



REPORT ON THE NATIONAL TRAINING



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EXECUTIVE SUMMARY

The Hon'ble PM inaugurated the first ever National Training Conclave for Civil Service Training Institutions (CSTIs) of India, conducted by the Capacity Building Commission (CBC), on 11th June 2023. The Conclave was a successful effort by the Capacity Building Commission to bring together all CSTIs in a common setting for the first time. The conclave helped CSTIs together identify strategies to build and enhance the capabilities and capacities of training institutions. It provided a platform for networking, knowledge exchange, identifying challenges, and areas of collaboration, bringing together all stakeholders of the Civil Service Training Ecosystem that is 1000+ Central and State Civil Services Training Institutions, Senior Government officials & knowledge partners.

The Conclave witnessed participation from all over the country, with 1500 participants which included ~700 representatives from across CSTIs, and other representatives from MDOs, policy makers, private sector experts, and representatives from academia.

The Conclave commenced with the inaugural session, where the Hon'ble PM provided his invaluable guidance. This was followed by a session on the vision of the Commission for CSTIs, graced by the Hon'ble MoS Dr Jitendra Singh. Following the opening sessions, 8 breakout sessions (Panel Discussions) on areas important to strengthening Civil Service Training Institutions were held. Panel Discussion topics included Training Impact Evaluation, Overcoming Challenges in Governance, Enhancing Capacities of Faculty, Promotion of Knowledge Sharing, etc. The Panel discussions were a highlight of the Conclave, providing an opportunity for participants to collaborate, network and engage in interactive discussions with panellists of eminent backgrounds and each other. In parallel to the breakout sessions, National Standards for Civil Service Training Institutions (NSCSTI) lounge, an iGOT lounge, Emerging Technologies lounge, and an Interview lounge for participants were organized. Following the Panels, a Closing Session was held, in the august presence of the Hon'ble MoS Dr. Jitendra Singh, and Principal Secretary to PM, Dr. P.K. Mishra.

SUMMARY OF THE PROCEEDINGS OF THE NATIONAL TRAINING CONCLAVE



INAUGURAL SESSION

The inaugural session flagged off with a video on the National Training Conclave, highlighting CBC's work with Civil Service Training institutions, and the objective of the National Training Conclave. The video was appreciated by all present at the event. This was followed by a Welcome Address by the Hon'ble MoS, Dr. Jitendra Singh to the Hon'ble PM and the participants of the Conclave.

Hon'ble PM then unveiled the PM Dashboard on National Standards for Civil Service Training Institutions (NSCSTI). Hon'ble PM distributed National Standards for Civil Service Training Institutions (NSCSTI) Accreditation Certificates to 3 Central Training Institutions – (i) National Academy for Direct Taxes (NADT), Nagpur, (ii) Sardar Vallabhbhai Patel National Police Academy (SVPNPA) Gujarat, and (iii) National Institute of Communication Finance (NICF), New Delhi.

This was followed by the Hon'ble PM's address to the august gathering. Speaking at the inaugural session of the National Training Conclave 2023, Hon'ble Prime Minister highlighted the importance of prioritizing training in developing Future Ready Civil Servants and following a whole of Government approach in our endeavour to build a Viksit Bharat @2047. Hon'ble PM underlined the need for improving Citizen Services by ending silos and advocated the advancement in Governance process and policy implementation. The Prime Minister also emphasised that training should inculcate the importance of Jan Bhagidari in every government servant. Hon'ble PM spoke of Mission Karmayogi's aim to improve the orientation, mindset and approach of the government personnel so that they feel content and happy, and that as a by-product of this improvement, the governance system will improve organically.

The Prime Minister concluded by wishing all participants the best for the day-long deliberations and suggested they come up with actionable inputs to improve training infrastructure in the country. He also suggested making an institutional mechanism for organising the Conclave at regular intervals.





OPENING SESSION IN THE PRESENCE OF HON. MINISTER OF STATE

The Hon'ble MoS, Dr Jitendra Singh, congratulated and distributed the NSCSTI accreditation to 7 Civil Service Training Institutions. This was followed by Mr. Adil Zainulbhai, Chairperson, CBC, presenting the vision for Civil Service Training Institutions. He emphasised creation of an unparalleled network of training institutions and institutions to individually become world class with the highest quality of resources, that can contribute to making a future ready civil service official.

