

National Productivity Council (NPC) Chandigarh: Upcoming training programmes Brochures - regd

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सचिव, सामान्य प्रशासन

Suvyendu Shivakar <suvyendu.s@npcindia.gov.in>

Mon, 10 Aug 2026 1:54:28 PM +0530

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Respected Sir/Madam,

We are glad to inform you that National Productivity Council, Chandigarh (Under Ministry of Commerce & Industry, Govt. of India) is organizing following Training Programme on:

- Training Programme on "Transparency and Efficiency: Advanced Course on RTI and Modern Management Practices" from 19-23 October 2026 at Manali (Himachal Pradesh)
- Training Programme on "Managing Finance for Improving Organizational Performance & Effective Management" from 02-06 November 2026 at Goa
- Training Programme on "Leadership & Managerial Excellence for Effective Administration" from 14-18 December 2026 at Sri Vijayapuram (Port Blair).

The brochure contains detailed information about the programme (course coverage & programme fee) are attached herewith. You are requested to kindly nominate employee(s) of your esteemed organisation for the above-mentioned training programme(s) for capacity building and skill enhancement. The number of seats is limited, and nominations will be accepted on first-cum-first-served basis.

Thanking you,

सादर / Regards,

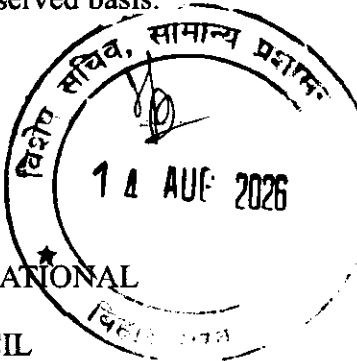
Suvyendu Shivakar

राष्ट्रीय उत्पादकता परिषद / NATIONAL
PRODUCTIVITY COUNCIL

वाणिज्य और उद्योग मंत्रालय, भारत सरकार

के अधीन / Under Ministry of Commerce
& Industry, Govt. of India

सीआरआरआईडी परिसर, अनुसंधान एवं औ



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द्योगिक विकास केंद्र/ CRRID Campus,

Centre for Research in Rural and

Industrial Development,

प्लॉट संख्या 2ए, मध्य मार्ग, सेक्टर 19ए, चंडी

गढ़-160019/ Plot No 2A, Madhya Marg,

Sector 19 A, Chandigarh- 160019

मोबाइल / Mobile: +91 9888481938

वेबसाइट /

Website: <http://www.npcindia.gov.in>

3 Attachment(s)

Training Brochure-Transparen...
601.4 KB

Training Brochure-Managing Fi...
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Training Brochure-Training Pro...
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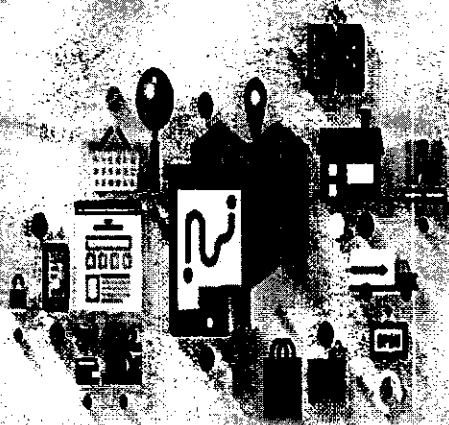
National Productivity Council, Chandigarh

Training Programme on Transparency and Efficiency: Advance Course on RII & Modern Management Practices

PROGRAMME CODE: (T2627CHDD3)

19-23rd Oct 2026

**Manali (Himachal
Pradesh)**



ABOUT NPC

National Productivity Council (NPC) is an autonomous organization under the Department of Promotion of Industry and Internal Trade, Ministry of Commerce & Industry, Government of India. The present expertise available in NPC has a resource base of professionals from fields such as Economics, Industrial Engineering, Human Resource Management, Energy, Environment, IT, Project Monitoring and Evaluation, Research Studies and Baseline Surveys. In addition, services of external professionals and subject matter specialists are also sought on need basis, depending upon the nature and scope of work. NPC extends services from its headquarter at New Delhi and 12 regional offices across the country manned by more than 100 full time professionals. NPC has professionals from diverse fields to provide Consultancy, Capacity Building and Project Monitoring Unit (PMU) services to various organizations including Central Government Ministries and State Governments.

PROGRAMME THEME

In today's dynamic governance environment, public institutions are expected to deliver services that are transparent, accountable, citizen-centric, and efficient. The **Right to Information (RTI) Act, 2005** has emerged as one of the most significant legislative instruments for promoting openness, strengthening democratic governance, and empowering citizens through access to information. Effective implementation of the RTI Act not only enhances public trust but also encourages ethical decision-making and institutional accountability.

Alongside transparency, government organizations face increasing pressure to improve operational efficiency, optimize resource utilization, and deliver quality public services

Integrating the principles of transparency with contemporary management approaches enables organizations to create systems that are both accountable and performance oriented. Such integration helps reduce procedural delays, eliminate inefficiencies, strengthen compliance, improve service delivery, and foster a culture of continuous improvement.

LEARNING OBJECTIVE

The programme aims to strengthen the capacity of officers and officials responsible for implementing the RTI Act while equipping them with modern management tools that enhance organizational effectiveness and public service delivery. The programme will enable participants to:

- Develop an in-depth understanding of the provisions, procedures, and recent developments under the RTI Act, 2005.
- Understand the roles and responsibilities of Public Information Officers (PIOs), First Appellate Authorities (FAAs), and other stakeholders.
- Examine important decisions, case laws, exemptions, and best practices relating to RTI implementation.
- Learn strategies for proactive disclosure, digital record management, and effective information governance.
- Gain insights into modern management practices for improving organizational productivity and operational excellence.
- Strengthening leadership, communication, stakeholder engagement, and change management capabilities.
- Promote ethical governance, transparency, accountability, and citizen-centric service delivery.

4. BROAD PROGRAMME COVERAGE

The following topics shall be covered during the training:

Right to Information Act

- Introduction to Right to Information Act, 2005
- Role of Organization in Implementing the Act
- Methodology for Implementation of the Act
- Roles and responsibilities of Public Information Officer
- Powers and functions of Information Commission
- Disposal of request for information
- RTI On-line
- The inter linkages of RTI Act with other Acts like Official Secret Act, Indian Evidence Act, Consumer Protection Act, Indian Penal Code, Representation of People Act, Code of Criminal Procedures, IT Acts, Environment legislations
- Important judgments of Central Information and different state commissions
- Fallacy of RTI and proposed amendments in RTI Acts

Modern Management Practices:

- An introduction to modern management Practices
- Effective communication & Team Building
- Motivation & Leadership
- Time and stress management
- Interpersonal relations
- Conflict resolution
- Employee performance management
- Knowledge Management

5. TARGET PARTICIPANTS

The programme is designed for officials working across different functional areas of management including administration, Central Public Information Officers (CPIOs), State Public Information Officers (SPIOs), Assistant Public Information Officers (APIOs), Appellate Authority and other related officers from Central & State Government Departments, Boards, Corporations, Cooperatives, Public Sector Undertakings and banks/ public financial institutions, Senior Officers/ Managers, Head of the Departments, Chief Executives, HR Managers, Personnel Manager, Administrative officer and Professionals.

6. METHODOLOGY

Methodology of the training program would be participative in nature. The sessions would be based on conceptual deliberations, case studies, success stories and group exercises/discussions.

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6. FACULTY

The faculty for the training programme will comprise of senior NPC Experts & other renowned and experienced Trainers from the respective field.

7. PROGRAMME FEE & VENUE

Programme Code	T2627CHD03	
Program Venue	Manali (Himachal Pradesh)	
Programme Fee	Residential Participants ☐ 70,000/-+ 18% GST	Non-Residential Participants ☐ 55,000/-+ 18% GST
For Residential Participants	Check-in at hotel- (12:00 pm) on 19 th October 2026 Check-out from Hotel- (9:00 am) on 23 rd October 2026	

8. PAYMENT DETAILS

Programme fee inclusive of GST to be paid in advance and proof of payment to be attached along with application form.

- **ECS Payment Details:** Indian Overseas Bank, 70, Golf Link, New Delhi Branch;
- A/c No. 026501000009207,
- **IFSC Code.** IOBA0000265
- DD/Cheque should be drawn in the name of NATIONAL PRODUCTIVITY COUNCIL payable at NEW DELHI
- **NPC'S PAN No:** AAATN0402F, **NPC'S GSTIN:** 04AAATN0402F2ZD

As per GOI notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification) No GST is applicable where Services provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, UT Administration.

HOWTO APPLY

- Please apply in prescribed application format enclosed with this brochure.
- Last date for Receiving of nominations: 10th October 2026
- Nominations may be sent to the following address:

Ashok Kumar In Charge Regional Director Mobile No. 9888481938 Email: ashok.kumar@npcindia.gov.in	Sh. Suvyendu Shivakar, Deputy Director Mobile No.: +91-6287872655 Email: suvyendu.s@npcindia.gov.in
National Productivity Council, Chandigarh CRRID Campus, Centre for Research in Rural and Industrial Development, Plot No 2A, Madhya Marg, Sector 19 A, Chandigarh-160019 chandigarh@npcindia.gov.in	

NATIONAL PRODUCTIVITY COUNCIL
5-6 Institutional Area, Lodhi Road, New Delhi-110003

Title of Programme: Transparency and Efficiency: Advanced Course on RTI and Modern Management Practices

Programme Code: TP2627CHD03

Programme Duration: 19th Oct-23rd Oct 2026

Venue/Location: Manali

Select Participation on Residential Basis ☐

OR Non-Residential Basis ☐

Details of Nominated Participants:

S. No	Name of Delegate	Designation	Mobile No.	Email ID	Participant Organization Address (kindly provide full address of correspondence)
1					
2					
4					

Details of Nominating Authority:

S. No	Name of Nominating Authority	Designation	Mobile No.	Email ID	Nominating Authority Organization Address (kindly provide full address of correspondence)
1					

Select, if Organization is GST Exempted ☐

OR Select, if Organization is Not GST Exempted ☐

SELF DECLARATION ON GST EXEMPTION(OPTIONAL)

As per GST notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification) No GST is applicable where Services provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, UT Administration.

- I/We hereby declare that we meet all the conditions stipulated in the aforementioned GST notifications and qualify for exemption from GST payment for the training program mentioned above.
- I/We acknowledge that any breaches or non-compliance with the specified conditions may result in the collection of GST, interest, and penalty amounts by NPC on behalf of the GST department at a later stage whenever the GST department raises the same to NPC.
- I/We also declare that it is the responsibility of the participant organization to verify their eligibility to avail the benefit, and NPC is not responsible for checking the eligibility.

*I certify that the above information is correct

Signature: _____ Date: _____ and Place: _____

For Organization who are Not Exempted and having GST registration GST No. (Mandatory) _____

(Kindly provide the GST number of organization on which GST Invoice to be raised)

Organization PAN No.(Optional) _____

Organization TAN No.(Mandatory on TDS deduction)) _____

DECLARATION

***I certify that the above information is correct**

Signature: _____ Date: _____ and Place: _____

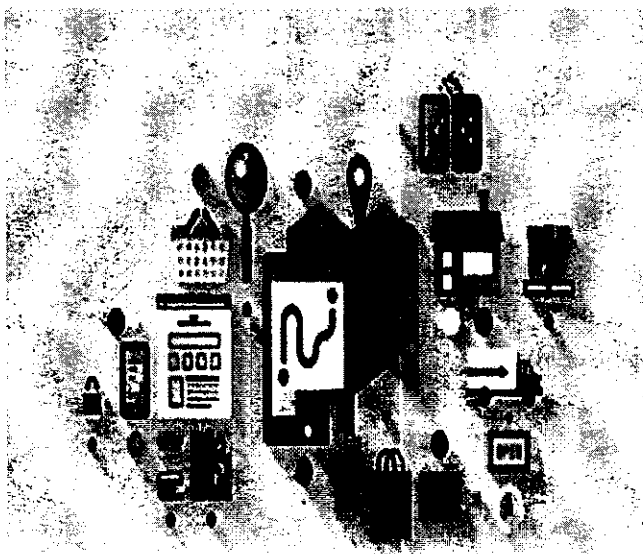
9. GENERAL INSTRUCTIONS

- ❖ Due to limited number of seats, it is recommended to send the nominations as per attached format at the earliest, for ensuring the availability. Acceptance of the nominations is subject to the seat availability and receipt of programme fee latest by the last date for nominations.
- ❖ The Residential programme fee covers the professional fees towards training, board & lodge of the Participant(s). The fee once deposited is non-refundable, however, substitutions are allowed.
- ❖ Each participant should carry their ID cards and necessary letters / orders issued by their department for attending the training program.
- ❖ The Non-Residential programme fee covers the professional fee towards training, lunch and refreshments during the training program. The fee once deposited is non-refundable, however, substitutions are allowed.
- ❖ NPC shall not bear any charges towards participants' to & fro travel from their residence/ place of stay and the training program venue. All participants shall make their own arrangement to reach the venue on time as per the programme schedule.
- ❖ Participants are requested to assure their health and safety during the training period and NPC will not be liable for medical expenses incurred by the participants during the program.
- ❖ NPC will not provide boarding and lodging before and after the dates of programme. Participants planning to stay longer than the scheduled duration should arrange the same at their own cost.
- ❖ Settlement of additional bills: The hotel will be instructed to open separate folio for each participant. Participants may directly settle their additional dues regarding family member, laundry, telephone, mini bar, room service, overstay etc. with the hotel before checkout.
- ❖ The participants shall be awarded Certificate of Participation on successful completion of programme.
- ❖ Any other terms and conditions apply as may be notified by NPC at any point of time.
- ❖ Referring to GST guidelines, you are requested to confirm the applicability of GST payment for your department.
- ❖ Participants are required to follow the necessary COVID protocols during training.



Training Programme on Managing Finance for Improving Organizational Performance & Effective Management

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1. ABOUT NPC

National Productivity Council (NPC) is an autonomous organization under the Department of Promotion of Industry and Internal Trade, Ministry of Commerce & Industry, Government of India. The present expertise available in NPC has a resource base of professionals from fields such as Economics, Industrial Engineering, Human Resource Management, Energy, Environment, IT, Project Monitoring and Evaluation, Research Studies and Baseline Surveys. In addition, services of external professionals and subject matter specialists are also sought on need basis, depending upon the nature and scope of work. NPC extends services from its headquarter at New Delhi and 12 regional offices across the country manned by more than 100 full time professionals. NPC has professionals from diverse fields to provide Consultancy, Capacity Building and Project Monitoring Unit (PMU) services to various organisations including Central Government Ministries and State Governments.

2. PROGRAMME THEME

In today's dynamic and highly competitive business environment, effective financial management has evolved beyond its traditional role of accounting and compliance. It has become a strategic function that directly influences organizational sustainability, operational efficiency, informed decision-making, and long-term value creation.

Financial management is no longer confined to budgeting and expenditure control. Modern organizations require finance professionals and managers to integrate financial planning with organizational strategy, performance management, risk assessment, investment decisions, cost optimization, and governance. Sound financial practices enable organizations to allocate resources efficiently, improve productivity, ensure accountability, and respond proactively to changing economic and regulatory environments.

Managing finance effectively requires leaders at all levels to understand financial statements, analyze key performance indicators, evaluate investments, manage working capital, control costs, and ensure financial discipline. The integration of financial intelligence into managerial decision-making enhances operational effectiveness and promotes evidence-based planning across departments.

3. LEARNING OBJECTIVE

This programme aims to equip participants with practical knowledge and contemporary financial management tools that support organizational excellence. The programme will focus on strengthening participants' ability to interpret financial information, develop strategic budgets, optimize resource utilization, manage financial risks, and align financial decisions with organizational goals.

4. BROAD PROGRAMME COVERAGE

- ✓ Strategic Role of Finance in Organizational Success
- ✓ Financial Planning and Budgetary Control
- ✓ Reading and Interpreting Financial Statements
- ✓ Cost Analysis and Cost Reduction Strategies
- ✓ Working Capital and Cash Flow Management
- ✓ Financial Ratio Analysis and Performance Measurement
- ✓ Capital Budgeting and Investment Decision-Making
- ✓ Financial Risk Assessment and Internal Controls
- ✓ Corporate Governance and Financial Compliance
- ✓ Digital Transformation in Finance and Financial Analytics

- (42)
- ✓ Financial Decision-Making for Non-Finance Managers
 - ✓ Case Studies and Best Practices in Financial Excellence

5. METHODOLOGY

Methodology of the training program would be participative in nature. The sessions would be based on conceptual deliberations, case studies, success stories and group exercises/discussions.

6. PARTICIPANTS PROFILE

Officials from Central & State Government Departments, Academic Institutions, Public Sector Undertakings, Private Sector Units, Co-operative Sector Organizations, Financial Institutions, NBFCs, Corporations, Labor Unions/Associations.

7. FACULTY

The faculty for the training programme will comprise of senior NPC Experts & other renowned and experienced Trainers from the respective field.

8. PROGRAMME FEE & VENUE

Programme Code	T2627CHD04	
Program Venue	Goa	
Programme Fee	Residential Participants ☐ 75,000 ____/- + 18% GST	Non-Residential Participants ☐ 60,000 ____/- + 18% GST
For Residential Participants	Check-in at hotel- (12:00 pm) on 2 nd November 2026 Check-out from Hotel - (9:00 am) on 6 th November, 2026	

9. PAYMENT DETAILS

Programme fee inclusive of GST to be paid in advance and proof of payment to be attached along with application form.

- **ECS Payment Details:** Indian Overseas Bank, 70, Golf Link, New Delhi Branch;
- **A/c No.** 026501000009207,
- **IFSC Code.** IOBA0000265
- DD/Cheque should be drawn in the name of NATIONAL PRODUCTIVITY COUNCIL payable at NEW DELHI
- **NPC'S PAN No:** AAATN0402F,
- **NPC'S GSTIN:** 04AAATN0402F2ZD

As per GOI notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification) No GST is applicable where Services provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, UT Administration.

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HOW TO APPLY

- Please apply in prescribed application format enclosed with this brochure. Nominations may be sent to the following address:
- Last date for Receiving of nominations: (two weeks before the scheduled date of programme)

Sh Ashok Kumar
In Charge Regional Director
Mobile No. 9888481938
Email: ashok.kumar@npcindia.gov.in

Sh. Suvyendu Shivakar,
Deputy Director
Mobile No.: +91-6287872655
Email: suvyendu.s@npcindia.gov.in

National Productivity Council,
CRRID Campus, Centre for Research in Rural and Industrial Development, Plot No 2A,
Madhya Marg, Sector 19 A, Chandigarh-160019

(45)

NATIONAL PRODUCTIVITY COUNCIL
5-6 Institutional Area, Lodhi Road, New Delhi – 110003

Title of Programme: Managing Finance for Improving Organization Performance & Effective Management

Programme Code: TP2627CHD04

Programme Duration: 2nd November – 6th November 2026

Venue/ Location: Goa

Select Participation on Residential Basis ☐ **OR Non-Residential Basis** ☐

Details of Nominated Participants:

S. No	Name of Delegate	Designation	Mobile No.	Email ID	Participant Organisation Address (kindly provide full address of correspondence)
1					
2					
3					
4					

Details of Nominating Authority:

S. No	Name of Nominating Authority	Designation	Mobile No.	Email ID	Nominating Authority Organization Address (kindly provide full address of correspondence)
1					

Select, if Organization is GST Exempted ☐ **OR Select, if Organization is Not GST Exempted** ☐

SELF DECLARATION ON GST EXEMPTION (OPTIONAL)

As per GST notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification) No GST is applicable where Services provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, UT Administration.

- I/We hereby declare that we meet all the conditions stipulated in the aforementioned GST notifications and qualify for exemption from GST payment for the training program mentioned above.
- I/We acknowledge that any breaches or non-compliance with the specified conditions may result in the collection of GST, interest, and penalty amounts by NPC on behalf of the GST department at a later stage whenever the GST department raises the same to NPC.
- I/We also declare that it is the responsibility of the participant organization to verify their eligibility to avail the benefit, and NPC is not responsible for checking the eligibility. *I certify that the above information is correct

Signature: _____ **Date:** _____ **and Place:** _____

For Organisation who are Not Exempted and having GST registration GST No. (Mandatory) _____
(Kindly provide the GST number of organisation on which GST Invoice to be raised)
Organisation PAN No. (Optional) _____
Organisation TAN No. (Mandatory on TDS deduction)) _____

DECLARATION

***I certify that the above information is correct**

Signature: _____ **Date:** _____ **and Place:** _____



10. GENERAL INSTRUCTIONS

- ❖ Due to limited number of seats, it is recommended to send the nominations as per attached format at the earliest, for ensuring the availability. Acceptance of the nominations is subject to the seat availability and receipt of programme fee latest by the last date for nominations.
- ❖ The Residential programme fee covers the professional fees towards training, board & lodge of the Participant(s). The fee once deposited is non-refundable, however, substitutions are allowed.
- ❖ Each participant should carry their ID cards and necessary letters / orders issued by their department for attending the training program.
- ❖ The Non-Residential programme fee covers the professional fee towards training, lunch and refreshments during the training program. The fee once deposited is non-refundable, however, substitutions are allowed.
- ❖ NPC shall not bear any charges towards participants' to &fro travel from their residence / place of stay and the training program venue. All participants shall make their own arrangement to reach the venue on time as per the programme schedule.
- ❖ Participants are requested to assure their health and safety during the training period and NPC will not be liable for medical expenses incurred by the participants during the program.
- ❖ NPC will not provide boarding and lodging before and after the dates of programme. Participants planning to stay longer than the scheduled duration should arrange the same at their own cost.
- ❖ Settlement of additional bills: The hotel will be instructed to open separate folio for each participant. Participants may directly settle their additional dues regarding family member, laundry, telephone, mini bar, room service, overstay etc. with the hotel before checkout.
- ❖ The participants shall be awarded Certificate of Participation on successful completion of programme.
- ❖ Any other terms and conditions apply as may be notified by NPC at any point of time.
- ❖ Referring to GST guidelines, you are requested to confirm the applicability of GST payment for your department.
- ❖ Participants are required to follow the necessary COVID protocols during training.

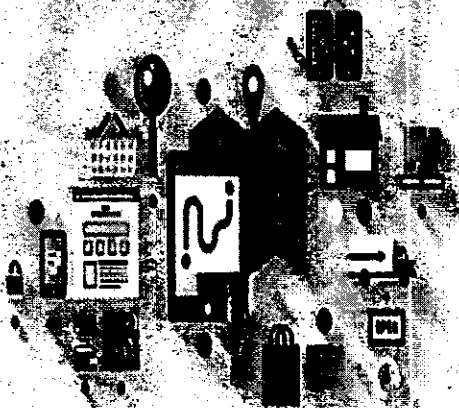


National Productivity Council, Chandigarh

Training Programme
ON
Leadership & Managerial Excellence for Effective
Administration
PROGRAMME CODE: (PS/7C/11005)

14-18th December 2026

Sri Vijaya Puram (Port Blair)



1. ABOUT NPC

National Productivity Council (NPC) is an autonomous organization under the Department of Promotion of Industry and Internal Trade, Ministry of Commerce & Industry, Government of India. The present expertise available in NPC has a resource base of professionals from fields such as Economics, Industrial Engineering, Human Resource Management, Energy, Environment, IT, Project Monitoring and Evaluation, Research Studies and Baseline Surveys. In addition, services of external professionals and subject matter specialists are also sought on need basis, depending upon the nature and scope of work. NPC extends services from its headquarter at New Delhi and 12 regional offices across the country manned by more than 100 full time professionals. NPC has professionals from diverse fields to provide Consultancy, Capacity Building and Project Monitoring Unit (PMU) services to various organisations including Central Government Ministries and State Governments.

2. PROGRAMME THEME

The programme focuses on enhancing leadership and managerial competencies among government officials to improve decision-making, team performance, and service delivery. It aims to build effective administrative systems through strategic thinking, innovation, and people-centric governance.

3. LEARNING OBJECTIVE

The objective of the training is to equip participants with essential leadership and managerial skills required for effective administration. Participants will develop the ability to make informed decisions, manage teams efficiently, and handle administrative challenges with confidence. The programme will enhance their capacity to foster collaboration, improve workplace productivity, and promote accountability and ethical governance. It will also provide practical insights to strengthen communication, problem-solving, and result-oriented management practices.

4. BROAD PROGRAMME COVERAGE

- Principles of leadership and managerial effectiveness
- Decision-making and problem-solving in administration
- Communication and interpersonal skills for leaders
- Team building, motivation, and conflict management
- Time management and productivity enhancement
- Emotional intelligence and leadership behaviour
- Ethics, accountability, and good governance practices
- Managing change and innovation in government organizations
- Performance management and result-oriented administration

5. METHODOLOGY

Methodology of the training program would be participative in nature. The sessions would be based on conceptual deliberations, case studies, success stories and group exercises/discussions.

6. PARTICIPANTS PROFILE

Officials from Central & State Government Departments, Academic Institutions, Public Sector Undertakings, Private Sector Units, Co-operative Sector Organizations, Financial Institutions, NBFCs, Corporations, Labor Unions/Associations.

7. FACULTY

The faculty for the training programme will comprise of senior NPC Experts & other renowned and experienced Trainers from the respective field.

8. PROGRAMME FEE & VENUE

Programme Code	T2627CHD05	
Program Venue	Sri Vijaya Puram (Port Blair)	
Programme Fee	Residential Participants ☐ 75,000 _____ /- + 18% GST	Non-Residential Participants ☐ 60,000 _____ /- + 18% GST
For Residential Participants	Check-in at hotel- (12:00 pm) on 14 th December 2026 Check-out from Hotel - (9:00 am) on 18 th December, 2026	

9. PAYMENT DETAILS

Programme fee inclusive of GST to be paid in advance and proof of payment to be attached along with application form.

- **ECS Payment Details:** Indian Overseas Bank, 70, Golf Link, New Delhi Branch;
- **A/c No.** 026501000009207,
- **IFSC Code.** IOBA0000265
- DD/Cheque should be drawn in the name of NATIONAL PRODUCTIVITY COUNCIL payable at NEW DELHI
- **NPC'S PAN No:** AAATN0402F, **NPC'S GSTIN:** 04AAATN0402F2ZD

As per GOI notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification) No GST is applicable where Services provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, UT Administration.

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HOW TO APPLY

- Please apply in prescribed application format enclosed with this brochure. Nominations may be sent to the following address:
- **Last date for Receiving of nominations: 04th December 2026**

Ashok Kumar In Charge Regional Director Mobile No. +91 9888481938 Email: ashok.kumar@npcindia.gov.in	Sh. Suvyendu Shivakar, Deputy Director Mobile No.: +91-6287872655 Email: suvyendu.s@npcindia.gov.in
National Productivity Council, Chandigarh CRRID Campus, Centre for Research in Rural and Industrial Development, Plot No 2A, Madhya Marg, Sector 19 A, Chandigarh-160019	

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NATIONAL PRODUCTIVITY COUNCIL
5-6 Institutional Area, Lodhi Road, New Delhi – 110003

Title of Programme: Leadership & Managerial Excellence for Effective Administration

Productivity Programme Code: TP2627CHD05

Programme Duration: 14th Dec–18th Dec 2026

Venue/ Location: Sri Vijaypuram

Select Participation on Residential Basis

☐

OR Non-Residential Basis

☐

Details of Nominated Participants:

S. No	Name of Delegate	Designation	Mobile No.	Email ID	Participant Organisation Address (kindly provide full address of correspondence)
1					
2					
3					
4					

Details of Nominating Authority:

S. No	Name of Nominating Authority	Designation	Mobile No.	Email ID	Nominating Authority Organization Address (kindly provide full address of correspondence)
1					

Select, if Organization is GST Exempted

☐

OR Select, if Organization is Not GST Exempted

☐

SELF DECLARATION ON GST EXEMPTION (OPTIONAL)

As per GST notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification) No GST is applicable where Services provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, UT Administration.

- I/We hereby declare that we meet all the conditions stipulated in the aforementioned GST notifications and qualify for exemption from GST payment for the training program mentioned above.
- I/We acknowledge that any breaches or non-compliance with the specified conditions may result in the collection of GST, interest, and penalty amounts by NPC on behalf of the GST department at a later stage whenever the GST department raises the same to NPC.
- I/We also declare that it is the responsibility of the participant organization to verify their eligibility to avail the benefit, and NPC is not responsible for checking the eligibility. *I certify that the above information is correct

Signature: _____ Date: _____ and Place: _____

For Organisation who are Not Exempted and having GST registration GST No. (Mandatory) _____
(Kindly provide the GST number of organisation on which GST Invoice to be raised)
Organisation PAN No. (Optional) _____
Organisation TAN No. (Mandatory on TDS deduction)) _____

DECLARATION

***I certify that the above information is correct**

Signature: _____ Date: _____ and Place: _____

10. GENERAL INSTRUCTIONS

- ❖ Due to limited number of seats, it is recommended to send the nominations as per attached format at the earliest, for ensuring the availability. Acceptance of the nominations is subject to the seat availability and receipt of programme fee latest by the last date for nominations.
- ❖ The Residential programme fee covers the professional fees towards training, board & lodge of the Participant(s). The fee once deposited is non-refundable, however, substitutions are allowed.
- ❖ Each participant should carry their ID cards and necessary letters / orders issued by their department for attending the training program.
- ❖ The Non-Residential programme fee covers the professional fee towards training, lunch and refreshments during the training program. The fee once deposited is non-refundable, however, substitutions are allowed.
- ❖ NPC shall not bear any charges towards participants' to &fro travel from their residence / place of stay and the training program venue. All participants shall make their own arrangement to reach the venue on time as per the programme schedule.
- ❖ Participants are requested to assure their health and safety during the training period and NPC will not be liable for medical expenses incurred by the participants during the program.
- ❖ NPC will not provide boarding and lodging before and after the dates of programme. Participants planning to stay longer than the scheduled duration should arrange the same at their own cost.
- ❖ Settlement of additional bills: The hotel will be instructed to open separate folio for each participant. Participants may directly settle their additional dues regarding family member, laundry, telephone, mini bar, room service, overstay etc. with the hotel before checkout.
- ❖ The participants shall be awarded Certificate of Participation on successful completion of programme.
- ❖ Any other terms and conditions apply as may be notified by NPC at any point of time.
- ❖ Referring to GST guidelines, you are requested to confirm the applicability of GST payment for your department.
- ❖ Participants are required to follow the necessary COVID protocols during training.

