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F.No.12040/26/2023-FTC

Government of India

Ministry of Personnel, Public Grievances and Pensions

Department of Personnel and Training

Block- IV, Old JNU Campus, New Delhi

Dated: 03.09.2026

09 SEP 2026

Training Circular

Subject: Applications invited for 02(two) year Master's Degree through Human Resource Development Scholarship (JDS) programme sponsored by JICA for five universities in Japan from September/October 2027 to September 2029-reg.

JICA is offering scholarships in five universities of Japan (as mentioned below) through which exceptionally bright, young public administrators and government officers who are expected to play active roles in the future as national leaders are invited for a fully-funded programme to pursue two-year Master's Degree Course in various areas (as mentioned below):-

Accepting Universities for the JDS Program in India (Academic Year 2027-29):-

Name of the Accepting University	Name of the Masters Programme	Officer Slot/s
Graduate School of Public Policy, University of Tokyo	Master of Public Policy, International Programme	3
Graduate School of Engineering, University of Tokyo	Department of Urban Engineering	2
Graduate School of Asia-Pacific Studies, Waseda University	Master Programme on International Relations	2
Graduate School of International and Public Policy, Hitotsubashi University	Master Programme on International and Public Policy, Foreign Policy Sub-Program (Global Governance Program)	1
Graduate School of International Cooperation Studies, Kobe University	Special Course for Development Policy	1

JDS is designed to foster exceptional human resource capable of working to resolve various development challenges in the recipient countries in future by imparting advanced expertise to JDS Fellows through studying at Japanese universities. It contributes to strengthen the partnership between Japan and the recipient country by graduating a wide range of Fellows who have deep understanding of Japan. The Master's Programme will be taught in

मुख्य सचिव कार्यालय
डायरी सं० 5386
दिनांक 10.09.2026

J.S-18

11 SEP 2026

संयुक्त सचिव, विहार, 4-11

श्री अरवि
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16.9.2026

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15.09.26

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English only and shall be for **2 years**.

3. The **eligibility criteria** is as follows:

- The programme is open to officers of officials of **All India Services** and **Group A Central Civil Services**, Central Secretariat Service, Central Secretariat Stenographer Service (list enclosed). Officers should have completed **minimum 7 years of Group 'A' service**;
- Age: Applicants **must be at least 22 years old** and **shall not exceed 45 years of age** (inclusive) as of April 1st 2027;
- Possession of a Bachelor's degree;
- Proficiency in English language;
- Good health – both mental and physical;
- Must not be serving in the Armed forces or as Defense civilian officers. Additional details have been enclosed in the JDS Programme Brochure (enclosed herewith).
- Must not have previously acquired a master's degree on a scholarship awarded by the Government of India or any other development partners, and must not be currently receiving, or planning to receive, another scholarship for a master's or doctoral degree from the Government of India or any other development partners.

4. **Application:**

- An applicant can apply to **up to two graduate schools**.
- Apply via JDS portal (<https://scholarship.jds21.com/india>) which will be open from **September 2026**).
- University of Tokyo (GraSPP) applicants, in addition to applying on the JDS portal, shall be required to apply separately on the GraSPP portal.
- The proforma application forms are attached in the Application Guidelines document (enclosed).

5. **Selection Process:**

Preliminary screening of applications submitted through the portal shall be done by the **JDS agent**.

A. IELTS

- All applicants must submit IELTS (Academic Module) or TOEFL iBT (except Home Edition) score within 2-year validity (as of 31 May 2027) or a Certificate of English Proficiency issued by a work supervisor as applicable. Please refer to the below table for necessary information.
- The IELTS Fee for examination shall be borne by the JDS agent, after

applicants' completion of the application, upon submitting the receipt.

Accepting University	IELTS/TOEFL	Equivalent certificates accepted
University of Tokyo (GraSPP)*	✓	-
University of Tokyo (Engineering)	✓	Certificate of English proficiency issued by supervisor at work
Waseda University*	✓	-
Hitotsubashi University*	✓	-
Kobe University*	✓	-

*These universities shall require a mandatory IELTS score.

B. Mathematics Exams

- Applicants to **The University of Tokyo (Engineering)** and **Kobe University** shall mandatorily take a Math exam conducted by the JDS agent.
- **Paper-based exam and shall be held in Delhi only.**
- Fee for transportation/accommodation (if necessary) shall be borne by the JDS agent.
- Kobe University requires high school level mathematics, while the University of Tokyo (Engineering) requires higher secondary level of mathematics. Past exam papers and answers shall be published on the JDS portal.

C. Comprehensive Interview

- An Operating Committee (OC), co-chaired by the Indian and Japanese sides, shall first conduct interviews to select applicants eligible to proceed to the universities' document screening and technical interview. The universities shall then evaluate the applicants selected by the OC and recommend candidates for JDS fellowships. The OC shall make the final approval of the candidates selected by the universities as JDS fellows to be sponsored.

D. Document Screening and Technical Interview by Universities

- Document screening and technical interviews are undertaken by faculties of respective Japanese graduate schools in Delhi.
- University of Tokyo (GraSPP) has its own document screening and technical interview in addition to the JDS document screening and technical interview.

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Consideration of social inclusion

- i. JDS Programme values diversity and inclusion. It encourages officers of all genders, castes, tribes, classes and those officers ***posted in North East/J&K/LW-affected areas/Divyangjan*** to apply.
- ii. The OC's decision on the selection of JDS fellows shall be final and binding.

6. Undertaking:

(i). Before joining the programme, the officer shall be required to execute a Bond to the extent that "in the event of his/her failing to resume duty or resigning or voluntarily retiring from service or otherwise quitting service, without returning to duty after expiry or termination of the period of the foreign training programme or failing to complete the programme, or quitting the service at any time within a period of 5 (five) years after his/her return to duty, the officer shall forthwith pay to the Government or as may be directed by the Government, on demand all charges and expenses that shall or may have been incurred for the programme i.e. all money paid to him/her or spent on his/her account during the programme period such as pay and allowances, leave salary, cost of fee, travelling and other expenses met by the Government/Agency concerned together with interest thereon from the date of demand at Government rates for the time being in force on Government loans or if payment is made in a country other than India, the equivalent of the said amount in currency of that country converted at the official rate of exchange between that country and India and together with all costs between the attorney and the client.

(ii). **Controlling Authorities shall ensure that selected JDS fellows are relieved from duty only after furnishing of bond, duly accepted by Controlling Authorities, to Training wing, DoPT.**

7. Scholarship & other allowances admissible to JDS fellows:

(Currency below are in Japanese Yen (JPY))

Entitlements	Frequency	UTokyo (GrasPP)	UTokyo (Eng)	Waseda	Hitotsubashi	Kobe
Round trip air ticket and other transportation fees (Tickets are provided by JDS agent)	Once for trip to Japan and once for return to India	Actual airfare				
Travel insurance (Arranged by JDS agent)	Annual	477,810				
Outfit Allowance	Once, upon arrival in Japan	100,000				

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Housing allowance preparation	One time	224,000					
Scholarship	Monthly after arrival in Japan	147,000					
Traveling and Seminar Allowance	Monthly during school enrolment for a maximum of 24 months	30,000					
Research Support Allowance	JPY150,000 paid at once, JPY50,000 administered by JDS	200,000					
Admission fee (Directly settled by JDS agent)	One time	282,000	282,000	300,000	282,000	282,000	282,000
Tuition fee (Directly settled by JDS agent)	Annual	535,800	535,800	1,376,000	535,800	535,800	535,800
Summer Preparatory Program (Directly settled by JDS agent)	Once (Only UTokyo(GraSPP))	300,000					

Note: Dependents of JDS fellows may accompany to Japan at their own cost.

8. Other terms and conditions:

- i. Application Form 2 is to be filled by the Controlling Authority (Central Ministry/Department or State/UT Government) under whom the officer is currently posted. For those officers who are on any deputation, no objection from parent Ministry/Department/Cadre may be obtained before filling in Form 2 by the current controlling authority.
- ii. Application Form 2 of officers working in Ministries/Departments under the Central Staffing Scheme shall be filled by the Controlling Authority only after receipt of **No Objection Certificate (NOC) from EO Division, DOPT as well as parent cadre/department.**
- iii. In addition to the above, the Officers on deputation with the Central Government under the Central Staffing Scheme of DOPT and applying for JDS programmes should have completed **minimum two (2) years of service on Central Deputation** as on the date of application.
- iv. Applicant shall be **clear from Vigilance angle.**
- v. Officers who have undergone any long-term domestic programme sponsored by DoPT, viz., IIMB, MDI, TERI, NDC, APPPA or any Scholarship course of the duration of one year and above or any foreign training programme for a duration of six months and above shall not be

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eligible to apply for JDS programme.