This was followed by the launch of the Copyright Certificate of the NSCSTI, presented to the Hon'ble MoS by Mr. Hemang Jani, Secretary CBC and Dr Unnat Pandit, Controller General of Patents, Designs & Trade Marks (CGPDTM).

The Hon'ble MoS then addressed the gathering. In his speech, MoS highlighted the essence of Mission Karmayogi and applauded the efforts of team Mission Karmayogi to promote a continuous, comprehensive and cross-functional capacity building mechanism. He also recognised the far-reaching impact of induction and learning modules being made available to civil servants, which can enable them to prepare for their new positions upon transfer.

He underscored the need of capacity building ecosystem to focus on what to learn, unlearn and relearn. While acknowledging the diversity and heterogeneity in our nation as a factor to be accounted for while capacity building, MoS encouraged the institutions to regard this diversity as an asset, which could enable India to become a global training hub for civil services.

MoS complimented CBC on envisaging the National Training Conclave as an attempt at brining synergy and breaking silos in the capacity building ecosystem. In conclusion, he encouraged every training institute to recognise the privilege of contributing to India 2047.

Following the Minister's speech Mr. Praveen Pardeshi, Member-Administration, CBC highlighted the important role of Civil Service Training Institutions in the Annual Capacity Building Plans (ACBP). Dr Balasubramaniam, Member-HR, CBC gave a presentation on Faculty Development and Case studies for CSTIs. CEO, Karmayogi Bharat, Mr. Abhishek Singh, presented on the iGOT platform, and the data on the uptake of the platform so far. The session ended with Mr. Hemang Jani presenting on the National Standards for Civil Service Training Institutions, and the highlighted the interesting sessions planned for the rest of the day.

THE 8 BREAKOUT SESSIONS

At the breakout sessions, panel discussions at the National Training Conclave were held on the following 8 topics:



The objective of the panels was to discuss the existing challenges at the CSTIs and deliberate on the best possible institution-level and policy-level interventions, in the 8 key areas. Outcomes from the Panels to help improve performance of CSTIs, were presented at the closing ceremony in the presence of the Hon'ble MoS Dr. Jitendra Singh, and Principal Secretary to PM, Dr. P.K. Mishra. The enriching discussions, and the several insights from the audience will also be utilised by the Commission to finalise the reports of the 6 sub-committees created by the commission on focus areas of the NSCSTI.

The Panels were a roaring success with the 200 people halls filled to capacity at all sessions. The panellists commended the curation of the sessions, the content, and were especially appreciative of the modes that allowed constant involvement of the audience. Several insightful recommendations, and the innovative solutions for CSTIs, emerged from the panels. The Commission will look to strategize effectively utilising these outcomes to elevate the quality and capacity of training delivery at the Civil Service Training Institutions in India.

Note: Please refer to Detailed Report on the Breakout Sessions for further details on the 8 Panels.



LOUNGES

National Standards for Civil Service Training Institutions (NSCSTI) Lounge

The NSCSTI lounge was set-up to help civil service training institutions understand the National Standards framework developed by CBC for accreditation. The activities conducted at the lounge included query resolution related to Application form Part A and Part B, explaining the process of Desktop assessment, Non-compliances, and Onsite assessment. The lounge also helped provide details of e-learning content development agencies empanelled by CBC to help curate digital courses to be uploaded on the iGOT platform.


Bihar Institute for public administration and rural development (BIPARD), National Academy of Indian Railways, National Power Training Institute, Indian Railway Institute of Electrical Engineering, Indian Railways Institute of Mechanical and Electrical Engineering, Regional Centre for Urban & Environmental Studies (RCUES), Lucknow, Cobra School of Jungle Warfare and Tactics, Indian Institute of Foreign Trade, National Academy of Defence Financial Management, and a number of other CSTIs visited the lounge.