फेरिग, विर/ 14.08.2026

Kartavya Bhavan-I, New Delhi,
Dated the 12th August, 2026.

TRAINING CIRCULAR

Subject:- In-person Singapore Cooperation Programme on "Inclusivity in Multicultural Societies" from 15th February to 19th February, 2027 in Singapore.

The Republic of Singapore has invited nominations for In-person Singapore Cooperation Programme on "Inclusivity in Multicultural Societies" from 15th February to 19th February, 2027 in Singapore under the Technical Assistance Programme with India. The programme is intended for mid- to senior-level government officials who are involved in policymaking for social development, community planning and management. The eligibility conditions and other information about the course are mentioned in the Information Brochure received from the sponsoring Government (Annex-I). Number of slots available for India is One.

Nomination of candidates is regulated by the guidelines prescribed by DEA, a synopsis of which is attached as Annex-II.

3. The course is sponsored by Government of Singapore, which will provide accommodation, local transport, medical insurance and daily allowance. The nominated candidate or his/her nominating authority shall have to bear the cost of round trip air fare and other travel related expenses. An undertaking to this effect has to be given by the participant or his/her Ministry/Department/State Government in case they agree to bear the travel expenses in the prescribed format (Annex-III).

4. The following forms need to be duly completed and certified by the participant and the competent authority of the nominating Ministry/Department:

- Sponsoring Government's application to be filled online (available at <https://go.gov.sg/scptaims2027>). Printed copy of application submitted by the candidate online to SCP may be sent to DEA along with the other forms.
- DEA's proforma - duly countersigned by competent authority (Annex-IV).

5. Application Form complete in all respects along with check-list should reach this Department through the Administrative Ministry/Department of Govt. of India /State Government/UT, as the case may be, not later than 04.12.2026 positively at the following address:-

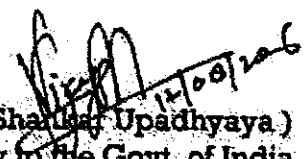
Shri Vijay Shankar Upadhyaya,
Under Secretary (BPC&T),
Department of Economic Affairs, Ministry of Finance,
Hall No. 18051, Kartavya Bhavan -1, New Delhi-110001.
Ph:- 011 - 2401 2871,
Email- vs.upadhyay@gov.in
chourasia.anil@nic.in

मुख्य सचिव कार्यालय
डायरी सं. 4842
दिनांक 14.08.2026

4470/Sec-18
20.8.2026

Contd.....2/-

6. Incomplete applications and nominations received after the cut-off date will not be entertained. This may please be noted for strict compliance to avoid disappointment at a later stage. The candidates are advised to have their applications processed through their administrative Departments well in time and send complete information asked for in the forms specified above. Details of various short-term training programmes are regularly uploaded on Ministry of Finance's website www.dea.gov.in under the link "Foreign Training Programmes" [<https://dea.gov.in/foreign-training-and-employee-corner>].


(Vijay Shankar Upadhyaya)
Under Secretary to the Govt. of India

1. Joint Secretary (Admn.), Ministry of Social Justice & Empowerment, Shastri Bhavan, New Delhi.
2. Joint Secretary(Admn.), Ministry of Panchayati Raj, 1th Floor, J.P. Building, Kasturba Gandhi Marg, Connaught Place,, New Delhi.
3. Joint Secretary (Admn.) of all Ministries/Departments, Government of India.
4. Chief Secretaries of all States Governments/UTs.

TO BE UPLOADED ON website of Department of Economic Affairs' WEBSITE
[<https://dea.gov.in/foreign-training-and-employee-corner>].

INCLUSIVITY IN MULTICULTURAL SOCIETIES

15 TO 19 FEBRUARY 2027

Sponsored by the

SINGAPORE COOPERATION PROGRAMME

under the

SINGAPORE COOPERATION PROGRAMME TRAINING AWARD

Singapore Cooperation Programme

The Singapore Cooperation Programme (SCP) was established in 1992 to share Singapore's development experiences with other developing countries, with an emphasis on technical assistance. As a country whose only resource is its people, Singapore believes that human resource development is vital for sustained economic and social progress.

To date, over 165,000 officials from more than 180 countries, territories, and intergovernmental organisations have participated in SCP courses and study visits. The SCP is managed by the Development Partnerships Directorate of the Ministry of Foreign Affairs, Singapore.

Course Objectives

The course will focus on race, religion and intergroup relations to help participants understand the complexities of managing diversity in contemporary societies. It will provide insights on how unconscious biases and group dynamics shape social cohesion, explore approaches to advancing gender and ethnic inclusion, and develop practical leadership skills for fostering inclusivity.

Synopsis

Topics to be covered include:

- Exploration of unconscious bias and its implications for social cohesion
- Gender and inclusion
- Race, religion and social cohesion
- Inclusive leadership

Methodology

The course will be conducted in-person in Singapore and will include briefings, case studies, country presentations as well as group discussions.

Course Duration and Venue

The course will be held over 5 days from 15 to 19 February 2027 in Singapore.

Application Information

Applicants should be:

- Mid- to senior-level government officials who are involved in policymaking for social development, community planning and management;
- Nominated by their respective governments;
- Proficient in written and spoken English; and
- In good health.

Terms of Award

The course is sponsored by the Government of Singapore under the Singapore Cooperation Programme Training Award.

Under this programme arrangement, the Government of Singapore will bear the following expenses for the successful applicants (thereafter known as participants) during their training in Singapore. These expenses include:

- Course fees;
- Visa application fees for entry into Singapore [Note: participants are responsible for their own transit visas (if any)];
- Hotel accommodation for the entire duration of the course. Complimentary breakfast is provided in the hotel from the first day of the course to one day after the course;
- Per diem of One Hundred and Thirty Singapore Dollars (S\$130) in cash from the first day to the last day of the course. A proportionate reduction in the per diem will be made if you are unable to attend the full duration of the course;
- Transportation between hotel and training venue; and
- Basic insurance coverage (Group Hospitalisation and Surgical; Group Personal Accident) for participants during their stay in Singapore, in accordance with the policy of a local insurance company.

Note:

- The nominating government will be responsible for its participants' round-trip airfares. Applicants are encouraged to verify the availability of funding for their round-trip airfares with their respective nominating government;
- Participants are to bear all expenses prior to receiving the per diem; and
- As the basic insurance coverage does not cover any pre-existing conditions/illnesses and/or any outpatient medical/dental treatment, participants are strongly advised to purchase comprehensive travel insurance which includes adequate coverage for medical evacuation in the event of any unexpected emergencies.

Regulations

Participants are required to comply with the following:

- For entry into Singapore, participants are required to adhere to the latest travel and health requirements/advisories as indicated at www.ica.gov.sg/enter-transit-depart;
- Strictly observe the course schedule and attend all training sessions. Participants will receive a certificate of completion from the SCP only upon **attaining full attendance of the course**. Any leave of absence must be substantiated with medical certificates or compelling reasons. Failure to attain full attendance will affect the eligibility for future SCP participations; and
- Carry out instructions and abide by conditions as may be stipulated by the nominating authority or government and the Government of Singapore and its appointed trainer, with respect to the course.

Note:

- Participants will receive a certificate of completion from the SCP upon completion of the course.
- Please refrain from making telephone and email inquiries on the status of your application while your application is being processed.
- The Ministry of Foreign Affairs, Singapore will inform all applicants of the outcome of their applications. The NFP will also be informed directly. Flight arrangements should be made only upon receipt of the Letter of Acceptance to the course.

Follow us at:

- SCP Website: www.scp.gov.sg
- Facebook: www.facebook.com/SCPFriends
- Instagram: www.instagram.com/SCPFriends

Application Procedure

(Closing date for nomination: **11 December 2026**)

The Government of Singapore is pleased to invite the respective National Focal Points for Technical Assistance (NFP) to nominate **one (1)** suitable applicant(s). Selection of candidates will be based on merit. Should there be more applicants than training places, the Government of Singapore seeks the understanding of the respective NFPs in the event that its nominee(s) is not selected.

All nominees are to submit their applications online at <https://go.gov.sg/scptaims2027> by **Friday, 11 December 2026**. NFPs are also required to endorse nominees via email links. Instructions and FAQs for Applicants and NFPs can be found at the links below:

- Applicants: <https://go.gov.sg/start-guide>
- NFPs: <https://go.gov.sg/start-nfp>

SUMMARY OF GUIDELINES PRESCRIBED BY DEPARTMENT OF ECONOMIC AFFAIRS

Before applying for the training programme, the candidates are requested to satisfy themselves whether they fulfill the eligibility conditions as per the guidelines on Foreign Training Programmes (FTP) administered by the Department of Economic Affairs (DEA), summarized below:-

Eligibility Conditions

Duration of Training	No. of years of service completed in Govt. as on the date of FTP	Upper age limit on the date of FTP	Cooling off period	Limit on participation in number of trainings in a year
Upto one week	5 years	Less than 58 years	Six months	Two FTPs of duration of less than one week in a calendar year
One to Two weeks	7 years	Less than 58 years	One year	One FTP of duration of one to two weeks in a calendar year
More than two weeks	9 years	Less than 55 years	Two years	One FTP of duration more than two weeks in a period of two years

Note:- Project-related training/official visits abroad are exempted from the provisions of cooling off.

2. Candidates and nominating authorities in Ministries/Departments/State Govts. Etc. should also satisfy themselves about the eligibility conditions prescribed by the sponsoring foreign Government/agency before sending the nomination to DEA.

HOW TO APPLY

3. Filling up of application forms:-

- (i) Ensure that the **DEA proforma** is duly filled in and is complete in all respects. Without this proforma, application will not be entertained.
- (ii) Ensure that the **application form prescribed by the sponsoring agency** is also complete in all respect, wherever the sponsoring agency asks for Country Report, the same should also be attached.
- (iii) The column relating to **Vigilance Clearance** in DEA proforma should be filed in and certified by the competent authority. Alternately, vigilance clearance certificate by the concerned authority can also be attached. Applications without vigilance clearance at the time of applying will not be entertained.
- (iv) **In case of training programmes which are not fully sponsored** and where expenses on Air travel or any other expenses have to be borne by the candidate or his sponsoring Department, ensure that Part-A or Part-B, as the case may be, of the Undertaking Form is duly completed. Applications received without undertaking form will be summarily rejected. **It may be noted that submission of undertaking form is not necessary in respect of fully funded training programmes and the candidate can mention 'Not Applicable' in the form.**

4. Nominations:-

- (i) In case there is more than one nomination for a particular course, the nominating authority State/Central Government should clearly indicate the prioritization of the nominees.
- (ii) Application for the training programme is to be forwarded through the concerned Ministry/Department after completing all necessary formalities. Applications are not to be sent to the sponsoring foreign country/agency direct unless the same has been endorsed by the Nodal Department i.e. DEA.

5. Clearance:-

Once the nomination forwarded by DEA to the sponsoring Government is accepted and conveyed to the applicant, he/she will be responsible to complete all pre-departure formalities like obtaining political clearance from MEA and have the sanction order issued from his/her administrative Department etc.

Abbreviation:-

JICA - Japan International Cooperation Agency, SCPTA - Singapore Cooperation Programme Training Award, IMF - International Monetary Fund, MTCP - Malaysian Technical Cooperation Programme.

DEA PROFORMA FOR FOREIGN TRAINING

1. Name				
2. Date of Birth		3. Male/Female		
4. Educational Qualifications		5. Date of Entry into Govt. Service		
6. Service to which Officer belongs		7. Date of Regular appointment		
8. Details of Posts held during the last five years (starting from present) :				
S.No.	Post held & Pay level	Period of Posting	Ministry/Department/ Organization	Nature of Work
9. Name of training programme applied for and its relevance to the candidate				
10. Papers etc, if any, published by the candidate				
11. Details of Foreign Training Programmes attended during the last two years :				
S.No.	Dates & Duration Of Training	Subject/title of training	Name of the Training Institution	Source of funding
Signature of the candidate:				
Office Phone :				
Mobile No. :				
E-mail :				
<u>CERTIFICATE</u>				
Certified that Shri/Ms. _____ is clear from vigilance angle. In case the programme is not fully funded, Undertaking in the prescribed proforma (Part A/Part B) is attached.				
Signature of the Competent Administrative Authority of the applicant with Name, Designation, Phone Number and Email (alongwith official seal)				

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ANNEX-IV

CHECK LIST

Sl. No.	Required Documents	YES/NO
1.	MTCP Application Form/ JICA Application Form / Online Submitted Singapore Application Form alongwith supervisor endorsement	
2.	Complete DEA Proforma alongwith Vigilance Clearance	
3.	Whether Application has been recommended/ nominated by Line Ministry/Department/State Government	
4.	Whether undertaking by Ministry/Department is given for bearing the air fare for the travel where training is not fully funded.	

To be filled only in case the Training Programme is not fully sponsored

PART-A

UNDERTAKING

This is to certify that in the event of selection, Ministry/ Department/ State Government of _____ undertakes to bear the cost of round-trip airfare and other related expenses (which may also include the expenditure on local travel, accommodation, insurance, living and other expenses, depending upon the terms of sponsorship for each course/training, as specified in the brochure/letter of concerned sponsoring organization) in respect of Shri/Ms. _____ Designation _____ working in this Department/ Ministry/ State Government for attending Training Programme/Course on _____ sponsored by _____ from _____ to _____.

Signature of Competent Authority

Name

Designation

(SEAL)

-----OR-----

PART- B

UNDERTAKING FOR SELF FINANCING

This is to certify that in the event of my selection, I _____ holding the post of _____ in the Ministry/Department/State Government of _____ undertake to bear the cost of round-trip airfare and other related expenses (which may also include the expenditure on local travel, accommodation, insurance, living and other expenses, depending upon the terms of sponsorship for each course/training, as specified in the brochure/letter of concerned sponsoring organization) for attending Training Programme/Course on _____ sponsored by _____ from _____ to _____.

This issues with the approval of the Competent Authority.

(Signature of the candidate)
Name, Designation (With seal)

Countersigned by:

Signature of Competent Authority
Name, Designation (With seal)

in person Singapore Cooperation Programme on "Inclusivity in
Multicultural Societies" from 15th February to 19th February, 2027
in Singapore

178
cs-
bihar < cs-bihar@nic.in >

ANIL KUMAR CHOURASIA Assistant Section Officer, DEA,
Min. Of Finance

<
chourasia.anil@nic.in
>

Wed, 12 Aug 2026 4:43:26 PM +0530

To "SHAILENDRA KUMAR"<jsadmin-dosje@gov.in>,"Ms Yadav"<js2-mopr@gov.in>,"ash-mohfw"<ash-mohfw@nic.in>,"RAJEEV KUMAR"<jsadmin-mha@nic.in>,"rohitmathur"<rohit.mathur@nic.in>,"jspc-cpc"<jspc-cpc@gov.in>,"jschem-cpc"<jschem-cpc@gov.in>,"Bhuvnesh Kumar Kumar"<bhuvnesh.k@meity.gov.in>,"jssk-dst"<jssk-dst@gov.in>,"Kchaturvedi"<K.chaturvedi@gov.in>,"jsupa-mhupa"<jsupa-mhupa@gov.in>,"js-mowr"<js-mowr@nic.in>,"syedriziwi"<syed.riziwi@gov.in>,"jsad-moe"<jsad-moe@gov.in>,"Sanjay Kumar Agarwal"<agarwal.sanjay@nic.in>,"js1tourism"<js1.tourism@gov.in>,"VENKATESAPATHY S"<js-shipping@gov.in>,"sureshkumar1972"<suresh.kumar1972@gov.in>,"Jai Prakash Shivahare"<js-jps@gov.in>,"Vinamra Mishra"<js.tech.msme@gov.in>,"satyajitmishra"<satyajit.mishra@nic.in>,"jsrc-mord"<jsrc-mord@gov.in>,"amstaff"<amstaff@rb.railnet.gov.in>,"crb"<crb@rb.railnet.gov.in>,"KS REJIMON"<ks.rejimon@nic.in>,"pallaviagarwal"<pallavi.agarwal@gov.in>,"js"<js@moes.gov.in>,"samirkumar"<samirkumar@nic.in>,"ANUPAM KUMAR"<jsadmin-mnre@gov.in>,"Vijay Kumar Sinha"<sinha.vijay@nic.in>,"RAJEEV SHARMA"<wb113@ifs.nic.in>,"Jyotsana Ekka"<ddgtrg-dot@nic.in>,"srinivasdanda"<srinivas.danda@gov.in>,"Abhijit Phukon"<eaap-dfs@nic.in>,"jse"<jse@nic.in>,"JS DT"<jsdt-moca@gov.in>,"jsnavy-dma"<jsnavy-dma@gov.in>,"raghurajmr"<raghurajmr@ias.nic.in>,"sagarmehra"<sagar.mehra@nic.in>,"Awadhesh Kumar"<srea-dop@gov.in>,"sthakur"<sthakur@nic.in>,"jsadmasi-culture"<jsadmasi-culture@gov.in>,"jsestt"<jsestt@mea.gov.in>,"Sanjayroy14"<Sanjay.roy14@nic.in>,"satishkj"<satish.kj@nic.in>,"SD Sharma"<js.admn-dopt@gov.in>,"js-ca"<js-ca@nic.in>,"Dushyant Mudgal"<ddgestt@indiapost.gov.in>,"ajayarora69"<ajay.arora69@gov.in>,"nkmishra"<nk.mishra@nic.in>,"jslr-dolr"<jslr-dolr@nic.in>,"AGARWAL NAVIN"<navin.agarwal71@gov.in>,"LUCAS KAMSUAN"<js.admn-dpe@gov.in>,"js-establishmentmoc"<js-establishment.moc@gov.in>,"vijaymittal"<vijay.mittal@nic.in>,"rpthakur25"<rp.thakur25@nic.in>,"ara-hccg"<ara-hc.cg@gov.in>,"masaldangaurav"<masaldan.gaurav@nic.in>,"Praveen D"<d.praveen@nic.in>,"information"<information@cbi.gov.in>,"arindammodak"<arindam.modak@gov.in>,"jslegal1"<jslegal1@mea.gov.in>,"jsfilmsinb"<jsfilms.inb@nic.in>,"Dr. Muthukumarasamy B"<js-nlm@dahd.nic.in>,"jsaa"<jsaa@dae.gov.in>,"js-dor"<js-dor@gov.in>,"cs"<cs@ap.gov.in>,"cs-arunachal"<cs-arunachal@nic.in>,"cs-assam"<cs-assam@nic.in>,"csofficecg"<csoffice.cg@nic.in>,"cs-bihar"<cs-bihar@nic.in>,"csdelhi"<csdelhi@nic.in>,"chiefsecretary"<chiefsecretary@gujarat.gov.in>,"cs-goat"<cs-goat@nic.in>,"cs"<cs@hry.nic.in>,"cs-hp"<cs-hp@nic.in>,"cs-jandk"<cs-jandk@nic.in>,"cs-jharkhand"<cs-jharkhand@nic.in>,"cs"<cs@karnataka.gov.in>,"chiefsecy"<chiefsecy@kerala.gov.in>,"cs"<cs@mp.nic.in>,"cs"<cs@maharashtra.gov.in>,"cs-manipur"<cs-manipur@nic.in>,"cso-meg"<cso-meg@nic.in>,"cs-mizoram"<cs-mizoram@nic.in>,"csngl"<csngl@nic.in>,"csori"<csori@nic.in>,"cs"<cs@punjab.gov.in>,"csraj"<csraj@rajasthan.gov.in>,"cs-skm"<cs-

12X skm@nic.in>,"cs-tripura"<cs-tripura@nic.in>,"cs-uttaranchal"<cs-uttaranchal@nic.in>,"csup"<csup@nic.in>,"cs-westbengal"<cs-westbengal@nic.in>,"cs-andaman"<cs-andaman@nic.in>,"cspon"<cs.pon@nic.in>,"cs"<cs@tn.gov.in>

Cc "Vijay Upadhyaya"<vs.upadhyay@gov.in>,"SWEETI GARG"<sweeti.garg@gov.in>

Sir/Madam,

Please find attachment regarding **In-person** Singapore Cooperation Programme on "**Inclusivity in Multicultural Societies**" from **15th February to 19th February, 2027 in Singapore**, for information and necessary action.

With regards,

Anil Kumar Chourasia,
ASO, BPC&T Section,
Bilateral Cooperation Division,
Department of Economic Affairs,
Ministry of Finance,
Kartavya Bhavan -1.
Telephone no. : 24012886

1 Attachment(s)

12-38-26-final.pdf

2.1 MB

Kartavya Bhavan-I, New Delhi,
Dated the 10th August, 2026.

मुख्य सचिव केंद्रांग बिहार

TRAINING CIRCULAR

Subject:- In-person Singapore Cooperation Programme on "Climate Resilience in Food Security" from 23rd November to 27th November, 2026 in Singapore.

11 AUG 2026

The Republic of Singapore has invited nominations for In-person Singapore Cooperation Programme on "Climate Resilience in Food Security" from 23rd November to 27th November, 2026 in Singapore under the Technical Assistance Programme with India. The programme is intended for mid- to senior-level government officials who are involved in climate change and food security policy. The eligibility conditions and other information about the course are mentioned in the Information Brochure received from the sponsoring Government (Annex-I). Number of slots available for India is One.

2. Nomination of candidates is regulated by the guidelines prescribed by DEA, a synopsis of which is attached as Annex-II.

3. The course is sponsored by Government of Singapore, which will provide accommodation, local transport, medical insurance and daily allowance. The nominated candidate or his/her nominating authority shall have to bear the cost of round trip air fare and other travel related expenses. An undertaking to this effect has to be given by the participant or his/her Ministry/Department/State Government in case they agree to bear the travel expenses in the prescribed format (Annex-III).

4. The following forms need to be duly completed and certified by the participant and the competent authority of the nominating Ministry/Department:

- (i) Sponsoring Government's application to be filled online (available at <https://go.gov.sg/crfs2026>). Printed copy of application submitted by the candidate online to SCP may be sent to DEA along with the other forms.
- (ii) DEA's proforma - duly countersigned by competent authority (Annex-IV).

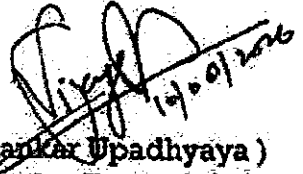
5. Application Form complete in all respects along with check-list should reach this Department through the Administrative Ministry/Department of Govt. of India/State Government/UT, as the case may be, not later than 11.09.2026 positively at the following address:-

Shri Vijay Shankar Upadhyaya,
Under Secretary (BPC&T),
Department of Economic Affairs, Ministry of Finance,
Hall No. 15051, Kartavya Bhavan -1, New Delhi-110001.
Ph:- 011 - 2401 2871,
Email- vs.upadhyay@gov.in
chourasia.anil@nic.in

4399/Sec-18
18.8.2026

Contd.....2/-

6. Incomplete applications and nominations received after the cut-off date will not be entertained. This may please be noted for strict compliance to avoid disappointment at a later stage. The candidates are advised to have their applications processed through their administrative Departments well in time and send complete information asked for in the forms specified above. Details of various short-term training programmes are regularly uploaded on Ministry of Finance's website www.dea.gov.in under the link "Foreign Training Programmes" [<https://dea.gov.in/foreign-training-and-employee-corner>].


(Vijay Shankar Upadhyaya)
Under Secretary to the Govt. of India

1. Joint Secretary (Admn.), Ministry of Environment, Forest and Climate Change, Indira Paryaravan Bhavan, Aliganj, Jorbagh, New Delhi.
2. Joint Secretary (Admn.), Ministry of Food Processing Industries, Panchsheel Bhawan, New Delhi.
3. Joint Secretary (Admn.), Ministry of Agriculture and Farmers' Welfare, Krishi Bhavan, New Delhi.
4. Joint Secretary (Admn.) of all Ministries/Departments, Government of India.
5. Chief Secretaries of all States Governments/UTs.

TO BE UPLOADED ON website of Department of Economic Affairs' WEBSITE
[<https://dea.gov.in/foreign-training-and-employee-corner>].

CLIMATE RESILIENCE IN FOOD SECURITY

23 TO 27 NOVEMBER 2026

Sponsored by the

SINGAPORE COOPERATION PROGRAMME

under the

SINGAPORE COOPERATION PROGRAMME TRAINING AWARD

Singapore Cooperation Programme

The Singapore Cooperation Programme (SCP) was established in 1992 to share Singapore's development experiences with other developing countries, with an emphasis on technical assistance. As a country whose only resource is its people, Singapore believes that human resource development is vital for sustained economic and social progress.

To date, over 165,000 officials from more than 180 countries, territories, and intergovernmental organisations have participated in SCP courses and study visits. The SCP is managed by the Development Partnerships Directorate of the Ministry of Foreign Affairs, Singapore.

Course Objectives

This course will provide insights into the intersection between food security and transboundary climate risks, and how countries can collaborate to reduce the knock-on impacts of climate change on our collective food security. It will further explore the enablers for climate-resilient agriculture including technological innovations, financing tools, and private sector's involvement.

Synopsis

Topics to be covered include:

- Transboundary climate risks affecting food systems
- Policy frameworks for regional food resilience cooperation
- Multi-sector adaptation partnerships and financing
- Risk assessment, monitoring, and data sharing tools
- Stakeholder engagement and conflict resolution
- Climate-smart agriculture and agritech innovations
- Blended finance principles for agricultural adaptation
- Private capital engagement: incentives, risk mitigation and impact measurement
- Scalable agritech ecosystems development

Singapore, in accordance with the policy of a local insurance company.

Methodology

The course will be conducted in-person in Singapore and will include the delivery of course sessions, case studies, country presentations as well as group discussions.

Course Duration and Venue

The course will be held over five days from 23 to 27 November 2026 in Singapore.

Application Information

Applicants should be:

- Mid- to senior-level government officials who are involved in climate change and food security policy;
- Nominated by their respective governments;
- Proficient in written and spoken English; and
- In good health.

Terms of Award

The course is sponsored by the Government of Singapore under the Singapore Cooperation Programme Training Award.

Under this programme arrangement, the Government of Singapore will bear the following expenses for the successful applicants (thereafter known as participants) during their training in Singapore. These expenses include:

- Course fees;
- Visa application fees for entry into Singapore [Note: participants are responsible for their own transit visas (if any)];
- Hotel accommodation for the entire duration of the course. Complimentary breakfast is provided in the hotel from the first day of the course to one day after the course;
- Per diem of One Hundred and Thirty Singapore Dollars (S\$130) in cash from the first day to the last day of the course. A proportionate reduction in the per diem will be made if you are unable to attend the full duration of the course;
- Transportation between hotel and training venue; and
- Basic insurance coverage (Group Hospitalisation and Surgical; Group Personal Accident) for participants during their stay in

Note:

- The nominating government will be responsible for its participants' round-trip airfares. Applicants are encouraged to verify the availability of funding for their round-trip airfares with their respective nominating government;
- Participants are to bear all expenses prior to receiving the per diem; and
- As the basic insurance coverage does not cover any pre-existing conditions/illnesses and/or any outpatient medical/dental treatment, participants are strongly advised to purchase comprehensive travel insurance which includes adequate coverage for medical evacuation in the event of any unexpected emergencies.

Regulations

Participants are required to comply with the following:

- For entry into Singapore, participants are required to adhere to the latest travel and health requirements/advisories as indicated at www.ica.gov.sg/enter-transit-depart;
- Strictly observe the course schedule and attend all training sessions. Participants will receive a certificate of completion from the SCP only upon attaining full attendance of the course. Any leave of absence must be substantiated with medical certificates or compelling reasons. Failure to attain full attendance will affect the eligibility for future SCP participations; and
- Carry out instructions and abide by conditions as may be stipulated by the nominating authority or government and the Government of Singapore and its appointed trainer, with respect to the course.

Application Procedure

(Closing date for nomination: **Friday, 18 September 2026**)

The Government of Singapore is pleased to invite the respective National Focal Points for Technical Assistance (NFP) to nominate **one (1)** suitable applicant(s). Selection of candidates will be based on merit. Should there be more applicants than training places, the Government of Singapore seeks the understanding of the respective NFPs in the event that its nominee(s) is not selected.

