

**No. T-16017/46/2021-iGOT-Part (1)**  
**Government of India**  
**Ministry of Personnel, Public Grievances and Pensions**  
**Department of Personnel and Training**  
**Training Division**

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Block- IV, Old JNU Campus, New Delhi  
Dated the 22<sup>nd</sup> October, 2024

**OFFICE MEMORANDUM**

**Subject: Revised Guidelines for setting up Centre of Excellence (CoE) in Civil Service Training Institutes (CSTIs) under Mission Karmayogi- reg...**

The undersigned is directed to refer to this Department's OM dated 4<sup>th</sup> June, 2024 on the subject cited above wherein this Department had issued Guidelines for setting up Centre of Excellence (CoE) in Civil Service Training Institutes (CSTIs) under Mission Karmayogi.

2. As specified in the aforesaid Guidelines, the CSTIs shall fill up a self-assessment proforma, which shall be evaluated by the CBC, in consultation with this Department. The recommended CSTIs shall submit a detailed proposal for consideration by their Administrative Ministry/ Department/ Organisations (MDOs). The Standing Committee set up by each MDO shall evaluate the proposals as per the Evaluation Metrics.

3. In partial modification of the earlier guidelines issued vide this Department OM dated 4<sup>th</sup> June, 2024, the revised guidelines (enclosed) incorporating the self-assessment proforma and Evaluation Metrics are shared herewith for further necessary action.

4. All Ministries/ Departments are requested to circulate the same to Civil Service Training Institutes (CSTIs) under their administrative control to initiate the process of setting up of Centres of Excellence in specific domain areas.

5. The date of notification of the self-assessment framework (Please refer to Appendix 1 of the revised guidelines) shall be the date of this memorandum.

Enclosure: as above

  
22/10/24  
(Shampa Ghosh)

Under Secretary to the Government of India  
Tele: 011-26706377

To,

All Ministries/ Departments of Government of India

Copy to

1. The CEO, SPV - Karmayogi Bharat, Gole Market, New Delhi
2. The Secretary, Capacity Building Commission, Janpath, New Delhi
3. NIC, Training Division, DoPT - for uploading the OM on this Department's website.

# **Guidelines for setting up Center of Excellence (CoE) in Civil Services Training Institutions (CSTIs) under Mission Karmayogi**



कार्मिक एवं प्रशिक्षण विभाग  
DEPARTMENT OF  
**PERSONNEL & TRAINING**

October 2024

## 1. Background

- 1.1 The Civil Services play a central role in governance and delivery of public services. To equip the civil services with the right attitudes, skills, knowledge and competencies aligned to the demands and expectations of a rapidly growing economy and its aspirational citizens, the Government of India has launched the National Programme for Civil Services Capacity Building (NPCSCB) - Mission Karmayogi.
- 1.2 To deliver on the vision of the capacity building of Civil Servants, two key institutions viz. Capacity Building Commission (CBC) and the Special Purpose Vehicle (SPV) - Karmayogi Bharat have been operationalized. The CBC has become fully functional since June 2021, while the SPV - Karmayogi Bharat has become operational since August 2022 and has been managing and maintaining the iGOT platform. Further, the e-HRMS has been revamped and integrated with the iGOT-Karmayogi platform.
- 1.3 The Capacity Building Commission is mandated to strengthen the training and capacity-building ecosystem, harmonise the functioning of all institutions engaged with the task of creating capacity within the civil services such as Civil Service Training Institutions (CSTIs) etc., and enable them to partner with the best national and global resources. To develop institutional expertise and excellence across all CSTIs, CBC has developed the **National Standards for Civil Services Training Institutes (NSCSTI)**.
- 1.4 Under the NSCSTI framework, the CSTIs' performance is measured in terms of their existing capacity across various parameters i.e. Training Need Analysis (TNA) and course design, faculty development, resource and training targets, training support, digitalization and training delivery, collaboration, training evaluation and quality assurance, operations, and governance.
- 1.5 In accordance with Mission Karmayogi Guidelines, 2023 [Section 3.1 (A)(iii) *ibid*], *every CSTI shall strive to develop Centre (s) of Excellence in "niche" domain/specialized areas to become think tanks for policy formulation, implementation, and monitoring with ability to provide on-demand research/consultancy services to Ministries/Departments.* Further as per Section 3.1 (B)(x) (c) *ibid*, *every Ministry, Department and Organization (MDO) shall oversee the functional performance of the CSTIs under its administrative control, including nurturing the CSTIs as CoE, in specialized/domain-specific areas in which they have a unique standing by providing guidance and funding.*
- 1.6 Therefore, these guidelines are being brought out to lay down the principles and process for identification and development of CSTIs as CoEs in their respective areas of expertise. **The CoEs shall serve as the fulcrum for the civil service capacity-building ecosystem and deliver high-quality research/consultancy/advisory services and capacity building in their respective specialized domain.**
- 1.7 These guidelines shall be applicable to CSTIs under the administrative control of MDOs. States may formulate similar guidelines for setting up of CoEs in CSTIs under their administrative control in consonance with these guidelines. DoPT may complement the efforts of States for the development of CoEs in domain/ specialized areas through appropriate schemes.

