about? - Micro course series						
E-Learning course on Analyzing Value Chains and Trade Flows	The course aims to build research and practical skills for policy analysis related to GVCs through modules on GVC and Trade in Value Added, policy issues, etc.	Online	All Levels	Self-Paced	Domain	UNESCAP
From Data to Decisions	Descriptive Statistics, Probability and Probability Distributions, Sampling and Sampling Distribution, Estimators and their Standard error, Confidence interval estimation of population parameters, Testing of Hypothesis, significance values in decision making, Analysis of variance, Simple and Multiple regression, Correlation Coefficient, Data Analytics, Introduction to more advanced statistical analytics, Project work and presentations	Offline	US below &	5 days	Domain	IIM B
Data Driven Decision Making for Government	This course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good.	Online	US below &	2 hours 30 min	Domain	iGOT
Data Analytics Beginner – Introduction to Data Science	The first part of the Data Science-Beginners course provides an introduction to Data Science. It will help you understand “how does Data Science actually work?” and to build a Data Science capability. An overview of Artificial Intelligence (AI), as well as of development and operational methods are also provided. At the end of Part 1, a quiz will help you test your knowledge.	Online	US below &	Self-Paced	Domain	WCO
Data Analytics Beginners – Machine Learning	The third and last part of the Data Science-Beginners course provides an introduction to Machine Learning. The types of Machine Learning, as well as overviews of Regression, Classification, Clustering, Model Evaluation, Cross-Validation, and Implementing Machine Learning Models are also provided in Part 3. At the end, a quiz will help you test your knowledge.	Online	US below &	Self-Paced	Domain	WCO

3.5. Territorial, Commodities and Product Wings

This mandate of this division is to deal with the 'Buyer relations and Intelligence' responsible for establishing buyer relationships, generates leads in focus markets and captures intelligence. Further, the branch is also responsible to drive the utilization of in-effect FTAs.

Table 11: Territorial, Commodities and Product Wings competency solution suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of Trade Negotiations/Engagements and FTA procedure	Modules on Designing Effective Public Policies: Blending Design Thinking, behavioral Insights, and Futures Thinking and Introduction to Public Policy	Domain
2	Broad understanding of manufacturing landscape: major sectors there processes and value chains, contribution to total output and employment, major manufacturing states, Adept with major	Creating awareness about the manufacturing sector and its landscape, the states which are the largest manufacturers in the country and trainings on value chain processes.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	developments in the sphere of trade politics, customs tariffs, etc.		
3	Understanding of trade nomenclature: broad chapters included in HS Codes and their correspondence with NIC and SITC codes, SPS-TBT measures, etc.	Training modules on Series of SPS course, Harmonized System Advanced Courses, Why are intellectual property rights (IPRS) protected? – Micro course series, Harmonized System Foundation Courses, Customs Transit Courses, Customs Valuation Courses, What is the WTO Agreement on Sanitary and Phytosanitary measures about? – Micro course series	
4	Knowledge on trade and related thematic areas sustainable development, gender, environment, climate changes, MSMEs, IPR, e-commerce	Training modules on Trade Finance and the WTO, Trade Policy for Today's World, Introduction to the WTO Trade Facilitation Agreement, Why are intellectual property rights (IPRS) protected? – Micro course series	
5	Knowledge of trade data sourcing, standard form of data reporting, common misclassification errors etc.	Training modules on From Data to Decisions, Data Driven Decision Making for Government, D Data Analytics Beginners – Machine Learning Data Analytics Beginner – Introduction to Data Science,	
6	Understanding of trade promotion eco-system in the country – product specific export promotion councils / bodies, their mandate and responsibilities and overviews of international best practices and strategies (investment promotion, export promotion, etc.)	Providing periodical training on international best practices to ensure that officers are aware of all the global updates and Training modules on Trade Finance and the WTO and Free Trade Agreement Certificate (FTAC) with modules that covers Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	
7	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
8	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
9	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
10	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
11	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
12	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
13	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
14	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	

Domain Trainings

For the Territorial, Commodities and Product (TCP) Wings, domain trainings have been suggested to address the competency requirements in the fields of Trade Policy, Trade negotiations, related aspects such as export-import, FTAs, trade in services (including GATS) etc. Modules have also been recommended to equip the candidates with important skills such as MS office, Harmonic Systems, Rules of Origin and other Non-Tariff Measures, analyzing Value Chains and Trade Flows, E-Learning Series on Business Process Analysis for Trade Facilitation, etc.