All nominees are to submit their applications online at <https://go.gov.sg/crfs2026> by **18 September 2026**. NFPs are also required to endorse nominees via email links. Instructions and FAQs for Applicants and NFPs can be found at the links below:

- Applicants: <https://go.gov.sg/start-guide>
- NFPs: <https://go.gov.sg/start-nfp>

Note:

- Participants will receive a certificate of completion from the SCP upon completion of the course.
- Please refrain from making telephone and email inquiries on the status of your application while your application is being processed.
- The Ministry of Foreign Affairs, Singapore will inform all applicants of the outcome of their applications. The NFP will also be informed directly. Flight arrangements should be made only upon receipt of the Letter of Acceptance to the course.

Follow us at:

- SCP Website: www.scp.gov.sg
- Facebook: www.facebook.com/SCPFriends
- Instagram: www.instagram.com/SCPFriends

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SUMMARY OF GUIDELINES PRESCRIBED BY DEPARTMENT OF ECONOMIC AFFAIRS

Before applying for the training programme, the candidates are requested to satisfy themselves whether they fulfill the eligibility conditions as per the guidelines on Foreign Training Programmes (FTP) administered by the Department of Economic Affairs (DEA), summarized below:-

Eligibility Conditions

Duration of Training	No. of years of service completed in Govt. as on the date of FTP	Upper age limit on the date of FTP	Cooling off period	Limit on participation in number of trainings in a year
Upto one week	5 years	Less than 58 years	Six months	Two FTPs of duration of less than one week in a calendar year
One to Two weeks	7 years	Less than 58 years	One year	One FTP of duration of one to two weeks in a calendar year
More than two weeks	9 years	Less than 55 years	Two years	One FTP of duration more than two weeks in a period of two years

Note:- Project-related training/official visits abroad are exempted from the provisions of cooling off.

2. Candidates and nominating authorities in Ministries/Departments/State Govts. Etc. should also satisfy themselves about the eligibility conditions prescribed by the sponsoring foreign Government/agency before sending the nomination to DEA.

HOW TO APPLY

3. Filling up of application forms:-

- (i) Ensure that the **DEA proforma** is duly filled in and is complete in all respects. Without this proforma, application will not be entertained.
- (ii) Ensure that the **application form prescribed by the sponsoring agency** is also complete in all respect, wherever the sponsoring agency asks for Country Report, the same should also be attached.
- (iii) The column relating to **Vigilance Clearance** in DEA proforma should be filed in and certified by the competent authority. Alternately, vigilance clearance certificate by the concerned authority can also be attached. Applications without vigilance clearance at the time of applying will not be entertained.
- (iv) **In case of training programmes which are not fully sponsored** and where expenses on Air travel or any other expenses have to be borne by the candidate or his sponsoring Department, ensure that Part-A or Part-B, as the case may be, of the Undertaking Form is duly completed. Applications received without undertaking form will be summarily rejected. **It may be noted that submission of undertaking form is not necessary in respect of fully funded training programmes and the candidate can mention 'Not Applicable' in the form.**

4. Nominations:-

- (i) In case there is more than one nomination for a particular course, the nominating authority State/Central Government should clearly indicate the prioritization of the nominees.
- (ii) Application for the training programme is to be forwarded through the concerned Ministry/Department after completing all necessary formalities. Applications are not to be sent to the sponsoring foreign country/agency direct unless the same has been endorsed by the Nodal Department i.e. DEA.

5. Clearance:-

Once the nomination forwarded by DEA to the sponsoring Government is accepted and conveyed to the applicant, he/she will be responsible to complete all pre-departure formalities like obtaining political clearance from MEA and have the sanction order issued from his/her administrative Department etc.

Abbreviation:-

JICA - Japan International Cooperation Agency, SCPTA - Singapore Cooperation Programme Training Award, IMF - International Monetary Fund, MTCP - Malaysian Technical Cooperation Programme.

**DEA PROFORMA FOR FOREIGN TRAINING**

1. Name				
2. Date of Birth		3. Male/Female		
4. Educational Qualifications		5. Date of Entry into Govt. Service		
6. Service to which Officer belongs		7. Date of Regular appointment		
8. Details of Posts held during the last five years (starting from present) :				
S.No.	Post held & Pay level	Period of Posting	Ministry/Department/ Organization	Nature of Work
9. Name of training programme applied for and its relevance to the candidate				
10. Papers etc, if any, published by the candidate				
11. Details of Foreign Training Programmes attended during the last two years :				
S.No.	Dates & Duration Of Training	Subject/title of training	Name of the Training Institution	Source of funding
Signature of the candidate:				
Office Phone :				
Mobile No. :				
E-mail :				
<u>CERTIFICATE</u>				
Certified that Shri/Ms. _____ is clear from vigilance angle. In case the programme is not fully funded, Undertaking in the prescribed proforma (Part A/Part B) is attached.				
Signature of the Competent Administrative Authority of the applicant with Name, Designation, Phone Number and Email (alongwith official seal)				

1B

ANNEX-IV

CHECK LIST

Sl. No.	Required Documents	YES/NO
1.	MTCP Application Form/ JICA Application Form / Online Submitted Singapore Application Form alongwith supervisor endorsement	
2.	Complete DEA Proforma alongwith Vigilance Clearance	
3.	Whether Application has been recommended/ nominated by Line Ministry/Department/State Government	
4.	Whether undertaking by Ministry/Department is given for bearing the air fare for the travel where training is not fully funded.	

To be filled only in case the Training Programme is not fully sponsored

PART-A

UNDERTAKING

This is to certify that in the event of selection, Ministry/ Department/ State Government of _____ undertakes to bear the cost of round-trip airfare and other related expenses (which may also include the expenditure on local travel, accommodation, insurance, living and other expenses, depending upon the terms of sponsorship for each course/training, as specified in the brochure/letter of concerned sponsoring organization) in respect of Shri/Ms. _____ Designation _____ working in this Department/ Ministry/ State Government for attending Training Programme/Course on _____ sponsored by _____ from _____ to _____.

Signature of Competent Authority

Name

Designation

(SEAL)

-----OR-----

PART- B

UNDERTAKING FOR SELF FINANCING

This is to certify that in the event of my selection, I _____ holding the post of _____ in the Ministry/Department/State Government of _____ undertake to bear the cost of round-trip airfare and other related expenses (which may also include the expenditure on local travel, accommodation, insurance, living and other expenses, depending upon the terms of sponsorship for each course/training, as specified in the brochure/letter of concerned sponsoring organization) for attending Training Programme/Course on _____ sponsored by _____ from _____ to _____.

This issues with the approval of the Competent Authority.

(Signature of the candidate)
Name, Designation (With seal)

Countersigned by:

Signature of Competent Authority
Name, Designation (With seal)

In-person Singapore Cooperation Programme on "Climate Resilience in Food Security" from 23rd November to 27th November, 2026 in Singapore

112
cs-
bihar < cs-bihar@nic.in >

**ANIL KUMAR CHOURASIA Assistant Section Officer, DEA,
Min. Of Finance**

<
chourasia.anil@nic.in
>

Mon, 10 Aug 2026 11:25:19 AM +0530

To "Mr Mishra"<satyajit.mishra@nic.in>,"Praveen D"
<d.praveen@nic.in>,"agarwalsanjay"<agarwal.sanjay@nic.in>,"ash-mohfw"
<ash-mohfw@nic.in>,"RAJEEV KUMAR"<jsadmin-mha@nic.in>,"rohitmathur"
<rohit.mathur@nic.in>,"jspc-cpc"<jspc-cpc@gov.in>,"jschem-cpc"<jschem-
cpc@gov.in>,"Bhuvnesh Kumar Kumar"<bhuvnesh.k@meity.gov.in>,"jsk-dst"
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mhupa@gov.in>,"js-mowr"<js-mowr@nic.in>,"jshe-mhrd"<jshe-
mhrd@nic.in>,"jsad-moe"<jsad-moe@gov.in>,"jscc-agri"<jscc-
agri@nic.in>,"js1tourism"<js1.tourism@gov.in>,"js-shipping"<js-
shipping@gov.in>,"sureshkumar1972"<suresh.kumar1972@gov.in>,"js-jps"<js-
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mord@gov.in>,"amstaff"<amstaff@rb.railnet.gov.in>,"crb"
<crb@rb.railnet.gov.in>,"KS REJIMON"<ks.rejimon@nic.in>,"pallaviagarwal"
<pallavi.agarwal@gov.in>,"js"<js@moes.gov.in>,"samirkumar"
<samirkumar@nic.in>,"jsadmin-mnre"<jsadmin-mnre@gov.in>,"Vijay Kumar
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dot@nic.in>,"srinivasdanda"<srinivas.danda@gov.in>,"Abhijit Phukon"<eaap-
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<jsnavy-dma@gov.in>,"raghurajmr"<raghurajmr@ias.nic.in>,"sagarmehra"
<sagar.mehra@nic.in>,"srea-dop"<srea-dop@gov.in>,"sthakur"
<sthakur@nic.in>,"jsadmasi-culture"<jsadmasi-culture@gov.in>,"jsestt"
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<satish.kj@nic.in>,"SD Sharma"<js.admn-dopt@gov.in>,"js-ca"<js-
ca@nic.in>,"Dushyant Mudgal"<ddgestt@indiapost.gov.in>,"anandsunita"
<anand.sunita@nic.in>,"nkmishra"<nk.mishra@nic.in>,"js2-mopr"<js2-
mopr@gov.in>,"jslr-dolr"<jslr-dolr@nic.in>,"navinagarwal71"
<navin.agarwal71@gov.in>,"jsadmn-dpe"<js.admn-dpe@gov.in>,"js-
establishmentmoc"<js-establishment.moc@gov.in>,"vijaymittal"
<vijay.mittal@nic.in>,"rpthakur25"<rp.thakur25@nic.in>,"ara-hccg"<ara-
hc.cg@gov.in>,"masaldangaurav"<masaldan.gaurav@nic.in>,"information"
<information@cbi.gov.in>,"arindammodak"<arindam.modak@gov.in>,"jslegal1"
<jslegal1@mea.gov.in>,"jsfilmsinb"<jsfilms.inb@nic.in>,"js-nlm"<js-
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<chiefsecretary@gujarat.gov.in>,"cs-goat"<cs-goat@nic.in>,"cs"
<cs@hry.nic.in>,"cs-hp"<cs-hp@nic.in>,"cs-jandk"<cs-jandk@nic.in>,"cs-
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<chiefsecy@kerala.gov.in>,"cs"<cs@mp.nic.in>,"cs"
<cs@maharashtra.gov.in>,"cs-manipur"<cs-manipur@nic.in>,"cso-meg"<cso-
meg@nic.in>,"cs-mizoram"<cs-mizoram@nic.in>,"csngl"<csngl@nic.in>,"csori"
<csori@nic.in>,"cs"<cs@punjab.gov.in>,"csraj"<csraj@rajasthan.gov.in>,"cs-
skm"<cs-skm@nic.in>,"cs-tripura"<cs-tripura@nic.in>,"cs-uttaranchal"<cs-

uttaranchal@nic.in>,"csup"<csup@nic.in>,"cs-westbengal"<cs-westbengal@nic.in>,"cs-andaman"<cs-andaman@nic.in>,"cspon"<cs.pon@nic.in>,"cs"<cs@tn.gov.in>

Cc "Vijay Upadhyaya"<vs.upadhyay@gov.in>,"SWEETI GARG"<sweeti.garg@gov.in>

Sir/Madam,

Please find attachment regarding **In-person** Singapore Cooperation Programme on "**Climate Resilience in Food Security**" from **23rd November to 27th November, 2026 in Singapore**, for information and necessary action.

With regards,

Anil Kumar Chourasia,
ASO, BPC&T Section,
Bilateral Cooperation Division,
Department of Economic Affairs,
Ministry of Finance,
Kartavya Bhavan -1.
Telephone no. : 24012886

1 Attachment(s)

12-37-26-final.pdf

910.7 KB

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< cercindia@cerc-india.org >

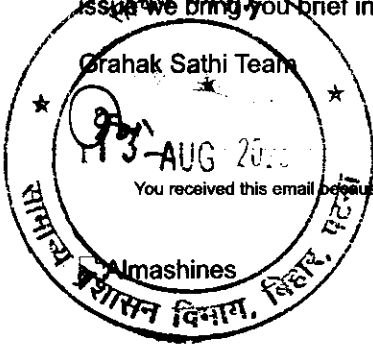
Sat, 08 Aug 2026 10:33:04 AM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Tags ■ Not in Contacts

Dear Reader

We regularly bring you information about the various training and awareness programmes conducted by us to encourage everyone to be aware and protect their consumer rights. In this issue we bring you brief information about awareness programmes conducted by us during July 2026.



Image

You received this email because you are a member of Consumer Education & Research Centre - Portal. To unsubscribe from all the mails of it click [here](#).

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So-18

17/8/26
श्री विद्याल
विनीता
17.8.2026

बिहार सरकार
मुख्य कोषांग
सामाज्य प्रशासन विभाग
ई-मेल संख्या.....25.13.3
दिनांक.....13.8.26

4368/52-18
18.8.2026

New Labour Codes & Central Rules 2026 Workshop- 24-25 Aug 2026 - Crowne Plaza, New Delhi

secy-par-bih

< secy-par-bih@nic.in >

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Life Transformation Academy < harikrishan@lifetransformationacademy.co.in >

Sat, 15 Aug 2026 5:15:38 PM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Additional Chief Secretary / Principal Secretary
General Administration Department, Government of Bihar



TWO-DAY IMPLEMENTATION READINESS WORKSHOP

New Labour Codes & Central Rules 2026

Practical HR, Payroll, Industrial Relations & Compliance Alignment

VENUE

24-25 August 2026

Hotel Crowne Plaza, Okhla, New Delhi

The notification of the four Labour Codes in November 2025, followed by the Central Rules on 8 May 2026, marks the beginning of a new implementation phase in India's labour law framework. The focus has now shifted from understanding the legal provisions to ensuring organisational readiness through the alignment of HR policies, payroll structures, compliance systems, documentation, and inspection preparedness.

To support organisations in this transition, a Two-Day Executive Implementation Readiness Programme is being organised on 24-25 August 2026 at Hotel Crowne Plaza, Okhla, New Delhi.

HIGHLIGHTS

Delivered by distinguished former senior civil servant and author of "Indian Railway Establishment Rules & Labour Laws".

- Participants' Handbook-cum-Workbook covering all Labour Codes and Central Rules 2026 — with Compliance Check Lists and Templates.
- Special focus on practical implementation challenges, employer compliance, HR & payroll alignment, industrial relations and inspection readiness.
- Post-programme support with updates, implementation guidance and expert clarifications for six months.

श्री विद्याल
विनीता
19.8.2026

बिहार सरकार
सचिव कोषांग
साधना प्रशासन विभाग
ई-मेल संख्या... 2532/4
दिनांक... 17.8.26

4466/Sec-18
20.8.2026

The Case for Immediate Implementation Readiness

The reform has been presented, correctly, as a simplification. Simplification of the statute book, however, is not the same thing as simplification of the employer's task in the transition year. Every one of those consolidations requires the employer to map an existing practice onto a new provision, to identify what has silently changed, and to rebuild the underlying record. Five features of the new regime make the exercise urgent rather than merely desirable.

- The definition of wages has already taken effect
- Obligations now attach to every new recruit on day one
- Quantified welfare obligations have replaced discretionary ones
- The compliance calendar is now event-driven
- The State layer is uneven, and the Central layer is not yet complete

Indicative Programme Coverage

India's New Labour Law Framework	Overview of the Four Labour Codes, Central Rules 2026, implementation status and employer obligations.
Code on Wages	Definition of Wages, Minimum Wages, Floor Wage, Payment of Wages, Bonus, payroll restructuring and compliance issues.
Industrial Relations Code	Standing Orders, Fixed Term Employment, Trade Unions, Lay-off, Retrenchment, Closure, Industrial Disputes and employer implications.
Code on Social Security	EPF, ESI, Gratuity, Gig & Platform Workers, Aggregator obligations and practical implementation.
OSH & Working Conditions Code	Occupational Safety, Health & Welfare, Working Hours, Leave, Women Employees, Contractor responsibilities and workplace compliance.
HR Documentation & Policy Alignment	Appointment Letters, Service Rules, HR Policies, Employment Contracts, Standing Orders and statutory documentation.
Compliance & Inspection Readiness	Registers, Records, Returns, Digital Compliance, Inspector-cum-Facilitator, compliance audits and risk management.
Implementation Roadmap	Department-wise action plan, transition strategy, common implementation challenges, practical solutions, case studies and interactive Q&A.

Lead Faculty & Facilitator

Hari Krishan

Former Civil Servant | Former Principal Chief Personnel Officer, Indian Railways | Author, "Indian Railway Establishment Rules & Labour Laws" (Hindi)

Hari Krishan is a former Indian Railway Personnel Service (IRPS) officer with over 28 years of experience in HR, Industrial Relations, labour administration, disciplinary proceedings and labour litigation across the Government and Public Sector. He has served as Principal Chief Personnel Officer, Rail Coach Factory; General Manager (HR), DFCCIL; and Director (Pay Commission), Ministry of Railways.

Life Transformation Academy

251, SF, Kailash Hills, East of Kailash, New Delhi-110065
website: www.lifetransformationacademy.co.in

No. LTA/2026/ Workshop/2026/Labour Codes

New Delhi, dated 15 August, 2026

Additional Chief Secretary / Principal Secretary
General Administration Department, Government of Bihar

TWO-DAY IMPLEMENTATION READINESS WORKSHOP

New Labour Codes & Central Rules 2026

Practical HR, Payroll, Industrial Relations & Compliance Alignment

DATES

24–25 August 2026

VENUE

Hotel Crowne Plaza, Okhla, New Delhi

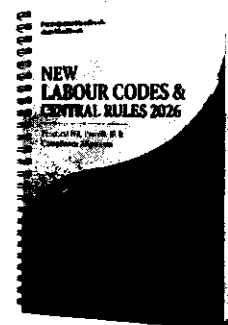
Bear Leadership,

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The definition of wages has already taken effect

The Ministry has confirmed that the definition of wages in section 2(y) of the Code on Wages has been in effect from 21 November 2025, and that gratuity on the revised definition is payable with effect from that date. Where excluded allowances exceed one-half of all remuneration, the excess is added back to wages. The consequence runs through provident fund, gratuity, retrenchment compensation, leave encashment and overtime simultaneously. An organisation that has not yet re-run its salary structures against this definition is accruing an exposure with every payroll cycle.

Obligations now attach to every new recruit on day one

Rule 6 of the Occupational Safety, Health and Working Conditions (Central) Rules, 2026 prohibits the employment of any employee unless an appointment letter has been issued in the prescribed format, which calls for sixteen specified particulars including the Labour Identification Number of the establishment, the type of employment, the category of skill, the wage break-up and the applicability of social security benefits. This is not a policy preference; it is a condition of lawful employment.

Quantified welfare obligations have replaced discretionary ones

Rule 37 of the Social Security (Central) Rules, 2026 provides that where the crèche facility under section 67 is not provided, crèche allowance shall be paid every month, and that the amount shall not be less than five hundred rupees per month per child, admissible for two children. Obligations of this kind cannot be met by a general welfare policy; they require a computation, a payroll head and a record.

The compliance calendar is now event-driven

Final dues on exit are to be settled within two days in respect of wages and thirty days in respect of gratuity. Accidents and dangerous occurrences are reportable within twenty-four to seventy-two hours. Annual health examination is to be arranged free of cost for employees who have completed forty years of age in the categories prescribed. Each of these is a deadline that begins to run without any notice from an authority.

The State layer is uneven, and the Central layer is not yet complete

Labour is a Concurrent List subject. Central Rules govern establishments for which the Central Government is the appropriate Government; States are notifying their own rules at markedly different speeds, and a number of items remain to be notified centrally, including contribution rates for gig and platform workers. A live understanding of what applies, to whom, and from when is therefore itself a compliance skill — and it is one the programme teaches directly.

THE PRACTICAL POINT

The transition risk in most organisations does not sit in the legal department. It sits in the payroll master, in the recruitment file, in the contractor's muster roll and in the registers that nobody has reformatting since the repealed Acts were in force. The programme is built around exactly those artefacts.

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Indicative Programme Coverage

India's New Labour Law Framework	Overview of the Four Labour Codes, Central Rules 2026, implementation status and employer obligations.
Code on Wages	Definition of Wages, Minimum Wages, Floor Wage, Payment of Wages, Bonus, payroll restructuring and compliance issues.
Industrial Relations Code	Standing Orders, Fixed Term Employment, Trade Unions, Lay-off, Retrenchment, Closure, Industrial Disputes and employer implications.
Code on Social Security	EPF, ESI, Gratuity, Gig & Platform Workers, Aggregator obligations and practical implementation.
OSH & Working Conditions Code	Occupational Safety, Health & Welfare, Working Hours, Leave, Women Employees, Contractor responsibilities and workplace compliance.
HR Documentation & Policy Alignment	Appointment Letters, Service Rules, HR Policies, Employment Contracts, Standing Orders and statutory documentation.
Compliance & Inspection Readiness	Registers, Records, Returns, Digital Compliance, Inspector-cum-Facilitator, compliance audits and risk management.
Implementation Roadmap	Department-wise action plan, transition strategy, common implementation challenges, practical solutions, case studies and interactive Q&A.

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An experienced senior HR, Industrial Relations and Law Officer, he is the author of the revised, updated and Hindi edition of Indian Railway Establishment Rules & Labour Laws (रेलवे सेवा नियम एवं श्रम कानून संहिता) published by Bahri Publishers — authorised publishers of Railways. He has conducted executive development programmes for more than 150+ Government Ministries, CPSEs, Banks, Insurance Companies, Universities and Corporate organisations on the New Labour Codes, Industrial Relations, HR, governance and workplace compliance.

109

Guest Faculty. Sessions will also be co-facilitated by distinguished guest faculty comprising former Labour Commissioners, senior HR and Industrial Relations professionals, and labour law experts.

Venue & Programme Schedule

Venue	Hotel Crowne Plaza, Okhla, New Delhi
Dates	24–25 August 2026
Registration	9:00 AM
Programme	9:30 AM to 5:00 PM

Programme Fee

NUMBER OF NOMINATIONS	FEE PER PARTICIPANT (₹)
1–2 Participants	₹ 14,500
3–4 Participants	₹ 13,500
5 or more Participants	₹ 12,500

GST @18% shall be charged additionally, as applicable.

Note: As per GOI notification No. 9/2017-Integrated Tax (Rate) dated 28.06.17, Sr. No. 75, Heading 9992 (at page no. 19 of the notification), no GST is applicable where services are provided to the Central Government, State Government, UT Administration under any training programme for which total expenditure is borne by the Central Government, State Government, or UT Administration.

Inclusions

The programme fee includes:

- Participation in the two-day expert-led workshop
- A comprehensive **Handbook-cum-Workbook** on New Labour Codes & Central Rules
- Programme material and reference resources
- Lunch and refreshments during the programme
- Certificate of Participation
- Post-programme access for six months to important updates, clarifications and additional implementation resources issued by the Academy

Payment Details

Account Name	Life Transformation Academy Pvt. Ltd.
Bank	Indian Bank, Lajpat Nagar, New Delhi
Account No.	50522861294
IFSC Code	IDIB000L512
GSTIN · PAN	07AAECL1465D1ZS · AAECL1465D
MSME Udyam · TReDS ID	UDYAM-DL-09-0011080 · LI0064568

Who Should Attend?

- HR Heads, HR Managers and Corporate HR Teams
- Personnel, Industrial Relations and Labour Welfare Officers
- Payroll, Compensation, Finance and Accounts Professionals
- Legal and Compliance Officers
- Factory, Plant and Operations HR Executives
- Public Sector and Government Officers dealing with labour administration
- HR Consultants and Labour Law Professionals

Our Esteemed Clients & Participation Record

Trusted by **150+** organisations across Government Ministries, Public Sector Enterprises, Banks, Regulatory Bodies, and Academic Institutions.

Govt. Ministries & Agencies	Railways · Steel · Health · Law & Justice · Science & Technology · Agriculture · C-DOT · NITI Aayog · CBDT · Prasar Bharati · DDA · MCD · DTC · Delhi Police · Kerala Police · Labour Departments (Delhi, UP)
PSUs & Corporates	Oil India · Bharat Petroleum · GAIL · SAIL · HPCL · NTPC · NALCO · BHEL · HCL · NMDC · WCL · MDSL · CONCOR · RITES · RailTel · RVNL · POWERGRID · Balmer & Lawrie · PTC India · NBCC · WAPCOS · MMTC · SPMCIL · DFCCIL · EIL · CWC · RCF · NFL · NSIC · SJVN · YANTRA
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Academic & Training Institutions	IIM Mumbai · IIFT · IRIFM · IRISSET · Baroda Apex Academy · Central Universities: Rajasthan, Haryana, Uttar Pradesh, Manipur, Chhattisgarh

102

We cordially invite your esteemed organisation to nominate officers responsible for HR, Industrial Relations, Payroll, Finance, Legal, Compliance, Administration and Contract Management for this Executive Programme.

Nominations may be emailed to _____ with the participant's Name, Designation, Organisation, Email ID, Mobile Number and the Organisation's GSTIN details.

For any further information, please feel free to contact the undersigned directly by email or mobile.

With warm regards,



Hari Krishan

Former Civil Servant (1995 Batch)

Former Principal Chief Personnel Officer (Railways)

Founder & Lead Facilitator, Life Transformation Academy

harikrishan@lifetransformationacademy.co.in

+91-8368480712 · 9717636975

106

An experienced senior HR, Industrial Relations and Law Officer, he is the author of the revised, updated and Hindi edition of Indian Railway Establishment Rules & Labour Laws (रेलवे सेवा नियम एवं श्रम कानून संहिता) published by Bahri Publishers — authorised publishers of Railways. He has conducted executive development programmes for more than 150+ Government Ministries, CPSEs, Banks, Insurance Companies, Universities and Corporate organisations on the New Labour Codes, Industrial Relations, HR, governance and workplace compliance.

Guest Faculty. Sessions will also be co-facilitated by distinguished guest faculty comprising former Labour Commissioners, senior HR and Industrial Relations professionals, and labour law experts.

Venue & Programme Schedule

Venue	Hotel Crowne Plaza, Okhla, New Delhi
Dates	24–25 August 2026
Registration	9:00 AM
Programme	9:30 AM to 5:00 PM

Programme Fee

NUMBER OF NOMINATIONS	FEE PER PARTICIPANT (₹)
1–2 Participants	₹ 14,500
3–4 Participants	₹ 13,500
5 or more Participants	₹ 12,500

GST @18% shall be charged additionally, as applicable.

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The programme fee includes:

- Participation in the two-day expert-led workshop
- A comprehensive **Handbook-cum-Workbook** on New Labour Codes & Central Rules
- Programme material and reference resources
- Lunch and refreshments during the programme
- Certificate of Participation
- Post-programme access for six months to important updates, clarifications and additional implementation resources issued by the Academy

Who Should Attend?

Handwritten signature/initials in a circle.

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New Labour Codes & Central Rules 2026 Workshop- 24-25 Aug 2026 - Crowne Plaza, New Delhi

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A detailed proposal is attached herewith.

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For any further information, please feel free to contact the undersigned directly by email or mobile.

With warm regards,

104

Hari Krishan

Former Civil Servant (1995 Batch)

Former Principal Chief Personnel Officer (Railways)

Founder & Lead Facilitator, Life Transformation Academy

harikrishan@lifetransformationacademy.co.in

+91-8368480712 · 9717636975

1 Attachment(s)

New Labour Codes Central Ru...

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EMAIL_ New Labour Codes & Central Rules 2026 - 24-25 Aug 2026 - Crowne Plaza,
New Delhi

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bih

< secy-par-bih@nic.in >

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Life Transformation Academy < harikrishan@lifetransformationacademy.co.in >

Tue, 11 Aug 2026 3:49:41 PM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Additional Secretary
Parliamentary Affairs, Bihar

Deputy Leadership

TWO-DAY IMPLEMENTATION READINESS WORKSHOP

New Labour Codes & Central Rules 2026

Practical HR, Payroll, Industrial Relations & Compliance Alignment

DATES

24–25 August 2026

VENUE

Hotel Crowne Plaza, Okhla, New Delhi

The notification of the four Labour Codes in November 2025, followed by the Central Rules on 8 May 2026, marks the beginning of a new implementation phase in India's labour law framework. The focus has now shifted from understanding the legal provisions to ensuring organisational readiness through the alignment of HR policies, payroll structures, compliance systems, documentation, and inspection preparedness.

To support organisations in this transition, a Two-Day Executive Implementation Readiness Programme is being organised on 24–25 August 2026 at Hotel Crowne Plaza, Okhla, New Delhi.

HIGHLIGHTS

- Delivered by distinguished former senior civil servant and author of "Indian Railway Establishment Rules & Labour Laws".
- Participants' **Handbook-cum-Workbook** covering all Labour Codes and Central Rules 2026 — with Compliance Check Lists and Templates.
- Special focus on practical implementation challenges, employer compliance, HR & payroll alignment, industrial relations and inspection readiness.
- Post-programme support with updates, implementation guidance and expert clarifications for six months.

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बिहार सरकार

सचिव कोषांग

सामान्य प्रशासन विभाग

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The Case for Immediate Implementation Readiness

The reform has been presented, correctly, as a simplification. Simplification of the statute book, however, is not the same thing as simplification of the employer's task in the transition year. Every one of those consolidations requires the employer to map an existing practice onto a new provision, to identify what has silently changed, and to rebuild the underlying record. Five features of the new regime make the exercise urgent rather than merely desirable.