- vi. The prescribed APAR/ACR grading for consideration of an officer for JDS shall not be below 'Very Good' in each of the previous 5 years before the year of application.
- vii. The officers are advised to refer to websites of the accepting universities/schools for any specific information related to admission process.
- viii. CAs shall give clearance to only those officers who may be spared/relieved at the time of commencement of the training programmes.
- ix. **The first year of the training programme shall be treated as "Training on duty" and after completion the first year, the remaining one year shall be reckoned as Study Leave as admissible to the officer, subject to sanction of study leave from Competent Authority. Officers selected as JDS fellows after the Comprehensive Interview shall be required to apply for Study leave before the Competent Authority for the second year and their candidature is subject to sanction of the same.**
- x. The Ministries/Departments/State/UT Governments/Cadre Controlling Authorities are expected to utilize the skills acquired by the officers in the relevant field, on their return from JDS programme and hence, may permit those officers who are likely to be utilised in the relevant field of study.
- xi. The incomplete applications and those not accompanied by duly filled-in proforma by the designated controlling authorities shall not be considered and are liable to be rejected without any further notice.
- xii. The details of returning JDS fellows shall be circulated to all Central and State Civil Service Training Institutes (CSTIs) and they shall be available as guest faculty for providing training on the related subjects. They shall also be available as Subject Matter Experts (SMEs) to curate relevant courses on iGOT-Karmayogi portal.
- xiii. The officers selected as JDS Fellows shall submit a case study, a theme paper based on their training received in the accepting universities. They shall also submit a debrief note on how they plan to assimilate the training received into their future roles. These reports shall be submitted to DoPT Training Wing with a copy endorsed to the respective parent Ministry/Department/cadre. Those officers on deputation shall endorse a copy of these reports to their controlling authorities as well.

Digitally signed by
AJAY KUMAR SINHA
Date: 03-09-2026
18:39:23

(Ajay Kumar Sinha)

Under Secretary to Government of India

Telephone: 011-26706306

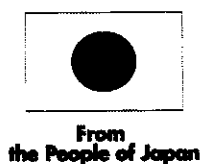
Email ID: ajay.sinha@nic.in

To,

1. The Secretaries of all the Ministries/Departments of Government of India.
2. The Chief Secretaries of all the State Governments/ UTs.
3. All CCAs (as per list attached)
4. Mr. Fumio Yamazaki, Minister (Economic), Embassy of Japan in India.
Embassy of Japan, New Delhi
5. Shri Gourangalal Das, Joint Secretary (EA Division), Ministry of External Affairs, South Block, New Delhi,
6. Dr. Anuradha Guru, Economic Adviser, Department of Economic Affairs, North Block, New Delhi
7. Mr. Takuro Takeuchi, Chief Representative, JICA, India Office
8. JDS (agent), New Delhi
9. NIC, DoPT with a request to upload the circular under 'What's New' section.
10. NIC, DoPT Training Wing, Old JNU Campus with a request to upload the circular in Training Wing website.

Copy to :-

1. PSO to Secretary(P).
2. PPS to Joint Secretary (Training).
3. PPS to DS (Academy).



Application Guidelines

The Project for Human Resource Development Scholarship (JDS) 2026 (Academic Year 2027-2029)

Master's Degree Programme

**Japan International Cooperation Agency
Japan Development Service, Co. Ltd.**

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1. WHAT IS THE JDS SCHOLARSHIP PROGRAMME?

The Project for Human Resource Development Scholarship (JDS), funded under the Official Development Assistance (ODA) of the Government of Japan, aims to develop future leaders who will contribute to the socio-economic development of India by applying the knowledge, expertise, and networks they acquire through graduate studies at Japanese universities. The Project also seeks to strengthen the long-term partnership and friendship between Japan and India by fostering a deeper understanding of Japan among its Fellows, who are expected to play leading roles in their respective fields after returning to India.

The JDS Programme is now accepting potential applicants wishing to obtain their Master's degrees at Japanese universities during the academic year of 2027-2029. The 2-year Graduate Programme will be entirely instructed in English. The total number of scholarships for India will be a maximum of 9 per year.

2. WHAT & WHERE TO STUDY: Fields of Study and Universities

The fields of study in the JDS Programme are called Sub-Programmes (target priority areas) and Components (development issues). By obtaining Master's degrees in these fields, JDS Fellows are expected to acquire the skills and knowledge necessary for formulating and implementing social and economic development plans in India. Japanese ODA is intended to promote peace, and subjects that are related to military affairs are excluded.

The followings are Sub-Programme, Component and Corresponding Universities of the JDS Programme.

Sub-Programme	Enhancement of Administrative Capacity	
Component	Public Policy/ Economic and Industrial Policy/ International Relations	
Corresponding Graduate Schools		Maximum Number of Acceptance per batch
The University of Tokyo Graduate School of Public Policy (GraSPP) Master of Public Policy, International Program (MPP/IP)		3
The University of Tokyo Graduate School of Engineering Department of Urban Engineering		2
Waseda University Graduate School of Asia-Pacific Studies MA Program in International Relations		2
Hitotsubashi University School of International and Public Policy Foreign Policy Sub-Program (Global Governance Program)		1
Kobe University Graduate School of International Cooperation Studies Special Course for Development Policy		1

3. WHO CAN APPLY: The Eligibility

Applicants should be/have:

1. Indian nationals.
2. between 22 years of age and 45 years of age as of 1st April 2027.
3. a Bachelor's degree.
4. officials of All India Services and Group A Central Civil Services, Central Secretariat Service, Central Secretariat Stenographer Service listed below.
5. a good understanding of the objectives of the JDS Programme and a clear intention to contribute to the development of India and the strengthening of bilateral relations between India and Japan upon their return to India.
6. English proficiency sufficient for master's study.
7. in good health, both mentally and physically.

List of Eligible Services and their Cadre Controlling Authorities

No.	Service	Cadre Controlling Authority
1	Indian Administrative Service	Secretary, Department of Personnel and Training, North Block, New Delhi
2	Indian Police Service	Secretary, M/o Home Affairs, North Block, New Delhi
3	Indian Forest Service	Secretary, Ministry of Environment, Forest & CC, Indira Paryavaran Bhawan, Jor Bagh Road, New Delhi
4	Indian Foreign Service	Secretary, Ministry of External Affairs South Block, New Delhi
5	Indian Revenue Service (C&E)	Chairperson, Central Board of Excise & Customs, North Block, New Delhi
6	Indian Revenue Service (Income Tax)	Chairperson, Central Board of Direct Taxes North Block, New Delhi
7	Indian Audit & Accounts Service	Comptroller and Auditor General, Office of Comptroller and Auditor General of India, 9, Deendayal Upadhyay Marg, New Delhi-110124
8	Indian Railway Traffic Service	Chairman, Railway Board, Ministry of Railways, Rail Bhawan, New Delhi
9	Indian Railway Personnel Service	
10	Indian Railway Accounts Service	
11	Railway Protection Force	
12	Indian Railways Service of Engineers	
13	Indian Railways Service of Signal & Telecom Engineers	
14	Indian Railways Service of Mechanical Engineers	
15	Indian Railway Service of Electrical Engineer	
16	Indian Railways Store Service	
17	Indian Railways Medical Service	
18	Indian Postal Service	Secretary, Department of Posts, Dak Bhawan, New Delhi
19	Indian Civil Accounts Service	Controller General of Accounts, C-Wing, 7 th floor, Lok Nayak Bhawan, New Delhi

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No.	Service	Cadre Controlling Authority
20	Indian Trade Service	Secretary, Department of Commerce, M/o Commerce & Industry, Udyog Bhawan, New Delhi
21	Indian Corporate Law Service	The Secretary, Ministry of Corporate Affairs, Shastri Bhawan, New Delhi
22	Indian Information Service	Secretary, Ministry of Information & Broadcasting, Shastri Bhawan, New Delhi
23	Indian P&T Accounts & Finance Service	Secretary, D/o Telecommunication, Sanchar Bhawan, New Delhi
24	P&T Building Works Service	
25	Indian Economic Service	Secretary, D/o Economic Affairs, Ministry of Finance, North Block, New Delhi
26	Indian Statistical Service	Chief Statistician of India & Secretary, Ministry of Statistics and Program Implementation, Sardar Patel Bhawan, New Delhi
27	Indian Legal Service	Secretary, Department of Legal Affairs, Ministry of Law & Justice, Shastri Bhawan, New Delhi
28	Indian Telecommunication Service	Secretary, Department of Telecommunications, Sanchar Bhawan, New Delhi
29	Central Water Engineering Service	Secretary, Ministry of Water Resource, River Development & Ganga Rejuvenation, Shram Shakti Bhawan, New Delhi.
30	Central Engineering Service (CPWD)	Secretary, Ministry of Housing and Urban Affairs, Nirman Bhavan, New Delhi
31	Central Electrical & Mechanical Engineering Service (CPWD)	
32	Central Architect Service (CPWD)	
33	Central Health Service	Secretary, Ministry of Health & Family Welfare, Nirman Bhavan, New Delhi
34	Geological Survey of India	Secretary, Ministry of Mines, Shastri Bhavan, New Delhi
35	Indian Meteorological Service	Secretary, Ministry of Earth Science, Prithvi Bhavan, New Delhi
36	Indian Cost Accounts Service	Secretary, Department of Expenditure, North Block, New Delhi
37	Survey of India Grade A service	Secretary, Ministry of Science and Technology, Technology Bhavan, New Delhi
38	Indian Broadcasting (Programme Service)	Secretary, Ministry of Information & Broadcasting, Shastri Bhavan, New Delhi
39	Central Labour Service	Secretary, Ministry of Labour & Employment Shram Shakti Bhavan, New Delhi.
40	Central Secretariat Service (CSS)	Secretary, Department of Personnel and Training, North Block, New Delhi
41	Central Secretariat Stenographer Service (CSSS)	