Table 12: Training modules for Territorial, Commodities and Product Wings

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Introduction to the WTO Trade Facilitation Agreement	Solving Cross Border Inefficiency	Online	Director & above	4 hrs over 2 weeks (online)	Domain	ITC SME Trade Academy
	Transparency and Fairness					
	Faster, Simpler, Cheaper					
	Playing Your Part					
e-Learning platform for National Trade Facilitation Committees	Understanding Trade Facilitation	Online	All Levels	Self-Paced (online)	Domain	UNCTAD
	Trade Facilitation and Development					
	Trade Facilitation Indexes and Reports					
	National Trade Facilitation Committees					
Introduction to the WTO Trade Facilitation Agreement						
Understanding the Provisions of the WTO Trade Facilitation Agreement						
Technical Barriers to Trade and Sanitary and Phytosanitary measures in the context of Trade Facilitation						

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	Standards and recommendations by UN/CEFACT Gender perspective on Trade Facilitation Reforms					
Intensive course on trade negotiations skills	The intensive course on trade negotiations skills is designed to provide participants with the skills needed to develop appropriate strategies and tactics in the conduct of trade negotiations.	-	All Levels	Registrati on reqd.	Domain	WTO
Course on Negotiation Mastery	The course aims to deliver an understanding of both analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics, with modules on negotiation analysis, and process.	Online	All Levels	8 weeks	Domain	Harvard Business School Online
E-Learning Series on Business Process Analysis for Trade Facilitation	Module 1: BPA for Trade Facilitation – An Introduction Module 2: Unified Modeling Language Module 3: Project and Scope Setting Module 4: Project Planning Module 5: Data Collection and Process Documentation Module 6: Process Analysis and Recommendations Development Module 7: From BPA to Trade and Transport Facilitation Monitoring Mechanism	Online	US below &	Self-Paced	Domain	UNESCAP
Introduction to the WTO Trade Facilitation Agreement	This course introduces participants to the WTO Trade Facilitation Agreement (TFA). It provides a comprehensive overview of the rights and obligations which it entails on the part of the member states and laying out practical ways in which the private sector can support its implementation.	Online	US below &	4 hours over 2 weeks	Domain	ITC-SME Trade Academy
Overcoming Negotiation Deadlocks	The course aims to equip participants with practical skills to enhance individual negotiation capacity and navigate through situations of deadlock through modules on negotiation approaches, stages and steps, and case analysis.	Online	All Levels	4 weeks	Domain	UNITAR
Free Trade Agreement Certificate (FTAC)	Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Online	All Levels	3-4 hours	Domain	ICC Academy
GATS Modes of Supply Made Easy	To get an overview of the different modes of supply in trade in service To learn what mode 4 is To understand the concepts of natural persons and service supplies To learn how mode 4 work	Online	Director & above	Self-Paced	Domain	WTO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	To understand what mode 4 does not cover					
Customs Transit Courses	Custom Transit courses with focus on Information Sharing, Guarantees and Formalities; Risk Management, Custom Seal, etc.	Online	Director & above	Self-Paced	Domain	WCO
Customs Valuation Courses	Custom Valuation courses focused on the different methods to determine the Customs value of imported goods.	Online	All Levels	Self-Paced)	Domain	WCO
Data Analysis for Management	The Modules covered in the course are the following: Decision making under uncertainty (risk), Data visualization and descriptive statistics, Quantifying risk through probability, data integrity and statistical inference, Evidence based decisions, understanding causes, time series forecasting & storytelling through data	Online	Director & above	8 weeks	Domain	LSE Online
Data Driven Decision Making for Government	This course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good.	Online	All Levels	2 hrs 30 min	Domain	iGOT
E-Learning course on Analyzing Value Chains and Trade Flows	The course aims to build research and practical skills for policy analysis related to GVCs through modules on GVC and Trade in Value Added, policy issues, etc.	Online	All Levels	Self-paced	Domain	UNESCAP
Introduction to CGE	Brief Introduction to CGE, GAMS Primer, Demand, Firms and Supply, Trade, Tariffs and Other Interventions, The Armington Assumption, Closure, Social Accounting Matrices, Standard CGE Models, Next Steps	Online	US below &	Self-Paced	Domain	UNESCAP
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.	Online	US below &	5 days	Domain	Indian Institute of Management Ahmedabad
Trade Finance and the WTO	Understand the importance of finance for the expansion of trade, how market failures and financial crises may pose a threat to the availability of trade finance globally and hence affect global trade, acquire knowledge on international initiatives that have involved the WTO in supporting the availability and affordability of trade finance, in particular in favor of developing countries. Benefit from the establishment of a network of useful contacts between course participants and experts from the WTO Secretariat.	Online	US below &	Self-Paced	Domain	WTO-E-learning

3.6. Global Trade Promotion Wing

The mandate of the GTP Wing is to administer issues related to formulating and driving overall 'Trade Promotion' strategy, create and drive India's branding across focus markets and sectors, driving coordinated action across

missions, States and EPCs, strategic initiatives including advisory and large-scale buyer-seller meets, and drive digital platforms for connect with exporters / buyers.