At the lounge various queries were successfully resolved and there were a number of fruitful discussions with suggestions for making the NSCSTI portal more user-friendly. Institutions look forward to CBC's plan to handhold them to build on their existing capacities, as CBC plays a critical role in the capacity building of the entire civil service ecosystem.

iGOT Lounge

A dedicated iGOT lounge was set-up by Karmayogi Bharat at the National Training Conclave, to familiarise various Civil Service Training Institutions (CSTIs) on various facets of the iGOT platform. The lounge hosted representatives from various MDOs and CSTIs such as Ministry of Road Transport and Highways, Mahatma Gandhi State Institute of Public Administration (Chandigarh), National Institute of Sports (Patiala), CSIR-Central Road Research Institute, Haryana Institute of Public Administration, and several others.

Apart from acquainting Training Institutions with the iGOT Karmayogi platform, visitors were also taken through aspects of course creation, course uploading process, and learner engagement. The lounge was instrumental in reaching MDOs and CSTIs to support their journey of utilizing this critical platform of the Government of India. We hope this will contribute to increasing outreach to the large potential pool government officials that can utilise the iGOT platform.





LOUNGES

Emerging Technology Lounge

The Conclave featured a Technology showcase in the field of training and capacity building providing attendees with a glimpse of innovative approaches and cutting-edge tools that have the potential to revolutionize the training methodologies employed by Civil Service Training Institutions (CSTIs). The startups showcased augmented and virtual reality solutions for training. They showcased simulations models for welding, spray painting, decorative painting, auto refinish/ collision repair, automotive OEM, etc. There were also tangible learning aids at display such as accessible prints and braille resources, activity kits and other 3D models.


NTC Interview Lounge

CBC hosted a dedicated interview lounge to give a platform for highlighting the voices of its stakeholder participants at the conclave. These participants shared about the inspiration they gained from the Prime Minister, as well as through the kindling force for collaboration facilitated by the conclave.

The CBC team endeavoured to understand how different participants envisioned Mission Karmayogi, and how they envision to join hands and contribute towards building a future ready workforce training institution or organisation at the central/state level.

Conversation with the participants from different sectors, domains, and levels of expertise brought out a comprehensive diversity of experiences, strategies, as well global best practices. These experiences also include the wave of standardisation and excellence that the standards established under NSCSTI has inspired. The questions posed to the participants covered a wide range of topics related to a training institute's or organisation's initiatives to build their workforce with the changing demands of the working ecosystem and present challenges, sharing of practices across organisations and initiatives to collaborate across sectors. The institutes shared their experiences of working around the eight pillars of NSCSTI such as onboarding and transformation of capacity-building initiatives networking and collaboration, faculty development, knowledge sharing, training impact assessments, Phyigital learning implementation and infrastructure improvements.

The vision of the Ministries/Departments, private industry as well as academia towards contributing to the Mission Karmayogi and participating in the capacity-building initiatives also received a stage through the media lounge.





CLOSING CEREMONY

MoS, Dr. Jitendra Singh and Principal Secretary to Prime Minister, Dr P.K. Mishra graced the closing ceremony of the National Training Conclave (NTC). The moderators of the Panels, and the panellists presented before the MoS and PS to PM, the outcomes of the Panel Discussion,

This was followed by an address by Dr P.K. Mishra where he commended the Capacity Building Commission (CBC) for hosting the 1st ever National Training Conclave (NTC) successfully. He highlighted the Prime Minister's emphasis on training and capacity building for civil servants, recognizing their crucial role in policy-making and implementation.

Dr Mishra emphasized the importance of adopting a comprehensive approach to training, focusing not only on imparting domain training but also on transforming behavioural patterns, as well as the need for general/ soft skill and technology-oriented courses tailored to the specific demands of organizations.

He highlighted the need for training institutions to enhance their own capacity to meet the challenges posed by rapid technological advancements. He also stressed the need for relieving the nominated officers in time to pursue the training courses. Dr Mishra highlighted the significance given to training institutes in Armed Forces as exemplary, as it provides unparalleled opportunities for capacity building of their officials.