- * JDS Programme values diversity and inclusion. We encourage people of all genders, castes, tribes, classes, and with disabilities to apply.

Applicants should NOT be/have:

1. relevance/relations with the military as per below.

Individuals who fall under the categories (1) to (5) are subject to clearance by the Government of Japan.

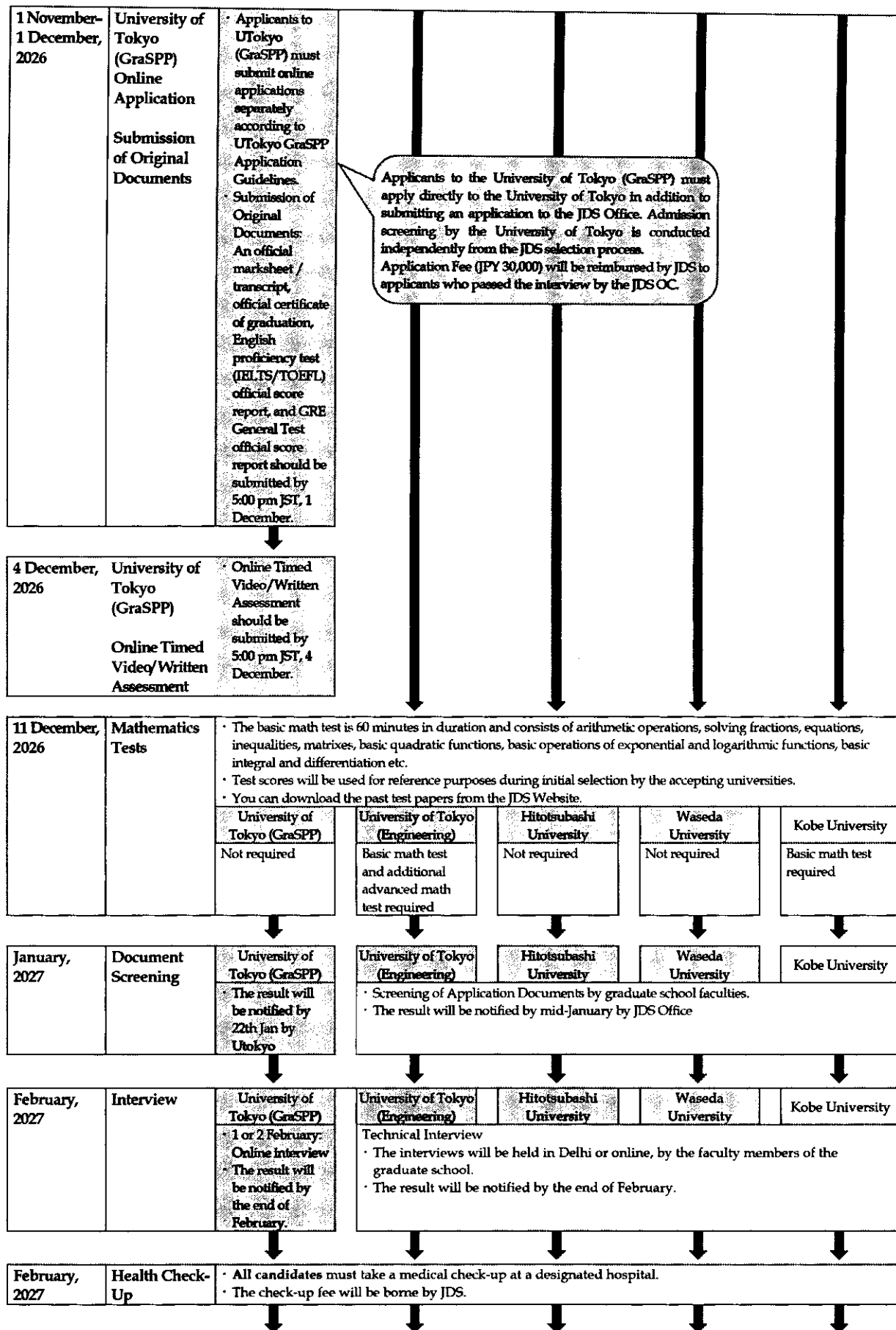
- (1) those who currently belong to the Armed Forces or other organizations affiliated with the Armed Forces
- (2) those who currently belong to the Ministry of Defense or other organizations affiliated with the Ministry
- (3) those who currently belong to organizations, which its Establishment Acts specify that they come under the jurisdiction of the Armed Forces or the Ministry of Defense in the event of an emergency, such as police, coast guard, etc.
- (4) those who currently do not belong to the above organizations but possess military status (including those who are currently seconded to other organizations from the above organizations)
- (5) those who currently belong to civilian institutions that have been identified as including military institutions within the organization

Moreover, Individuals who fall under the categories below are not eligible to apply

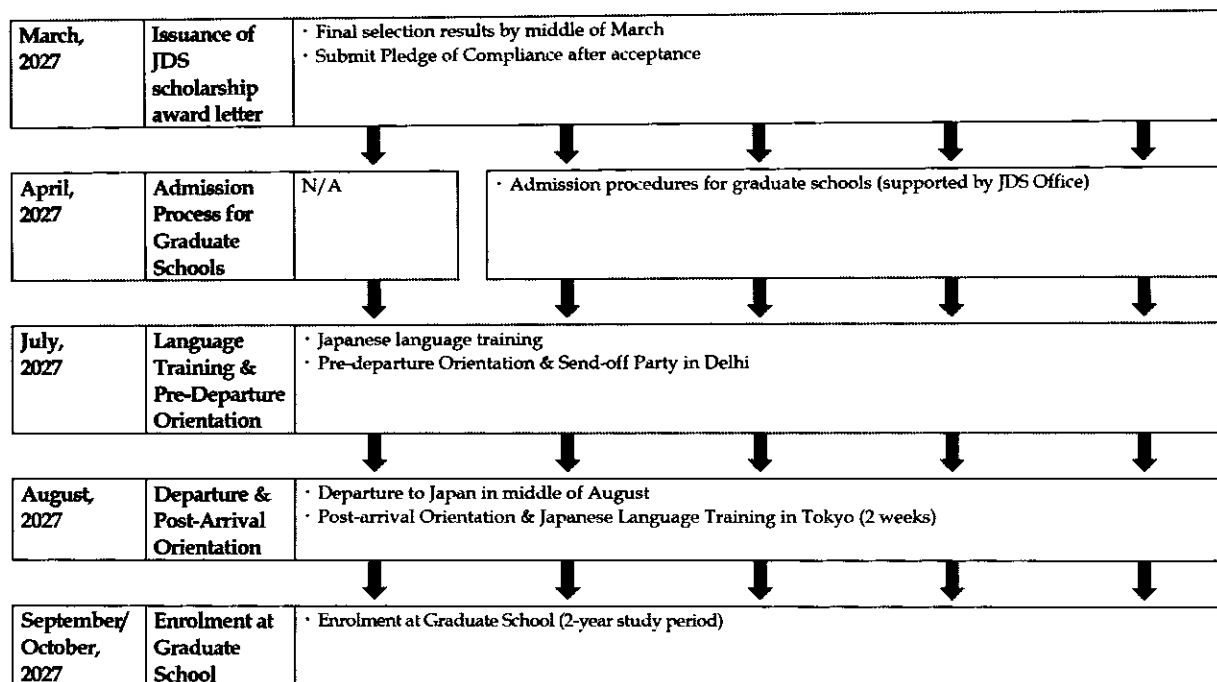
- ✓ those who have military status and are currently attached to the Armed Forces, e.g. main body of the Armed Forces, bodies under the Armed Forces
 - ✓ those who have military status but are not currently attached to the Armed Forces or Ministry of Defense and their affiliated institutions (including those on secondment to other institutions)
2. previously acquired a master's degree after studying abroad on a scholarship awarded by the Government of India or any other development partners.
 3. currently receiving, or planning to receive, another scholarship to acquire a master's or doctoral degree through assistance from the Government of India or any other development partners.
- * JDS Programme will request applicants to declare whether they would be applying for another scholarship at the time of application.