## 2. Centre of Excellence (CoE) - Objectives:

- 2.1. CSTIs, which have capacity and expertise in niche areas shall be nurtured as CoEs.
- 2.2. The CoE shall be a one-stop resource centre, either physical or virtual, for capacity-building of civil servants and the civil services ecosystem and research, consultancy/advisory services in the identified domain/specialized area.
- 2.3. The goal of every CoE shall be to develop in-house capacity for cutting-edge knowledge and resources, including trainers in the respective domain. The knowledge repository of CoEs so developed shall be made accessible to all other CSTIs.
- 2.4. The CoEs shall aim to deliver the following:
  - a. Undertake research for capacity building in identified domain to improve governance.
  - b. Develop content for capacity building such as course materials, courses and modules.
  - c. Undertake customized and curated Capacity Building Programmes in subject matters of the domain.
  - d. Undertake Capacity building of master trainers.
  - e. Develop/augment soft and hard infrastructure for delivery of capacity-building programs.
  - f. Provide expert research/consultancy/advisory services in their domain.
- 2.5. CoEs shall absorb and generate new knowledge to develop capacity-building interventions for the beneficiaries of the ecosystem. CoE shall engage in developing content and learning methods that facilitate engagement and knowledge absorption.

**Figure I: Features of Centre of Excellence (CoE)**



## 3. Functions of CoE:

In pursuance of the above objectives, the CoE shall, *inter alia*, perform the following functions in respect of the identified area of expertise:

- 3.1. Become think tanks for policy formulation, implementation, and monitoring.
- 3.2. Provide on demand research/consultancy/advisory services to concerned MDO.
- 3.3. Conduct a need assessment to determine the demand for training in their community or industry and identify any gaps in existing training programs.
- 3.4. Work on sectoral integration and partnership to bring out best learning experiences and best practices on training and capacity building.
- 3.5. Develop relatable and relevant content including digitization of existing content /course materials/modules/case studies for capacity building, with a special focus on national priorities, citizen centricity and emerging technologies.

- 3.6. Conduct demand-driven Training Needs Assessment (TNA) in collaboration with concerned stakeholders.
  - 3.7. Create a pool of Master Trainers.
  - 3.8. Maintain a dynamic pool of Learning Facilitators consisting of serving officers on deputation, guest speakers, industry-academia experts, permanent faculties etc.,
  - 3.9. Coordinate with industry, academia and other stakeholders through cutting-edge research and development of competency-building products.
  - 3.10. Create a network to provide mentoring support to trainees before, during and after the training.
  - 3.11. Support the other CSTIs in their respective expertise area through a hub-and-spoke model.
  - 3.12. Develop a structured feedback mechanism to evaluate the effectiveness and impact of training.
  - 3.13. Establish a sound institutional base for training delivery by strengthening the physical and digital infrastructure and usage of new age learning methods.
- 4. Structure of CoE:**
- 4.1. The CoE may be either physically housed in the CSTI or operated virtually and shall function under the organizational structure of the CSTI.
  - 4.2. The organizational structure of the CoE shall be **mutually agreed** between the concerned MDO and the CSTI.
  - 4.3. A separate and dedicated **Programme Management Team (PMT)** for each CoE shall be established in the CSTI under its Governing body. This shall ensure the independence of the functioning of CoE while maintaining the unitary structure of CSTIs.
  - 4.4. The Programme Management Team of the CoE shall have a **Programme Team Head** and may include subject matter experts, research and development experts, monitoring, and evaluation experts, etc.,
  - 4.5. A CSTI may house multiple CoE for different subjects/ areas of expertise drawing from its existing area of work and expertise.
  - 4.6. **There shall be only one CoE for a specific domain area catered by any of the CSTI.**
- 5. Process for setting up of a CoE (Indicative timelines given in Appendix 1):**
- 5.1. The **mandatory prerequisites for a CSTI to be nurtured as a Centre of Excellence** by the MDOs are as follows:
    - a. CSTIs should have been accredited with **at least a 3-star rating under NSCSTI** standards.
    - b. CSTI should have prepared its Capacity Building Plan (CBP).
    - c. CSTIs should have demonstrated expertise in the domain area handled by the concerned MDO.
    - d. CSTIs should have the capacity to conduct on-demand research/consultancy services for the MDO.
    - e. CSTIs should have a financial sustainability plan for the CoE beyond the funding period.
    - f. CSTI should establish a dedicated PMT for the CoE, under the supervision of the Governing Body of the CSTI
  - 5.2. The CSTI which has been accredited at least 3-star under NSCSTI and is intending to establish CoEs, shall carry out a self-assessment (Proforma enclosed as Appendix 2) to assess its potential for setting up of CoE. Such assessment shall also include conducting a need assessment to determine the need for training in their community or sector and identify any gap in existing training programmes. The assessment shall also identify the roadblocks for setting up CoEs in specific domain area within the CSTI and map specific