In his closing remarks, Hon'ble MoS Personnel, Public Grievances and Pensions of India, Dr Jitendra Singh made several important observations. Firstly, he noted the absence of esteem associated with being a training faculty member in academies. To address this issue, he suggested exploring different options to incentivize individuals to take up faculty positions, such as linking incentives to empanelment and offering priority benefits.

Secondly, the MoS emphasized the need of synchronizing efforts and instilling behavioural training focused on desiloisation. Citing a personal effort to drive collaborative approach, he mentioned about involving public-private partnerships (PPP) both domestically and internationally, to achieve extended integration.

The nature of the faculty itself was also highlighted as an area for reconsideration. He stressed the need for a diverse faculty base encompassing technical experts amongst other kinds of domain experts and for the training to focus on effective communication skills, and gender-related issues. Additionally, he recognized the importance of training the trainers, given the pivotal role they play in shaping the capabilities of future civil servants. He also drew attention to the rapid progress of artificial intelligence (AI) and the necessity of keeping up with advancements.

STRATEGY AHEAD

The Capacity Building Commission's course of action following the National Training Conclave 2023 will be to incorporate the recommendations and learnings gathered for the betterment of training and capacity building in the civil service ecosystem.

CBC will endeavour to focus on capacity building through behavioural skills as well as on technology focused trainings to ensure that civil service officials are equipped with the necessary skills to adapt to technological changes.

In line with PM's vision of whole of government approach and de-siloisation, CBC will strive to promote improved coordination and collaboration among departments and training institutes, including exchange of ideas and best practices among them for continuous improvement.

Given the large-scale awareness generated on the National Standards for Civil Service Training Institutions (NSCSTIs) through the conclave, the Commission will look to rapidly increase accreditation on the NSCSTI. The benchmarking and insights from the accreditation will be used to handhold CSTIs to improve on the 8 pillars of excellence. The Commission will plan the implementation of institution level and policy level recommendations from the 8 Panel discussions, to improve the capacity and capabilities of all Training Institutions.

CBC is proud that the National Training Conclave 2023 emerged as a vibrant platform for learning, collaboration and growth. The Commission, as per the Hon'ble PM's guidance looks forward to institutionalising the Conclave, leading to a more efficient and skilled workforce.



DETAILED REPORT ON THE BREAKOUT SESSIONS



BREAKOUT 1: PANEL DISCUSSION ON IDENTIFICATION OF TRAINING NEEDS AND LINKING TO COURSE DESIGN

Panellists



Mr. Amit Garg
Director, Sardar Vallabhai Patel
National Police Academy (SVPNPA)



Mr. Anand Agrawal
Director, National Academy of Defence
Financial Management (NADFM)



Mr. Samuel Praveen Kumar
Joint Secretary, Ministry of
Agriculture



Dr. Joy Elamon
Director General, Kerala Institute of
Local Administration (KILA)

Moderator



Adil Zainulbhai
Chairman, Capacity
Building Commission

Best Practice Presenter



Mr. Amit Garg
Director, Sardar Vallabhai
Patel National Police
Academy (SVPNPA)

BREAKOUT 1: PANEL DISCUSSION ON IDENTIFICATION OF TRAINING NEEDS AND LINKING TO COURSE DESIGN

The Panel began with a best practice presentation by Mr. Amit Garg, Director, Sardar Vallabhai Patel National Police Academy (SVPNPA), on conducting Training Needs Assessment (TNA) to prepare courses for the trainers in SVPNPA.

The following panel was moderated by Mr. Adil Zainulbhai Chairperson, Capacity Building Commission. The Panellists in this Breakout Session were: 1. Mr. Amit Garg, Director, Sardar Vallabhai Patel National Police Academy (SVPNPA); 2. Mr. Anand Agrawal, Director, National Academy of Defence Financial Management (NADFM); 3. Mr. Samuel Praveen Kumar, Joint Secretary, Ministry of Agriculture; 4. Mr. Joy Elamon, Director General, Kerala Institute of Local Administration (KILA). **Some significant topics of discussion during the Panel included the importance of Training Needs Assessment for CSTIs, the process for TNA, challenges in implementation of TNA, the need to link Competency Needs Assessment (CNA) to TNA.**