4. APPLICATION PROCEDURES

7-30 September, 2026	Preparing & Submitting Application Documents to JDS Online	Following 2 actions must be completed by 30 September, for the initial screening. 1) Enter the required information (from Section 1 to 6) on the JDS online application (TAO) by 30 September 2) Upload Form 2 (nomination from your organisation) on TAO by 30 September Only candidates who pass the OC interview need to complete following actions from (3) to (8) by 30 November. However, it is strongly recommended that all candidates start collecting necessary documents as early as possible, as it may take long to obtain some of them. 3) Complete the JDS online application (TAO) 4) Upload the IELTS (Academic Module) or TOEFL iBT (except Home Edition) score within 2-year validity (as of 31 May 2027) *See below for differences in requirements among universities. NOTE: The IELTS test fee can be reimbursed only if the applicants take tests during the application period and if the application for JDS has been completed, upon submitting the receipt. 5) Upload a notarized copy of your Degree Certificate, and a notarized copy of your Official Marksheet/Transcript. 6) Ask your work supervisor via JDS online application (TAO) to submit Form 1 (statement of reference) 7) Send the following original documents to the JDS Project Office by 30 Nov: - Form 2 (nomination form) - Notarized Copy of Degree Certificate and Notarized Copy of Official Marksheet/Transcript 8) Upload the Research Plan (Form 3A, B, C, D or E, according to your applying university)					JDS online application (TAO) Opens
		University of Tokyo (GraSPP) Form 3A: Statement of purpose (max 600 words), including motivation, study plan, career goals.	University of Tokyo (Engineering) Form 3B: 2-4 page research plan. Attach 1-2 page graduation thesis abstract (and master's thesis abstract, if applicable)	Hitotsubashi University Form 3E: 2000-word study plan, including practical experience, study plan, and post-graduation application.	Waseda University Form 3C: Research plan (follow the template) or Form 3D: Research plan with max 700 words (excluding footnotes, references)	Kobe University Form 3D: Research plan with max 700 words (excluding footnotes, references)	
	* IELTS/ TOEFL test	[Directly to GraSPP] IELTS/TOEFL scores: Score entry in the online web entry system and submission of the official score report by the testing organization to GraSPP must be completed by 5:00 pm JST, 1 December.	Upload the IELTS (Academic Module) or TOEFL iBT (except Home Edition) score within 2-year validity (as of 31 May 2027) or Form 4 filled by the controlling officer in lieu of the score certificate.	Upload the IELTS (Academic Module) or TOEFL iBT (except Home Edition) score within 2-year validity (as of 31 May 2027)	Upload the IELTS (Academic Module) or TOEFL iBT (except Home Edition) score within 2-year validity (as of 31 May 2027)	Upload the IELTS (Academic Module) or TOEFL iBT (except Home Edition) score within 2-year validity (as of 31 May 2027)	
1-30 October, 2026	Interview by JDS Operating Committee (OC)	Applicants who pass the document screening will be invited to an online interview. The JDS Operating Committee (OC) members consist of representatives from Department of Personnel and Training, Department of Economic Affairs, Ministry of External Affairs, Embassy of Japan in India, and JICA Office in India.					
1-30 November, 2026	Complete your JDS online application (TAO)	Complete your JDS online application (TAO) as explained in Step 01, from (3) to (8).					JDS online application (TAO) Closes



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5. HOW TO PREPARE APPLICATION DOCUMENTS

Before starting to prepare application documents, you MUST read this section of the Guideline carefully. It will help you avoid unnecessary disqualification due to missing or incomplete documents or information.

Download application documents from here: <https://scholarship.jds21.com/india/>

1. A reference letter (Prescribed Form 1) should be filled by your work supervisor as a Referee. Follow the procedures below:
 - a) Download Prescribe Form1 and Instruction for Referees.
 - b) Request your work supervisor to write a reference letter with sharing Prescribed Form1 and Instruction for Referees. When agreed, get an email address of your work supervisor.
 - c) Login to the application system (The Admission Office, TAO) via <https://scholarship.jds21.com/india/>, scroll down the list of application documents shown left side and select "Prescribed Form 1".
 - d) Choose "request" and put the email address of your work supervisor in "Email address of the requestee" and click the "Request". Then it shows "Request Completed". By doing this, your work supervisor will receive an email from TAO, requesting for a reference letter and instructing how to send it.
 - e) Follow up your work supervisor to write a reference letter and send it as instructed by the email from TAO.
 - f) After your work supervisor sends the reference letter, you will receive a Confirmation Email.
2. Download Form 2, which needs to be filled by the Cadre Controlling Authority. An official seal is necessary. Scan the filled form and save it as PDF, Max 4MB. Make sure you prepare this first, as you need to submit it online by 31 September for initial screening.
3. Download Prescribed Form 3A, 3B, 3C 3D or 3E according to the university you apply to and fill out as instructed. Save it as PDF, Max 4MB.
4. Scan the biometrics page (with photo) of your valid passport and save it as a PDF in Max 4MB.
5. Prepare your passport-size digital photo in JPEG (150 dpi or higher resolution, 413x531 pixels) in Max 4MB. (Close up of your head and top of your shoulders so that your face

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takes up 70-80% of the photograph, in sharp focus and clear, showing you looking directly into the camera, in front of a plain background, taken within 6 months).

6. Scan notarized degree certificates and official marksheet (bachelor's degree and above). Save each certificate/marksheet separately as PDF, max 4MB each.
7. All universities accept the Test Report Form (TRF) of the IELTS Academic Module or TOEFL iBT within two years of validity as of May 31, 2027. Scan and save it as PDF, max 4MB.
8. Scan a notarized copy of the Certificate of disability, save it as PDF, Max 4MB.
9. If you wish to apply to The University of Tokyo (GraSPP), download the application guidelines from GraSPP website and prepare all the necessary documents accordingly. Then submit application directly to the University of Tokyo as instructed, in addition to the procedure 1 to 8 mentioned above.

The University of Tokyo (GraSPP) General Information:

MPP/IP | GraSPP

The University of Tokyo (GraSPP) Application Guidelines 2027

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Fwd: Applications invited for 02(two) year Masters Degree through Human Resource Development Scholarship (JDS) programme sponsored by JICA for five universities in Japan from September/October 2027 to September 2029.

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

2 emails

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

Mon, 07 Sep 2026 5:36:39 PM +0530

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

Chief Secretary Bihar

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

From: KAILASH KUMAR UPPER DIVISION CLERK, DOPT <kailash.k@nic.in>

To: "cs"<cs@ap.gov.in>, "cs-arunachal"<cs-arunachal@nic.in>, "cs-assam"<cs-assam@nic.in>, "cs-bihar"<cs-bihar@nic.in>, "csofficecg"<csoffice.cg@gov.in>, "csofficesq"<csoffice.sq@gov.in>, "cs-goat"<cs-goat@nic.in>, "csguj"<csguj@gujarat.gov.in>, "cs-haryana"<cs-haryana@nic.in>, "cs"<cs@hry.nic.in>, "cs-hp"<cs-hp@nic.in>, "cs-jharkhand"<cs-jharkhand@nic.in>, "cs"<cs@jharkhand.gov.in>, "cs"<cs@karnataka.gov.in>, "chiefsecy"<chiefsecy@kerala.gov.in>, "cs"<cs@mp.nic.in>, "chiefsecy"<chiefsecy@maharashtra.gov.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@punjabmail.gov.in>, "cs"<cs@punjab.gov.in>, "csraj"<csraj@rajasthan.gov.in>, "csraj-rj"<csraj-rj@gov.in>, "cs-skm"<cs-skm@hub.nic.in>, "cs"<cs@tn.gov.in>, "cs"<cs@telangana.gov.in>, "cs-tripura"<cs-tripura@nic.in>, "cstripura"<cstripura@gmail.com>, "csup"<csup@nic.in>, "cs-uttaranchal"<cs-uttaranchal@nic.in>, "cs-westbengal"<cs-westbengal@nic.in>, "cs-andaman"<cs-andaman@nic.in>, "admn-chandigarh"<admn-chandigarh@nic.in>, "adviser-chd"<adviser-chd@nic.in>, "administrator-dd-dng"<administrator-dd-dng@nic.in>, "csdelhi"<csdelhi@nic.in>, "cs-jandk"<cs-jandk@nic.in>, "lk-admin"<lk-admin@nic.in>, "cspondicherry"<cspondicherry@nic.in>, "cs-pon"<cs-pon@nic.in>, "admrdranagar"<admrdranagar@nic.in>, "adviser-lg-ladkah"<adviser-lg-ladkah@gov.in>
Cc: "Vijay S"<vijays@cag.gov.in>, "Ajay Kumar Sinha"<ajay.sinha@gov.in>, "Manish Kumar"<m.kumar7@gov.in>, "OI Yoshiko"<oi@jds21.com>, "jdsindia-1"<jdsindia-1@jds21.com>

Date: Mon, 07 Sep 2026 14:24:16 +0530

Subject: Applications invited for 02(two) year Masters Degree through Human Resource Development Scholarship (JDS) programme sponsored by JICA for five universities in Japan from September/October 2027 to September 2029.