areas of intervention required to establish CoE and the same shall be sent to CBC through its administrative ministry.

- 5.3. Based on the self-assessment by CSTIs, CBC shall, in consultation with DoPT, identify CoE(s) that can be established in CSTIs as per the evaluation metrics (enclosed as Appendix 3) recommended by CBC. The list of CoEs that can be housed in the identified CSTIs, after duly authorized by DoPT, shall be shared by CBC with the concerned Administrative Ministries/CSTIs.
- 5.4. The CSTIs identified to house a CoE on a particular domain area shall prepare a detailed proposal. The proposal shall, *inter alia*, include goals, objectives, and expected outcomes of setting up the CoE. It shall also provide a detailed budget and timeline for the project, demonstrating the usage plan of the funds to achieve the intended goals. The proposal shall also include details about its capacity to successfully implement the project and sustain the CoE beyond the stipulated funding period, experience in training, collaboration with industry leaders and other stakeholders, eminent research activities pursued in similar areas of domain and plans for impact evaluation, demonstrated capacity to measure the impact of training and improvement of capacity building programmes.
- 5.5. The detailed proposal submitted by the CSTI shall be evaluated by the **Standing Committee of the concerned MDO**. The Standing Committee shall be headed by an Additional Secretary/Joint Secretary to the Government of India of the MDO, as nominated by the Administrative Secretary and shall consist of one or more domain experts for which the CoE is proposed to be set up, one representative each from the Finance Wing of the MDO and CBC.
- 5.6. The Standing Committee or its delegated representatives shall undertake desk appraisal of the proposal. Field Appraisal may also be done, wherever necessary by the Standing Committee or by its delegated representatives based on the parameters to be delineated by CBC. The **selection criteria** shall focus on program quality, potential for content creation, potential for scientific /socio-economic renewal, networking and collaboration, national academic visibility, contribution to national goals etc.
- 5.7. Based on the results of the evaluation, the Standing Committee shall recommend to approve/ reject/ withhold the proposal.
- 5.8. The MDO shall peruse the recommendations of the Standing Committee before according final approval. Any difference with the Standing Committee recommendations shall be recorded in writing.
- 5.9. Budgetary support may be provided under the appropriate head of account thereafter, as per provisions to be made in the budget by the concerned MDO.

## 6. Funding Mechanism

- 6.1. **Permissible activities** for funding of CoE shall include Procurement of Goods viz., Physical and Digital equipment, Learning Resources, Books, Software etc., relevant to the CoE, Commissioning of Digital Learning Laboratories (DLL), Smart Learning Environment, Research and Development costs including technical consultancy in niche domain areas, costs for holding workshop concerned in the area of expertise catered to by the CoE, Seminar/Capacity Building Events conducted on behalf of the CoE, hiring of domain experts for the Programme Management Team and any other activity as approved by DoPT from time to time.
- 6.2. **Exclusions** shall include, Minor and Major civil works concerned with the CoE, hiring of non-essential and/or support staff for the CoE, salary expenditures of existing CSTI staff and hiring of vehicles.
- 6.3. The CSTI must ensure that the amount sanctioned for the CoE is not spent on any excluded activities.