- The definition of wages has already taken effect
- Obligations now attach to every new recruit on day one
- Quantified welfare obligations have replaced discretionary ones

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EMAIL_ New Labour Codes & Central Rules 2026 - 24-25 Aug 2026 - Crowne Plaza, New Delhi

- The compliance calendar is now event-driven
- The State layer is uneven, and the Central layer is not yet complete

Indicative Programme Coverage

India's New Labour Law Framework	Overview of the Four Labour Codes, Central Rules 2026, implementation status and employer obligations.
Code on Wages	Definition of Wages, Minimum Wages, Floor Wage, Payment of Wages, Bonus, payroll restructuring and compliance issues.
Industrial Relations Code	Standing Orders, Fixed Term Employment, Trade Unions, Lay-off, Retrenchment, Closure, Industrial Disputes and employer implications.
Code on Social Security	EPF, ESI, Gratuity, Gig & Platform Workers, Aggregator obligations and practical implementation.
OSH & Working Conditions Code	Occupational Safety, Health & Welfare, Working Hours, Leave, Women Employees, Contractor responsibilities and workplace compliance.
HR Documentation & Policy Alignment	Appointment Letters, Service Rules, HR Policies, Employment Contracts, Standing Orders and statutory documentation.
Compliance & Inspection Readiness	Registers, Records, Returns, Digital Compliance, Inspector-cum-Facilitator, compliance audits and risk management.
Implementation Roadmap	Department-wise action plan, transition strategy, common implementation challenges, practical solutions, case studies and interactive Q&A.

Lead Faculty & Facilitator

Hari Krishan

Former Civil Servant | Former Principal Chief Personnel Officer, Indian Railways | Author, "Indian Railway Establishment Rules & Labour Laws" (Hindi)

Hari Krishan is a former Indian Railway Personnel Service (IRPS) officer with over 28 years of experience in HR, Industrial Relations, labour administration, disciplinary proceedings and labour litigation across the Government and Public Sector. He has served as Principal Chief Personnel Officer, Rail Coach Factory; General Manager (HR), DFCCIL; and Director (Pay Commission), Ministry of Railways.

An experienced senior HR, Industrial Relations and Law Officer, he is the author of the revised, updated and Hindi edition of Indian Railway Establishment Rules & Labour Laws (रेलवे सेवा नियम एवं श्रम कानून संहिता) published by Bahri Publishers — authorised publishers of Railways. He has conducted executive development programmes for more than 150+ Government Ministries, CPSEs, Banks, Insurance Companies, Universities and Corporate organisations on the New Labour Codes, Industrial Relations, HR, governance and workplace compliance.

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A detailed proposal is attached herewith.



8/11/26, 4:09 PM

EMAIL_ New Labour Codes & Central Rules 2026 - 24-25 Aug 2026 - Crowne Plaza, New Delhi

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Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

secy-par-bih

< secy-par-bih@nic.in >

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Life Transformation Academy < hari Krishan@lifetransformationacademy.co.in >

Fri, 14 Aug 2026 2:15:55 PM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Principal Secretary / Nodal Authority

General Administration Department, Government of Bihar

Chief Leadership,

Subject: Two-Day Executive Workshop on Gender Sensitisation, POSH Compliance, Internal Committee Capacity Building,

Inquiry Skills & POSH Audit Readiness

20-21 August 2026 • Hotel Crowne Plaza, Okhla, New Delhi

On 19 June 2026, the National Commission for Women (NCW) issued a comprehensive advisory calling upon organisations to strengthen the implementation of the POSH Act through measures such as POSH audits, capacity building of Internal Committees (ICs), enhanced monitoring, and stronger institutional compliance.

NCW ADVISORY, 19 JUNE 2026

Mandatory annual POSH audit for every establishment; non-conduct is itself treated as non-compliance.

Internal Committee in every office, branch and unit — not only at headquarters.

Legally compliant IC composition — woman Presiding Officer, external expert, 50%+ women.

Specialised professional training for every IC member.

Regular workshops and sensitisation — not a one-time briefing.

Public disclosure of IC details, complaint procedure and grievance mechanism.

Active use of the SHe-Box platform.

Submit statutory annual reports.

Protection against retaliation for complainants, witnesses and committee members.

Why this points to training your IC members

Because IC functioning is now an audited criterion, an untrained or lapsed committee is itself an audit finding — and a poorly conducted enquiry can be legally challenged and set aside. The Advisory therefore treats specialised IC training and recurring sensitisation as compliance obligations, not optional extras.

बिहार सरकार

सचिव कोषांग

सामान्य प्रशासन विभाग

ई-मेल संख्या 25218

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To support organisations in strengthening POSH compliance, Internal Committee effectiveness, inquiry capability, and audit readiness, we are pleased to organise a **Two-Day Executive Workshop** on **20-21 August 2026** at **Crowne Plaza, Okhla, New Delhi**.

PROGRAMME Highlights

Every aspect of delivery is designed to ensure maximum impact, retention, and practical application.

Distinguished Faculty	Former Civil Servant with first hand experience as ICC member	 Participant's Handbook
Participants' Handbook	With updated Act/ Rules, Govt. guidelines, court rulings, checklists, templates, and reference material	
Practical Sessions	Mock inquiries, role-play exercises and evidence appreciation sessions	
Post-workshop support	Expert support and professional networking	

LEARNING Outcomes

By the close of Day 2, every participant should be able to —

- Read and apply every provision of the POSH Act, 2013 and the 2013 Rules with the confidence of a practitioner — not the hesitation of a first-time reader.
- Distinguish quid-pro-quo harassment from a hostile work environment, and identify the seven enumerated circumstances under Section 3(2) in real fact-patterns.
- Constitute, reconstitute and document an IC that survives judicial scrutiny — composition, tenure, External Member, quorum and conflict of interest.
- Conduct an inquiry end-to-end: complaint receipt, conciliation under Section 10, framing of allegations, examination, cross-examination, evidentiary standards and the report under Section 13.
- Apply the standard of preponderance of probabilities, deal with hearsay, electronic records (Sections 65A/65B Evidence Act, BSA 2023) and circumstantial proof.
- Draft a bullet-proof Inquiry Report — findings, reasoning, recommendations under Section 13(3) — that holds up on appeal under Section 18.



- Manage interim relief under Section 12, false / malicious complaints under Section 14, and confidentiality obligations under Section 16.
- Discharge the Annual Report obligation (Section 21) and the employer’s duties under Section 19 with audit-grade documentation.

Lead Facilitator

Hari Krishan

Former Civil Servant (IRPS – 1995 Batch) | Former Principal Chief Personnel Officer, Indian Railways | Former General Manager (HR), DFCCIL | Author | Former ICC Member

Guest Faculty

Ms. Sugandha Agarwal

Advocate | Legal & POSH Compliance Expert | Inquiry & Due Process Specialist

PROGRAMME *Particulars*

Dates	20-21 August 2026
Timings	09:30 to 17:00 hrs (Registration from 09:00 hrs on Day 1)
Venue	Hotel Crowne Plaza, Okhla, New Delhi

WHO SHOULD *Attend*

- Presiding Officers and Members of Internal Committees (IC) and Local Committees (LC)
- CHROs, HR Heads, Personnel Officers and HR Business Partners
- Heads of Vigilance, Legal, Compliance and CSR functions

Our *Esteemed Clients*

Trusted by 150+ organisations across Government Ministries, Public Sector Enterprises, Banks, Regulatory Bodies, and Academic Institutions.



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Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

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Nomination & Registration

Organisations are requested to kindly nominate suitable officers connected with ICC functioning, HR, Vigilance, Administration, Legal or Compliance functions to ensure meaningful institutional impact and strengthened POSH compliance capability.

For Nominations / Queries

- harikrishan@lifetransformationacademy.co.in
- ☎ +91-8368480712, +91-9717636975

We would be honoured to have participation from your esteemed organisation in this important capacity-building and workplace governance initiative.

With regards,

Hari Krishan

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Founder & Programme Director

Life Transformation Academy

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1 Attachment(s)

Gender_POSH_ICC Inquires_...

521 KB

Life Transformation Academy

251, SF, Kailash Hills, East of Kailash, New Delhi-110065
website: www.lifetransformationacademy.co.in

No. LTA/2026/ Workshop/2026/ICC/POSH

New Delhi, dated 14 August, 2026

Principal Secretary / Nodal Authority

General Administration Department, Government of Bihar

Subject: Two-Day Executive Workshop on Gender Sensitisation, POSH Compliance, Internal Committee Capacity Building, Inquiry Skills & POSH Audit Readiness

20-21 August 2026 • Hotel Crowne Plaza, Okhla, New Delhi

Dear Leadership,

On 19 June 2026, the **National Commission for Women (NCW)** issued a comprehensive advisory calling upon organisations to strengthen the implementation of the POSH Act through measures such as POSH audits, capacity building of Internal Committees (ICs), enhanced monitoring, and stronger institutional compliance.

RENEWED FOCUS ON POSH COMPLIANCE
Mandatory annual POSH audit for every establishment; non-conduct is itself treated as non-compliance.
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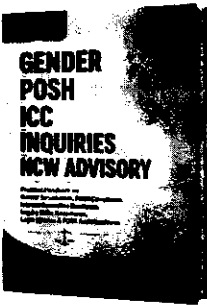
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Practical Sessions	Mock inquiries, role-play exercises on Real Case Studies	
Post-workshop support	Expert support and professional networking	

The programme follows a highly practical, implementation-oriented approach, combining:

- **Real case studies and judicial decisions** — examining actual workplace situations, inquiry failures and important legal principles
- **Mock POSH inquiries** — simulated roles of complainant, respondent, IC Members and witnesses
- **Complaint-to-Report exercises** — practical handling from receipt of complaint through hearings, findings, recommendations and final Inquiry Report
- **Evidence appreciation** — emails, WhatsApp messages, electronic records, witness statements, circumstantial evidence and conflicting versions
- **Questioning and inquiry skills** — examining parties and witnesses while maintaining neutrality and procedural fairness
- **Drafting practice** — notices, proceedings, order sheets, findings and legally reasoned Inquiry Reports
- **Natural justice in practice** — cross-examination, documents, witnesses, adjournments, confidentiality, bias and conflict of interest
- **POSH Audit Simulation** — identifying gaps in IC constitution, policy, disclosures, training records, annual reports and compliance documentation.

BROAD AREAS OF COVERAGE

1 The Statutory Framework

- POSH Act, 2013 and Rules; Vishaka and constitutional foundations
- Key definitions: sexual harassment, aggrieved woman, workplace, employee, respondent
- Roles of employer, IC and District Officer / Local Committee
- *Aureliano Fernandes* — POSH compliance is a statutory duty, not a formality

2 Jurisdiction and the Expanded Workplace

- "Workplace" across branches, field units, off-site and virtual settings
- *Dr. Sohail Malik v. Union of India* (SC, 10 Dec 2025) — the IC of the woman's own workplace can inquire even where the respondent works elsewhere
- Two-stage mechanism: IC report forwarded to the respondent's employer for disciplinary action
- Direct relevance to inter-departmental cases in Government and CPSEs

3 Constituting a Legally Compliant IC

- Composition: woman Presiding Officer, external member, 50%+ women
- Eligibility, tenure, disqualifications, reconstitution and records
- IC in every office, branch and unit — not headquarters alone
- External member's statutory role; findings can't be reframed as misconduct

4 Handling a Complaint — Receipt to Report

- Registration, limitation and condonation
- Conciliation versus inquiry; interim reliefs during pendency
- Procedural map and statutory timelines
- Correct classification at the outset — don't stretch POSH beyond its scope

5 Conducting a Fair Inquiry — Natural Justice

- Framing allegations; respondent's right to reply; cross-examination
- Standard of proof — preponderance of probabilities
- Appreciation of oral, documentary and digital evidence (chats, email, CCTV)
- *Aureliano Fernandes* — inquiry in a "tearing hurry" was set aside; keep contemporaneous minutes

6 Findings, Report and Recommendations

- Findings that withstand scrutiny; proven versus unproven
- Action against respondent; relief to complainant; false / malicious complaints
- Drafting a legally sustainable inquiry report
- Section 18 is the appellate route; collateral proceedings are an abuse of process

7 Confidentiality, Anti-Retaliation and Protection

- Section 16 confidentiality and consequences of breach
- Protection of complainants, witnesses and members from victimisation
- Retaliation is an independent illegality
- Building protection into procedure, not as an afterthought

8 Employer Obligations and the Current Regulatory Regime

- Employer duties, annual report and the mandatory annual POSH audit
- Public disclosure of IC details; SHe-Box registration and use
- NCW Advisory (19 June 2026) — the eighteen measures
- *Aureliano Fernandes* district-wise ICC survey; State orders (e.g. Maharashtra, 15 May 2025 — SHe-Box registration, ₹50,000 penalty under Section 26)

9 Building a Respectful Workplace — Prevention

- Prevention mandate beyond redressal; bystander responsibility
- HR and management in setting culture and tone
- Awareness across the full workforce, including contractual and field staff
- Embedding a genuine zero-tolerance posture

10 Case Studies and Practicum

- Guided work through real, anonymised fact patterns
- Mock inquiry from complaint to report
- Common procedural errors and how courts have treated them
- Open clinic on participants' own institutional questions

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Lead Facilitator

Hari Krishan

Former Civil Servant (IRPS – 1995 Batch) / Former Principal Chief Personnel Officer, Indian Railways / Former General Manager (HR), DFCCIL / Author

Former Civil Servant with over 28 years of leadership experience in the Government of India and Central Public Sector Enterprises, including senior HR leadership positions as

Principal Chief Personnel Officer, Rail Coach Factory, Kapurthala, and General Manager (HR), Dedicated Freight Corridor Corporation of India Limited (DFCCIL).

He has served as a **Member of the Internal Committee (IC)** under the POSH Act in **two Central Public Sector Enterprises**, with hands-on experience in conducting POSH inquiries. He is the author of **Indian Railway Establishment Rules & Labour Laws (Hindi)**, published by Bahri Brothers. He has conducted high-impact training programmes for over 150 organisations, including Ministries, CPSEs, Banks, Universities and other public institutions.

Ms. Sugandha Agarwal- Guest Faculty

Advocate | Legal & POSH Compliance Expert | Inquiry & Due Process Specialist

Ms. Sugandha Agarwal is an Advocate with 18 years of professional experience spanning corporate HR & Legal functions and legal practice. She brings a strong legal, compliance and inquiry-procedure perspective to POSH matters, particularly complaint assessment, Internal Committee inquiries, procedural fairness, principles of natural justice, appreciation of evidence, confidentiality and reasoned findings.

PROGRAMME *Particulars*

Dates	20-21 August 2026
Timings	09:30 to 17:00 hrs (Registration from 09:00 hrs on Day 1)
Venue	Hotel Crowne Plaza, Okhla, New Delhi

Programme *Fee Structure*

Number of Nominations	Fee Per Participant
1 – 2 Participants	₹14,500 per participant
3 – 4 Participants	₹13,500 per participant
5 or More Participants	₹12,500 per participant

GST @18% shall be charged additionally, as applicable.

GST Exemption: As per GOI notification No. 9/2017-IT(Rate) dated 28.06.17, Sr. No. 75, Heading 9992, GST is not applicable where training expenditure is fully borne by Central / State / UT Government.

Payment Details

Account Name: Life Transformation Academy Pvt. Ltd.
Bank: Indian Bank, Lajpat Nagar, New Delhi, Account No. : 50522861294
IFSC Code: IDIB000L512, GSTIN: 07AAECL1465D1ZS, PAN: AAECL1465D
MSME Udyam Registration No.: UDYAM-DL-09-0011080, TReDS ID: LI0064568

Our Esteemed Clients

Trusted by 150+ organisations across Government Ministries, Public Sector Enterprises, Banks, Regulatory Bodies, and Academic Institutions.

Govt. Ministries & Agencies	Railways · Steel · Health · Law & Justice · Science & Technology · Agriculture · C-DOT · NITI Aayog · CBDT · Prasar Bharati · DDA · MCD · DTC · Delhi Police · Kerala Police · Labour Departments (Delhi, UP)
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WHO SHOULD Attend

- Presiding Officers and Members of Internal Committees (IC) and Local Committees (LC)
- CHROs, HR Heads, HR/ Personnel Officers and HR Business Partners
- Heads of Vigilance, Legal, Compliance and CSR functions

Nomination & Registration

Organisations are requested to kindly nominate suitable officers connected with ICC functioning, HR, Vigilance, Administration, Legal or Compliance functions to ensure meaningful institutional impact and strengthened POSH compliance capability.

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With regards,



Hari Krishan

Former Civil Servant (1995 Batch)

Founder & Programme Director

Life Transformation Academy

+91-8368480712, 9717636975 · hari.krishan@lifetransformationacademy.co.in

www.lifetransformationacademy.co.in

Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

secy-par-bih < secy-par-bih@nic.in >

Life Transformation Academy < harikrishan@lifetransformationacademy.co.in >

Fri, 14 Aug 2026 3:23:41 PM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Additional Chief Secretary / Principal Secretary

General Administration Department, Government of Bihar

Dear Leadership,

Subject: Two-Day/Executive Workshop on Gender Sensitisation, POSH Compliance, Internal Committee Capacity Building, Inquiry Skills & POSH Audit Readiness

20-21 August 2026 • Hotel Crowne Plaza, Okhla, New Delhi

On 19 June 2026, the National Commission for Women (NCW) issued a comprehensive advisory calling upon organisations to strengthen the implementation of the POSH Act through measures such as POSH audits, capacity building of Internal Committees (ICs), enhanced monitoring, and stronger institutional compliance.

NCW ADVISORY, 19 JUNE 2026

Mandatory annual POSH audit for every establishment; non-conduct is itself treated as non-compliance.

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Specialised professional training for every IC member.

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Active use of the SHe-Box platform.

Submit statutory annual reports.

Protection against retaliation for complainants, witnesses and committee members.

4379/sec-18
18.8.2026

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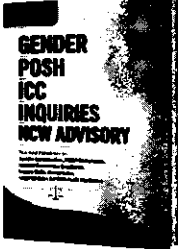
विहार सरकार
अधिवक्ता
समाजिक न्याय विभाग
ई-मेल संख्या: 25226
दिनांक: 14.8.26



To support organisations in strengthening POSH compliance, Internal Committee effectiveness, inquiry capability, and audit readiness, we are pleased to organise a **Two-Day Executive Workshop** on **20–21 August 2026** at **Crowne Plaza, Okhla, New Delhi**.

PROGRAMME Highlights

Every aspect of delivery is designed to ensure maximum impact, retention, and practical application.

Distinguished Faculty	Former Civil Servant with first hand experience as ICC member	 Participant's Handbook
Participants' Handbook	With updated Act/ Rules, Govt. guidelines, court rulings, checklists, templates, and reference material	
Practical Sessions	Mock inquiries, role-play exercises and evidence appreciation sessions	
Post-workshop support	Expert support and professional networking	

LEARNING Outcomes

By the close of Day 2, every participant should be able to —

- Read and apply every provision of the POSH Act, 2013 and the 2013 Rules with the confidence of a practitioner — not the hesitation of a first-time reader.
- Distinguish quid-pro-quo harassment from a hostile work environment, and identify the seven enumerated circumstances under Section 3(2) in real fact-patterns.
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- Manage interim relief under Section 12, false / malicious complaints under Section 14, and confidentiality obligations under Section 16.
- Discharge the Annual Report obligation (Section 21) and the employer’s duties under Section 19 with audit-grade documentation.

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Hari Krishan

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Advocate | Legal & POSH Compliance Expert | Inquiry & Due Process Specialist

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✉ harikrishan@lifetransformationacademy.co.in

☎ +91-8368480712, +91-9717636975

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Founder & Programme Director

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1 Attachment(s)

Gender_POSH_ICC Inquires_...

521 KB

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Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

secy-par-bih < secy-par-bih@nic.in >

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Life Transformation Academy < harikrishan@lifetransformationacademy.co.in >

Fri, 14 Aug 2026 3:24:24 PM +0530

सचिव

To: "secy-par-bih" < secy-par-bih@nic.in >

Additional Chief Secretary / Principal Secretary

General Administration Department, Government of Bihar

Headquarters,

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17.8.2026

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14.8.26

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18.8.2026



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Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

Govt. Ministries & Agencies	Railways · Steel · Health · Law & Justice · Science & Technology · Agriculture · C-DOT · NITI Aayog · CBDT · Prasar Bharati · DDA · MCD · DTC · Delhi Police · Kerala Police · Labour Departments (Delhi, UP)
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Nomination & Registration

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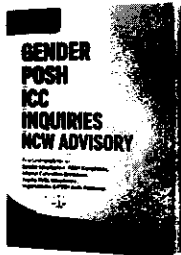
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Gender_POSH_ICC Inquires_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

secy-par-bih < secy-par-bih@nic.in >

37 (18)

Life Transformation Academy < harikrishan@lifetransformationacademy.co.in >

Tue 11 Aug 2026 2:23:03 PM +0530

secy-par-bih < secy-par-bih@nic.in >

Additional Chief Secretary
Parliamentary Affairs, Bihar

Dear Leadership,

Subject: Two Day Executive Workshop on Gender Sensitisation, POSH Compliance, Internal Committee Capacity Building, Inquiry Skills & POSH Audit Readiness

20-21 August 2026 • Hotel Crowne Plaza, Okhla, New Delhi

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श्री विशाल
चौधरी
14.6.2026

बिहार सरकार
सचिव, कोषागार
सामान्य प्रशासन विभाग
ई-मेल संख्या... 2486/
दिनांक... 11.8.26

4338/Sec-18
17.8.2026

Distinguished Faculty	Former Civil Servant with first hand experience as ICC member	 GENDER POSH ICC INQUIRIES NCW ADVISORY Participant's Handbook
Participants' Handbook	With updated Act/ Rules, Govt. guidelines, court rulings, checklists, templates, and reference material	
Practical Sessions	Mock inquiries, role-play exercises and evidence appreciation sessions	
Post-workshop support	Expert support and professional networking	

The programme follows a **highly practical, implementation-oriented approach**, combining:

- Practical interpretation of the POSH Act, 2013, Rules, Government guidelines and landmark judicial decisions.
- Analysis of real-life workplace case studies and evolving legal principles.
- Step-by-step guidance on every stage of the inquiry process—from receipt of complaint to submission of the Inquiry Report.
- Mock inquiries, role-play exercises and evidence appreciation sessions.
- Drafting workshops covering notices, proceedings, order sheets and legally reasoned Inquiry Reports.
- Principles of natural justice, confidentiality, interim relief and procedural fairness.
- POSH compliance documentation, record management and organisational best practices.
- **POSH Audit Readiness** aligned with emerging governance expectations, including Internal Committee constitution, policy review, statutory disclosures, annual reporting, training records, documentation standards and institutional preparedness.



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He is widely recognised for delivering practical, compliance-oriented programmes on Gender Sensitisation & POSH, Ethics & Governance, Vigilance, RTI, Labour Laws, Human Resource Management and Leadership.

Guest Faculty

Sessions will also be co-facilitated by distinguished guest faculty drawn from experienced ICC Presiding Officers, psychology professionals, senior HR leaders and certified POSH trainers.

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IFSC Code: IDIB000L512, **GSTIN:** 07AAECL1465D1ZS, **PAN:** AAECL1465D
MSME Udyam Registration No.: UDYAM-DL-09-0011080, **TReDS ID:** LI0064568

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Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, secy-par-bih
New Delhi

< secy-par-bih@nic.in >

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Life Transformation Academy < harikrishan@lifetransformationacademy.co.in >

Fri, 14 Aug 2026 2:55:26 PM +0530 ~

To "secy-par-bih"<secy-par-bih@nic.in>

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सचिव कोषांग

सामान्य प्रशासन विभाग

ई-मेल संख्या 25219

दिनांक 14-8-26

श्री विद्याल
रविता
12.8.2026

To support organisations in strengthening POSH compliance, Internal Committee effectiveness, inquiry capability, and audit readiness, we are pleased to organise a **Two-Day Executive Workshop** on **20-21 August 2026** at **Crowne Plaza, Okhla, New Delhi**.

PROGRAMME Highlights

Every aspect of delivery is designed to ensure maximum impact, retention, and practical application.

Distinguished Faculty	Former Civil Servant with first hand experience as ICC member	 Participant's Handbook
Participants' Handbook	With updated Act/ Rules, Govt. guidelines, court rulings, checklists, templates, and reference material	
Practical Sessions	Mock inquiries, role-play exercises and evidence appreciation sessions	
Post-workshop support	Expert support and professional networking	

LEARNING Outcomes

By the close of Day 2, every participant should be able to —

- Read and apply every provision of the POSH Act, 2013 and the 2013 Rules with the confidence of a practitioner — not the hesitation of a first-time reader.
- Distinguish quid-pro-quo harassment from a hostile work environment, and identify the seven enumerated circumstances under Section 3(2) in real fact-patterns.
- Constitute, reconstitute and document an IC that survives judicial scrutiny — composition, tenure, External Member, quorum and conflict of interest.
- Conduct an inquiry end-to-end: complaint receipt, conciliation under Section 10, framing of allegations, examination, cross-examination, evidentiary standards and the report under Section 13.
- Apply the standard of preponderance of probabilities, deal with hearsay, electronic records (Sections 65A/65B Evidence Act, BSA 2023) and circumstantial proof.
- Draft a bullet-proof Inquiry Report — findings, reasoning, recommendations under Section 13(3) — that holds up on appeal under Section 18.



- Manage interim relief under Section 12, false / malicious complaints under Section 14, and confidentiality obligations under Section 16.
- Discharge the Annual Report obligation (Section 21) and the employer’s duties under Section 19 with audit-grade documentation.

Lead *Facilitator*

Hari Krishan

Former Civil Servant (IRPS – 1995 Batch) | Former Principal Chief Personnel Officer, Indian Railways | Former General Manager (HR), DFCCIL | Author | Former ICC Member

Guest Faculty

Ms. Sugandha Agarwal

Advocate | Legal & POSH Compliance Expert | Inquiry & Due Process Specialist

PROGRAMME *Particulars*

Dates	20-21 August 2026
Timings	09:30 to 17:00 hrs (Registration from 09:00 hrs on Day 1)
Venue	Hotel Crowne Plaza, Okhla, New Delhi

WHO SHOULD *Attend*

- Presiding Officers and Members of Internal Committees (IC) and Local Committees (LC)
- CHROs, HR Heads, Personnel Officers and HR Business Partners
- Heads of Vigilance, Legal, Compliance and CSR functions

Our *Esteemed Clients*

Trusted by 150+ organisations across Government Ministries, Public Sector Enterprises, Banks, Regulatory Bodies, and Academic Institutions.

73

8/14/26, 2:55 PM

Gender_POSH_ICC Inquiries_NCW Advisory -Workshop_20-21 August_Crowne Plaza, New Delhi

Govt. Ministries & Agencies	Railways · Steel · Health · Law & Justice · Science & Technology · Agriculture · C-DOT · NITI Aayog · CBDT · Prasar Bharati · DDA · MCD · DTC · Delhi Police · Kerala Police · Labour Departments (Delhi, UP)
PSUs & Corporates	Oil India · Bharat Petroleum · GAIL · SAIL · HPCL · NTPC · NALCO · BHEL · HCL · NMDC · WCL · MDSL · CONCOR · RITES · RailTel · RVNL · POWERGRID · Balmer & Lawrie · PTC India · NBCC · WAPCOS · MMTC · SPMCIL · DFCCIL · EIL · CWC · RCF · NFL · NSIC · SJVN · YANTRA
Banks & Financial Institutions	Punjab National Bank · Bank of Baroda · EXIM Bank · UCO Bank · Canara Bank · Kotak Bank · Bank of India · Indian Bank · LIC · AIC · IIFCL · PFRDA · IFCI
Academic & Training Institutions	IIM Mumbai · IIFT · IRIFM · IRISSET · Baroda Apex Academy · Central Universities: Rajasthan, Haryana, Uttar Pradesh, Manipur, Chhattisgarh

Nomination & Registration

Organisations are requested to kindly nominate suitable officers connected with ICC functioning, HR, Vigilance, Administration, Legal or Compliance functions to ensure meaningful institutional impact and strengthened POSH compliance capability.

For Nominations / Queries

- harikrishan@lifetransformationacademy.co.in
- ☎ +91-8368480712, +91-9717636975

We would be honoured to have participation from your esteemed organisation in this important capacity-building and workplace governance initiative.

With regards,
Hari Krishan
Former Civil Servant (1995 Batch)
Founder & Programme Director
Life Transformation Academy
+91-8368480712, 9717636975 · harikrishan@lifetransformationacademy.co.in
www.lifetransformationacademy.co.in

1 Attachment(s)

Gender_POSH_ICC Inquires_...
521 KB

Life Transformation Academy

251, SF, Kailash Hills, East of Kailash, New Delhi-110065
website: www.lifetransformationacademy.co.in

No. LTA/2026/ Workshop/2026/ICC/POSH

New Delhi, dated 14 August, 2026

**Additional Chief Secretary / Principal Secretary
General Administration Department, Government of Bihar**

Subject: Two-Day Executive Workshop on Gender Sensitisation, POSH Compliance, Internal Committee Capacity Building, Inquiry Skills & POSH Audit Readiness

20-21 August 2026 • Hotel Crowne Plaza, Okhla, New Delhi

Dear Leadership,

On 19 June 2026, the National Commission for Women (NCW) issued a comprehensive advisory calling upon organisations to strengthen the implementation of the POSH Act through measures such as POSH audits, capacity building of Internal Committees (ICs), enhanced monitoring, and stronger institutional compliance.