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

Respected Madam/Sir,

Kindly find the attachment regarding the subject cited above for information and further necessary action.

With regards

Kailash Kumar

431
ASO
Department of Personnel & Training
Training Wing, Block No.IV,
Old JNU Campus, New Delhi.

1 Attachment(s)

JDS Circular 2027-2029.pdf

1 MB

KAILASH KUMAR UPPER DIVISION CLERK, DOPT < kailash.k@nic.in >

Mon, 07 Sep 2026 2:24:22 PM +0530

To "cs"<cs@ap.gov.in>,"cs-arunachal"<cs-arunachal@nic.in>,"cs-assam"<cs-assam@nic.in>,"cs-bihar"<cs-bihar@nic.in>,"csofficecg"<csoffice.cg@gov.in>,"csofficesq"<csoffice.sq@gov.in>,"cs-goat"<cs-goat@nic.in>,"csguj"<csguj@gujarat.gov.in>,"cs-haryana"<cs-haryana@nic.in>,"cs"<cs@hry.nic.in>,"cs-hp"<cs-hp@nic.in>,"cs-jharkhand"<cs-jharkhand@nic.in>,"cs"<cs@jharkhand.gov.in>,"cs"<cs@karnataka.gov.in>,"chiefsecy"<chiefsecy@kerala.gov.in>,"cs"<cs@mp.nic.in>,"chiefsecy"<chiefsecy@maharashtra.gov.in>,"cs"<cs@maharashtra.gov.in>,"cs-manipur"<cs-manipur@nic.in>,"cso-meg"<cso-meg@nic.in>,"cs-mizoram"<cs-mizoram@nic.in>,"csnsl"<csnsl@nic.in>,"csori"<csori@nic.in>,"cs"<cs@punjabmail.gov.in>,"cs"<cs@punjab.gov.in>,"csraj"<csraj@rajasthan.gov.in>,"csraj-rj"<csraj-rj@gov.in>,"cs-skm"<cs-skm@hub.nic.in>,"cs"<cs@tn.gov.in>,"cs"<cs@telangana.gov.in>,"cs-tripura"<cs-tripura@nic.in>,"cstripura"<cstripura@gmail.com>,"csup"<csup@nic.in>,"cs-uttaranchal"<cs-uttaranchal@nic.in>,"cs-westbengal"<cs-westbengal@nic.in>,"cs-andaman"<cs-andaman@nic.in>,"admn-chandigarh"<admn-chandigarh@nic.in>,"adviser-chd"<adviser-chd@nic.in>,"administrator-dd-dng"<administrator-dd-dng@nic.in>,"csdelhi"<csdelhi@nic.in>,"cs-jandk"<cs-jandk@nic.in>,"lk-admin"<lk-admin@nic.in>,"cspondicherry"<cspondicherry@nic.in>,"cs-pon"<cs-pon@nic.in>,"admradranagar"<admradranagar@nic.in>,"adviser-lg-ladkah"<adviser-lg-ladkah@gov.in>

Cc "Vijay S"<vijays@cag.gov.in>,"Ajay Kumar Sinha"<ajay.sinha@gov.in>,"Manish Kumar"<m.kumar7@gov.in>,"OI Yoshiko"<oi@jds21.com>,"jdsindia-1"<jdsindia-1@jds21.com>

Respected Madam/Sir,

Kindly find the attachment regarding the subject cited above for information and further necessary action.

With regards

Kailash Kumar
ASO
Department of Personnel & Training

Training Wing, Block No.IV,
Old JNU Campus, New Delhi.

430

1 Attachment(s)

JDS Circular 2027-2029.pdf

1 MB

4869



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

Fwd: Workshop on Income Tax by ISTM

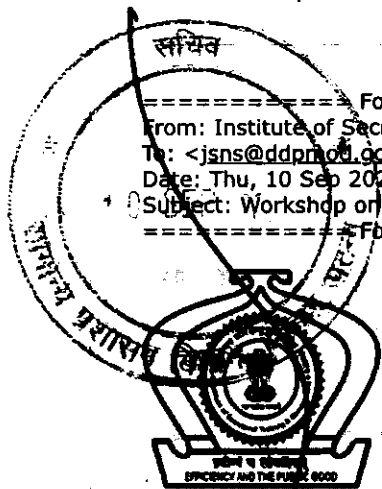
Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 10 Sep 2026 12:12:10 PM +0530

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

J.S. (18)

Chief Secretary Bihar



===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >
 To: < jsns@ddpniid.gov.in >
 Date: Thu, 10 Sep 2026 11:26:05 +0530
 Subject: Workshop on Income Tax 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 Income Tax

Course Code : WITAX-21

Date : 30 Nov 2026 to 30 Nov 2026

Mode : Offline

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

Regards

Rooshan Kumar Mishra

Assistant 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 कोषागार
 सामान्य प्रशासन विभाग
 ई-मेल संचालक
 दिनांक 27.5.05
 1-09-26

4869/21-18
 14.9.26

9/10/26, 12:30 PM

Fwd: Workshop on Income Tax by ISTM



428



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

Fwd: Workshop on Team Building and Leadership by ISTM

55 1181

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

Thu, 10 Sep 2026 3:09:48 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: < jsns@ddpmo.gov.in >

Date: Thu, 10 Sep 2026 15:04:05 +0530

Subject: Workshop on Team Building and Leadership 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 Team Building and Leadership

Course Code : WTBL-16

Date : 21 Dec 2026 to 22 Dec 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

रजितेंद्र भट्टी
सहायक प्रशासन विभाग
[मेल संख्या] 27481
दिनांक 10.09.26

4862/27481

14.9.26

9/10/26, 3:10 PM

Fwd: Workshop on Team Building and Leadership by ISTM

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067



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

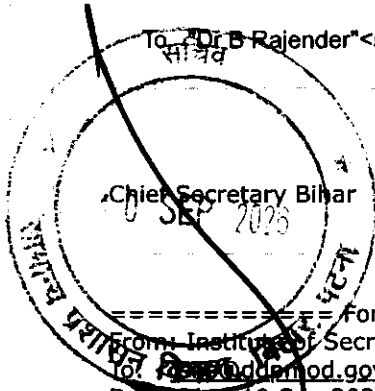
Fwd: Administrative Vigilance - Role of IO/PO by ISTM

5.5.118

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

Thu, 10 Sep 2026 12:10:02 PM +0530

To: "Dr 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, 10 Sep 2026 11:14:54 +0530
 Subject: Administrative Vigilance - Role of IO/PO by ISTM
 ===== Forwarded message =====



J.S-18

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 : AV3-23

Date : 07 Dec 2026 to 10 Dec 2026

Mode : Offline

विभागाध्यक्ष
 सचिव, सामान्य प्रशासन
 ई-मेल नंबर: 27505
 दिनांक: 10.9.26

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

Regards

Rooshan Kumar Mishra

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

S.O-18
 11.09.26

4868/शा-18
 14.9.26

9/10/26, 12:30 PM

Fwd: Administrative Vigilance - Role of IO/PO by ISTM

JNU Campus (OLD),Olof Palme Marg,
New Delhi - 110067



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

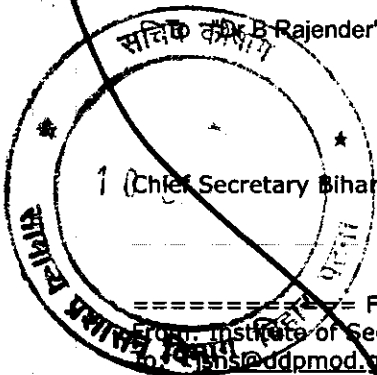
Fwd: Leveraging AI Tools in Power Point by ISTM

53(18)