The Panel on Training Needs Assessment was successfully conducted, with interesting insights from the panellists, participation from the audience, and key recommendations as outcomes. These recommendations included:

- **Conducting TNA**

- Field assessment is essential to device a questionnaire for TNA and identify gaps in the existing content
- TNA can be done as per the recurring requirements of the institute
- Rapid TNAs can be undertaken instead of repeating detailed TNAs

- **Utilizing the outcomes of TNA**

- Technology to be leveraged- AI or ML based software to assess the skill-sets and the Training needs
- Pre and post TNA to be conducted to identify the impact of trainings
- TNA components can be customized as per the requirements



BREAKOUT 2: PANEL DISCUSSION ON PROMOTION OF KNOWLEDGE SHARING

Panellists



Mr. S. N. Tripathi
Director General,, Indian Institute of
Public Administration (IIPA)



Prof. Neharika Vohra
Indian Institute of Management –
Ahmedabad (IIM-A)



Dr. Vinay K. Singh
Addl. Director General, National
Academy of Direct Taxes (NADT)



Mr. Srikanta Panda,
Director General, National Institute
of Communication Finance (NICF)

Moderator



Mr. Praveen Pardeshi
Member-Admin, Capacity
Building Commission

Best Practice Presenter



Ishvinder Singh,
India Lead – Social
Innovation Group, CISCO

BREAKOUT 2: PANEL DISCUSSION ON PROMOTION OF KNOWLEDGE SHARING



At the outset, Mr. S. N. Tripathi, chairperson of the sub-committee on Promotion of Knowledge Sharing, gave a brief overview of the work done by the sub-committee, highlighting the challenges faced by institutions, and key recommendations of the sub-committee.

This was followed by the panel discussion, moderated by Praveen Pardeshi, Member-Administration, Capacity Building Commission. The Panellists in this breakout session were: 1. S.N. Tripathi, Director General; Dr. Vinay K. Singh, Addl. Director General, National Academy of Direct Taxes (NADT); Prof. Neharika Vohra, Indian Institute of Management Ahmedabad (IIM-A); Mr. Srikanta Panda, Director General, National Institute of Communication Finance (NICF). **Key topics of discussion during the panel included ways to break silos to collaborate, the potential contribution of institutions such as IIMs, IITs, the need for a centralised knowledge repository, and Centres of Excellence (COEs).**

A presentation by given by Ishvinder Singh, India Lead – Social Innovation Group, CISCO on the best practices followed at CISCO for knowledge sharing.

The panel saw active participation from the audience throughout the session. The Key outcomes of this panel were:

- **Promote Faculty sharing and collaboration:** Onboarding faculty from other CSTIs to develop training programs. Collaborate with faculty from external institutes like IITs and IIMs to break silos and promote outside thinking.
- **Creation of Knowledge Repository:** Reiterating the importance of creation of a knowledge repository and digital knowledge resources, in order to cultivate an ecosystem of collective intelligence.
- **Centres of Excellence (COEs):** Identify institutes as centres of excellence with relevant expertise . CoEs may be multidisciplinary, wherein small institutes can come together to form COEs for governments for successful promotion of knowledge sharing.



BREAKOUT 3: PANEL DISCUSSION ON TRAINING IMPACT ASSESSMENT

Panellists



Dr. Brajesh Kumar
Professor, AJNIFM



Deepak Bisht
Joint Director, ISTM



Srinivas V
Founder & CEO, Illumine Labs

Moderator



Dr. Balasubramaniam,
Member-HR, Capacity
Building Commission

Best Practice Presenter



Prof. Deepa Mani
Deputy Dean, Executive
Education and Digital
Learning and Professor of
Information Systems

BREAKOUT 3: PANEL DISCUSSION ON TRAINING IMPACT ASSESSMENT

The Panel kicked off with an Overview of the Sub-Committee Report on Embedding Effective Assessment of Training, presented by the chairperson of the Sub-Committee – Mr. Bharat Jyoti, Director, Indira Gandhi National Forest Academy (IGNFA).