- 6.4. Assets acquired through the sanctioned amount shall not be disposed off without the prior approval of the respective MDO. Funds generated from disposal of assets shall be infused back into the CoE.
- 6.5. All the assets acquired or created from the amount sanctioned shall be installed in the premise of the CoE/CSTI, unless specifically approved by the respective MDO on the recommendations of the Standing Committee.
- 6.6. The Funding model for setting up CoEs shall be hybrid and shall be shared between the MDO and the CSTI concerned in the ratio of 80:20 per CoE. The MDO may, at its own discretion, increase the funding ratio beyond 80%.
- 6.7. The funding lifecycle for the CoE shall be 5 years and subsequently the CoE must strive to function on self-sustainable basis.
- 6.8. The **minimum quantum of funding by MDOs shall be Rs. 5 Crores (Rupee Five Crores)** and may subsequently be increased/decreased based on fund utilization and performance, as may be decided by the concerned MDO through its Standing Committee.
- 6.9. The grant shall be released by the MDO in 3 instalments – 50%, 30 % and 20% in the first, second and third year respectively.

## **7. Monitoring and Evaluation of CoEs**

- 7.1. The CoE shall be monitored by the respective MDO at such frequency (at least once a year) as may be decided by the MDO.
- 7.2. The Standing Committee and the PMT shall assist in such monitoring at MDO and CSTI levels respectively.
- 7.3. The MDOs, may, in consultation with CBC, conduct an independent third-party assessment of the CoE, on expiry of 2 years from the date of setting up of the same. The parameters for assessment shall be based on the assessment metrics to be recommended by CBC.
- 7.4. Based on the third-party assessment, the Terms and Conditions for the CoE may be modified by the concerned MDO through its Standing Committee.

## **8. Powers to relax provisions pertaining to these Guidelines**

- 8.1. Any relaxation of the provision referred in these Guidelines shall be done with the approval of the Department of Personnel and Training (DoPT).
- 8.2. DoPT reserves the right to interpret any provision of these guidelines.

The Guidelines shall come into effect from the date of its notification.

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**Appendix 1: Timelines for implementing various activities (in sequence) prescribed under the guidelines**

<b>Activity</b>	<b>Prescribed Timeline within which the activity is to be completed</b>
Self-assessment by CSTIs to assess its preparedness for setting up of CoEs in specific domain area	T + 2 weeks
Identifying CSTIs that can house CoEs in specific domain area by CBC in consultation with DoPT	T + 14 weeks
Preparation of Proposal for setting up of CoEs by identified CSTIs	T + 16 weeks
Evaluation of the proposal by the Standing Committee including field evaluation, if any	T + 20 weeks
Approval/Rejection/Withholding of the proposal by the Standing Committee	T + 24 weeks
T – Date of notification of the self-assessment framework	

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**Appendix 2: Self-Assessment proforma for CSTIs interested to set up CoE**

1. Name of the Institute: -
2. Briefly state the Training Need Analysis done by the CSTI during the preceding 5 years (Year-wise information may be furnished), clearly stating the programmes sought for and those serviced in any form.  
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.....  
.....
3. Briefly evaluate the gaps identified in the Training Need Analysis during the preceding 5 years.  
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.....
4. Briefly state why a Centre of Excellence on the identified subject matter is to be established in the CSTI and potential roadblocks to setting up the same.  
.....  
.....
5. Details of collaboration with Government/industry/international/academic partners/other CSTIs, Conferences/Workshops/Seminars held on the domain area for which CoE is proposed to be set up during the last 5 years.  
.....  
.....
6. Details of Policy papers/case studies published by the CSTI on the domain area for which CoE is proposed to be set up during the last 5 years.  
.....  
.....
7. Details of Master Trainers trained in the domain area for which CoE is proposed to be set up during the last 5 years.  
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.....
8. Details of Competency Building Products (Offline/Online/Blended programmes) onboarded onto iGOT-Karmayogi portal pertaining to the domain area for which CoE is proposed to be set up during the last 2 years.  
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.....
9. Details of implementation of Annual Capacity Building Plan of the CSTI during the last 2 years.  
.....  
.....