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

Thu, 10 Sep 2026 10:18:41 AM +0530

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

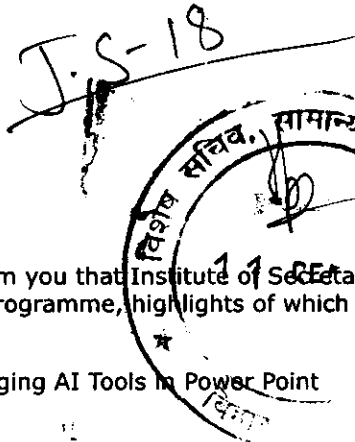


===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >
 To: secy-par-bih@ddpmod.gov.in

Date: Wed, 09 Sep 2026 16:11:37 +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

S.O-18
 11.09.26
 श्री अरुण

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)

बिहार सरकार
 सचिव कोषांग
 सामान्य प्रशासन विभाग
 ई-मेल संख्या... 27.4.9.4
 दिनांक... 10.9.26

4863 / शां. 18
 14.9.26

9/10/26, 11:37 AM

Fwd: Leveraging AI Tools in Power Point by ISTM

JNU Campus (OLD), Olof Palme Marg,
New Delhi - 110067

425

9/8/26, 2:00 PM

Fwd: Seminar on Right to Information by ISTM

Fwd: Seminar on Right to Information by ISTM

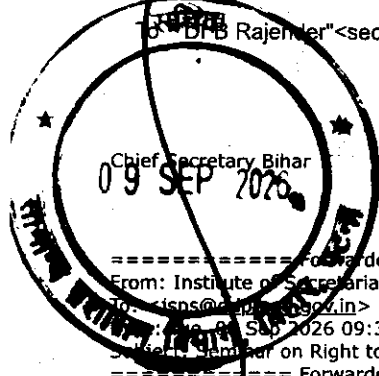
secy-par-bih < secy-par-bih@nic.in >

58 118

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

Tue, 08 Sep 2026 11:01:29 AM +0530

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



===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >
To: csns@nic.in < csns@nic.in >
Date: Tue, 08 Sep 2026 09:35:22 +0530
Subject: Seminar on Right to Information by ISTM
===== Forwarded message =====



J.S-18



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 : Seminar on Right to Information

Course Code : S-RTI-27

Date : 21 Sep 2026 to 21 Sep 2026

Mode : Offline

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

Regards

Anit Shishir Kerketta

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

J.S-18
11.09.26
श्री अरबाद

बिहार सरकार
सचिव, सामान्य प्रशासन विभाग
4865/का-18 सामान्य प्रशासन विभाग
ई-मेल संख्या... 2726/
दिनांक... 9.9.26
14.9.26

9/8/26, 9:00 PM

Fwd: Workshop on Team Building and Leadership by ISTM

Fwd: Workshop on Team Building and Leadership by ISTM

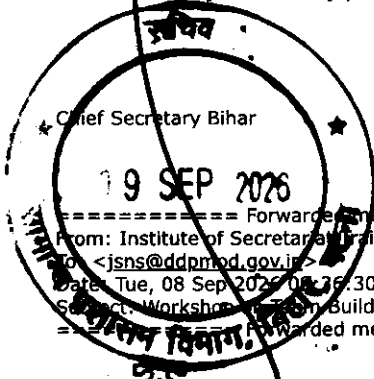
secy-par-bih < secy-par-bih@nic.in >

55(18)

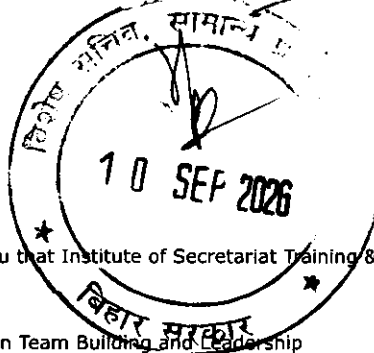
Chief Secretary Bihar < cs-bihar@nic.in >

Tue, 08 Sep 2026 11:01:49 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: <jsns@ddpmo.gov.in>
 Date: Tue, 08 Sep 2026 08:26:30 +0530
 Subject: Workshop on Team Building and Leadership 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 Team Building and Leadership

Course Code : WTBL-15

Date : 28 Sep 2026 to 29 Sep 2026

Mode : Offline

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

Regards

Anil Shishir Kerketta

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 कोषागार
 सामान्य प्रशासन विभाग
 ई-मेल संख्या... 27260
 दिनांक... 9.9.26.

50-18
 10/09/26
 श्री अखिलेश जी
 खनीना
 11.9.2026

4839/20-18

11.9.26

423

9/8/26, 5 PM

Fwd: Work Life Balance & Anger Management by ISTM

Fwd: Work Life Balance & Anger Management by ISTM

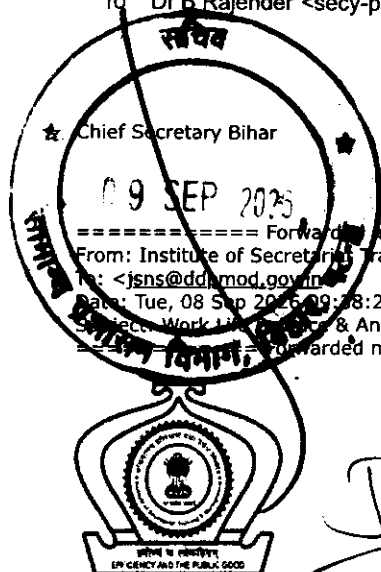
secy-par-bih < secy-par-bih@nic.in >

53 1181

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

Tue, 08 Sep 2026 11:02:16 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: < jns@ddmod.gov.in >
Date: Tue, 08 Sep 2026 09:38:26 +0530
Subject: Work Life Balance & Anger Management 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 : Work Life Balance & Anger Management

Course Code : WLBAM-07

Date : 21 Dec 2026 to 22 Dec 2026

Mode : Offline

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

Regards

Anit Shishir Kerketta

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

4866/ST-18
14.9.26
विभाग सचिव
सचिव कार्यालय
सामान्य प्रशासन विभाग
ई-मेल संख्या 47259
दिनांक.....9.9.26

5.0.18
11.09.26
श्री प्रशान्त

422

9/8/26, 4 PM

Fwd: Data Analytics using MS-Excel by ISTM

Fwd: Data Analytics using MS-Excel by ISTM

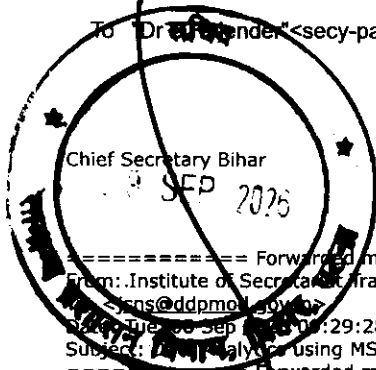
secy-par-bih < secy-par-bih@nic.in >

55 (18)

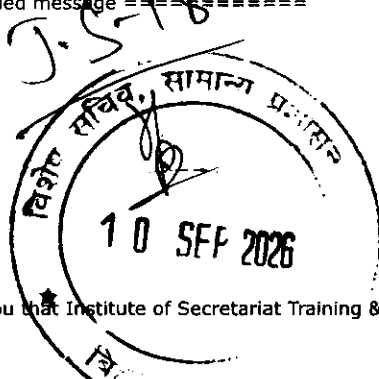
Chief Secretary Bihar < cs-bihar@nic.in >

Tue, 08 Sep 2026 11:00:31 AM +0530

To "Dr. P. S. Jha" < 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: Tue, 08 Sep 2026 11:29:28 +0530
Subject: Data Analytics using MS-Excel 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 : Data Analytics using MS-Excel

Course Code : DA-Ex-15

Date : 02 Nov 2026 to 03 Nov 2026

Mode : Offline

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

Regards

Priyanka Dhull

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

4843/शा.ह

11-9-26

S.O-18

10.09.26

बिहार सरकार
सचिव कार्यालय
सामान्य प्रशासन विभाग
ई-मेल संख्या... 27286
दिनांक... 9.9.26
श्री अरबाह गी
विनीता
11.9.2026

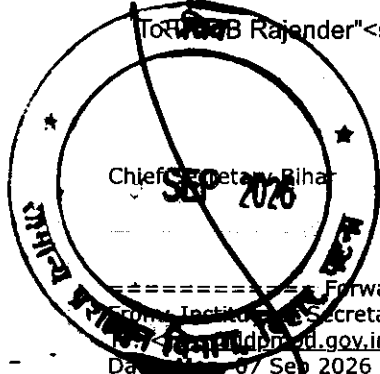
Fwd: Handling Social Media and Information Retrieval by ISTM

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

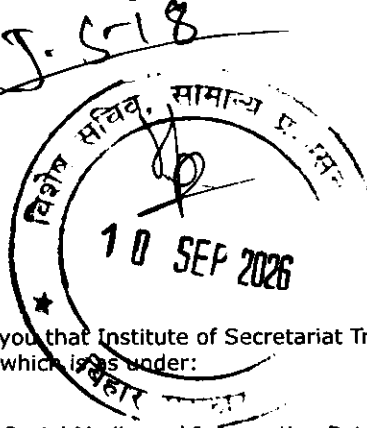
J.S. 4182

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

Mon, 07 Sep 2026 5:51:12 PM +0530

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

===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: ~~Mr. B Rajender~~ <secy-par-bih@nic.in>
 Date: 07 Sep 2026 17:03:11 +0530
 Subject: Handling Social Media and Information Retrieval 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 : 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.