This was followed by the Panel discussion, moderated by Dr. Balasubramaniam, Member-HR, Capacity Building Commission. The Panellists in this Breakout Session were: 1. Dr. Brajesh Kumar, Professor, Arun Jaitley National Institute of Financial Management (AJNIFM); 2. Mr. Deepak Bist, Joint Director, ISTM; 3. Mr. Srinivas V, Founder & CEO, Illumine Labs. **Some of the key areas of discussion included suitable tools/methods for training impact assessment for CSTIs, conducting assessment concurrently with training, and improvement of training quality through real time course correction. A presentation was given by Mr Srinivas V on the Impact Assessment Methodologies for Large Scale Interventions.** A best practice presentation was then made by Prof. Deepa Mani, Deputy Dean, Executive Education and Digital Learning and Professor of Information Systems, ISB-M, on Best practices in impact evaluation including methods to evaluate Mid-Career Training Programmes as an example.

The Panel saw some interesting audience interaction and concluded with the following key recommendations:

- Utilizing and modifying the standard tools as per need to CSTIs to make them more robust for institutes needs
- Utilizing both formative & summative approach
- Outcomes of the assessment to be utilized to improve standards for course and its content
- Citizen Centric Assessments
- Collect data at multiple points and stages (pre, post and during)
- Assessment in real-time to enable continuous improvement
- Deep Research and Precision Design



BREAKOUT 4: PANEL DISCUSSION ON STRATEGIC RESOURCE PLANNING

Panellists



V T C S Rao
Vice President and Dean,
L & T IPM



Nirmalya Bagchi ,
Director General
ASCI



Palak Sheth
Project Director
Jio University



S Chockalingam,
Director General, YASHADA

Moderator



Hemang Jani
Secretary,
Capacity Building
Commission

Best Practice Presenter



Dr. Joy Elamon
Director General, Kerala
Institute of Local
Administration (KILA)

BREAKOUT 4: PANEL DISCUSSION ON STRATEGIC RESOURCE PLANNING



The Panel commenced with a best practice presentation on the Training Planning and Management System (TPMS) at Kerala Institute of Local Administration (KILA), by Joy Elamon, Director General, KILA.

This was followed by an overview of the topic by the moderator Mr. Hemang Jani, Secretary, Capacity Building Commission. The Panellists in this Breakout Session were: 1. S Chockalingam, Director General, YASHADA; 2. Nirmalya Bagchi, Director General, ASCI; 3. Mr. VTCS Rao, Partner, Vice President and Dean, L&T institute of project management; 4. Palak Sheth, Project Director, Jio University. **Key areas of discussion included steps to be taken for efficient workforce planning at CSTIs (including learnings from the institutions of the panellist), measures to maximize the utilization of faculty, mechanisms training institutes can utilise to identify and share soft, physical and human resources amongst other institutes.**



The Panel ended with a Q&A round with the audience. The key outcomes of the Panel were:

- Vertical and horizontal collaboration: Inter and Intra institutes
- Domain specific pool of resources (soft, physical and human resources), and identification and sharing of common resources amongst institutes.
- Clear target setting and deliverables for all the strategic resources
- Domain specific research and expertise development pre-onboarding of faculty
- Constant upgradation of soft and physical infrastructure resources
- Incentivizing human capital for target achievement
- Alignment to national priorities



BREAKOUT 5: PANEL DISCUSSION ON ENHANCING CAPACITIES OF FACULTY

Panellists



Chandralekha Mukherjee,
Director, Haryana Institute of Public
Administration (HIPA)