Table 13: Competency solution suggested for Global Trade Promotion Wing

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of inputs from overall Trade Promotion Strategy and setting of targets with focus on requirements of small exporters and state level potential and targets and Ability to control state-level offices to establish a single point of contact for all Trade Promotion and Facilitation services for exporters.	Training modules on Trade Finance and the WTO and Free Trade Agreement Certificate (FTAC) with modules that covers Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Domain
2	Knowledge of promoting small exporters to use digital platforms and know-how to determine high-potential exporters for focused export advisory and targeted lead generation and knowledge to identify high potential exporters in state cluster for dedicated export advisory and focused lead generation	Formulating trainings, workshops or courses, that provides details of the different digital platforms, how to access them, training to identify high potential exporters and provide them required export advisory.	
3	Understanding to support organization of state level events and improve participation of from state cluster in international events organize state level events and improve participation of from target states in international events	Organizing expos and events and listing down upcoming expos and events where the exporters from the states can be showcased in the international markets.	
4	Know-how to drive alignment of state initiatives and state level events with overall national brand and to build community of large/retired exporters and training institutions to drive exporter advisory and training	Creating refresher courses where proper knowledge of the different state initiatives is detailed upon, like the benefits in those initiatives, the eligibility, and how to avail the benefits, along conducting workshops with large/retired exporters who can give advice the small exporters to improve their business	
5	Understanding to run strategic initiatives to improve state trade infrastructure and improve credit access to small exporters and to drive initiatives to support achievement of state export targets	Conducting visits to gain knowledge about the existing trade infrastructure and preparing a plan on how to improve it, developing measures- to improve credit access of the exporters and to encourage and recognize exports who have achieved the targets	
6	Knowledge to support state offices to create single points of access for exporters for all Trade Promotion and facilitation services as well as to understand and manage state-level offices in state cluster to create single point of access for exporters for all Trade Promotion and facilitation services and generate awareness to drive adoption of digital platforms by small exporters in state cluster	Developing a platform which acts as a single point where exporters get access to all the different trade support facilities, and creating awareness drives, to inform exporters both large and small scale the same	
7	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
8	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
9	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
10	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on	

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		overview of the department, its functions and Acts and Rules.	
11	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
12	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
13	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
14	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	

Thus, for the division few domain level trainings are listed below:

Domain trainings:

For the Global Trade Promotion (GTP) Wing, domain trainings have been suggested to address the competency requirements in the fields of Trade Policy, Trade negotiations, related aspects such as export-import, FTAs etc. Modules have also been recommended to equip the candidates with important skills such Environmental Social and Governance, Fast Track to Subsidies and Countervailing Measures in the WTO, Econometric Analysis of Trade Policy, etc.