RENEWED FOCUS ON POSH COMPLIANCE
Mandatory annual POSH audit for every establishment; non-conduct is itself treated as non-compliance.
Internal Committee in every office, branch and unit — not only at headquarters.
Legally compliant IC composition — woman Presiding Officer, external expert, 50%+ women.
Specialised professional training for every IC member.
Regular workshops and sensitisation — not a one-time briefing.
Public disclosure of IC details, complaint procedure and grievance mechanism.
Active use of the SHe-Box platform.
Submit statutory annual reports.
Protection against retaliation for complainants, witnesses and committee members.

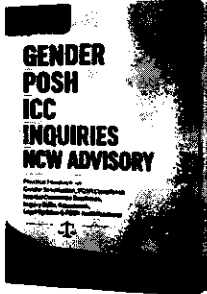
Why this points to training your IC members

Because IC *functioning* is now an audited criterion (Measure 2), an untrained or lapsed committee is itself an audit finding — and a poorly conducted enquiry can be legally challenged and set aside. The Advisory therefore treats specialised IC training (Measure 11) and recurring sensitisation (Measure 10) as compliance obligations, not optional extras.

To support organisations in strengthening POSH compliance, Internal Committee effectiveness, inquiry capability, and audit readiness, we are pleased to organise a **Two-Day Executive Workshop on 20-21 August 2026 at Crowne Plaza, Okhla, New Delhi.**

PROGRAMME *Highlights*

Every aspect of delivery is designed to ensure maximum impact, retention, and practical application.

Distinguished Faculty	Former Civil Servant with first hand experience as ICC member	 Participant's Handbook
Participants' Handbook	With updated Act/ Rules, Govt. guidelines, court rulings, checklists, templates, and reference material	
Practical Sessions	Mock inquiries, role-play exercises on Real Case Studies	
Post-workshop support	Expert support and professional networking	

The programme follows a highly practical, implementation-oriented approach, combining:

- **Real case studies and judicial decisions** — examining actual workplace situations, inquiry failures and important legal principles
- **Mock POSH inquiries** — simulated roles of complainant, respondent, IC Members and witnesses
- **Complaint-to-Report exercises** — practical handling from receipt of complaint through hearings, findings, recommendations and final Inquiry Report
- **Evidence appreciation** — emails, WhatsApp messages, electronic records, witness statements, circumstantial evidence and conflicting versions
- **Questioning and inquiry skills** — examining parties and witnesses while maintaining neutrality and procedural fairness
- **Drafting practice** — notices, proceedings, order sheets, findings and legally reasoned Inquiry Reports
- **Natural justice in practice** — cross-examination, documents, witnesses, adjournments, confidentiality, bias and conflict of interest
- **POSH Audit Simulation** — identifying gaps in IC constitution, policy, disclosures, training records, annual reports and compliance documentation.

BROAD AREAS OF COVERAGE

1 The Statutory Framework

- POSH Act, 2013 and Rules; Vishaka and constitutional foundations
- Key definitions: sexual harassment, aggrieved woman, workplace, employee, respondent
- Roles of employer, IC and District Officer / Local Committee
- *Aureliano Fernandes* — POSH compliance is a statutory duty, not a formality

2 Jurisdiction and the Expanded Workplace

- “Workplace” across branches, field units, off-site and virtual settings
- *Dr. Sohail Malik v. Union of India* (SC, 10 Dec 2025) — the IC of the woman’s own workplace can inquire even where the respondent works elsewhere
- Two-stage mechanism: IC report forwarded to the respondent’s employer for disciplinary action
- Direct relevance to inter-departmental cases in Government and CPSEs

3 Constituting a Legally Compliant IC

- Composition: woman Presiding Officer, external member, 50%+ women
- Eligibility, tenure, disqualifications, reconstitution and records
- IC in every office, branch and unit — not headquarters alone
- External member’s statutory role; findings can’t be reframed as misconduct

4 Handling a Complaint — Receipt to Report

- Registration, limitation and condonation
- Conciliation versus inquiry; interim reliefs during pendency
- Procedural map and statutory timelines
- Correct classification at the outset — don’t stretch POSH beyond its scope

5 Conducting a Fair Inquiry — Natural Justice

- Framing allegations; respondent’s right to reply; cross-examination
- Standard of proof — preponderance of probabilities
- Appreciation of oral, documentary and digital evidence (chats, email, CCTV)
- *Aureliano Fernandes* — inquiry in a “tearing hurry” was set aside; keep contemporaneous minutes

6 Findings, Report and Recommendations

- Findings that withstand scrutiny; proven versus unproven
- Action against respondent; relief to complainant; false / malicious complaints
- Drafting a legally sustainable inquiry report
- Section 18 is the appellate route; collateral proceedings are an abuse of process

7 Confidentiality, Anti-Retaliation and Protection

- Section 16 confidentiality and consequences of breach
- Protection of complainants, witnesses and members from victimisation
- Retaliation is an independent illegality
- Building protection into procedure, not as an afterthought

8 Employer Obligations and the Current Regulatory Regime

- Employer duties, annual report and the mandatory annual POSH audit
- Public disclosure of IC details; SHe-Box registration and use
- NCW Advisory (19 June 2026) — the eighteen measures
- *Aureliano Fernandes* district-wise ICC survey; State orders (e.g. Maharashtra, 15 May 2025 — SHe-Box registration, ₹50,000 penalty under Section 26)

9 Building a Respectful Workplace — Prevention

- Prevention mandate beyond redressal; bystander responsibility
- HR and management in setting culture and tone
- Awareness across the full workforce, including contractual and field staff
- Embedding a genuine zero-tolerance posture

10 Case Studies and Practicum

- Guided work through real, anonymised fact patterns
- Mock inquiry from complaint to report
- Common procedural errors and how courts have treated them
- Open clinic on participants' own institutional questions

LEARNING Outcomes

By the end of Day 2, every participant should be able to —

- Read and apply every provision of the POSH Act, 2013 and the 2013 Rules with the confidence of a practitioner — not the hesitation of a first-time reader.
- Distinguish quid-pro-quo harassment from a hostile work environment, and identify the seven enumerated circumstances under Section 3(2) in real fact-patterns.
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- Apply the standard of preponderance of probabilities, deal with hearsay, electronic records (Sections 65A/65B Evidence Act, BSA 2023) and circumstantial proof.
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- Manage interim relief under Section 12, false / malicious complaints under Section 14, and confidentiality obligations under Section 16.
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Lead Facilitator

Hari Krishan

Former Civil Servant (IRPS – 1995 Batch) / Former Principal Chief Personnel Officer, Indian Railways / Former General Manager (HR), DFCCIL / Author

Former Civil Servant with over 28 years of leadership experience in the Government of India and Central Public Sector Enterprises, including senior HR leadership positions as

Principal Chief Personnel Officer, Rail Coach Factory, Kapurthala, and General Manager (HR), Dedicated Freight Corridor Corporation of India Limited (DFCCIL).

He has served as a **Member of the Internal Committee (IC)** under the POSH Act in **two Central Public Sector Enterprises**, with hands-on experience in conducting POSH inquiries. He is the author of **Indian Railway Establishment Rules & Labour Laws (Hindi)**, published by Bahri Brothers. He has conducted high-impact training programmes for over 150 organisations, including Ministries, CPSEs, Banks, Universities and other public institutions.

Ms. Sugandha Agarwal- Guest Faculty

Advocate | Legal & POSH Compliance Expert | Inquiry & Due Process Specialist

Ms. Sugandha Agarwal is an Advocate with 18 years of professional experience spanning corporate HR & Legal functions and legal practice. She brings a strong legal, compliance and inquiry-procedure perspective to POSH matters, particularly complaint assessment, Internal Committee inquiries, procedural fairness, principles of natural justice, appreciation of evidence, confidentiality and reasoned findings.

PROGRAMME

Dates	20-21 August 2026
Timings	09:30 to 17:00 hrs (Registration from 09:00 hrs on Day 1)
Venue	Hotel Crowne Plaza, Okhla, New Delhi

Programme Fee Structure

Number of Nominations	Fee Per Participant
1 – 2 Participants	₹14,500 per participant
3 – 4 Participants	₹13,500 per participant
5 or More Participants	₹12,500 per participant

GST @18% shall be charged additionally, as applicable.

GST Exemption: As per GOI notification No. 9/2017-IT(Rate) dated 28.06.17, Sr. No. 75, Heading 9992, GST is not applicable where training expenditure is fully borne by Central / State / UT Government.

Payment Details

Account Name: Life Transformation Academy Pvt. Ltd.
Bank: Indian Bank, Lajpat Nagar, New Delhi, **Account No. :** 50522861294
IFSC Code: IDIB000L512, **GSTIN:** 07AAECL1465D1ZS, **PAN:** AAECL1465D
MSME Udyam Registration No.: UDYAM-DL-09-0011080, **TReDS ID:** LI0064568

Our Esteemed Clients

Trusted by 150+ organisations across Government Ministries, Public Sector Enterprises, Banks, Regulatory Bodies, and Academic Institutions.

Govt. Ministries & Agencies	Railways · Steel · Health · Law & Justice · Science & Technology · Agriculture · C-DOT · NITI Aayog · CBDT · Prasar Bharati · DDA · MCD · DTC · Delhi Police · Kerala Police · Labour Departments (Delhi, UP)
PSUs & Corporates	Oil India · Bharat Petroleum · GAIL · SAIL · HPCL · NTPC · NALCO · BHEL · HCL · NMDC · WCL · MDSL · CONCOR · RITES · RailTel · RVNL · POWERGRID · Balmer & Lawrie · PTC India · NBCC · WAPCOS · MMTC · SPMCIL · DFCCIL · EIL · CWC · RCF · NFL · NSIC · SJVN · YANTRA
Banks & Financial Institutions	Punjab National Bank · Bank of Baroda · EXIM Bank · UCO Bank · Canara Bank · Kotak Bank · Bank of India · Indian Bank · LIC · AIC · IIFCL · PFRDA · IFCI
Academic & Training Institutions	IIM Mumbai · IIFT · IRIFM · IRISSET · Baroda Apex Academy · Central Universities: Rajasthan, Haryana, Uttar Pradesh, Manipur, Chhattisgarh

WHO SHOULD Attend

- Presiding Officers and Members of Internal Committees (IC) and Local Committees (LC)
- CHROs, HR Heads, HR/ Personnel Officers and HR Business Partners
- Heads of Vigilance, Legal, Compliance and CSR functions

Nomination & Registration

Organisations are requested to kindly nominate suitable officers connected with ICC functioning, HR, Vigilance, Administration, Legal or Compliance functions to ensure meaningful institutional impact and strengthened POSH compliance capability.

We would be honoured to have participation from your esteemed organisation in this important capacity-building and workplace governance initiative.

With regards,



Hari Krishan

Former Civil Servant (1995 Batch)

Founder & Programme Director

Life Transformation Academy

+91-8368480712, 9717636975 · hari Krishan@lifetransformationacademy.co.in

www.lifetransformationacademy.co.in

Inviting Nominations for 5 day in-service residential Capacity Building Programme on 'Perspectives on Urban Finance' at IIHS Bangalore City Campus from 7th to 11th September 2026 under the aegis of DoPT

secy-
par-
bih

< secy-par-bih@nic.in >

Email

JS (18)

< harish.g@iihs.ac.in >

Thu, 13 Aug 2026 2:30:49 PM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Cc "Subham Muthu Kumar"<subhamuthu.kumar@iihs.ac.in>,"Ayesha Khanam S"<ayeesha.khanam@iihs.ac.in>,"IIHS CD"<cd@iihs.ac.in>

Tags ■ Not in Contacts

To, 14 AUG 2026

Md. Sohail, I.A.S.
Secretary
General Administration Department
0672-2912079
secy-par-bih@nic.in
Government of Bihar

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS - iihs.co.in)

We are pleased to inform you about the upcoming second iteration of the One-Week In-Service Residential Training Programme on 'Perspectives on Urban Finance', scheduled from 7th to 11th September 2026 at the IIHS Bengaluru Campus, Sadashivanagar, Bangalore. This executive learning programme is being offered as part of the Department of Personnel and Training (DoPT) calendar of programmes for in-service training for government officers. The previous edition brought together All India Service officers from across the country, representing diverse portfolios and areas of work. The programme provided a platform for participants to explore key aspects of urban finance and service delivery, with discussions focusing on strengthening the financial and institutional performance of cities.

This year's programme will enable officers to develop a stronger understanding of key aspects of urban finance, emerging financial instruments and approaches to strengthening municipal resources, as well as practical approaches to addressing urban challenges and improving service delivery. The programme will include case studies, panel discussion, and simulation exercises, enabling officers to apply these concepts to real-world challenges and potential solutions.

This programme is eligible to the officers of All India Service (IAS, IPS & IFoS), Officers working under the Central Staffing Scheme, Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographer Service (CSSS) (Officers of the level of DS/Sr. PPS and above and Lateral entrants (Deputy Secretary/Director level).

The programme fee will be reimbursed to IIHS directly by the Department of Personnel and Training. DoPT shall only provide the course fee, boarding & lodging charges for 5 days. If any participant stays beyond 5 days, the accommodation or any other charges shall have to be borne by the respective participant. (letter F. No. T-22012/15/2025-IST/IIPA - 16th April 2026)

We kindly request your nomination to be submitted on or before 1st September 2026, as per the DoPT guidelines. Your thoughtful nominations will help us build a cohort enriched with diverse experience, fostering deeper peer learning and collaborative exchange. The registration/nomination procedure is available at the [DoPT Website](https://e-hrms.gov.in/login)

And the Registration link is (<https://e-hrms.gov.in/login>), for your reference.

For further clarifications, please get in touch with Ms. Ayesha Khanam, Course Coordinator
Basavaraj H, Logistics coordinator: Mobile: +91 9611911169 | Email: cd@iihs.ac.in

Enclosures:

Invitation Letter from IIHS
Programme Brochure
DoPT Programme confirmation circular

श्री विद्याल
तकीता
18.8.2026

बिहार सरकार
सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या....25.1.68
दिनांक.....13.8.26...

4415/Sec-18
19.8.2026

BS

8/13/26, 3:59 PM Inviting Nominations for 5 day in-service residential Capacity Building Programme on 'Perspectives on Urban Finance' at IIHS Bang...
Thanks & regards,

3 Attachment(s)

IIHS-DoPT_Nomination Reque...	DoPT_IIHS_Brochure_2026-2...	IST circular 24.04.2026.pdf
185.2 KB	970.3 KB	1.5 MB

IIHS/BLR/2026-27/CD/DoPT/BH/003

13 August 2026
Bengaluru

Md. Sohail, I.A.S.
Secretary
General Administration Department
0612-2910079
secy-par-bih@nic.in
Government of Bihar

Subject: Request for Nominations – One-Week In-Service Residential Training Programme on 'Perspectives on Urban Finance' at IIHS, Bengaluru (7-11 September 2026), under the aegis of DoPT, GoI

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS – www.iihs.co.in).

IIHS is a national education institution committed to the equitable, sustainable, and efficient transformation of India's settlements. It seeks to establish a globally benchmarked Institution of Eminence focused on addressing the opportunities and challenges of India's urban transition. IIHS is a recognised capacity-building partner with the Ministry of Housing and Urban Affairs (MoHUA), Ministry of Jal Shakti (MoJS), and Ministry of Road Transport and Highways (MoRTH). It has also been supporting training programmes at the Lal Bahadur Shastri National Academy of Administration (LBSNAA) since 2015 and has successfully delivered five DoPT-sponsored in-service programmes to date. IIHS is internationally reputed for the quality of its teaching and learning and has trained more than 19,000 learners from the government, public and private sectors, and academia through its capacity building function.

We are pleased to inform you about the upcoming second iteration of the **One-Week In-Service Residential Training Programme on 'Perspectives on Urban Finance'**, scheduled from **7th to 11th September 2026** at the **IIHS Bengaluru Campus**. This executive learning programme is being offered as part of the Department of Personnel and Training (DoPT) calendar of programmes for in-service training for government officers. The previous edition brought together All India Service officers from across the country, representing diverse portfolios and areas of work. The programme provided a platform for participants to explore key aspects of urban finance and service delivery, with discussions focusing on strengthening the financial and institutional performance of cities.

REGISTERED OFFICE:

IIHS Bangalore City Campus: No. 197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080, India | T +91 80 6760 6666 | F+91 80 2361 6814

IIHS Chennai: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017, India | T +91 44 6630 5500/6555 6590

IIHS Delhi: 803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi 110 001, India | T +91 11 4688 2200 | F +91 11 2332 0477

IIHS Mumbai: Flat No.2, Purnima Building, Patel Compound, 20-C, L J Marg (Napean Sea Road), Mumbai 400 006, India | T +91 22 6525 3874
info@iihs.co.in | CIN: U74990KA2008NPL078948

This year's programme will enable officers to develop a stronger understanding of key aspects of urban finance, emerging financial instruments and approaches to strengthening municipal resources, as well as practical approaches to addressing urban challenges and improving service delivery. The programme will include case studies, panel discussion, and simulation exercises, enabling officers to apply these concepts to real-world challenges and potential solutions.

This programme is eligible to the officers of **All India Service (IAS, IPS & IFoS), Officers working under the Central Staffing Scheme, Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographer Service (CSSS) (Officers of the level of DS/Sr. PPS and above and Lateral entrants (Deputy Secretary/Director level).**

The programme fee will be reimbursed to IIHS directly by the Department of Personnel and Training. DoPT shall only provide the course fee, boarding & lodging charges for 5 days. If any participant stays beyond 5 days, the accommodation or any other charges shall have to be borne by the respective participant. (letter F. No. T-22012/15/2025-IST/IIPA - 16th April 2026)

We kindly request your nomination to be submitted **on or before 1st September 2026**, as per the DoPT guidelines. The registration/nomination procedure is available at the [DoPT Website](#)

And the Registration Link: <https://e-hrms.gov.in/login>) for your reference.

For any clarifications or assistance, please feel free to contact

- Ms. S Ayesha Khanam, Course Coordinator
- Mr. Basavaraj H & Ms. Bhavya, Logistics Coordinator

✉ upp@iihs.ac.in ☎ +91 96119 11169

We appreciate your participation in this programme.

With best wishes,



Amit Mohapatra
Head - Capacity Development, IIHS

Enclosed:

1. Programme Brochure
2. DoPT programme circular

REGISTERED OFFICE:

IIHS Bangalore City Campus: No. 197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080, India | T +91 80 6760 6666 | F +91 80 2361 6814

IIHS Chennai: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017, India | T +91 44 6630 5500/6555 6590

IIHS Delhi: 803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi 110 001, India | T +91 11 4688 2200 | F +91 11 2332 0477

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info@iihs.co.in | CIN: U74990KA2008NPLO78948

(62)

T-22012/15/2025-IST/IIPA
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel and Training
(Training Division)

Block-4, Old JNU Campus
New Mehrauli Road, New Delhi-67
Dated: April 24th 2026

To,

All Institutes as per the list attached.

**Subject: One-Week In-service Training Programme (Offline) during the year 2026-27 -
Communication of work order - Reg.,**

Madam/Sir,

I am directed to refer to this Department's OM of even number dated April 16, 2026 (copy enclosed) on the subject cited above and to convey that it has been decided to conduct the One-Week In-Service Training Programme through your institute, as per the schedule indicated in the enclosed calendar (Annexure-I).

2. The training programmes shall be conducted as per the rates specified in the calendar (Annexure-I) for the respective courses.
3. Letters have been issued to Secretaries of all Ministries/Departments of the Government of India, Chief Secretaries of all State Governments/UTs, and Cadre Controlling Authorities inviting nominations. A circular has also been uploaded on Training Division, DoPT (<https://dopttrg.nic.in>) & DoPT (<https://dopt.gov.in>) websites for wider dissemination among officers.
4. The concerned training institute shall arrange accommodation only for duration of course (i.e. 5 day). In case any officer extends their stay beyond the prescribed duration, the additional expenditure shall be borne by the officer concerned, who may claim TA/DA from their respective Ministry/Department/State Government/Cadre Controlling Authority, subject to admissibility. Institutes are, therefore, requested to collect payment for such additional stay directly from the concerned officers.
5. It may be noted that DoPT shall pay the course fee in respect of those eligible officers who are nominated by DoPT only. No advance payment of course fee will be made by DoPT. Institutes are requested not to seek payment for hotel cancellations or other charges arising due to last-minute dropouts of participants.

6. The Institute may also invite officers who do not meet the standard eligibility criteria but for whom the training is considered relevant. In such cases, the cost of participation, as per DoPT-approved rates, shall be borne by the officer concerned or by their Organization, Ministry, Department, or Sponsoring authority.

7. The responsibility for payment of course fee, including boarding and lodging charges plus taxes, shall be as follows:

S.No.	Service	Payment will be made by
1.	AIS (IAS, IPS and IFoS)	DoPT
2.	Group A Officers working under the Central Staffing Scheme in the Government of India	DoPT
3.	Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS) (of the level of DS/Sr. PPS and above)	DoPT
4.	Lateral entrants at the level of Deputy Secretary/ Director/ Joint Secretary	DoPT
5.	Organized Group 'A' Civil Services officers those who are posted in Cadre (Sr. No. 6 to 25 at Annexure-III of OM dated April 16 th , 2026)	Cadre Controlling Authority
6.	Organized Group 'A' Civil services officers who are posted/deputed /working under State Government (Sr. No. 6 to 25 at Annexure-III of OM dated April 16 th , 2026).	State Government
7.	Organized Group 'A' Civil services officers who are posted/deputed /working under Central Government (non-Central Staffing Scheme post) (Sr. No. 6 to 25 at Annexure-III of OM dated April 16 th , 2026).	Concerned Central Ministry/ Department

8. In respect of officers whose course fee will not be borne by DoPT, the institutes may obtain the necessary billing details from the concerned officers/organizations in advance in order to facilitate timely generation of invoices and settlement of course fees with the respective Cadre Controlling Authority/Department/Ministry/State Government.

9. Any decision regarding postponement or cancellation of programmes due to exigencies shall be taken by DoPT in consultation with the concerned institute. Institutes are requested to seek prior confirmation from DoPT before communicating such changes to participants.

10. Training institutes are requested to undertake proactive outreach and publicity to ensure adequate participation and completion of the minimum cohort size. However, DoPT does not guarantee a minimum number of participants. The list of the nominated officers shall be provided to your institute in due course of time. Training institutes are encouraged to form mixed cohorts from non-government background including PSUs for whom the training programme may be relevant.

11. Training institutes are requested to provide necessary convenience including transportation from/to the nearest airport, railway station wherever possible. Further, special assistance if any requested by differently-abled officers may be considered wherever feasible.

12. Training institutes shall provide dedicated nodal officers who shall be continuously available for coordination with the nominated officers. Necessary information about the course, tour programme of the nominated officers, details of the training venue, accommodation/transport details shall be coordinated smoothly with the nominated officers. Changes, if any, in the nodal officer nominations shall be immediately communicated to all nominated officers under intimation to this Department.

13. For any clarification, you may contact Ms. Vipra Meena, Section Officer (IST/IIPA), DoPT (Phone: 011-26706347, Email: vipra.meena88@nic.in).

Yours faithfully,


(Vipra Meena)
Section Officer

Telephone: 011- 26706347

Annexure-I**IST Training Calendar for the year 2026-27**

S.No.	Institute	Program offered	Dates	Course fee (per day per participant excluding taxes)
1.	IIT Delhi, Delhi	Digital Governance & Emerging Technologies	May 4 to May 8, 2026	Rs. 19000/-
2.	IIM Vishakhapatnam, Vishakhapatnam	Monitoring and Evaluation for Outcome-Oriented Governance: Leveraging AI, MIS, and DGQI to Improve Public Sector Performance	June 8 to June 12, 2026	Rs. 19000/-
3.	National Law University, Delhi	Legislative Drafting	June 8 to June 12, 2026	Rs. 19000/-
4.	IIM Lucknow, Lucknow	Infrastructure Financing/ Project Finance & PPPs	July 13 to July 17, 2026	Rs. 19000/-
5.	IIT Bombay, Mumbai	Data Driven Decision Making	July 27 to July 31, 2026	Rs. 19000/-
6.	IIM Kozikode, Kozikode	Public Financial Management	August 10 to August 14, 2026	Rs. 19000/-
7.	IMG Thiruvannathapuram	Gender Empowerment	August 10 to August 14, 2026	Rs. 7400/-
8.	Indian School of Business, Mohali	Understanding Human Dimensions of Climate Change: Impact, Adaptation and Mitigation	August 17 to August 21, 2026	Rs. 15000/-
9.	IIM Kozikode, Kozikode	Financial Market Regulations	August 31 to September 4, 2026	Rs. 19000/-
10.	Indian Institute of Human Settlements (IIHS), Bengaluru	Perspectives on Urban Finance	September 7 to September 11, 2026	Rs. 13000/-
11.	IIM Jammu, Jammu	Project Management & Analysis	September 7 to September 11, 2026	Rs.13,000/-
12.	National Law University, Jodhpur	Corporate Governance, Accountability & Ethical Oversight for Public Administration	September 21 to September 25, 2026	Rs. 19000/-

13.	iCED, Jaipur (CTI)	Environment policy & Sustainable development, Environment, Social & Governance (ESG) frameworks, Environmental Impact Assessment and Climate Change (preparedness)	October 12 to October 16, 2026	Rs. 7400/-
14.	IIM Mumbai, Mumbai	Artificial Intelligence & Machine Learning in Governance	November 16 to November 20, 2026	Rs. 19000/-
15.	National Academy of Direct Taxes, Nagpur	Dealing with Financial Crimes	December 7 to December 11, 2026	Rs. 7400/-
16.	OP Jindal, Shimla	Arbitration and Alternative Dispute Resolution (ADR)	December 14 to December 18, 2026	Rs. 13000/-
17.	IIM Mumbai, Mumbai	Transport, Logistics & Multimodal Integration	January 4 to January 8, 2027	Rs. 19000/-
18.	ICCG, Panchgani	Ethics in Public Service	February 22 to February 26, 2027	Rs. 10800/-

(5)

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Perspectives on Urban Finance

7 – 11 September 2026 | IIHS Sadashivanagar, Bengaluru

Conducted under the aegis of the Department of Personnel and Training (DoPT)

Background

India's urban transition presents significant opportunities as well as complex governance and financing challenges. Cities are expected to deliver high-quality infrastructure, improve service delivery, strengthen climate resilience, and attract investment while operating within evolving fiscal and institutional frameworks. This programme provides senior public officials with an opportunity to understand emerging approaches to municipal finance, explore innovative financing mechanisms, and learn from contemporary policy and practice to support informed decision-making for sustainable urban development.

Programme Description

India's urban transition is reshaping the country's development trajectory. Urban areas currently contribute nearly **two-thirds of India's GDP** and are projected to account for **almost 75% by 2030**, while the urban population is expected to exceed **600 million** over the next decade.¹ As cities expand, Urban Local Bodies (ULBs) are expected to deliver quality infrastructure and public services, strengthen climate resilience, and improve liveability. Meeting these expectations requires municipal institutions to move beyond conventional budgeting towards stronger financial management, diversified revenue sources, and innovative approaches to financing urban infrastructure.

Against this backdrop, **Perspectives on Urban Finance** is an intensive five-day residential programme developed at IIHS- Capacity Development for serving senior officers from the administrative services like IAS, IPS, IFS, and other public services engaged in urban governance, planning, infrastructure, and public finance. The programme provides a practical understanding of the institutional, fiscal, and financial architecture that underpin urban development in India, while examining the policy reforms and financing mechanisms shaping the future of cities. Through expert led sessions, case studies, exposure visits and interactive discussions the participants will gain insight in understanding and addressing financial and governance issues facing the rapidly urbanizing cities.

The programme will draw upon on IIHS' research outcomes, policy engagement with ministries, and implementation experiences, examining both established and emerging dimensions of urban finance. Participants will explore municipal fiscal systems, revenue mobilisation, expenditure management, fiscal decentralisation, project-based financial appraisal, municipal borrowing, and market-based financing instruments. The curriculum incorporates recent policy initiatives, including the **Urban Challenge Fund (UCF)**, which seeks to incentivise reform-oriented and investment-ready cities, alongside emerging areas such as climate finance, blended finance, digital public financial management systems, and data-driven approaches to financial planning and governance.

¹ The Idea behind the buzz of Indian #SmartCity. (2017). Mygovindia. <https://blog.mygov.in/editorial/the-idea-behind-the-buzz-of-indian-smartcity/>

The programme covers a range of contemporary themes in urban finance, including:



Municipal finance and fiscal decentralisation



Investment planning and credit enhancement as proposed under Urban Challenge Fund



Market-oriented financing mechanisms and innovative financing



Public-Private Partnerships (PPPs) and blended finance approaches



Climate and sustainable urban finance



Digital public financial management systems, fiscal transparency, and data-driven governance

The IIHS Knowledge Research has focused on advancing the understanding of municipal finance and its significance. Over the long term, it has examined how municipal finance interventions function at the city level and their role in promoting urban sustainability. The reports can be accessed through the following link.