Signed

Seal and Signature of the Chief Executive of the CSTI

To,  
Capacity Building Commission (Through administrative ministry)  
New Delhi

### Appendix 3: Evaluation Metrics to identify the CSTIs and CoEs to be housed

The CSTIs eligible to set up CoEs shall be shortlisted on the basis of the following categories:  
**- Infrastructural Readiness, Financial Readiness, Intellectual Resource Readiness, and Administrative Readiness.** Evaluation will be done through inputs furnished in self-assessment and NSCSTI score.

#### Scoring Mechanism for qualification:

**Pre-Qualification:** At least 3-star on NSCSTI accreditation and at least 40% marks on each of the 8 NSCSTI pillars.

#### Technical Criteria: Max Marks – 70

Criteria	Metrics	Scoring
1. Brief details of collaborations with the Government/ Industry/ International/ Academia partners CSTIs/ Conferences/ Workshop conducted on the proposed CoE domain area	<ul style="list-style-type: none"> <li>No. of collaborative events ((list of events and with role (organizer/ co-host/ host) of institute in last 2 years</li> </ul>	0-3: 1 3-6:2 6-9:3 9-12:4 12+:7
	<ul style="list-style-type: none"> <li>No. of Partners (list of Partners both Domestic &amp; International)</li> </ul>	0-5: 1 5-10:2 10-15: 3 15-20:4 20+:7
2. Brief details of consultancy/ research services provided to Ministries/ Departments or Private organizations on the proposed CoE domain area	<ul style="list-style-type: none"> <li>Total no. of Projects both consultancy and research</li> <li>For each project – Name of Project, Category Consultancy or Research, Client Ministry/ Department or Private Organization</li> </ul>	0-5: 1 5-10:2 10-15: 3 15-20:4 20+:7
3. Brief details of Policy papers/Case Studies published in the proposed CoE domain area	<ul style="list-style-type: none"> <li>Total no. of Policy Papers / Case Studies Published</li> <li>For each Policy Paper/ Case study- Title, Name of Publisher/ Published at, No. of citations/ No. of uses</li> </ul>	0-5: 1 5-10:2 10-15: 3 15-20:4 20+:7
4. Brief details of Master Trainers available in the proposed CoE domain area	<ul style="list-style-type: none"> <li>Total no. of Master Trainers</li> </ul>	0-3: 1 3-6:2 6-9:3 9-12:4 12+:7

5. Brief details of Researchers available in the proposed CoE domain area	<ul style="list-style-type: none"> <li>Total no. of Researchers</li> </ul>	0-3: 1 3-6:2 6-9:3 9-12:4 12+:7
6. Brief description of online/ blended learning products/ courses onboarded on iGOT, on the proposed COE domain area	<ul style="list-style-type: none"> <li>No. of learning products/courses onboarded (List of courses onboarded)</li> </ul>	0-3: 1 3-6:2 6-9:3 9-12:5 12+:8
7. Has the institute provided support to the implementation of ACBP in the proposed domain area?	<ul style="list-style-type: none"> <li>Yes/ No (And brief detail of support provided)</li> </ul>	Yes: 10 No: 0
8. Organizational structure of the Programme Management Team proposed in the CoE	Organizational structure of the Programme Management Team proposed in the CoE	Max Marks: 5
9. Brief details on any achievement/ recognition received from Government/ Other organisations on the proposed CoE domain area	Details of achievement/ recognition	Max marks: 5

**Information from NSCSTI scores: Max Marks – 30**

Relevant details shall be fetched from Form A and Form B of NSCSTI. To arrive at the scoring for the relevant aspects within the standards, scores will be normalized on this already available data, from a minimum of 1 to a maximum of 7.5 marks on each criterion.

Criteria	Scoring
1. Relevant data from Form A: a. Infrastructure available b. Staff details	Scores normalised 1-7.5
2. Information on Academic autonomy from form B (refers to autonomy of engaging with other institutions, other industry experts, private sector for academic purpose)	Scores normalised 1-7.5
3. Information on financial autonomy from form B (refers to autonomy for earning and spending)	Scores normalised 1-7.5
4. Information on Operational autonomy from form B (refers to autonomy of changing things like infrastructure or establishing SOPs for certain procedure)	Scores normalised 1-7.5

*End of document*