Table 14: Domain trainings for GTP Wing

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
A Course on Environmental Social and Governance	Modules on ESG Framework, Index-related institutions, Science and Reality Intertwined, Industry Initiatives, etc.	Online	Director & above	3 days	Domain	iGOT
Introduction to the WTO Trade Facilitation Agreement	Solving Cross Border Inefficiency Transparency and Fairness Faster, Simpler, Cheaper Playing Your Part	Online	All Levels	4 hours over 2 weeks	Domain	ITC-SME Trade Academy
Introduction to the WTO Trade Facilitation Agreement	This course introduces participants to the WTO Trade Facilitation Agreement (TFA). It provides a comprehensive overview of the rights and obligations which it entails on the part of the member states and laying out practical ways in which the private sector can support its implementation.	Online	All Levels	4 hours over 2 weeks	Domain	ITC-SME Trade Academy
What is the WTO Agreement on Sanitary and Phytosanitary measures	Understand the scope of the SPS Agreement, Learn about its purpose	Online	All Levels	Self-paced	Domain	WTO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
res about? - Micro course series						
Why are copyright and related rights protected? - Micro course series	Micro course, Trade-Related Aspects of Intellectual Property Rights (TRIPS), Copyright	Online	All Levels	-	Domain	WTO
Fast Track to Subsidies and Countervailing Measures in the WTO	Provisions in WTO agreements related to application of subsidies and countervailing measures	Online	All Levels	Self-paced	Domain	WTO
Trade Policy for Today's World	A solid grounding in the economic, legal, and political dimensions of trade policy A working knowledge of the laws, policy instruments, and procedures in this field A thorough understanding of the institutions and rules of international trade The advanced skill sets needed to devise and pursue national objectives through negotiations and litigation	Online	All Levels	2 weeks	Domain	Harvard Kennedy School
Foundations of Trade Policy and Trade Policy Data	Theory of trade policy instruments (tariffs, preferential trade agreements, non-tariff measures, trade facilitation) and introduces applicants to the use of the main international datasets covering those policy instruments	Online	Deputy Director and above	5 days	Domain	World Trade Institute, University of Bern
Noting & Drafting	This course will guide you about noting and drafting in a secretariat set up.	Online	All Levels	2 hrs (online)	Domain	iGOT
Office Procedure	This course will guide you on office management.	Online	All Levels	2 hrs 17 mins (online)	Domain	iGOT
Organizational Excellence Through Leadership	The programme will be woven around the following themes: Exploring Organizational Excellence, Purpose of Organizations, Creative Excellence, Inspirational Leadership, Innovative, Intuitive and Inclusive Leadership, Competitive Advantage through Tacit Knowledge, Self-Lotussing, Leadership Communication, Coping with Stress from Within, Positive Thinking, Tolerance and Happiness	Offline	All Levels	5 days (offline)	Domain	IIM B
Preparation of Cabinet Notes	Drafting and preparing cabinet notes	Online	All Levels	5 hrs (online)	Domain	iGOT
Parliamentary Procedures	Handling Parliamentary Proceedings	Online	All Levels	2 hrs (online)	Domain	iGOT
Basics of Import - Export	The course aims to familiarize participants with essentials of the export-import cycle, with dynamic modules on topics like HS classifications, data tools, FTP and related schemes, non-tariff barriers, etc.	Online	All Levels	Self-paced (online)	Domain	IIFT
Econometric Analysis of Trade Policy	Econometric framework to perform ex-post analysis of trade policies: the structural gravity model of trade. This model predicts	Online	Deputy Director	5 days - online	Domain	World Trade Institute,

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	bilateral trade flows based on size and distance between exporter and importer units, e.g., geographical, cultural and policy-related barriers to trade. Also trains in management of bilateral trade data and the main gravity variables		and above			University of Bern
WTO Dispute Settlement System	Overview of WTO Dispute Settlement System (DSS) within the Multilateral Trading System (MTS) Different stages of a DSS proceeding Rules and procedures governing the settlement of disputes in the WTO, as embodied in the DSU	Online	Directors & above	Self-paced online	Domain	WTO
Free Trade Agreement Certificate (FTAC)	Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Online	All Levels	3-4 hours (online)	Domain	ICC Academy

3.7. Data Management Organization (DGCIS)

The DGCIS Division looks at matters related to data collection and validation, along with development of necessary digital infrastructure for data storage for the Department.

Table 15: Foreign Collaboration division competency solution suggested

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge of FDI related aspects including: <ul style="list-style-type: none"> • FDI entry routes in India, FDI policies in various sectors under different routes (automatic and government), and the prohibited sectors • Important concepts covered in the Foreign Exchange Management Act (FEMA) 1999 like – Dealing in foreign exchange, Holding of foreign exchange, clauses regarding investments in the act, etc. • International Economics, Macroeconomics, Trade Theory, liberalization and facilitation of FDI 	Training on FDI, macroeconomics and related areas like FEMA 1999 & Foreign Exchange Regulations In India	Domain
2	Knowledge of best FDI policies across the globe	Exposure visits to countries receiving highest FDI globally for a deeper and more immersive understanding of facilitating and handling foreign investments.	
3	Knowledge of general legal procedures	Training Module for management of legal issues and court procedures and lawyers working for the Department	Functional
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall	

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Domain Trainings:

For the division, the domain trainings span across the basics of macroeconomics, FEMA regulations and are suggested will across Macroeconomics and Investment facilitation from reputed international institutes.