Prof. Madan M. Pillutla,
Dean & Professor of Organisational
Behaviour, ISB



Prof. Ram Kakani,
Director, IIM Raipur

Moderator



Dr. Balasubramaniam,
Member-HR, Capacity
Building Commission

Best Practice Presenter



Dr. Ashita Agarwal
Professor Marketing
Mentor
SP JIMR

BREAKOUT 5: PANEL DISCUSSION ON ENHANCING CAPACITIES OF FACULTY

The Panel kicked off with an introduction to panellists and best practice presenter by the moderator Dr. Balasubramaniam, Member-HR, Capacity Building Commission. This was followed by a short overview of the topic by the moderator. The Panellists in this Breakout Session were: 1. Chandralekha Mukherjee, Director, Haryana Institute of Public Administration (HIPA); 2. Prof. Madan M. Pillutla, Dean & Professor of Organisational Behaviour, ISB; 3. Prof. Ram Kakani, Director, IIM Raipur. **Key areas of discussion in the panel included role of ideal faculty at a CSTI, competencies a faculty should possess, ideal ratio of practitioners to external experts, FDPs as a mechanism to enhance teaching learning experience, and key steps to appoint learning facilitators in the institute.**

The discussion was followed by a best practice presentation on Benchmarking for Effective Faculty Development Programmes by Dr. Ashita Agarwal, Professor Marketing Mentor, SP JIMR.

The Panel discussion was conducted in an interactive manner with the audience. The concluding key recommendations from the Panel were:

- **Faculty Selection:** A diverse mix of practitioners as well as academicians should be maintained. Faculty should have strong communication skills. Impact of the faculty should be assessed.
- **Knowledge Sharing:** Mechanisms may be built to transfer best practice from one classroom to another. Co-teaching may be promoted.
- **Conducting FDPs:** Key components of conducting FDP were identified. A need to construct a career path for the future faculty was thought important.



BREAKOUT 6: PANEL DISCUSSION ON TRANSFORMING TO A PHYGITAL WORLD OF CAPACITY BUILDING

Panellists



T. Murlidharan,
Executive Chairperson, C&K
Management



Mr Ranajit Mukherjee,
Executive Vice President NIIT, India



Shri Alok Sharma
Postal Services, Director General



Ashima Batra,
Additional Director, FIU-India

Moderator



Hemang Jani
Secretary,
Capacity Building
Commission

Best Practice Presenter



Smt. Sumita Singh
Director, ISTM

BREAKOUT 6: PANEL DISCUSSION ON TRANSFORMING TO A PHYGITAL WORLD OF CAPACITY BUILDING



The Panel started with the moderator Mr. Hemang Jani introducing the panellists and requesting Ms. Sumita Singh (Director, ISTM) to present best practices on digital learning lab (DLL) at Institute of Secretariat Training and Management (ISTM).

Ms. Singh gave an overview of the steps undertaken for creation of a digital learning lab (DLL) at ISTM. She also highlighted the process followed at DLL for developing e-learning content.

This was followed by the Panel discussion on the topic. Panellists in this session included: 1. Mr. T. Muralidharan, Executive Chairperson, C&K Limited; 2. Mr. Ranajit Mukherjee, Senior Vice President of Product and Relationships, NIIT Ltd.; 3. Ms. Ashima Batra, Additional Director, FIU-India; 4. Mr. Alok Sharma, Director General, Postal Services. **The key areas of discussion in the panel were ways to achieve digitalisation at scale at CSTIs, maximization of learning outcomes by adopting digital courses, building an ecosystem for faculties to develop digital courses for iGOT, and enhancing capacity of faculty to deliver digital courses.**

The Panel discussion was followed by an interactive discussion round with the audience. The concluding key recommendations from the Panel were:

- **Building in-house capacity** to create digital content for courses/training.
- **Onboarding external experts** and vendors to facilitate creation of digital courses.
- **Maximization of learning outcomes** and adoption through testimonials and clear definitions.
- **Monitoring & Evaluation:** Regular evaluation of the digital training journey.
- **Creation of Digital Learning Labs** as a sustainable solution.



BREAKOUT 7: PANEL DISCUSSION ON OVERCOMING CHALLENGES IN GOVERNANCE

Panellists



Lt. Gen. Dr. Madhuri Kanitkar
Vice Chancellor, Maharashtra
University of Health Sciences



Lt Gen. Asit Mistry
Director of School of Internal Security,
Defence & Strategic Studies, RRU



Sanjay Puri
Director General, National
Academy for Direct Taxes



V T C S Rao
Vice President and Dean,
L & T IPM

Moderator



Mr. Praveen Pardeshi
Member-Admin, Capacity
Building Commission

Best Practice Presenter



Virendra R. Tiwari
Director, Wildlife Institute
of India

BREAKOUT 7: PANEL DISCUSSION ON OVERCOMING CHALLENGES IN GOVERNANCE

The Panel kicked off with an Overview of the Sub-Committee Report on Overcoming Challenges in Governance, presented by the chairperson of the Sub-Committee – Mr. Sanjay Puri, Director General, National Academy for Direct Taxes (NADT).