<https://iihs.co.in/knowledge-gateway/indian-municipal-finance-2022>

<https://iihs.co.in/knowledge-gateway/indian-municipal-finance-2023>

Learning Objectives

The programme is designed to enable participants to:

- Understand the evolution of urban finance in India and the institutional framework governing municipal finance.
- Examine the key components of municipal fiscal systems, including own-source revenues, intergovernmental fiscal transfers, and expenditure management.
- Explore strategies to strengthen municipal financial sustainability through reforms, digitalisation, and improved financial governance.
- Understand project-based financial appraisal and investment planning for urban infrastructure projects.
- Gain exposure to municipal bonds, pooled financing, Public-Private Partnerships (PPPs), blended finance, climate finance, and other emerging financing instruments.
- Understand emerging financing mechanisms, including the Urban Challenge Fund, climate finance, resilience financing, and carbon markets.
- Learn from practice-based case studies, to understand how financing, planning, and technology converge in urban development.
- Strengthen the ability to integrate financial planning with climate resilience, infrastructure development, and sustainable urban growth.
- Exchange experiences and insights with senior practitioners, policymakers, and experts through case discussions, field visits, and peer learning.

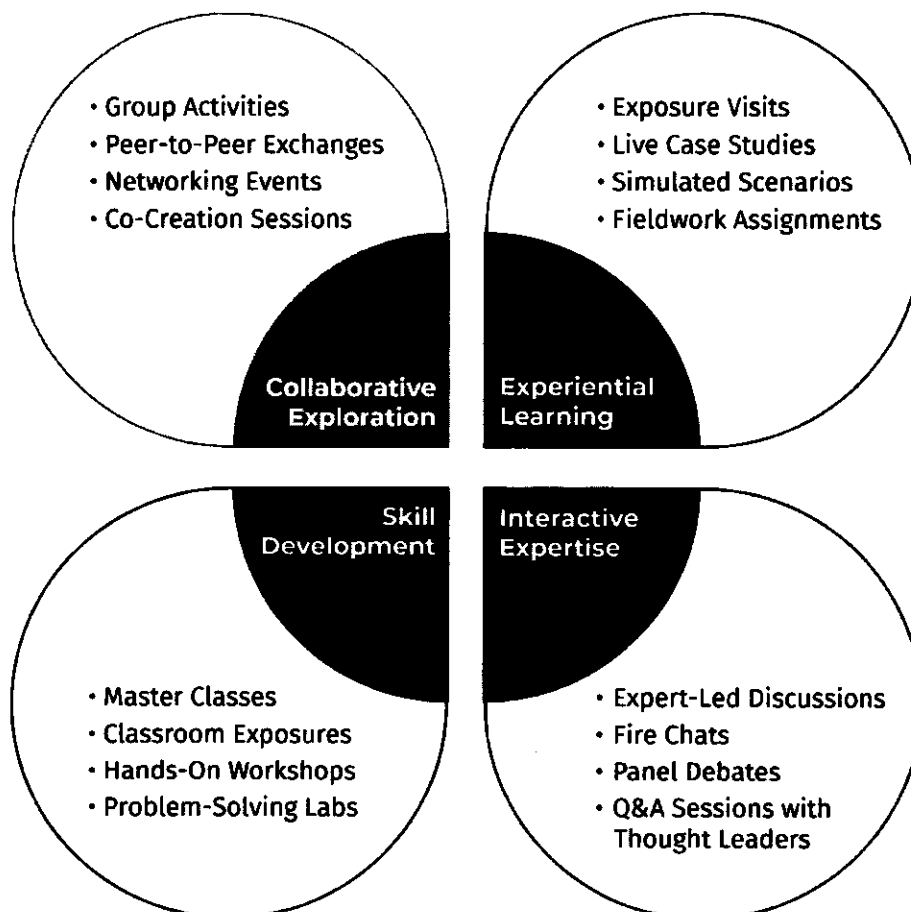
Programme Design and Pedagogy

The training programme will run for five days. A range of pedagogical approaches will be used to enable better understanding and learning.

Interactive Lectures: Participants will engage with IHS faculty and experts in interactive lectures that aid in perspective setting, experience sharing, and peer learning.

Case Studies/ Field Visits: Case-based and site-based learning are central to IHS' pedagogy, enabling working backwards from real challenges at the workplace.

Masterclasses: Participants will have the opportunity to meet thought-leaders and practitioners, to learn about their work, and the challenges they face, in different disciplines and domains of urban practice.





Programme Content and Schedule

Session	Topic Name	Description
Day 1: Urban Finance in Transition - Three Decades of Evolution		
10:00 – 10:15	Welcome & Programme Overview	
10:15 – 11:00	Keynote Address	
11:00 – 11:15	Break	
11:15 – 12:00	Urban India: Trends, Transitions & Global Parallels	Tracing India's urbanisation journey by examining its key trends, structural transitions, and spatial dynamics, while positioning these developments within a comparative global urban context.
12:00 – 13:00	Demystifying Urban Finance: Foundations and Flows	Urban financial architecture: Aligning demand, resources, and institutional capacity.
13:00 – 14:00	Lunch	
14:00 – 15:00	Urban Challenge Fund: Leveraging Competitive Financing for Urban Transformation	Designing Performance-Based Financing Frameworks for Urban Innovation.
15:00 – 15:15	Break	
15:15 – 16:15	The 16th Finance Commission and the Future of Urban Fiscal Federalism	Linking Performance, Reforms, and Grants in Urban Financing Frameworks
Day 2: Municipal Revenue Mobilisation and Land-Based Financing		
10:00 – 11:00	Where Cities Stand: The Institutional Reality of Municipal Finance	Current revenue patterns, debt pressures, and strategic reform priorities.
11:00 – 11:15	Break	
11:15 – 12:15	Reforming Property Tax: Status, Challenges and Strategies. Case Insight: Leading Property Tax Reforms	Draws practical lessons from leading reform cases to enhance revenue mobilisation and compliance.

12:15 – 13:00	Unlocking Non-Tax Revenues through Land Value Capture: Betterment Levies, Development Charges, Impact Fees, TOD& Case Studies	Transit-Oriented Development (TOD) and Land-Based Financing: Case Studies and Lessons
13:00 – 14:00	Lunch	
14:00 – 15:30	Panel Discussion: From Creditworthiness to Capital Markets: A Multi-Stakeholder Dialogue on Market-Based Financing for Urban Development	Focuses on practical experiences, challenges, and solutions in unlocking market-based financing for urban development.
15:30 – 15:45	Break	
15:45 – 17:00	PPP models in Urban Projects	Nuances of risk allocation, contract design and financing in PPP projects.
Day 3: Digitalization, Governance, and Municipal Finance		
10:00 – 11:00	Building High-Performing Municipal Finance Systems: Governance, Institutions and Reform Pathways	Actionable strategies to enhance revenue, financial management, and fiscal sustainability in ULBs.
11:00 – 11:15	Break	
11:15 – 12:15	Urban Finance Simulation exercise	Experiential Learning for City-Level Financial Management
12:15 – 13:00	Digital Municipal Accounting Systems, Financial Analytics and Digital Twin Case Studies	Showcases digital twin case studies to enable data-driven planning, forecasting, and resource optimisation.
13:00 – 14:00	Lunch	
14:00 – 17:00	Field Visit: Karnataka Municipal Data Management Society	Provides hands-on insights into data-driven governance, analytics platforms, and their role in strengthening urban finance.

Day 4: Infrastructure Finance and Practice-Based Learning

9:00 – 13:00	Field Visit: Unduwadi Bulk Water Supply Scheme (Design, Implementation, Monitoring & Financing)	Offers practical insights into project execution, service delivery models, and sustainable financing of urban infrastructure.
13:00 – 14:00	Lunch	
14:00 – 20:00	Field Visit: Heritage and Tourism Finance – Mysuru Palace	Tourism-led financing and conservation models.

Day 5: Climate and Resilience Finance for Future-Ready Cities

10:00 – 11:30	Panel Discussion: Discussion Financing Climate-Resilient Cities – Mobilising Climate, Disaster and Carbon Finance	Examines strategies to finance climate-resilient cities by mobilising climate, disaster risk, and carbon finance.
11:30 – 11:45	Break	
11:45 – 12:45	Participants reflections and presentations	
12:45 – 13:15	Programme Conclusion, Feedback and Certificate Distribution	
13:15 – 14:15	Lunch	

***Note:** The schedule is indicative and subject to change for improving the programme experience. Sessions will be led by accomplished professionals from government, industry, public agencies, and policy research organisations

Participant Testimonials

"Sessions on financing urban infrastructure and strategy labs were impactful.."

Harendra Narayan | Commissioner | Municipal Corporation | Gov. of Madhya Pradesh

"The sessions on municipal finance and project selection were particularly insightful, enhancing my understanding of financial planning and investment prioritisation in urban projects."

Sachin Kumar | District Development Officer | Department of Panchayat & Rural Development | Gov. of Gujarat

"Theory sessions were well integrated with practical exercises. PPP project sessions were highly useful. Team exercises enhanced learning."

Dinesh Kadam | Vice President | NaBFID | Ministry of Finance | Gov. of India

Image 1: DoPT 2025: Perspectives on Urban Finance



{ “The programme offered valuable insights into urban finance and governance. The discussions on the global bond market and the role of e-governance in strengthening financial systems were particularly useful and informative. The programme was well organized.”

Sumit Kumar Rajak | Senior Manager | Credit Guarantee Scheme (GoI) | HUDCO, Delhi

{ “It was an excellent experience overall. Not many such trainings are available in urban governance. Definitely, it is going to be very helpful for officers interested in the urban sector. Logistics and accommodation were really pleasant.”

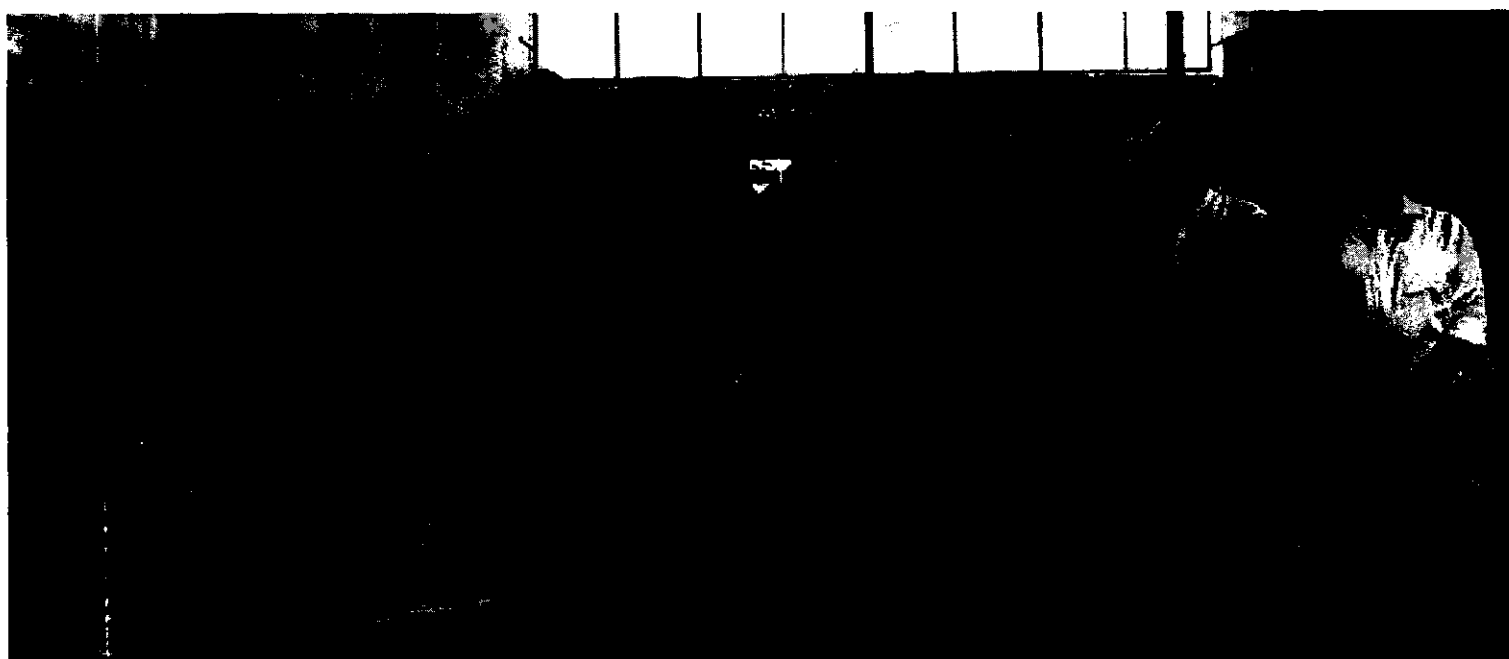
A Sivagnanam | CEO, CMDA | Housing Urban Department | Gov. of Tamil Nadu

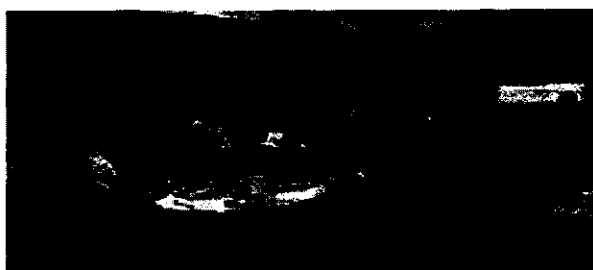
{ “It was an immensely enriching experience, especially for its focus on Digital Governance and its role in addressing contemporary urban development challenges. Given its relevance, I’ve recommended nominating officials and corporators for similar capacity-building efforts.”

Himanshu Sharma | Private Secretary | MOPPGP | Gov. of Delhi

Note: The above testimonials are from participants from various programmes conducted for the DoPT between 2017 and 2025.

Image 2: DoPT 2024: Negotiations in Public Placemaking: Emerging Opportunities in Urban Leadership





Facilities

- 21,000 sq. ft. space
- State-of-the-art Conference Room
- Training and Meeting Rooms
- Exhibition Hall
- Cafeteria
- Catering Service
- Electronic Whiteboards and HD Projection Facilities in All Spaces
- Design, Media and Communication services



Technology

- HD projection and live streaming (one-camera or two-camera setup)
- HD video recording (one-two camera setup, recorded digitally or on tape)
- Video editing
- 25 Mbps dedicated bandwidth
- Wi-Fi enabled spaces



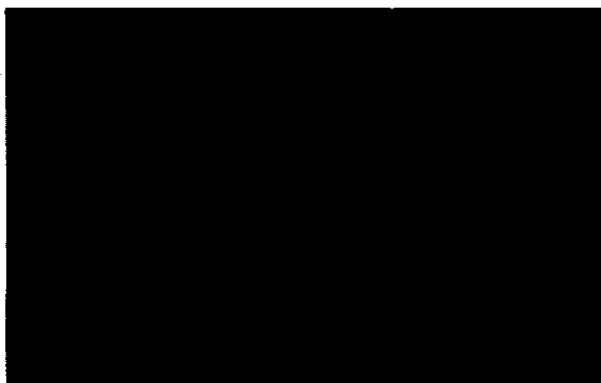
Accessibility

- Situated at a prime location in Bengaluru
- 30 minutes from Bengaluru International Airport
- 15 minutes from the city railway station and bus stand
- Close proximity to government offices and some of the best hotels in the city





Logistics for the Programme



Course Date

7 – 11 September 2026

Target Participants: Officers of All India Service (IAS, IPS & IFS), Group A Officers working under the Central Staffing Scheme, Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographer Service (CSSS) (Officers of the level of DS/ Sr PPS and above) and Lateral entrants (Deputy Secretary/Director/Joint Secretary).

Course Fee: The course fee will be reimbursed by the Department of Personnel & Training (DoPT), Government of India.

Accommodation: Holiday Inn Bengaluru Racecourse

Address: #16/1, Sheshadri Road, Gandhinagar, Ward No. 94, Bengaluru – 560009.

T: 080-46205900

Check in: 6 September, 2:00 PM onwards | Check out: 11 September, 9:00 AM

IIHS will arrange ground transport from Bangalore Airport to Holiday Inn Bengaluru Racecourse.

Shuttle services will be arranged on all training days.

Contact Information

Subha Muthu Kumar

Course Director, Capacity Development, IIHS

E: subhamuthu.kumar@iihs.ac.in

S Ayesha Khanam

Course Coordinator, Capacity Development

E: ayesha.khanam@iihs.ac.in

Basavaraj H and Bhavya Devaraj

Logistics Coordinators, Capacity Development

E: basavaraj.hulagannavar@iihs.ac.in | bhavya.devaraj@iihs.ac.in

M: +91 96119 11169



About IIHS

Established in 2008, the Indian Institute for Human Settlements (IIHS) is a national knowledge institution committed to the equitable, sustainable, and efficient transformation of Indian settlements, delivered through cutting edge research, practice, capacity development, and digital blended learning.



IIHS, SADASHIVANAGAR, BENGALURU

197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 050, India | T +91 80 6760 6666

IIHS, DELHI

Prins Platinum, 3rd Floor, Wing B, Saket District Centre, New Delhi 110 017, India | T +91 11 4360 2798

IIHS, MUMBAI

Flat No. 2, Purnima Building, Patei Compound, 20 C, Napean Sea Road, Mumbai 400 006, India | T +91 22 6525 3874

IIHS, CHENNAI

Floor 7A, Chaitanya Exotica, 24/51 Venkatarayana Road, T Nagar, Chennai 600 017, India | T +91 44 6630 5500

www.iihs.co.in

Inviting Nominations for 5 day in-service residential Capacity Building Programme on 'Perspectives on Urban Finance' at IIHS Bangalore City Campus from 7th to 11th September 2026 under the aegis of DoPT

secy-
par-
bih < secy-par-bih@nic.in >

IS (18)

E-MAIL

cd@iihs.ac.in >

Mon, 10 Aug 2026 11:19:43 AM +0530

To "secy-par-bih"<secy-par-bih@nic.in>

Cc "Subha Muthu Kumar"<subhamuthu.kumar@iihs.ac.in>

Tags Not in Contacts

To,

Dr. B. Rajender, IAS
Additional Chief Secretary
General Administration Department (GAD)
0612-2216784
secy-par-bih@nic.in
Government of Bihar

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS - iihs.ac.in).

We are pleased to share the letter of invitation for nominations of a 5-day In Service Residential Training Programme on 'Perspectives on Urban Finance' scheduled from 7th to 11th September 2026 at IIHS Sadashivanagar, Bangalore.

The programme is conducted under the aegis of the Department of Personnel and Training and specially curated for AIS (IAS, IPS & IFoS) Officers, Officer from such organised Group A Central Civil Services specified in the OM ibid and Officers working under the Central Staffing Scheme, Central Secretariat Service (CSS) and Central Secretariat Stenographer Service (CSSS) Officers.

We kindly invite you to nominate a few officers who would most benefit from the key insights and learnings offered through this programme. Your thoughtful nominations will help us build a cohort enriched with diverse experience, fostering deeper peer learning and collaborative exchange.

Eligible and interested officers will have to register their participation on the e- HRMS 2.0 website (<https://e-hrms.gov.in/login>), as per DoPT norms latest, by 1st September, 2026.

The cover letter, programme details and the DoPT letter are enclosed for your reference.

The course fee, accommodation and meal charges will be reimbursed to IIHS by DoPT.
For further clarifications, please get in touch with Ms. Ayesha Khanam, Course Coordinator
Basavaraj H, Logistics coordinator: Mobile: +91 9611911169 | Email: cd@iihs.ac.in

Enclosures:
Department Confirmation letter
Invitation Letter from IIHS
Programme Brochure

Thank you & with Regards,
Bhavya
Capacity Development
+91 9611911169

Indian Institute
for Human
Settlements

IIHS BANGALORE CITY CAMPUS :: 197/36, 2nd Main Road,
Sadashivanagar, Bangalore 560 080. India. T: +91 80 6760 6666 | F: +91 80
2361 6814

IIHS CHENNAI :: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road,
T Nagar, Chennai 600 017. India. T +91 44 6630 5500/6555 6590

43

8/10/26, 5:11 PM

Inviting Nominations for 5 day in-service residential Capacity Building Programme on 'Perspectives on Urban Finance' at IIHS Bang...

iihs.co.in



IIHS DELHI :: 803 Surya Kiran, 19 Kasturba Gandhi Marg, New Delhi 110
001. India. T: +91 11 4360 2798

IIHS MUMBAI :: Flat No.2, Purnima Building, Patel Compound, 20-C,
Napean Sea Road, Mumbai 400 006. India. T: +91 22 6525 3874

3 Attachment(s)

DoPT_IIHS_Brochure_2026-2...
970.3 KB

IST circular 24.04.2026.pdf
1.5 MB

IIHS-DoPT_Nomination Reque...
186.8 KB

IIHS/BLR/2026-27/CD/DoPT/Bihar/3369

06 August, 2026
Bengaluru

Dr. B. Rajender, IAS
Additional Chief Secretary
General Administration Department
(GAD)
0612-2216784
secy-par-bih@nic.in
Government of Bihar

Subject: Request for Nominations – One-Week In-Service Residential Training Programme on 'Perspectives on Urban Finance' at IIHS, Bengaluru (7–11 September 2026), under the aegis of DoPT, GoI

Dear Sir,

Greetings from the Indian Institute for Human Settlements (IIHS – www.iihs.co.in).

IIHS is a national education institution committed to the equitable, sustainable, and efficient transformation of India's settlements. It seeks to establish a globally benchmarked Institution of Eminence focused on addressing the opportunities and challenges of India's urban transition. IIHS is a recognised capacity-building partner with the Ministry of Housing and Urban Affairs (MoHUA), Ministry of Jal Shakti (MoJS), and Ministry of Road Transport and Highways (MoRTH). It has also been supporting training programmes at the Lal Bahadur Shastri National Academy of Administration (LBSNAA) since 2015 and has successfully delivered five DoPT-sponsored in-service programmes to date. IIHS is internationally reputed for the quality of its teaching and learning and has trained more than 19,000 learners from the government, public and private sectors, and academia through its capacity building function.

We are pleased to inform you about the upcoming **One-Week In-Service Residential Training Programme on 'Perspectives on Urban Finance'**, scheduled from **7th to 11th September 2026** at the **IIHS Bengaluru Campus**. This executive learning programme is being offered as part of the Department of Personnel and Training's (DoPT) calendar of in-service training for officers.

This programme is eligible to the officers of **All India Service (IAS, IPS & IFoS), Officers working under the Central Staffing Scheme, Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographer Service (CSSS) (Officers of the level of DS/Sr. PPS and above and Lateral entrants (Deputy Secretary/Director level).**

The programme fee will be reimbursed to IIHS directly by the Department of Personnel and Training. DoPT shall only provide the course fee, boarding & lodging charges for 5 days. If any participant stays beyond 5 days, the accommodation or any other charges shall have to be borne by the respective participant. (letter F. No. T-22012/15/2025-IST/IIPA – 16th April 2026)

We kindly request your nomination to be submitted **on or before 1st September 2026**, as per the DoPT guidelines. The registration/nomination procedure is available at the [DoPT Website](#)

REGISTERED OFFICE:

IIHS Bangalore City Campus: No. 197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080, India | T +91 80 6760 6666 | F +91 80 2361 6814

IIHS Chennai: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017, India | T +91 44 6630 5500/6555 6590

IIHS Delhi: 803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi 110 001, India | T +91 11 4688 2200 | F +91 11 2332 0477

IIHS Mumbai: Flat No.2, Purnima Building, Patel Compound, 20-C, L J Marg (Napean Sea Road), Mumbai 400 006, India | T +91 22 6525 3874
info@iihs.co.in | CIN: U74990KA2008NPL078948



INDIAN INSTITUTE FOR
HUMAN SETTLEMENTS

www.iihs.co.in

And the Registration Link: <https://e-hrms.gov.in/login> for your reference.

For any clarifications or assistance, please feel free to contact

- Ms.S Ayesha Khanam, Course Coordinator
- Mr.Basavaraj H & Ms. Bhavya , Logistics coordinator

✉ upp@iihs.ac.in ☎ +91 96119 11169

We appreciate your participation in this programme.

With best wishes,

Amit Mohapatra
Head - Capacity Development, IIHS

Enclosed: 1. Programme Brochure

REGISTERED OFFICE:

IIHS Bangalore City Campus: No. 197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080. India | T +91 80 6760 6666 | F+91 80 2361 6814

IIHS Chennai: Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017. India | T +91 44 6630 5500/6555 6590

IIHS Delhi: 803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi 110 001. India | T +91 11 4688 2200 | F +91 11 2332 0477

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info@iihs.co.in | CIN: U74990KA2008NPL078948

(40)

T-22012/15/2025-IST/IIPA
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel and Training
(Training Division)

Block-4, Old JNU Campus
New Mehrauli Road, New Delhi-67
Dated: April 24th 2026

To,

All Institutes as per the list attached.

**Subject: One-Week In-service Training Programme (Offline) during the year 2026-27 -
Communication of work order - Reg.,**

Madam/Sir,

I am directed to refer to this Department's OM of even number dated April 16, 2026 (copy enclosed) on the subject cited above and to convey that it has been decided to conduct the One-Week In-Service Training Programme through your institute, as per the schedule indicated in the enclosed calendar (Annexure-I).

2. The training programmes shall be conducted as per the rates specified in the calendar (Annexure-I) for the respective courses.
3. Letters have been issued to Secretaries of all Ministries/Departments of the Government of India, Chief Secretaries of all State Governments/UTs, and Cadre Controlling Authorities inviting nominations. A circular has also been uploaded on **Training Division, DoPT** (<https://dopttrg.nic.in>) & **DoPT** (<https://dopt.gov.in>) websites for wider dissemination among officers.
4. The concerned training institute shall arrange accommodation only for duration of course (i.e. 5 day). In case any officer extends their stay beyond the prescribed duration, the additional expenditure shall be borne by the officer concerned, who may claim TA/DA from their respective Ministry/Department/State Government/Cadre Controlling Authority, subject to admissibility. Institutes are, therefore, requested to collect payment for such additional stay directly from the concerned officers.
5. It may be noted that DoPT shall pay the course fee in respect of those eligible officers who are nominated by DoPT only. No advance payment of course fee will be made by DoPT. Institutes are requested not to seek payment for hotel cancellations or other charges arising due to last-minute dropouts of participants.

6. The Institute may also invite officers who do not meet the standard eligibility criteria but for whom the training is considered relevant. In such cases, the cost of participation, as per DoPT-approved rates, shall be borne by the officer concerned or by their Organization, Ministry, Department, or Sponsoring authority.

7. The responsibility for payment of course fee, including boarding and lodging charges plus taxes, shall be as follows:

S.No.	Service	Payment will be made by
1.	AIS (IAS, IPS and IFoS)	DoPT
2.	Group A Officers working under the Central Staffing Scheme in the Government of India	DoPT
3.	Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS) (of the level of DS/Sr. PPS and above)	DoPT
4.	Lateral entrants at the level of Deputy Secretary/ Director/ Joint Secretary	DoPT
5.	Organized Group 'A' Civil Services officers those who are posted in Cadre (Sr. No. 6 to 25 at Annexure-III of OM dated April 16 th , 2026)	Cadre Controlling Authority
6.	Organized Group 'A' Civil services officers who are posted/deputed /working under State Government (Sr. No. 6 to 25 at Annexure-III of OM dated April 16 th , 2026).	State Government
7.	Organized Group 'A' Civil services officers who are posted/deputed /working under Central Government (non-Central Staffing Scheme post) (Sr. No. 6 to 25 at Annexure-III of OM dated April 16 th , 2026).	Concerned Central Ministry/ Department

8. In respect of officers whose course fee will not be borne by DoPT, the institutes may obtain the necessary billing details from the concerned officers/organizations in advance in order to facilitate timely generation of invoices and settlement of course fees with the respective Cadre Controlling Authority/Department/Ministry/State Government.

9. Any decision regarding postponement or cancellation of programmes due to exigencies shall be taken by DoPT in consultation with the concerned institute. Institutes are requested to seek prior confirmation from DoPT before communicating such changes to participants.

10. Training institutes are requested to undertake proactive outreach and publicity to ensure adequate participation and completion of the minimum cohort size. However, DoPT does not guarantee a minimum number of participants. The list of the nominated officers shall be provided to your institute in due course of time. Training institutes are encouraged to form mixed cohorts from non-government background including PSUs for whom the training programme may be relevant.

11. Training institutes are requested to provide necessary convenience including transportation from/to the nearest airport, railway station wherever possible. Further, special assistance if any requested by differently-abled officers may be considered wherever feasible.

12. Training institutes shall provide dedicated nodal officers who shall be continuously available for coordination with the nominated officers. Necessary information about the course, tour programme of the nominated officers, details of the training venue, accommodation/transport details shall be coordinated smoothly with the nominated officers. Changes, if any, in the nodal officer nominations shall be immediately communicated to all nominated officers under intimation to this Department.

13. For any clarification, you may contact Ms. Vipra Meena, Section Officer (IST/IIPA), DoPT (Phone: 011-26706347, Email: vipra.meena88@nic.in).