Table 16: Domain trainings for Foreign Collaboration division

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Macroeconomics for Non-Economists	Basic concepts in macroeconomics: Monetary policy, fiscal policy, external sector, International monetary systems	Offline	All levels	3 days	Domain	IIM I
Macroeconomics Diagnostics	Designed to strengthen participants ability to assess a country's macroeconomic situation, including the current state of the economy; the stance of fiscal and monetary policy; financial stability; exchange rate misalignments; vulnerabilities in the different sectors; and the medium-term outlook, especially the sustainability of public and external debt. Throughout the course these concepts are applied to India to illustrate its current macroeconomic opportunities and challenges, and to demonstrate practical tools	Offline	All levels	1 week	Domain	IMF SARTTAC (IMF's South Asia Training and Technical Assistance Center)

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	for use in day-to-day macroeconomic analysis and policymaking					
Investment Facilitation, Sustainable Development And Building Back Better	This course provides practical guidance to IPAs and other institutions with a mandate in investment promotion and facilitation to address the challenges posed by the COVID-19 pandemic and strategic thinking on how recovery can contribute to building back better in line with national and regional development priorities and the Sustainable Development Goals.	Online	All levels	4 weeks	Domain	International Training Center (ITC); part of ILO

Exposure Visits:

The section has immense potential to learn from best practices and emulate it for the “Indian scenario”. Hence, it is suggested for Department to formulate collaborations with renowned trade & investment promotion agencies, so that officers can visit and undertake small assignments (indicatively, one week) for them to be better equipped.

Table 17: Exposure visits for Foreign Collaboration division

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Foreign Collaboration	Washington D.C., USA	The Committee on Foreign Investment in the United States (CFIUS) Followed by Netherlands, USA records the 2nd highest FDI in the world and the CFIUS is the nodal organisation which deals with foreign investments and makes the environment more conducive for investors. DPIIT can organise a visit in collaboration with CFIUS for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above
	Esch-sur-Alzette, Luxembourg	Luxembourg Trade & Invest Luxembourg remains among the top 5 FDI recipients in the world. The Luxembourg Trade & Invest is the economic promotion agency which deals with foreign investments and makes the environment more conducive for investors. DPIIT can organise a visit in collaboration with Luxembourg Trade & Invest for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above
	London, UK	Department for International Trade UK is one of the countries on the list of top FDI recipients globally. The Department for International Trade is the government agency that ensures UK's prosperity by promoting and financing international trade and investments. DPIIT can organise a visit in collaboration with Department for International Trade for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above
	Amsterdam, Netherlands	Netherlands Foreign Investment Agency (NFIA)/ Invest in Holland The Netherlands records the highest FDI in the world and the NFIA or Invest in Holland body is the nodal organisation which deals with foreign investments and makes the environment more conducive for investors. DPIIT can organise a visit in collaboration with NFIA for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above

3.8. Trade Remedies Wings (DGTR)

The mandate of the Trade Remedies Wing is to investigate anti-dumping and countervailing duty, and oversee safeguard actions, trade defense, helpdesk, outreach and publications matters.

Table 18: Trade Remedies Wings competency solution suggested

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	<p>Understanding of the various Laws and Regulations on Trade Remedies like:</p> <ul style="list-style-type: none"> • Customs Tariff Act 1975 • The Foreign Trade (Development and Regulation) Amendment Act, 2010 • Customs Tariff Rules (Anti-Dumping, Countervailing Duties, Safeguard Rules) • Quantitative Restrictions Rules, 2012 • Articles VI and XIX of GATT, 1994 	<p>Refresher courses that provide understanding of the various acts like Customs Tariff Act, Foreign Trade Amendment Act, Customs Tariff Rules, Quantitative Restrictions Rules, etc.</p>	Domain
2	Manual of Operating Procedures for Trade Remedies Investigation	Training module 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.	
3	Global best practices and regulatory updates related to trade remedies investigations	Preparing and maintaining a database, where the global best practices and the details are updated on timely basis, and another database that should be prepared and maintained for updating the various regulations of trade remedies	
4	Understanding of company financial statements and their interpretation	Training module on Accounting and Finance for Non-financial Professionals that includes modules of Understanding of Financial Statements, Analysis of Financial Statements, Appraising the Statement of Cash Flows, Analysis of Cash Conversion Cycle, Operating and Financial Leverage Analysis, Debt Capacity Assessment, Capital budgeting, and Investment Appraisal, Introduction to Company Valuation, Economic Value-Added Analysis, Introduction to Strategic Cost Management, are covered	
5	Introduction to international trade and emerging trends and WTO jurisprudence and frameworks on anti-dumping, countervailing duties, and safeguard investigations	Training courses on Fast Track to Subsidies and Countervailing Measures in the WTO: Short Course Series, with the objective of the course is to present an overview of the disciplines and conditions provided in the WTO Agreements about the use of subsidies and the application of countervailing measures.	
6	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
7	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
8	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
9	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
10	Adept with research databases for identification and extracting requisite information, such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
11	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
12	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
13	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	

Domain Trainings:

While senior officers are equipped well and may learn on the job, trainings are thus suggested only for junior officers focusing primarily on the basic concepts of the division.