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

श्री अरवि ७ जी
 विनीता
 11.9.2026

बिहार सरकार
 सचिव कोषांग
 सामान्य प्रशासन विभाग
 ई-मेल संख्या... 2728/
 दिनांक... 9.9.26

41840/सा.नं.18
 11.9.26
 50-16
 10.09.26

Fwd: Workshop on e-Office by ISTM

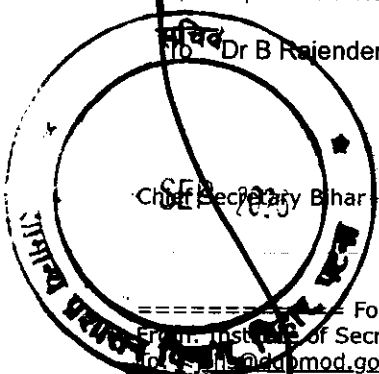
secy-par-bih < secy-par-bih@nic.in >

55(18)

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

Mon, 07 Sep 2026 5:04:49 PM +0530

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



===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >
 Date: Mon, 07 Sep 2026 12:11:23 +0530
 Subject: Workshop on e-Office by ISTM
 ===== Forwarded message =====



J.S-18

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 e-Office

Course Code : WEO-26

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

Kishore .

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

4867 / 21-18
 14-9-26

बिहार सरकार
 सचिव का कार्यालय
 सामान्य प्रशासन विभाग
 ई-मेल संख्या 47265
 दिनांक 9-9-26

50-18
 11-09-26
 श्री अरुण

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

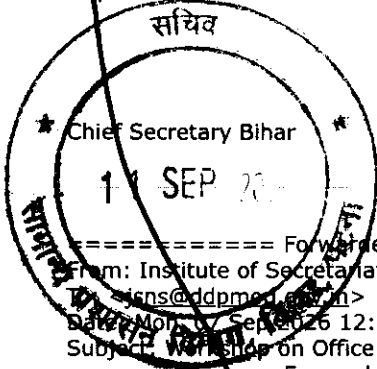
secy-par-bih < secy-par-bih@nic.in >

J.S (18)

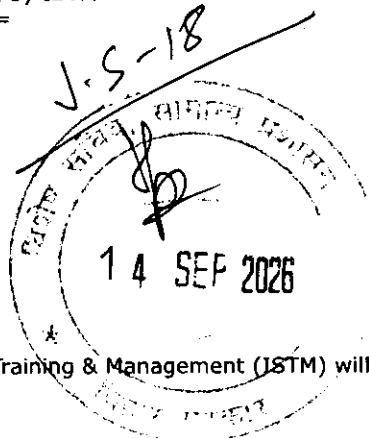
Chief Secretary Bihar < cs-bihar@nic.in >

Mon, 07 Sep 2026 5:03:39 PM +0530

To "Dr 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: Mon, 07 Sep 2026 12:08:10 +0530
 Subject: Workshop on Office Procedure & Noting & Drafting by ISTM
 ===== Forwarded message =====



Sir/Madam,

I am 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 : WO&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 अरबादनी
 विनीता
 16.9.2026

विहार सरकार
 सचिव कोषांग
 सामान्य प्रशासन विभाग
 ई-मेल संख्या.. 27294
 दिनांक..... 9.9.26

4908/2A-18
 16.9.26

S-0-18
 15.09.26

Fwd: Workshop on Emerging Technology and Dashboard by ISTM

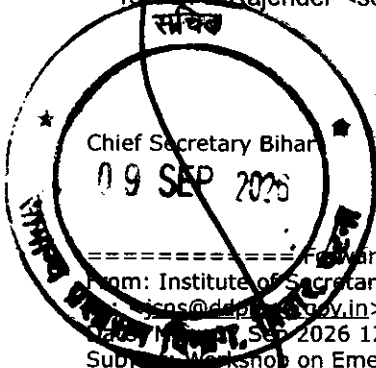
secy-par-bih < secy-par-bih@nic.in >

J.S-118)

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

Mon, 07 Sep 2026 5:01:44 PM +0530

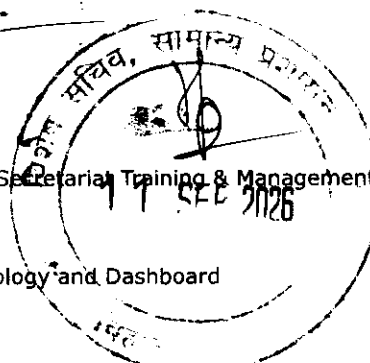
To: "Dr. B. Rajender" < secy-par-bih@nic.in >



===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >
 To: cs@ddp.gov.in
 Date: Mon, Sep 2026 12:06:19 +0530
 Subject: Workshop on Emerging Technology and Dashboard by ISTM
 ===== Forwarded message =====



J.S-18



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 Emerging Technology and Dashboard

Course Code : WETD-12

Date : 12 Oct 2026 to 13 Oct 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

दिनांक १२.१०.२६
 सचिव, सामान्य प्रशासन
 ई-मेल संख्या २७२६२
 दिनांक १२.१०.२६

S.O-18
 11.09.26

श्री अरुण

4864/शा.०-18
 14.9.26

417



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

NPC Residential Training Program on "Stress Management and Strategic Financial Planning for Organizational Excellence" Nov 16-20, 2026- Sri Vijaya Puram (A &N) - Request for Nominations

JS (18)

< proj.exe@npcindia.gov.in >

Thu, 10 Sep 2026 12:45:20 PM +0530

सचिव

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

Tags Not in Contacts

10 SEP 2026

T2627ESG04

10th Sept, 2026

Sub: NPC Residential Training Program on "Stress Management and Strategic Financial Planning for Organizational Excellence" Nov 16-20, 2026
Sri Vijaya Puram (A &N) - Request for Nominations

JS-18 Sir/Madam,

National Productivity Council of India (NPC) an autonomous organization under Department for Promotion of Industry & Internal Trade, Ministry of Commerce and Industry, Government of India is pleased to announce a Residential Training Program on "**Stress Management and Strategic Financial Planning for Organizational Excellence**" during Nov 16-20, 2026 at Sri Vijaya Puram (A &N).

NPC training program has been designed to inculcate the importance of Managing Stress & Strategic Financial Planning to help participants understand tips and strategies to reduce stress both at home and workplace and how Financial Policies and objectives are established so as to enable them to contribute effectively within the organization by improving managerial effectiveness and performance.

The Residential Training Programme has been designed with conceptual deliberations, case studies, success stories and group discussions for executives/officials of Central & State Governments, Public Sector Undertakings, Private Sector Enterprises, Academic Institutions, Co-operatives, Corporations, Financial Institutions & NBFCs, Boards & Autonomous Organizations, Skills Strengthening for Industrial Value Enhancement (STRIVE), RAMP (Raising and Accelerating MSME Performance) & MNCs etc., for improving their Administrative and Financial Capabilities.

Participation fee is Rs. 75,000/- for Residential Participant and Rs. 60,000/- for Non-Residential Participant. GST 18% per participant is applicable on Participation fees.

We are sure that your organization would find the Training Program immensely useful. We request you to take advantage of this opportunity and nominate officials to participate in the Residential Training Program.

Please confirm the participations latest by **Nov 02nd 2026**. Please feel free to contact us in case of any further clarifications or queries.

बिहार सरकार

सचिव

सांख्यिकी विभाग

ई-मेल

दिनांक

27.5.14

10.9.26

Yours Sincerely,

(राजेश सण्ड/Rajesh Sund)

निर्देशक (इकनोमिक सर्विसेज)/Director (Economic Services)

और/and कार्यक्रम संचालक/Program Coordinator

राष्ट्रीय उत्पादकता परिषद/ National Productivity Council

नई दिल्ली - ११०००३/ New Delhi - 110003

दूरभाष - ०११- २४६०७३०३/८७९९७८४७१५

Phone -011-24607303/8799784715 /9868844272

Email: rajesh.sund@npcindia.gov.in

ABOUT TRAINING PROGRAM

1. LEARNING OBJECTIVES

- To comprehend the basic rules of Stress Management
- To understand the positive aspects of stress and ways to master a 'thought process' for avoiding stressful situations.
- To understand the pitfalls of Strategic Financial Planning.
- To enable the participants to use qualitative and quantitative tools and measures to distinguish the key risks.
- To enable the participants, learn & develop unique strategies, implement correctly and set financial targets.