Yours faithfully,


(Vipra Meena)
Section Officer

Telephone: 011- 26706347

Annexure-I**IST Training Calendar for the year 2026-27**

S.No.	Institute	Program offered	Dates	Course fee (per day per participant excluding taxes)
1.	IIT Delhi, Delhi	Digital Governance & Emerging Technologies	May 4 to May 8, 2026	Rs. 19000/-
2.	IIM Vishakhapatnam, Vishakhapatnam	Monitoring and Evaluation for Outcome-Oriented Governance: Leveraging AI, MIS, and DGQI to Improve Public Sector Performance	June 8 to June 12, 2026	Rs. 19000/-
3.	National Law University, Delhi	Legislative Drafting	June 8 to June 12, 2026	Rs. 19000/-
4.	IIM Lucknow, Lucknow	Infrastructure Financing/ Project Finance & PPPs	July 13 to July 17, 2026	Rs. 19000/-
5.	IIT Bombay, Mumbai	Data Driven Decision Making	July 27 to July 31, 2026	Rs. 19000/-
6.	IIM Kozikode, Kozikode	Public Financial Management	August 10 to August 14, 2026	Rs. 19000/-
7.	IMG Thiruvannathapuram	Gender Empowerment	August 10 to August 14, 2026	Rs. 7400/-
8.	Indian School of Business, Mohali	Understanding Human Dimensions of Climate Change: Impact, Adaptation and Mitigation	August 17 to August 21, 2026	Rs. 15000/-
9.	IIM Kozikode, Kozikode	Financial Market Regulations	August 31 to September 4, 2026	Rs. 19000/-
10.	Indian Institute of Human Settlements (IIHS), Bengaluru	Perspectives on Urban Finance	September 7 to September 11, 2026	Rs. 13000/-
11.	IIM Jammu, Jammu	Project Management & Analysis	September 7 to September 11, 2026	Rs.13,000/-
12.	National Law University, Jodhpur	Corporate Governance, Accountability & Ethical Oversight for Public Administration	September 21 to September 25, 2026	Rs. 19000/-

13.	iCED, Jaipur (CTI)	Environment policy & Sustainable development, Environment, Social & Governance (ESG) frameworks, Environmental Impact Assessment and Climate Change (preparedness)	October 12 to October 16, 2026	Rs. 7400/-
14.	IIM Mumbai, Mumbai	Artificial Intelligence & Machine Learning in Governance	November 16 to November 20, 2026	Rs. 19000/-
15.	National Academy of Direct Taxes, Nagpur	Dealing with Financial Crimes	December 7 to December 11, 2026	Rs. 7400/-
16.	OP Jindal, Shimla	Arbitration and Alternative Dispute Resolution (ADR)	December 14 to December 18, 2026	Rs. 13000/-
17.	IIM Mumbai, Mumbai	Transport, Logistics & Multimodal Integration	January 4 to January 8, 2027	Rs. 19000/-
18.	ICCG, Panchgani	Ethics in Public Service	February 22 to February 26, 2027	Rs. 10800/-

About IIHS

Established in 2008, the Indian Institute for Human Settlements (IIHS) is a national knowledge institution committed to the equitable, sustainable, and efficient transformation of Indian settlements, delivered through cutting-edge research, practice, capacity development, and digital blended learning.



IIHS, SADASHIVANAGAR, BENGALURU

197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080, India | T +91 80 6760 6666

IIHS, DELHI

Prius Platinum, 3rd Floor, Wing B, Saket District Centre, New Delhi 110 017, India | T +91 11 4360 2798

IIHS, MUMBAI

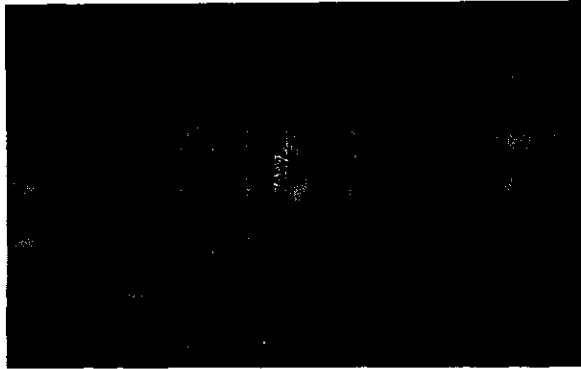
Flat No. 2, Purnima Building, Pateri Compound, 20-C, Napean Sea Road, Mumbai 400 006, India | T +91 22 6526 3374

IIHS, CHENNAI

Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar, Chennai 600 017, India | T +91 44 6630 5500

www.iihs.co.in

Logistics for the Programme



Course Date

7 – 11 September 2026

Target Participants: Officers of All India Service (IAS, IPS & IFS), Group A Officers working under the Central Staffing Scheme, Officers of Central Secretariat Service (CSS) and Central Secretariat Stenographer Service (CSSS) (Officers of the level of DS/ Sr PPS and above) and Lateral entrants (Deputy Secretary/Director/Joint Secretary).

Course Fee: The course fee will be reimbursed by the Department of Personnel & Training (DoPT), Government of India.

Accommodation: Holiday Inn Bengaluru Racecourse

Address: #16/1, Sheshadri Road, Gandhinagar, Ward No. 94, Bengaluru – 560009.

T: 080-46205900

Check in: 6 September, 2:00 PM onwards | Check out: 11 September, 9:00 AM

IIHS will arrange ground transport from Bangalore Airport to Holiday Inn Bengaluru Racecourse.

Shuttle services will be arranged on all training days.

Contact Information

Subha Muthu Kumar

Course Director, Capacity Development, IIHS

E: subhamuthu.kumar@iihs.ac.in

S Ayesha Khanam

Course Coordinator, Capacity Development

E: ayesha.khanam@iihs.ac.in

Basavaraj H and Bhavya Devaraj

Logistics Coordinators, Capacity Development

E: basavaraj.hulagannavar@iihs.ac.in | bhavya.devaraj@iihs.ac.in

M: +91 96119 11169



Facilities

- 21,000 sq. ft. space
- State-of-the-art Conference Room
- Training and Meeting Rooms
- Exhibition Hall
- Cafeteria
- Catering Service
- Electronic Whiteboards and HD Projection Facilities in All Spaces
- Design, Media and Communication services

Technology

- HD projection and live streaming (one-camera or two-camera setup)
- HD video recording (one-two camera setup, recorded digitally or on tape)
- Video editing
- 25 Mbps dedicated bandwidth
- Wi-Fi enabled spaces

Accessibility

- Situated at a prime location in Bengaluru
- 30 minutes from Bengaluru International Airport
- 15 minutes from the city railway station and bus stand
- Close proximity to government offices and some of the best hotels in the city

{ “The programme offered valuable insights into urban finance and governance. The discussions on the global bond market and the role of e-governance in strengthening financial systems were particularly useful and informative. The programme was well organized.”

Sumit Kumar Rajak | Senior Manager | Credit Guarantee Scheme (GoI) | HUDCO, Delhi

{ “It was an excellent experience overall. Not many such trainings are available in urban governance. Definitely, it is going to be very helpful for officers interested in the urban sector. Logistics and accommodation were really pleasant.”

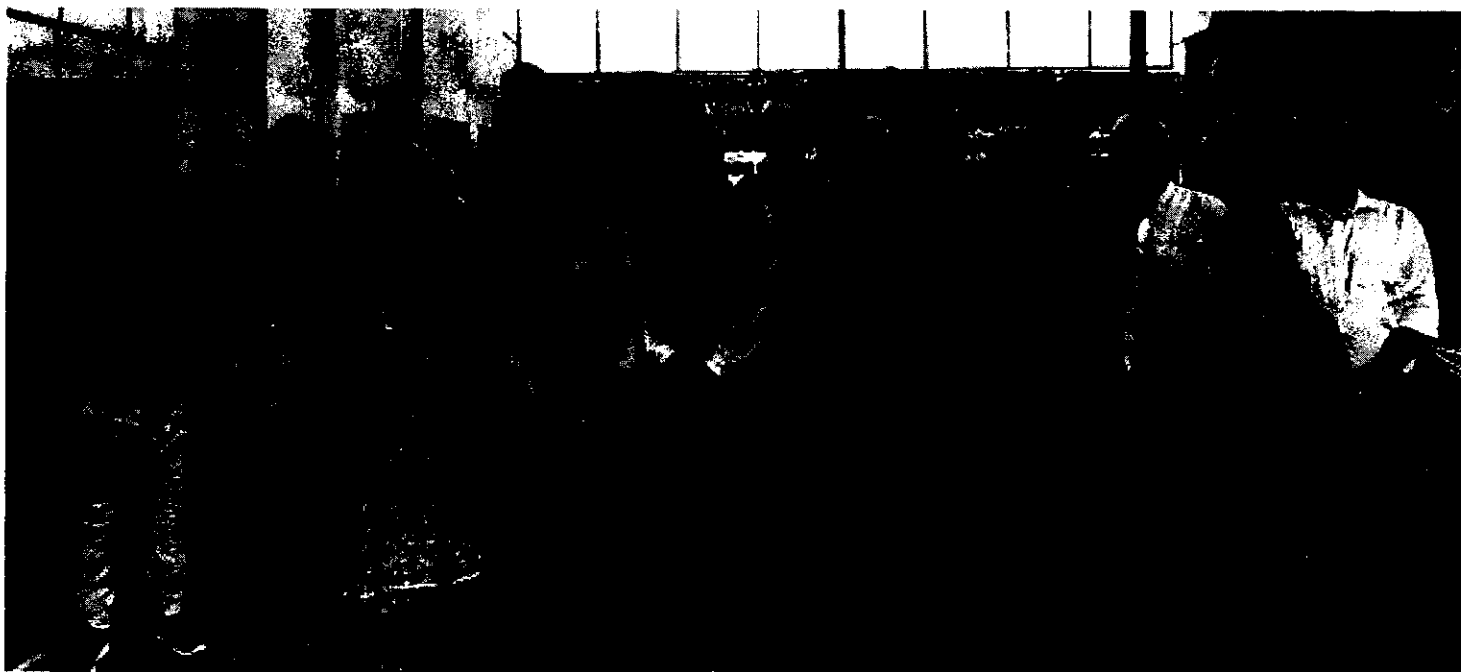
A Sivagnanam | CEO, CMDA | Housing Urban Department | Gov. of Tamil Nadu

{ “It was an immensely enriching experience, especially for its focus on Digital Governance and its role in addressing contemporary urban development challenges. Given its relevance, I've recommended nominating officials and corporators for similar capacity-building efforts.”

Himanshu Sharma | Private Secretary | MOPPGP | Gov. of Delhi

Note: The above testimonials are from participants from various programmes conducted for the DoPT between 2017 and 2025.

Image 2: DoPT 2024: Negotiations in Public Placemaking: Emerging Opportunities in Urban Leadership



Participant Testimonials

“Sessions on financing urban infrastructure and strategy labs were impactful.”
Harendra Narayan | Commissioner | Municipal Corporation | Gov. of Madhya Pradesh

“The sessions on municipal finance and project selection were particularly insightful, enhancing my understanding of financial planning and investment prioritisation in urban projects.”
Sachin Kumar | District Development Officer | Department of Panchayat & Rural Development | Gov. of Gujarat

“Theory sessions were well integrated with practical exercises. PPP project sessions were highly useful. Team exercises enhanced learning.”
Dinesh Kadam | Vice President | NaBFID | Ministry of Finance | Gov. of India

Image 1: DoPT 2025: Perspectives on Urban Finance



Day 4: Infrastructure Finance and Practice-Based Learning

9:00 – 13:00	Field Visit: Unduwadi Bulk Water Supply Scheme (Design, Implementation, Monitoring & Financing)	Offers practical insights into project execution, service delivery models, and sustainable financing of urban infrastructure.
13:00 – 14:00	Lunch	
14:00 – 20:00	Field Visit: Heritage and Tourism Finance – Mysuru Palace	Tourism-led financing and conservation models.

Day 5: Climate and Resilience Finance for Future-Ready Cities

10:00 – 11:30	Panel Discussion: Discussion Financing Climate-Resilient Cities – Mobilising Climate, Disaster and Carbon Finance	Examines strategies to finance climate-resilient cities by mobilising climate, disaster risk, and carbon finance.
11:30 – 11:45	Break	
11:45 – 12:45	Participants reflections and presentations	
12:45 – 13:15	Programme Conclusion, Feedback and Certificate Distribution	
13:15 – 14:15	Lunch	

***Note:** The schedule is indicative and subject to change for improving the programme experience. Sessions will be led by accomplished professionals from government, industry, public agencies, and policy research organisations

12:15 – 13:00	Unlocking Non-Tax Revenues through Land Value Capture: Betterment Levies, Development Charges, Impact Fees, TOD& Case Studies	Transit-Oriented Development (TOD) and Land-Based Financing: Case Studies and Lessons
13:00 – 14:00	Lunch	
14:00 – 15:30	Panel Discussion: From Creditworthiness to Capital Markets: A Multi-Stakeholder Dialogue on Market-Based Financing for Urban Development	Focuses on practical experiences, challenges, and solutions in unlocking market-based financing for urban development.
15:30 – 15:45	Break	
15:45 – 17:00	PPP models in Urban Projects	Nuances of risk allocation, contract design and financing in PPP projects.

Day 3: Digitalization, Governance, and Municipal Finance

10:00 – 11:00	Building High-Performing Municipal Finance Systems: Governance, Institutions and Reform Pathways	Actionable strategies to enhance revenue, financial management, and fiscal sustainability in ULBs.
11:00 – 11:15	Break	
11:15 – 12:15	Urban Finance Simulation exercise	Experiential Learning for City-Level Financial Management
12:15 – 13:00	Digital Municipal Accounting Systems, Financial Analytics and Digital Twin Case Studies	Showcases digital twin case studies to enable data-driven planning, forecasting, and resource optimisation.
13:00 – 14:00	Lunch	
14:00 – 17:00	Field Visit: Karnataka Municipal Data Management Society	Provides hands-on insights into data-driven governance, analytics platforms, and their role in strengthening urban finance.

Programme Content and Schedule

Session	Topic Name	Description
Day 1: Urban Finance in Transition - Three Decades of Evolution		
10:00 – 10:15	Welcome & Programme Overview	
10:15 – 11:00	Keynote Address	
11:00 – 11:15	Break	
11:15 – 12:00	Urban India: Trends, Transitions & Global Parallels	Tracing India's urbanisation journey by examining its key trends, structural transitions, and spatial dynamics, while positioning these developments within a comparative global urban context.
12:00 – 13:00	Demystifying Urban Finance: Foundations and Flows	Urban financial architecture: Aligning demand, resources, and institutional capacity.
13:00 – 14:00	Lunch	
14:00 – 15:00	Urban Challenge Fund: Leveraging Competitive Financing for Urban Transformation	Designing Performance-Based Financing Frameworks for Urban Innovation.
15:00 – 15:15	Break	
15:15 – 16:15	The 16th Finance Commission and the Future of Urban Fiscal Federalism	Linking Performance, Reforms, and Grants in Urban Financing Frameworks
Day 2: Municipal Revenue Mobilisation and Land-Based Financing		
10:00 – 11:00	Where Cities Stand: The Institutional Reality of Municipal Finance	Current revenue patterns, debt pressures, and strategic reform priorities.
11:00 – 11:15	Break	
11:15 – 12:15	Reforming Property Tax: Status, Challenges and Strategies. Case Insight: Leading Property Tax Reforms	Draws practical lessons from leading reform cases to enhance revenue mobilisation and compliance.



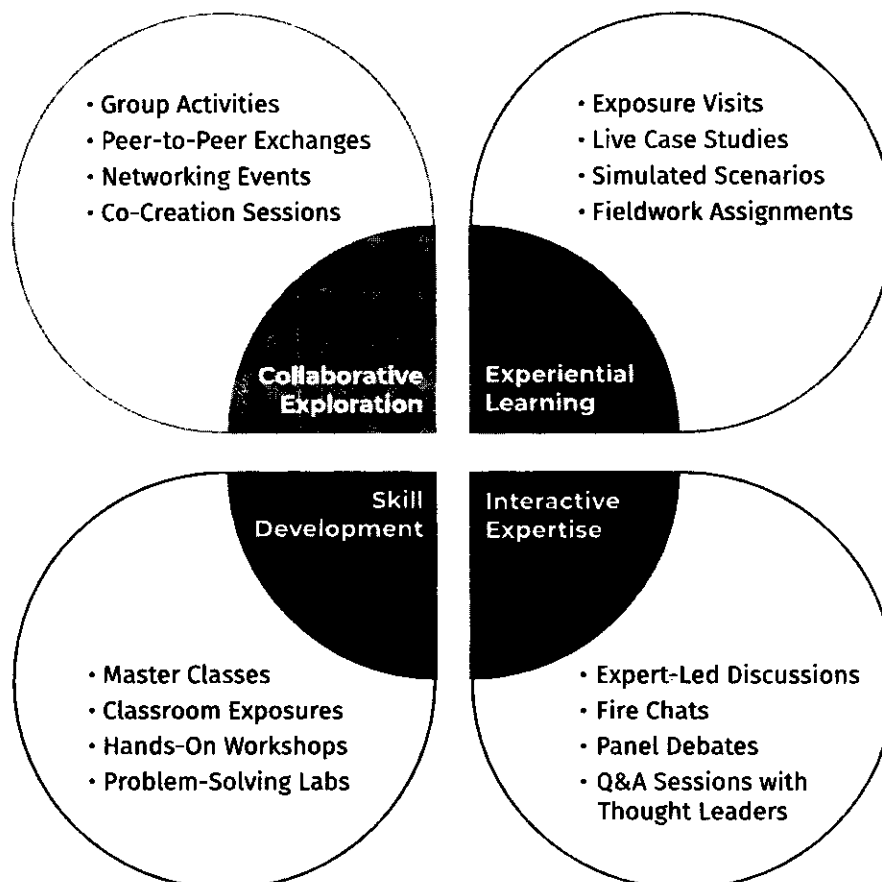
Programme Design and Pedagogy

The training programme will run for five days. A range of pedagogical approaches will be used to enable better understanding and learning.

Interactive Lectures: Participants will engage with IIHS faculty and experts in interactive lectures that aid in perspective setting, experience sharing, and peer learning.

Case Studies/ Field Visits: Case-based and site-based learning are central to IIHS' pedagogy, enabling working backwards from real challenges at the workplace.

Masterclasses: Participants will have the opportunity to meet thought-leaders and practitioners, to learn about their work, and the challenges they face, in different disciplines and domains of urban practice.





The programme covers a range of contemporary themes in urban finance, including:



Municipal finance and fiscal decentralisation



Investment planning and credit enhancement as proposed under Urban Challenge Fund



Market-oriented financing mechanisms and innovative financing



Public-Private Partnerships (PPPs) and blended finance approaches



Climate and sustainable urban finance



Digital public financial management systems, fiscal transparency, and data-driven governance

The IIHS Knowledge Research has focused on advancing the understanding of municipal finance and its significance. Over the long term, it has examined how municipal finance interventions function at the city level and their role in promoting urban sustainability. The reports can be accessed through the following link.

<https://iihs.co.in/knowledge-gateway/indian-municipal-finance-2022>

<https://iihs.co.in/knowledge-gateway/indian-municipal-finance-2023>

Learning Objectives

The programme is designed to enable participants to:

- Understand the evolution of urban finance in India and the institutional framework governing municipal finance.
- Examine the key components of municipal fiscal systems, including own-source revenues, intergovernmental fiscal transfers, and expenditure management.
- Explore strategies to strengthen municipal financial sustainability through reforms, digitalisation, and improved financial governance.
- Understand project-based financial appraisal and investment planning for urban infrastructure projects.
- Gain exposure to municipal bonds, pooled financing, Public-Private Partnerships (PPPs), blended finance, climate finance, and other emerging financing instruments.
- Understand emerging financing mechanisms, including the Urban Challenge Fund, climate finance, resilience financing, and carbon markets.
- Learn from practice-based case studies, to understand how financing, planning, and technology converge in urban development.
- Strengthen the ability to integrate financial planning with climate resilience, infrastructure development, and sustainable urban growth.
- Exchange experiences and insights with senior practitioners, policymakers, and experts through case discussions, field visits, and peer learning.

Background

India's urban transition presents significant opportunities as well as complex governance and financing challenges. Cities are expected to deliver high-quality infrastructure, improve service delivery, strengthen climate resilience, and attract investment while operating within evolving fiscal and institutional frameworks. This programme provides senior public officials with an opportunity to understand emerging approaches to municipal finance, explore innovative financing mechanisms, and learn from contemporary policy and practice to support informed decision-making for sustainable urban development.

Programme Description

India's urban transition is reshaping the country's development trajectory. Urban areas currently contribute nearly **two-thirds of India's GDP** and are projected to account for **almost 75% by 2030**, while the urban population is expected to exceed **600 million** over the next decade.¹ As cities expand, Urban Local Bodies (ULBs) are expected to deliver quality infrastructure and public services, strengthen climate resilience, and improve liveability. Meeting these expectations requires municipal institutions to move beyond conventional budgeting towards stronger financial management, diversified revenue sources, and innovative approaches to financing urban infrastructure.

Against this backdrop, **Perspectives on Urban Finance** is an intensive five-day residential programme developed at IIHS- Capacity Development for serving senior officers from the administrative services like IAS, IPS, IFS, and other public services engaged in urban governance, planning, infrastructure, and public finance. The programme provides a practical understanding of the institutional, fiscal, and financial architecture that underpin urban development in India, while examining the policy reforms and financing mechanisms shaping the future of cities. Through expert led sessions, case studies, exposure visits and interactive discussions the participants will gain insight in understanding and addressing financial and governance issues facing the rapidly urbanizing cities.

The programme will draw upon on IIHS' research outcomes, policy engagement with ministries, and implementation experiences, examining both established and emerging dimensions of urban finance. Participants will explore municipal fiscal systems, revenue mobilisation, expenditure management, fiscal decentralisation, project-based financial appraisal, municipal borrowing, and market-based financing instruments. The curriculum incorporates recent policy initiatives, including the **Urban Challenge Fund (UCF)**, which seeks to incentivise reform-oriented and investment-ready cities, alongside emerging areas such as climate finance, blended finance, digital public financial management systems, and data-driven approaches to financial planning and governance.

¹ The Idea behind the buzz of Indian #SmartCity. (2017). Mygovindia. <https://blog.mygov.in/editorial/the-idea-behind-the-buzz-of-indian-smartcity/>

Perspectives on Urban Finance

7 – 11 September 2026 | IIHS Sadashivanagar, Bengaluru

Conducted under the aegis of the Department of Personnel and Training (DoPT)

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Details of Our Coming Training Programs AT UDAIPUR, GOA, LEH, GANGTOK & MANALI

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Tags Not in Contacts

NATIONAL INSTITUTE OF MAN MANAGEMENT & ADVANCEMENT

NEW DELHI

P. A. N. NO. IS AAFN 3215 E

G S T NO:- 07AAOFN3215E12G

NIMMA /TRG /2026

Dated:- 25-06-2026

SUB:- REQUEST FOR NOMINATIONS FOR TRAINING PROGRAMMES

AT UDAIPUR (RAJ.) GOA, LEH (LADAKH), GANGTOK (SIKKIM) & MANALI (HP)

श्री विशाल
 विनीता
 17.8.2026

NEW DELHI
 बिहार सरकार
 सचिव कोषांग
 सामान्य प्रशासन विभाग
 ई-मेल संख्या 25064
 दिनांक 12.8.26

1957/sue-18
 17.8.2026



Respected Sir,

In this highly competitive environment there is a greater need for promoting performance excellence on a continuous basis. Emotions and Human values play an important role in building a work culture necessary for achieving peak performance. It is therefore, necessary that emotional quotient (EQ) be combined with spiritual quotient (SQ). Values are ideals that influence the quality of personal behavior and long term performance. Intelligent use of emotions and positive values play an important role in promoting performance excellence. This Workshop will help the Executives to Sharpen their Skills which will contribute for Managerial Excellence through Effective Leadership & will also enable the Participants to Evolve Strategies & Skills for Promoting Dynamics Leadership in the organizations.

" DIMENSIONS FOR PERFORMANCE EXCELLANCE "

(EMOTIONAL AND SPIRITUAL DIMENSIONS)

- Executives / Officers / Managers engaged in any Department in an Organization/Office (Such as Administration , Finance/Accounts, Technical, Safety , Medical , Personnel ,HR, Staff etc.etc).

Personnels engaged in Office : Senior Executives, Administrative Stores & Field Officers, Section Officers, Superintendents,

Office Managers, PS / PA'S , Stenos, Typists Assistants, Secretarial & Clerical Staff.(U D C / LDC), Receptionist.

- Leaders / Activists of Employees Unions, Supervisors & Officers Associations & SC/ST & OBC Employees Welfare Associations & JCM Committee Members.

TOPICS TO BE COVERED

- Characteristics of an Effective Employees (Positive Values) – Team Building for Orgn Growth – Productivity — Role of Union/ Asson/ Employees in increasing Productivity – Management of Stress – Human Relations / Good Interpersonnel Relations/ Good Union Management Relations for smooth functioning –Importance of Effective Communication \ Good Relations \ Less Stress \ Effective Team \ Better Performance \ More Productivity \ Orgn Growth * Managerial Leadership

FACULTY :

The Training Programme will be Conducted by our Sr. Faculty , in mix of Hindi & English Through lectures , Group Discussions, Case Study & Quiz.

DATE & VENUE

1. AT HOTEL OPPULANCE INN, UDAIPUR (RAJASTHAN) FROM AUG. 24th A/N - 27th F/N, 2026
2. AI HOTEL PARADISE BEACH RESORTS, GOA FROM SEPT 07th A/N - 10th F/N, 2026
3. AT HOTEL PRESIDENCY, LEH (LADAKH) FROM SEPT 15th A/N - 18th F/N, 2026
4. AT HOTEL TIBET, GANGTOK (SIKKIM) FROM SEPT 23rd A/N - 26th F/N, 2026
5. AI HOTEL GLACIAR RESORT, MANALI (HP) FROM OCT. 05th A/N - 08th F/N, 2026

PARTICIPATION FEES WILL BE

Rs. 35,900/- +18% GST Per Residential Participant per Programme in Double Occupancy.

Rs. 24,900/- +18% GST Per Non Residential Participant per Programme.

Rs. 44,900/- +18% GST Per Resident Participant in Single occupancy

(In this spouse stay will be complimentary)

(KINDLY NOTE THE COURSE FEES FOR LEH TRAINING PROG WILL BE Rs 40,900/- or RS 52,900/- + 18% GST Per Resident Participant in double /single occupancy resp No non Residential nomination will be accepted for Leh)

We are sure you will find these above said Workshop need based , Educative , Informative & highly useful for your Organisation / Employees. We, therefore request you to kindly take advantage of the same by nominating more n more your Officers / Officials for this Workshop.

8/10/26, 5:14 PM

Details of Our Coming Training Programs AT UDAIPUR, GOA, LEH, GANGTOK & MANALI

Kindly favour us, with Your nominations along with the Course fees drawn in favour of "NATIONAL INSTITUTE OF MAN MANAGEMENT & ADVANCEMENT" (Payable at New Delhi) at the earliest, as seats are limited.

21

With warm regards,

(AJAY SHARMA)

Executive Director

REGD. OFFICE : B-18, GROUND FLOOR, COMMUNITY CENTRE, JANAK PURI, NEW DELHI: 110058.

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Email ID: nimmatrg@gmail.com, immt16@yahoo.in

WEB: www.nimma.org

Fwd: Two Days Workshop on Litigation Management (LTM-13-A) in ISTM from 16.11.2026 to 17.11.2026 - regarding.

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par-
bih

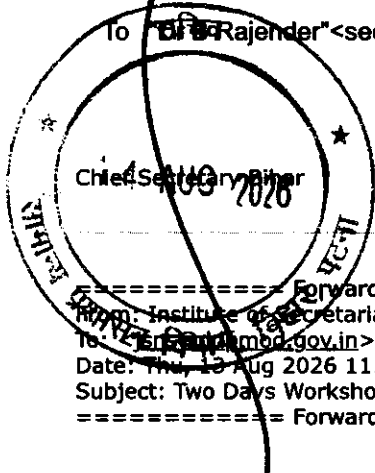
< secy-par-bih@nic.in >

55 (18)

Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 13 Aug 2026 3:44:02 PM +0530

To: "B. Rajender" < secy-par-bih@nic.in >



===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >

To: "B. Rajender" < secy-par-bih@nic.in >

Date: Thu, 13 Aug 2026 11:36:01 +0530

Subject: Two Days Workshop on Litigation Management (LTM-13-A) in ISTM from 16.11.2026 to 17.11.2026 - regarding.

===== Forwarded message =====



File No.: Y-14050/02/2026-ISTM



Date: 13th August, 2026

All Ministries / Departments of the Govt. of India
All Attached & Subordinate Offices
All State Governments/All Union Territories
The Central Vigilance Commission/Election Commission of India/UPSC
All Public Sector Undertakings / All Autonomous Bodies

Subject: Two Days Workshop on Litigation Management (LTM-13-A) in ISTM from 16.11.2026 to 17.11.2026 - regarding.

Madam/ Sir,

I am directed to say that a two days' Workshop on Litigation Management (LTM-13-A) will be conducted in ISTM from 16.11.2026 to 17.11.2026. Details of the objectives of programme, its content, eligibility conditions, procedure for nomination and other information relating to the programme and facilities available are given at **Annexure**.

2. Nomination form for the course may be filled online at ISTM website https://www.istm.gov.in/home/online_nomination_form. It may please be noted that is mandatory to fill up nomination form online. However, the nominees must ensure that his/her nominations is cleared by his/her sponsoring authority before applying online. The sponsoring authority's letter may be sent separately by post or may mail scanned copies of their nomination after getting signed by their sponsoring authority to the email I.D. given at the end.