Table 19: Training modules for Trade Remedies Wings

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
GST workshop	<p>The GST workshop by ISTM contains a total 12 sessions conducted over a period of 2 days. The topics for the sessions are –</p> <ul style="list-style-type: none"> • Introduction/ Expectation Sharing/ Program Overview • Salient Features of GST • TDS and Return Filing • Government Services • Imports and Work Contracts • Open Discussion Session and Valediction 	Online	US & below	2 days: 12 hours – 6 hours /day	Domain	ISTM

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
	The workshop can be modified according to the needs of the section.					
Accounting and Finance for Non-financial Professionals	<p>Understanding of Financial Statements</p> <p>Analysis of Financial Statements</p> <p>Appraising the Statement of Cash Flows</p> <p>Analysis of Cash Conversion Cycle</p> <p>Operating and Financial Leverage Analysis</p> <p>Debt Capacity Assessment</p> <p>Capital budgeting, and Investment Appraisal</p> <p>Introduction to Company Valuation</p> <p>Economic Value-Added Analysis</p> <p>Introduction to Strategic Cost Management</p>	Offline	All Levels	3 days	Domain	IIM I
Fast Track to Subsidies and Countervailing Measures in the WTO: Short Course Series]	The objective of the course is to present an overview of the disciplines and conditions provided in the WTO Agreements about the use of subsidies and the application of countervailing measures.	Online	All Levels	Self-paced	Domain	WTO E-Learning
Intensive course on trade negotiations skills	The intensive course on trade negotiations skills is designed to provide participants with the skills needed to develop appropriate strategies and tactics in the conduct of trade negotiations.	Online	All Levels	Self-paced	Domain	WTO
Series of SPS course	<p>There are four series</p> <p>Overview of the SPS Agreement and Committee</p> <p>The SPS Agreement and science</p> <p>Trade Facilitating Operational Provisions of the SPS Agreement</p> <p>Implementation, Administration and Enforcement</p>	Online	All Levels	Self-paced	Domain	WTO
Trade Finance and the WTO	<p>Understand the importance of finance for the expansion of trade, how market failures and financial crises may pose a threat to the availability of trade finance globally and hence affect global trade;</p> <p>Acquire knowledge on international initiatives that have involved the WTO in supporting the availability and affordability of trade finance, in particular in favor of developing countries;</p> <p>Benefit from the establishment of a network of useful contacts between course participants and experts from the WTO Secretariat.</p>	Online	All Levels	Self-paced	Domain	WTO
What is the WTO Agreement on Sanitary and Phytosanitary measu	The intensive course on trade negotiations skills is designed to provide participants with the skills needed to develop appropriate strategies and tactics in the conduct of trade negotiations.	Online	All Levels	Self-paced	Domain	WTO

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
res about? - Micro course series						
Trade in services in the WTO	<p>The role and functions of the WTO::</p> <p>The legal framework of the Multilateral Trade System,</p> <p>The basic principles of the Multilateral Trade System and how these principles apply to trade in services,</p> <p>The legal framework governing the General Agreement on Trade in Services (GATS) Agreement,;</p> <p>Members' rights and obligations in the GATS Agreement.</p>	Online	All Levels	Self-paced	Domain	WTO

3.9. Trade Regulation and Facilitation Wing (DGFT)

This division deals with matters related to implementation of trade policy, supervision of trade related compliances as well as matters pertaining to customs and trade logistics.

Table 20: Trade Regulation and Facilitation Wing competency solution suggested

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of Major aspects of FTP : Duration, Objective, Amendments, schemes and policies included, financial budget etc. ; objectives, benefits, target beneficiaries, eligibility and implementation of export related schemes under the FTP such as MEIS, SEIS; Knowledge of implementation and relaxations of the FTP, including all matters relating to the Handbook of Procedures, attached Appendices, Aayat Niryat forms, Policy Interpretation Committee, Policy Relaxation Committee, etc.	Training courses on Foundations of Trade Policy and Trade Policy Data. Making Trade Policy More Transparent: A New Database of Non-Tariff Measures, Trade Policy for Today's World, Free Trade Agreement Certificate (FTAC) etc. have been provided	Domain
2	Knowledge of initiatives such as Importer Exporter Code, e - BRC, Electronic data interchange (EDI), etc.	Preparing a course that provides details related to Bank Realization Certificate, IEC, EDI, that would contain information related to the objective, eligibility, authorizing agency, operational process, etc. of these initiatives.	
3	Understanding of duty exemption and remission schemes like Advance Authorization, Duty Free Import Authorization, Duty Drawback Scheme, RoSCTL etc.	Providing a refresher course of the various schemes, that contains details related to the eligibility, benefits, process to avail them, method of calculation, etc.	
4	Awareness of goods specified as "deemed exports", 24X7 Custom clearance of CBEC, Single Window Custom, etc.	Conducting workshops, and evens to generated awareness of deemed exports that include details of objectives, categories of supply and eligibility, benefits for deemed exports to suppliers and recipients; Custom clearance that provide details of no. of available ports and air cargos, applicability of MOT charges, and process involved; as well as operational process, portal usage, benefits, stakeholders involved of SWC	