This was followed by the Panel discussion, moderated by Mr. Praveen Pardeshi, Member-Administration, Capacity Building Commission. The Panellists in this Breakout Session were: 1. Lt. Gen. Dr. Madhuri Kanitkar, Vice Chancellor, Maharashtra University of Health Sciences; 2. Lt Gen. Asit Mistry, Director of School of Internal Security, Defence & Strategic Studies, RRU; 3. Mr. VTCS Rao, Partner, Vice President and Dean, L&T institute of project management; 4. Mr. Sanjay Puri, Director General, National Academy for Direct Taxes (NADT). **Key areas of discussion included aligning academic curriculum, pedagogy & governance to emerging needs of officials, good governance practices to be adopted by CSTIs, governance mechanism at institutions of participation panellists that may be useful for CSTIs.**

A best practice presentation was then made by Virendra R. Tiwari, Director, Wildlife Institute of India on Governance at the institution.

The Panel saw some interesting questions from the audience and concluded with the following key recommendations:

- **Governance structure:** Develop a robust governance structure for institute to enable decision making and operations in institutes. Ex. YASHADA, WII, IIPA, etc.
- **Financial autonomy & income generation:** Institutes can collaborate with MDOs for research and consultancy to generate income and utilize the funds to move towards financial autonomy
- **Academic Autonomy:** Develop need based accessible courses for learners with inbuilt feedback and assessments



BREAKOUT 8: PANEL DISCUSSION ON COMPETENCIES FOR CIVIL SERVICE OFFICIALS

Panellists



Moloy Sanyal
Deputy Secretary, ISTM



Abhay Kumar Singh
DDG, NICF

Moderator



Adil Zainulbhai
Chairman, Capacity
Building Commission

Panellists & Best Practice Presenter



Amit Gupta
General Manager, Indian Oil Corporation Limited



Atul Sinha
DDG, NTIPRIT

BREAKOUT 8: PANEL DISCUSSION ON COMPETENCIES FOR CIVIL SERVICE OFFICIALS



The Panel commenced with the moderator Adil Zainulbhai, Chairperson, Capacity Building Commission introducing the panellists and the best practice presenters. He then provided context on the panel discussion and the plan for the session.

Subsequently, a best practice presentation was made by Atul Sinha, DDG, National Telecom Institute for Policy Research, Innovation & Training on the efforts in FRACing at the Department of Telecommunications, Government of India. A second best practice presentation was then made on importance of adopting competencies by Amit Gupta, General Manager, Indian Oil Corporation Limited. The Panel discussion followed the best practice presentations. The panellists in this session were: 1. Moly Sanyal Deputy Secretary, ISTM; 2. Atul Sinha, DDG, NTIPRIT; 3. Amit Gupta, General Manager, Indian Oil Corporation Limited (IOCL); 4. Abhay Kumar Singh, DDG, NICF. The focus areas of discussion of the panel included benefits of developing a competency framework for civil service officials, ways in which training institutions be established as a focal point to bridge competency gaps, and policy-based changes that need to be made to ensure competency-based placements and promotions.

The session concluded with a Q&A with the audience, that saw high engagement. The questions included ways to assess effectiveness of competency framework, how can competency passbook be created for departments, etc. The key outcomes of the panel discussions were:

- **Benefits of a competency framework for GoI**
 - Target identification (Term & duration)
 - Identification of positions/competencies to achieve the target
 - Defined roles and responsibilities for each position
- **Training institutes as a focal point for supply of competency gap**
 - Active involvement for awareness of competency gaps
 - Address gaps through specific modules
 - Promotes collaboration between institutes and departments