2. BROAD PROGRAMME COVERAGE

- Discover the value of relationships in Stress Management
- Review the main work areas that can lead to stress and identified ways to address work-related stress throughout the organisation.
- Concepts, Objective and Approaches of Strategic Financial Planning.
- Insight into Financial Planning, Risk Management and Investments.
- Financial Decision Making & Valuation Techniques

3. 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.

4. PARTICIPANTS' PROFILE

Officers & Officials from various functions of Central & State Government Departments, PSUs, Academic Institutions, Co-operatives, Corporations, MNCs, Associations, Boards, Financial Institutions & Autonomous Organizations etc.

5. FACULTY

The faculty for the training programme will comprise of Senior NPC Experts & other Renowned and Experienced Trainers from the respective field.

6. PROGRAMME FEE & VENUE

Programme Code	T2627ESG04
Programme Fees	For Residential Participants-- Rs. 75,000 (Rupees Seventy-Five Thousand only) plus GST @ 18% per participant. The fees include

	boarding/lodging charges and the cost of programme kit. For Non-Residential Participants— Rs. 60,000 (Rupees Sixty Thousand only) plus GST @ 18% per participant. The fees include only working lunch and tea/coffee etc served during the sessions and the cost of programme kit.
Program Schedule	Nov 16-20, 2026 Sri Vijaya Puram (A & N) Programme starts on 16- 11-2026 at 1430 hrs. Programme closes on 19- 11-2026 at 1800 hrs. Check in for Residential Participants: 16-11-2026 (AN) Check out for Residential Participants: 20-11-2026 (FN)
For accompanying spouse and/or children (in the age group of 5 to 12 years), the tentative charges would be Rs.8,500 and Rs.7,500 respectively for the entire duration, payable directly to the hotel by the participant. Participation fee is non-refundable. However, substitution can be made, or the fees can be adjusted against future nominations.	

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7. 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 • In case of ECS Payment, the payment details should be intimated accordingly along with UTR number. • Programme Fees per Participant plus GST to be paid in advance. • NPC'S PAN No: AAATN0402F, • NPC'S GSTIN: 07AAATN0402F1Z8

8. HOW TO APPLY

➤ Nominations may be sent to the following address:

Shri Rajesh Sund
Director (ES), NPC
Faculty & Programme Coordinator
Ph.91-11-24607303/8799784715/9868844272
Email: rajesh.sund@npcindia.gov.in

➤ **Last date for Receiving of Nominations: 02-11-2026**

Please fill the following details of Nominated Participants

S. No	Name of Delegate	Designation	Years of Experience	Mobile No.	Email ID	Official Address for Correspondence
1						

2						
3						
-						
-						

Details of Nominating Authority:

Name:

Designation:

Organization:

Address

Contact Number:

Email ID:

Signature

9. GENERAL INSTRUCTIONS

a. 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.

b. The Residential programme fee covers the professional fees towards training, board & lodge of the Participant(s). The Non-Residential programme fee covers the professional fee towards training, working lunch and refreshments during the training program.

c. The fee once deposited is non-refundable, however, substitutions are allowed.

d. 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.

e. 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.

f. 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.

g. 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.

h. The participants shall be awarded Certificate of Participation on successful completion of programme.

i. Attendance is mandatory for all participants.

j. Any other terms and conditions apply as may be notified by NPC at any point of time.

k. Referring to GST guidelines, you are requested to confirm the applicability of GST payment for your department.

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Forthcoming Residential Training Programs

Project Management and Financial Management	Dec 14-18, 2026	Kovalum, Kerala
Effective Office Administration and Financial Management	Jan 11-15, 2027	Sri Vijaya Puram, A & N
Procurement Management and Financial Management	Feb 22-26, 2027	Port Blair, A & N
Project Management and Financial Management	March 29-April 02, 2027	Gangtok, Sikkim

National Productivity Council (NPC) Chandigarh: Upcoming training programmes Brochures - regd secy-par-bih < secy-par-bih@nic.in >

JS (18)

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

Tue, 08 Sep 2026 4:51:46 PM +0530

To: secy-npa<secynpa@nic.in>,"secy-msde"<secy-msde@nic.in>,"secy-msmeod"<secy-msme.od@nic.in>,"secy-ncbc"<secy-ncbc@nic.in>,"secy-ncm"<secy-ncm@nic.in>,"secy-ngl"<secy-ngl@nic.in>,"secyoffice-mopr"<secyoffice-mopr@nic.in>,"secy-ol"<secy-ol@nic.in>,"secy-panchayat-bih"<secy-panchayat-bih@nic.in>,"secy-par-bih"<secy-par-bih@nic.in>

Respected Sir/Mam,

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

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>

J.S-18



S.O-18
11.09.26

बिहार सरकार

साचेव कोषाग

प्रशासन विभाग

.....27.4.21

.....1.09.26

श्री अरुण

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7.4.26

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3 Attachment(s)

Training Brochure-Transparen...
601.4 KB

Training Brochure-Managing Fi...
539.3 KB

Training Brochure-Training Pro...
532.3 KB

410

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:** _____

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.

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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 organizations including Central Government Ministries and State Governments.

2. 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.

3. 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.

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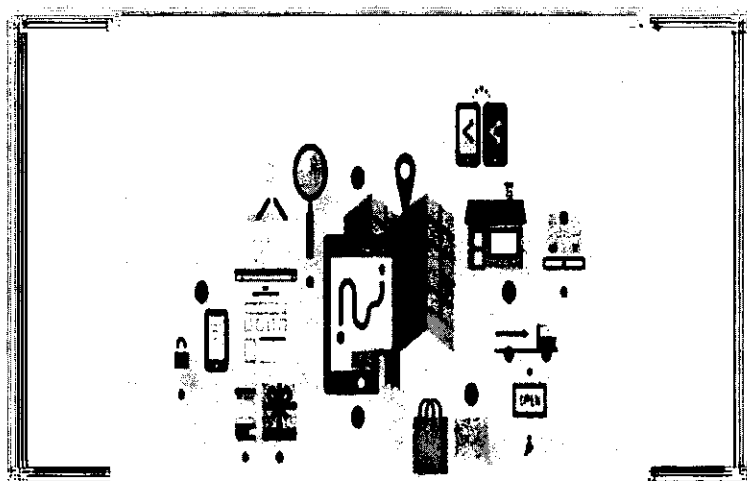
National Productivity Council, Chandigarh

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

PROGRAMME CODE: (T2627CHD03)

19-23rd Oct 2026

**Manali (Himachal
Pradesh)**



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

4. 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.

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.

HOW TO 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

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.

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.
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- ❖ 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.

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	

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



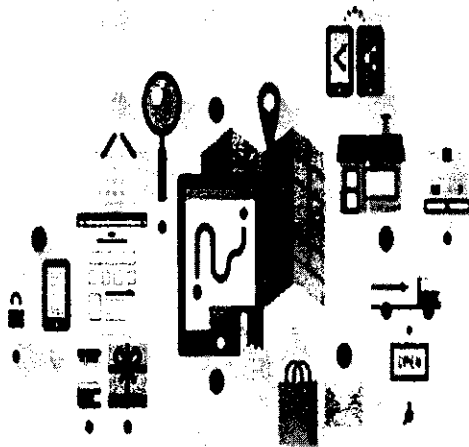
National Productivity Council, Chandigarh

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

PROGRAMME CODE: (T2627CHD04)

2nd-6th November 2026

Goa



- ✓ 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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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.

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

1. ABOUT NPC

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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



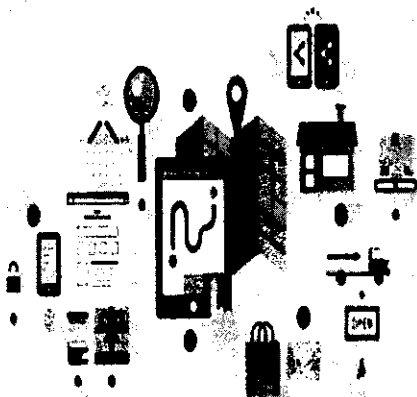
National Productivity Council, Chandigarh

Training Programme
on
**Leadership & Managerial Excellence for Effective
Administration**

PROGRAMME CODE: (T2627CHD65)

14-18th December 2026

Sri Vijaya Puram (Port Blair)



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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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: _____