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
5	Understanding of the Export Promotion Capital Goods (EPCG) Scheme	Preparing a course of EPCG schemes, that contains details related to the coverage and eligibility, the goods that are applicable for, benefits that are applicable, process to avail them, method of calculating the export obligation, export obligation reduction, applicability of EPCG duty credit scrips, etc.	
6	Awareness of Authorized Economic Operator Programme	Generating awareness among the officer related to Authorized Economic Operator Programme that include informing about the benefits, operational process, understanding of Mutual recognition agreements (MRA), number of countries where India enjoys MRA, recent developments in the programme etc.	
7	Understanding of nomenclature, broad chapters included in HS Codes and their correspondence with NIC and SITC codes	Modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, are provided	
8	Awareness of restrictions/ prohibitions on goods & services, export of SCOMET (Special Chemicals, Organisms, Materials, Equipment and Technologies) items such as country specific restrictions on goods, and other restricted goods as defined under the FT(D&R) Act, 1992	Module on Free Trade Agreement Certificate (FTAC) that covers topics like Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment and course on Online Course on Negotiation of Comprehensive Economic Partnership Agreements that covers topics including Introduction to CEPAs and related negotiation, SPS/TBT provisions and negotiation, Investment provisions and negotiation, Services provisions and negotiations, E-commerce provisions	
9	Awareness of export agencies such as Export Credit Agencies, Export Promotion Councils	Preparing a knowledge repository that contains details of the various export credit agencies and export promotion councils and what products they deal in, the objective of the agencies, their functioning, procedure of availing the benefits and support for issuing RCMCs, etc.	
10	Basic understanding of SPS - TBT measures and other compliances; Creation, maintenance and upgradation of existing databases such as SPS-TBT data monitoring system, Export-Import data bank, trade monitoring dashboard	Modules on Harmonized System Advanced Courses, Harmonized System Foundation Courses, and Series of SPS course are provided	
11	Understanding of export promotion units like EOUs, Electronics and Hardware Technology Parks (EHTP), Software Technology Parks (STP), and Bio-Technology Parks (BTP) - their functioning, associated schemes under the FTP, export and customs benefits available, details of the respective Development Commissioners, investment facilitation of processes	Providing refresher courses on the various EOU, EHTP, STP, BTP schemes that have been provided by the government, as well as exposure visits to certain technology parks has also been suggested	
12	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
13	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
14	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	

Sr. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
15	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
16	Adept with research databases for identification and extracting requisite information; such as UNCTAD, WTO STATS, EuroStat, IMF, World Bank, Data management (data collection, compilation, interpretation, and reporting), etc.	Conducting refresher courses that provides details of what are the various databases available, how to access and navigate them. As well as providing courses related to data collection, compilation, analysis, interpretation etc.	
17	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
18	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like new roles and responsibilities	
19	Module for Project and event management, presentation delivery skills	Preparing a module where courses on presentation skills, delivery skills, project management and event management	
20	Adept with Government e-Marketplace and public procurement processes (tendering, bidding, selecting vendors)	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
21	Working of SAP / ERP systems	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	

Domain Trainings:

For this division, various trade, harmonized systems, SPS related training have been suggested for the officers.

Table 21: Domain trainings for Trade Regulation and Facilitation Wing

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Foundations of Trade Policy and Trade Policy Data	Theory of trade policy instruments (tariffs, preferential trade agreements, non-tariff measures, trade facilitation) and introduces applicants to the use of the main international datasets covering those policy instruments	Online	Deputy Director and above	5 days - online	Domain	World Trade Institute, University of Bern
Econometric Analysis of Trade Policy	Econometric framework to perform ex-post analysis of trade policies: the structural gravity model of trade. This model predicts bilateral trade flows based on size and distance between exporter and importer units, e.g., geographical, cultural and policy-related barriers to trade. Also trains in management of bilateral trade data and the main gravity variables	Online	Deputy Director and above	5 days - online	Domain	World Trade Institute, University of Bern