3. Only such officials should be nominated who can attend this programme physically on whole time basis. While making nominations the level and type of participants as indicated in **Annexure** may kindly be borne in mind. Nominations of eligible officials complete in all respect should reach the undersigned latest by

06th November, 2026.

श्री विशाल
विनीता
19.8.2026

4367/see-18
18.8.2026

सचिव कोशंग
सामान्य प्रशासन विभाग
ई-मेल कार्यालय
दिनांक 25.8.2026
14826

19

8/13/26, 3:53 PM

Fwd: Two Days Workshop on Litigation Management (LTM-13-A) in ISTM from 16.11.2026 to 17.11.2026 - regarc...

4. Only such candidates, whose nominations are accepted by the Institute of Secretariat Training & Management, would be allowed to join the training programme. It is, therefore, reiterated that nominees should be relieved only after acceptance by the Institute. **The acceptance of nomination letter will be uploaded in ISTM website (www.istm.gov.in). This will also be communicated to the participants and Sponsoring Authorities through email only.**

Enclosure: Annexure

Yours faithfully,

-sd-

(Vipin Kumar Bhargava)
Deputy Director & Course Coordinator
Email ID: [vkabhargava.84\[at\]gov.in](mailto:vkabhargava.84[at]gov.in)

Tele No. : 011-26737611



ANNEXURE

COURSE INFORMATION SHEET

1. **COURSE TITLE:** Workshop on Litigation Management
2. **COURSE CODE:** LTM-13-A
3. **DURATION:** Two days (16.11.2026 to 17.11.2026)
4. **TIME:** 09:00 AM to 5:30 PM
5. **AIM OF THE COURSE:** The course aims to equip participants with- knowledge of basic laws, Management of CAT & Court Cases, Procedural aspect, Important case laws & provisions relating to LIMBS.
6. **METHODOLOGY:** The programme will be organized on highly participative basis. The training methods will, therefore, include lecture discussion, group discussion, practical exercise, etc.

7. PARTICIPANTS (Eligibility Conditions)

The programme is meant for the all employees working in the Central Govt. Offices/State Govt./Public Sector Undertakings/Autonomous Bodies/Attached Offices/ Subordinate Offices.

8. **COURSE CAPACITY:** The maximum number of participants that can be admitted to the Course is 30-35.

9. **NOMINATIONS FOR THE COURSE:** Eligible and interested officers may be nominated for the course. The particulars of the nominees may be sent to the Course Coordinator so as to reach him/her before **06th November, 2026**.

10. **ACCEPTANCE OF NOMINATION:** Candidates whose nominations are accepted by ISTM shall be intimated through ISTM's website. No separate communication by post would be issued by ISTM and therefore the Sponsoring Authority/Participants may see the website of ISTM regularly i.e. www.istm.gov.in. They may be relieved only after receipt of such intimation from ISTM.

11. COURSE FEE:

- (i) No course fee is required for Central Government, State Government & UT Government Servant etc.
- (ii) A course fee of Rs. 2,000/- (Rupees Two Thousand only) per participant will be charged in advance in respect of such employees of Public Sector Undertaking/Autonomous Bodies etc, after confirmation of nomination from ISTM. **Course fee is required to be paid through Online Payment Mode as per details given below.**
- (iii) **This course fee should be paid only after confirmation of nomination from ISTM.**
- (iv) Course fee is required to be paid through Online Payment Mode as per details given below.

Website - www.bharatkosh.gov.in
Go to: Quick Payment Option
Chose: 34- Ministry - Personnel, P.G & P

Course Fee – ISTM**OR****Click on Link:- <https://bharatkosh.gov.in/MinistryInfo/SwachhBharatKosh>**Please share the copy of payment receipt on email [vkbhargava.84\[at\]gov.in](mailto:vkbhargava.84[at]gov.in).

18

12. HOSTEL ACCOMMODATION:

ISTM has a modest hostel facility where rooms are available on first-come-first-served basis. For details relating to the tariff and availability of accommodation at the ISTM Hostel, the applicants whose nominations are confirmed and published on ISTM website may contact the Caretaker or Hostel Warden at Mobile No.9971835322 Family members of the participants are NOT allowed to stay in the hostel with the participants.



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Litigation Management

Course Code : LTM-13-A

Date : 16 Nov 2026 to 17 Nov 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Vipin Kumar Bhargava

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

E-MAIL

Chief Secretary Bihar <cs-bihar@nic.in>

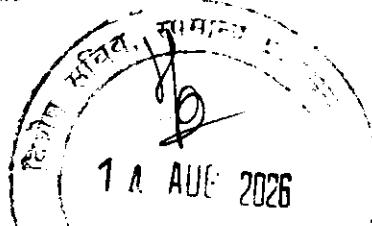
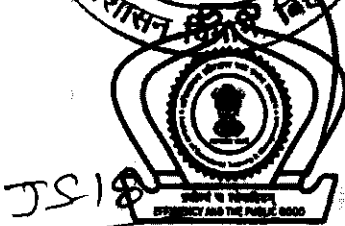
Thu, 06 Aug 2026 4:14:52 PM +0530

To "Dr B Rajender"<secy-par-bih@nic.in>

S.S.(19)

Chief Secretary Bihar

===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <jsns@ddpmod.gov.in>
Date: Thu, 06 Aug 2026 16:03:00 +0530
Subject: Leveraging AI Tools in Power Point by ISTM
===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Leveraging AI Tools in Power Point

Course Code : MS-PP-21

Date : 09 Nov 2026 to 10 Nov 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Regards

Sarika Soin

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

S.O.-8
श्री विशाल
विनीत
17.8.2026

बिहार सरकार
सचिव कोषांग
समन्वय प्रशासन विभाग
ई-मेल खंड... 250/9
दिनांक... 13.8.26

4389/see-18
18.8.2026

Fwd: Workshop on Conduct of Inquiry on Complaints relating to Sexual Harassment of Women at Work Place by ISTM

secy-
par- <secy-par-bih@nic.in>
bih

MAIL

Chief Secretary Bihar <cs-bihar@nic.in>

Thu, 06 Aug 2026 3:35:52 PM +0530

To "Dr B Rajender"<secy-par-bih@nic.in>

Chief Secretary Bihar

===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>

To: <secy-par-bih@nic.in>

Date: Wed, 05 Aug 2026 09:45:53 +0530

Subject: Workshop on Conduct of Inquiry on Complaints relating to Sexual Harassment of Women at Work Place by ISTM

===== Forwarded message =====

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:-

Course Name : Workshop on Conduct of Inquiry on Complaints relating to Sexual Harassment of Women at Work Place

Course Code : WCICRSHW-15

Date : 05 Oct 2026 to 06 Oct 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Rizwan Bano

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

श्री विशाल
विनीता
17.8.2026

बिहार सरकार
सचिव, विभाग
सामान्य प्रशासन विभाग
ई-मेल संख्या 25.0.16
दिनांक 13.8.26

4399/2026
18.8.2026

Fwd: Orientation Training Programme on PFMS by ISTM

secy-par-bih < secy-par-bih@nic.in >

Chief Secretary Bihar < cs-bihar@nic.in >

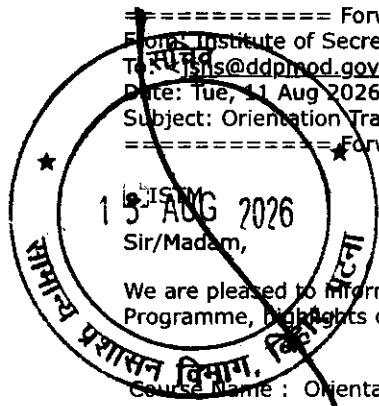
Wed, 12 Aug 2026 10:50:18 AM +0530

To "Dr B Rajender"<secy-par-bih@nic.in>

S.O-18

Chief Secretary Bihar

===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: secy-par-bih@ddpmod.gov.in>
 Date: Tue, 11 Aug 2026 16:13:16 +0530
 Subject: Orientation Training Programme on PFMS by ISTM
 ===== Forwarded message =====



We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Orientation Training Programme on PFMS

Course Code : OTP-PFMS-19

Date : 09 Nov 2026 to 10 Nov 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Regards

Jitender Bhatti

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

बिहार सरकार
सचिव कक्षा

सामान्य प्रशासन विभाग

ई-मेल संख्या 24928
दिनांक 12-8-264395/e-18
18-8-2026

Fwd: MS-Excel (Advance) by ISTM

secy-par-bih < secy-par-bih@nic.in >

Chief Secretary Bihar < cs-bihar@nic.in >

Wed, 12 Aug 2026 12:12:52 PM +0530

To "Dr B Rajender"<secy-par-bih@nic.in>

S.O-18

Chief Secretary Bihar

===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: <jsns@ddpmo.gov.in>
 Date: Wed, 12 Aug 2026 09:10:08 +0530
 Subject: MS-Excel (Advance) by ISTM
 ===== Forwarded message =====
 13 AUG 2026
 ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : MS-Excel (Advance)

Course Code : MS-Ex-A-02

Date : 24 Aug 2026 to 25 Aug 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Regards

Kishore .

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067



S.O-18

बिहार सरकार

सचिव, विभाग

सामान्य प्रशासन विभाग

फाइल संख्या.....25002

दिनांक.....12-8-26

4394/Sec-18
18-8-2026

श्री विद्यालोक
 विभाग
 17.8.2026

Fwd: Handling Social Media and Information Retrieval by ISTM

secy-par-bih < secy-par-bih@nic.in >

Chief Secretary Bihar < cs-bihar@nic.in >

Fri, 14 Aug 2026 3:27:05 PM +0530

To: "Dr B Rajender" < secy-par-bih@nic.in >

14 AUG 2026

Chief Secretary Bihar

===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >

To: < jsns@ddomod.gov.in >

Date: Fri, 14 Aug 2026 11:08:32 +0530

Subject: Handling Social Media and Information Retrieval by ISTM

===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Handling Social Media and Information Retrieval

Course Code : HSMIR-08

Date : 16 Nov 2026 to 17 Nov 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

For more information and assistance, kindly contact the undersigned.

Regards

Suman Kumar

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

Contact-9911936506

4382/Sec-18
18.8.2026

बिहार सरकार
सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या... 2.52.2.5.
दिनांक... 14.8.26

12

Fwd: 05 days Workshop on Administrative Vigilance- Role of IO/PO (AV1-29-A) scheduled to be conducted from 28th December, 2026 to 01st January, 2027 at ISTM

secy-
par-
bih

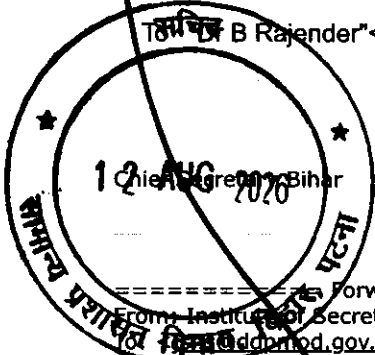
< secy-par-bih@nic.in >

3348

Chief Secretary Bihar < cs-bihar@nic.in >

Wed, 12 Aug 2026 2:46:10 PM +0530

सचिव B Rajender < secy-par-bih@nic.in >



===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >

www.istm.gov.in

Date: Wed, 12 Aug 2026 10:10:10 +0530

Subject: 05 days Workshop on Administrative Vigilance- Role of IO/PO (AV1-29-A) scheduled to be conducted from 28th December, 2026 to 01st January, 2027 at ISTM

===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Workshop, highlights of which are as under:

Course Name : Administrative Vigilance Role of IO/PO

Course Code : AV1-29-A

Date : 28 Dec 2026 to 01 Jan 2027

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Online nomination may be filled by using link: https://www.istm.gov.in/home/online_nomination_form

Last date of filling nomination is 21st December, 2026.

Regards

Deepak Kumar Bist

Joint Director & Course Coordinator

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

श्री विशाल
वर्मा
14.8.2026

बिहार सरकार
सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या... 24966
दिनांक... 12-8-26

4335/26-18
17-8-2026



Fwd: Administrative Vigilance Role of IO/PO by ISTM

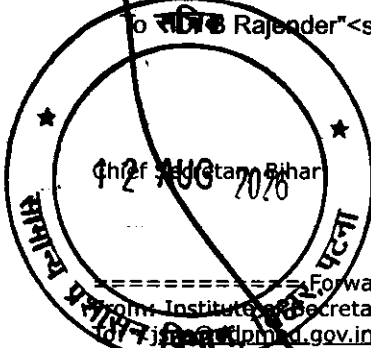
secy-par-bih < secy-par-bih@nic.in >

118

Chief Secretary Bihar < cs-bihar@nic.in >

Wed, 12 Aug 2026 3:14:38 PM +0530

to सचिव राजेंद्र < secy-par-bih@nic.in >



Chief Secretary Bihar

===== Forwarded message =====
 from: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 to: jstn@istm.gov.in

Date: Wed, 12 Aug 2026 10:38:34 +0530

Subject: Administrative Vigilance Role of IO/PO by ISTM

===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Administrative Vigilance Role of IO/PO

Course Code : AV1-29

Date : 09 Nov 2026 to 13 Nov 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Vijay Kumar Keshari

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

श्री विशाल
विनीता
14.8.2026

विभाग सरकार
सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या... 24960
दिनांक... 12.8.26

4344/Sec-18
17.8.2026

Fwd: Use of Artificial Intelligence in Governance by ISTM

secy-par-bih <secy-par-bih@nic.in>

55 (18)

Chief Secretary Bihar <cs-bihar@nic.in>

Thu, 13 Aug 2026 12:41:22 PM +0530

To "Brij Rajender" <secy-par-bih@nic.in>

Chief Secretary Bihar

===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: secy-par-bih@nic.in
 Date: Thu, 13 Aug 2026 11:01:56 +0530
 Subject: Use of Artificial Intelligence in Governance by ISTM
 ===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Use of Artificial Intelligence in Governance

Course Code : U-AI-G-3

Date : 28 Dec 2026 to 29 Dec 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Regards

Kishore .

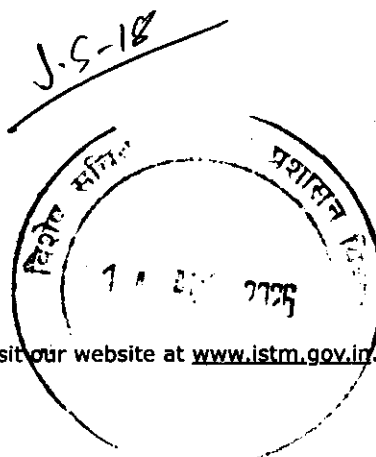
Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067



श्री विशाल
 नवीन
 18.8.2026

बिहार सरकार
 व्यक्ति कक्षांग
 सामान्य प्रशासन विभाग
 ई-मेल नं. 2518.6
 दिनांक 14.8.26

4411/sec-8
 19.8.2026

Fwd: Workshop on Office Procedure & Noting & Drafting by ISTM

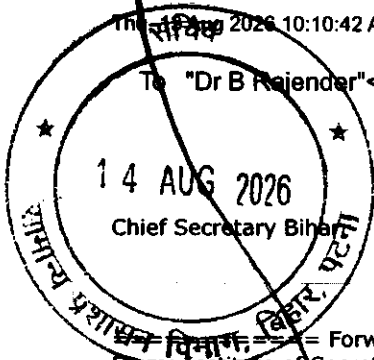
secy-par-bih < secy-par-bih@nic.in >

Jr (18)

Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 13 Aug 2026 10:10:42 AM +0530

To: "Dr B Rajender" < secy-par-bih@nic.in >



===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >

To: < csoffice.cg@gov.in >

Date: Wed, 12 Aug 2026 14:56:14 +0530

Subject: Workshop on Office Procedure & Noting & Drafting by ISTM

===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Office Procedure & Noting & Drafting

Course Code : WOP&ND-10

Date : 02 Nov 2026 to 04 Nov 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Kishore .

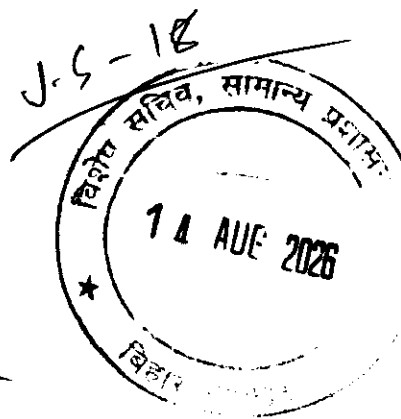
Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067



श्री विशाल
रविवीर
18.8.2026
बिहार सरकार
सचिव कोषांग
सामान्य प्रशासन विभाग
ई-गैल प्रमाणित 25.8.26
दिनांक 13.8.26

4412/Sec-18
19.8.2026

Fwd: Workshop on Cyber Security by ISTM

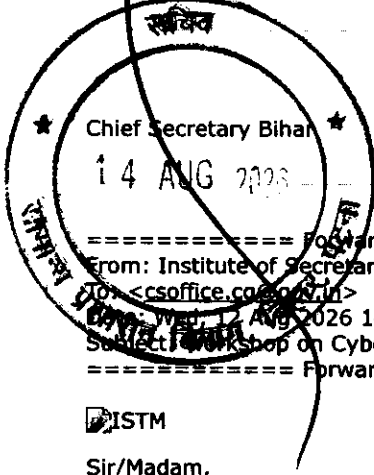
secy-par-bih < secy-par-bih@nic.in >

J.S.18)

Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 13 Aug 2026 10:07:50 AM +0530

To "Dr B Rajender" < secy-par-bih@nic.in >



===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: <csoffice.cgso@nic.in>
 Date: Wed, 12 Aug 2026 14:46:58 +0530
 Subject: Workshop on Cyber Security by ISTM
 ===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Cyber Security

Course Code : W-CS-16

Date : 14 Sep 2026 to 15 Sep 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

A. S. Mishra .

Assistant Director

Institute of Secretariat Training & Management

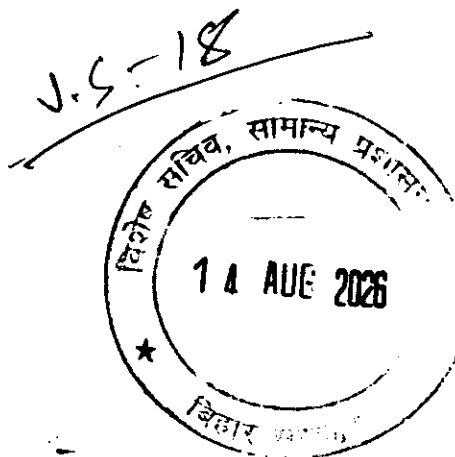
Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

श्री विद्याल
 रवनीता
 18.8.2026

बिहार सरकार
 सचिव कार्यालय
 सामान्य प्रशासन विभाग
 ई-नोट नं. 2515.7
 दिनांक 13.8.26



4413/sec-18
 19.8.2026



Fwd: Data Analytics using MS-Excel by ISTM

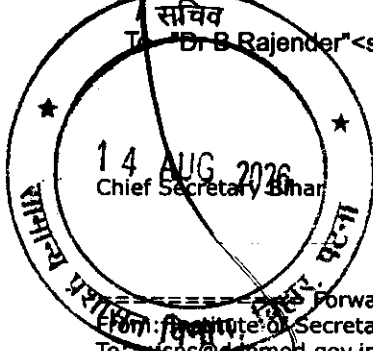
secy-par-bih < secy-par-bih@nic.in >

355187

Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 13 Aug 2026 11:29:53 AM +0530

सचिव
To: "Dr B Rajender" <secy-par-bih@nic.in>



===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: jsc@ddpmo.gov.in>
Date: Wed, 12 Aug 2026 17:57:53 +0530
Subject: Data Analytics using MS-Excel by ISTM
===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) has extended last date of the following Training Programme, **upto 24th August 2026**:

Course Name : Data Analytics using MS-Excel

Course Code : DA-Ex-14

Date : 31 Aug 2026 to 01 Sep 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Nominations of the above cited course has been re-opened to received applications **upto 24th August 2026**.

Kindly send the nominations of the willing officials/officers for this useful course.

For any further assistance, please contact to the undersigned.

Regards

Suman Kumar

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

Contact-9911936506

बिहार सरकार

सचिव कोषांग

सामान्य प्रशासन विभाग

ई-मेल संख्या... 25.1.63

दिनांक... 13.8.26



44/14/Sec-18
19.8.2026

श्री विष्णु
विनीता
18.8.2026

Fwd: Programme on Pensions & Other Retirement Benefits by ISTM

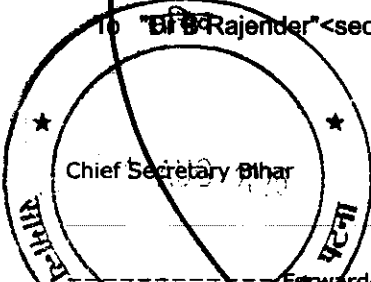
secy-par-bih < secy-par-bih@nic.in >

S.S (18)

Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 13 Aug 2026 12:37:29 PM +0530

To "B.B. Rajender" < secy-par-bih@nic.in >



===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: secy-par-bih@nic.in
 Date: Thu, 13 Aug 2026 10:46:51 +0530
 Subject: Programme on Pensions & Other Retirement Benefits by ISTM
 ===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Programme on Pensions & Other Retirement Benefits

Course Code : PRB1-23

Date : 30 Nov 2026 to 02 Dec 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in

Regards

Kishore .

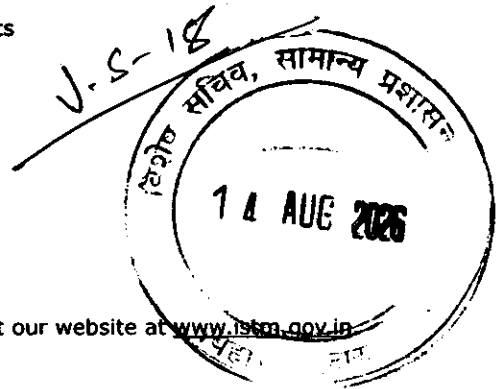
Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067



S.O-18
 श्री विशाल
 सचिव
 18.8.2026

बिहार सरकार
 कोषांग
 सामान्य प्रशासन विभाग
 ई-वेब संख्या... 25187
 दिनांक... 14.8.26

4400/5-18
 18.8.2026

(5)

Fwd: 01 day Online Workshop on Proactive Disclosure of information under RTI-Act & Third Party Audit (PDI-RTI-11) by ISTM on 30.11.2026

**secy-
par-
bih**

< secy-par-bih@nic.in >

531182

Chief Secretary Bihar < cs-bihar@nic.in >

Fri, 14 Aug 2026 4:40:18 PM +0530

0 "Bijoy Rajender" <secy-par-bih@nic.in>

Chief Secretary Bihar

===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>

istm@nic.in

Date: Fri, 14 Aug 2026 14:14:05 +0530

Subject: 01 day Online Workshop on Proactive Disclosure of information under RTI-Act & Third Party Audit (PDI-RTI-11) by ISTM on 30.11.2026

===== Forwarded message =====

ISTM

Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Workshop, highlighted which are as under:

Course Name : Proactive Disclosure of information under RTI-Act & Third Party Audit

Course Code : PDI-RTI-11

Date : 30 Nov 2026 to 30 Nov 2026

Mode : Online

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Online nomination may be filled using link: https://www.istm.gov.in/home/online_nomination_form

Last date to fill nomination is: 26th November, 2026.

Regards

Deepak Kumar Bist

Joint Director & Course Coordinator

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

4464/Sec-18
20.8.2026

श्री विद्याल
वितीता
19.8.2026

बिहार सरकार
सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या... 2.5.31.6
दिनांक... 1.8.26

E-Mail

No. T-13017/4/2026-LTDP

Government of India

Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
(Training Division)

3rd Floor, Block-4, Old JNU Campus,
New Mehrauli Road, New Delhi-110067

Dated: 13th August, 2026

(निम्न, सा ५२५१)

- To
- मुख्य सचिव कोषागार
1. Secretaries (All Ministries/Departments in Government of India)
 2. The Chief Secretaries to all State Governments
 3. Chief Secretary, Bihar
 4. Administrators of Union Territories
 5. All the Cadre Controlling Authorities
 6. Directors General/Directors of Central & State Training Institutes

Sub: 19th 12-Months Hybrid Programme on "Public Policy and Management" (PPM) during
2026-27 at the Management Development Institute, Gurugram – extension of last date

regarding

Madam/Sir,

In continuation of this Department's circular of even number dated 14th May, 2026 and 07th July, 2026, it is informed that the Last Date for receipt of applications for the above mentioned programme has been extended to **31st August, 2026** instead of 14.08.2026 as

2. This may please be brought to the notice of all eligible officers in your Ministry/ Department/ Organisation. The officers may be directed to download the application form either from <https://trgdiv.dopt.gov.in/PGDPPPM%20MDI%20gurugram.html> or www.mca.gov.in

3. All other terms and conditions contained in the circular dated 14th May, 2026 mentioned above remain unchanged.

Yours faithfully,

Subhramil Bhattacharya
(Subhramil Bhattacharya)

Under Secretary to the Government of India

3

Copy to:

1. Comptroller & Auditor General of India, New Delhi
2. Secretary, Union Public Service Commission, New Delhi
3. Election Commission of India, New Delhi
4. Controller General of Accounts, New Delhi
5. Deputy Director General (Training), Department of Post, Dak Bhavan, New Delhi
6. Deputy Director General (Training), Department of Telecom, Sanchar Bhavan, New Delhi
7. Director(Training), Railway Board , Rail Bhavan, New Delhi
8. Director (Police), Ministry of Home Affairs for nomination of IPS Officers.
9. Director General, CPWD Training Institute, Sankalp Bhavan, New Delhi
10. Director, Bureau of Police Research and Development, CGO Complex, New Delhi
11. Establishment Officer, DoPT, Kartavya Bhawan – 03, New Delhi
12. Deptt. of Personnel & Training (CS Division), GPOA, Netaji Nagar, New Delhi
13. Prof. Avnish Kumar, Dean, Management Development Institute, Mehrauli Road, Sukhrali, Gurugram-122001 with request to consider applications received on or before 31st August, 2026.
14. NIC, Training Division, for uploading the notification on DoP&T website (<https://dopt.gov.in/>) and Training Division's Website (<http://dopttrg.nic.in/>).


(Subhranil Bhattacharya)

Under Secretary to the Government of India

1st 12-Months Hybrid Programme on "Public Policy and Management" (PPM) during 2026-27 at the Management Development Institute, Gurugram – extension of last date regarding

cs-bihar < cs-bihar@nic.in >

Mukesh Kumar < mukesh.kr07@gov.in >

Thu, 13 Aug 2026 12:35:33 PM +0530

To "Dr. Sameer Sharma, IAS"<cs@ap.gov.in>,"Chief Secretary Bihar"<cs-bihar@nic.in>,"Chief Secretary Office"<csoffice.cg@gov.in>,"Puneet Kumar Goel IAS Chief Secretary"<cs-goa@nic.in>,"Dharmendra"<cs-arunachal@nic.in>,"Jishnu Barua IAS"<cs-assam@nic.in>,"csguj"<csguj@gujarat.gov.in>,"Mr R D Dhiman"<cs-hp@nic.in>,"Sanjeev Kaushal, IAS"<cs@hry.nic.in>,"branchtrg"<branchtrg@gmail.com>,"Shri Sukhdev Singh"<cs-jharkhand@nic.in>,"cs"<cs@karnataka.gov.in>,"chiefsecy"<chiefsecy@kerala.gov.in>,"Iqbal Singh Bains"<cs@mp.nic.in>,"chiefsecy"<chiefsecy@maharashtra.gov.in>,"cs-manipur"<cs-manipur@nic.in>,"cso-meg"<cso-meg@nic.in>,"cs-mizoram"<cs-mizoram@nic.in>,"Jan e Alam, Chief Secretary Nagaland"<csnlg@nic.in>,"Suresh Chandra Mahapatra"<csori@nic.in>,"cs"<cs@punjab.gov.in>,"csraj"<csraj@rajasthan.gov.in>,"Mr S.C Gupta"<cs-skm@hub.nic.in>,"cs"<cs@tn.gov.in>,"CS Telangana"<cs@telangana.gov.in>,"cs-tripura"<cs-tripura@nic.in>,"CHIEF SECRETARY OFFICE GOVT OF UP"<csup@nic.in>,"chief secretary"<cs-uttaranchal@nic.in>,"Shri H K Dwivedi"<cs-westbengal@nic.in>,"cs-andaman"<cs-andaman@nic.in>,"admn-chandigarh"<admn-chandigarh@nic.in>,"administrator-dd-dnh"<administrator-dd-dnh@nic.in>,"csdelhi"<csdelhi@nic.in>,"lk-admin"<lk-admin@nic.in>,"cspon"<cs.pon@nic.in>,"cs-jandk"<cs-jandk@nic.in>,"advisor-lg-ladakh"<advisor-lg-ladakh@gov.in>,"directordhti"<directordhti@caomod.nic.in>

Cc "sovpfour"<sovpfour@gmail.com>,"SUBHRANIL BHATTACHARYA"<subhranil.10@gov.in>,"Vijay S"<vijays@cag.gov.in>

Respected Ma'am/Sir,

Please find the attachment on the subject mentioned above.

With Regards,

Mukesh Kumar,
ASO (LTDP),
Training Division,
DoPT, New Delhi 110067

1 Attachment(s)

19th MDIG extension of last D...

54.6 KB