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Winter Academy Courses	Courses on: WTO Law on Border Measures and Trade Facilitation WTO Law on Anti-Dumping and Safeguard Measures WTO Law on Subsidies and Countervailing Measures	Hybrid	Deputy Director and above	5 days - hybrid	Domain	World Trade Institute, University of Bern
E-learning course on Analysing Value Chains and Trade Flows	Understanding Global Value Chains (GVCs) and Trade in Value Added Measurements, Indicators, Interpretation Using Regional Integration and Value Chain Analyzer (RIVA) in Policy Analysis GVCs and Policy Issues in the Post COVID-19 New Normal Hands-on Using Value Chain Analyzer	Online	Director and above	Self-Paced	Domain	UNESCAP
Fast Track to Subsidies and Countervailing Measures in the WTO	Provisions in WTO agreements related to application of subsidies and countervailing measures	Online	Director and above	Self-Paced	Domain	WTO
WTO Dispute Settlement System	Overview of WTO Dispute Settlement System (DSS) within the Multilateral Trading System (MTS) Different stages of a DSS proceeding Rules and procedures governing the settlement of disputes in the WTO, as embodied in the DSU	Online	Director and above	Self-Paced	Domain	WTO
Harmonized System Advanced Courses	Harmonized System Advanced courses according to the varied product categories	Online	Director and above	Self-Paced	Domain	WCO
Harmonized System Foundation Courses	Harmonized System Foundation courses according to specific categories of commodities	Online	US and below	Self-Paced	Domain	WCO
Making Trade Policy More Transparent: A New Database of Non-Tariff Measures	The goal is to increase policy makers awareness of NTMs and help them better understand not only the impacts of their main trading partners' NTMs, but also of their own NTM policies on competitiveness, prices, and welfare.	Online	Director & below	Self-paced	Domain	WB
Trade Policy for Today's World	A solid grounding in the economic, legal, and political dimensions of trade policy A working knowledge of the laws, policy instruments, and procedures in this field A thorough understanding of the institutions and rules of international trade The advanced skill sets needed to devise and pursue national objectives through negotiations and litigation	Online	Director & below	2 weeks	Domain	Harvard

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Free Trade Agreement Certificate (FTAC)	Strategic Planning, Basics and Overview, Business Operations, Case Study, Assessment	Online	All levels	3-4 hours	Domain	ICC Academy
Series of SPS course	There are four series Overview of the SPS Agreement and Committee The SPS Agreement and science Trade Facilitating Operational Provisions of the SPS Agreement Implementation, Administration and Enforcement	Online	All Levels	Self-paced	Domain	WTO

Exposure Visits and Workshops:

Few exposure visits and workshops has been identified, as meet the domain competency requirements.

Table 22: Exposure Visits and Workshops for DGFT

Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
New Delhi	Software Technology Park of India HQ STPI is a software and technology organization under MeitY that promotes innovation, IT or ITES Industry, research and development, start-ups, product or IP creation in the field like Blockchain, IoT, ML, AI, Robotics, Cyber Security, Computer Vision, RPA, Efficiency Augmentation, AR & VR, Animation, Visual effect, Drone, ESDM, ACES Mobility, Industry 4.0, etc.	2 Days	Director and above
Lucknow, Uttar Pradesh	Biotech Park The Biotech Park undertakes promotional activities to set up industrial ventures related to biotechnology. The Park provides 56000 square feet of incubation and bio-business area and is equipped with processing facility, modular laboratories, meeting and conference facilities, accredited analytical services. It invites innovators and entrepreneurs to avail the Incubation services.	2 Day	Director and below

Workshop Name	Description	Provider/Facilitator	Duration / Mode
Workshop on Compendium of Laws and Regulations on Trade Remedies, and Manual of Operating Procedures for Trade Remedies Investigation	Interactive workshop on requisite laws and operating procedures of trade remedies to be conducted by experts / professors at CTIL	Centre for Trade and Investment Law (CTIL), IIFT	2 -3 days offline workshop

Annexure 1 – References

The report has been prepared after studying or taking into account multiple sources. The following references have been used/ followed to prepare this report:

1. Consultations held at and responses received from DPIIT across all sections and divisions of the department at all levels of responsibility, namely,
 - Additional Secretary/ Joint Secretary and equivalent level

- Director/ Deputy Secretary and equivalent level
 - Under Secretary/ Deputy Director and equivalent level
 - Section Officer level
 - Assistant Section Officer level
2. Consultations held with Capacity Building Commission (CBC) staff and resources/ documents shared by them.
 3. Ministry of Commerce and Industry Website (<https://commerce.gov.in/>)
 4. Work Allocation of DPIIT as on 09.12.2022