



## **CBC organises “Bharat CPSEs’ Consultative Conclave” on “Shaping India’s Growth Story through DAKSH PSEs @2047”**

**Chairperson CBC emphasizes upon de-siloization of governance and democratization of learning**

**Dr Alka Mittal, Member, CBC underscores strategic role of CPSEs as critical institutions for nation-building**

**We should be open to change and adapt good changes, says Secretary, DPE, Shri K Moses Chalai**

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The Capacity Building Commission (CBC), in collaboration with the Department of Public Enterprises (DPE), Ministry of Finance, organised the Bharat CPSEs’ Consultative Conclave, today at New Delhi. The conclave, themed “*Shaping India’s Growth Story through DAKSH PSEs @2047*”, brought together senior leadership from Central Public Sector Enterprises (CPSEs), Central Ministries, and key institutional stakeholders. The conclave was convened with the objective of developing a shared and structured CPSEs’ Capacity Building Roadmap, aligned with Mission Karmayogi—India’s National Programme for Civil Services Capacity Building. It sought to integrate principles of good governance into CPSEs’ human capital strategies, strengthen leadership and succession planning, and promote inter-CPSE collaboration to support the national vision of Viksit Bharat @2047.

The programme was steered by Dr. Alka Mittal, Member (Administration), Capacity Building Commission. While setting the context of the Conclave, Dr Mittal underscored the strategic role of CPSEs as critical institutions for nation-building beyond their commercial mandate. She highlighted that CPSEs are not only engines of economic growth, but also custodians of public values, governance standards, and long-term institutional capability.

Ms. S. Radha Chauhan, Chairperson, Capacity Building Commission, highlighted the importance of embedding competency-based governance, leadership development, and performance-linked learning within CPSEs as part of India’s broader civil services reform agenda. She emphasised upon de-siloization of governance and democratization of learning. The ethos of Karmayogi should imbibe in every delivery of public service, she said.

The inaugural address was delivered by Shri K Moses Chalai, Secretary, Department of Public Enterprises, who highlighted the fact that leadership is very important and we need visionary leaders. He later added that we should be open to change and adopt good changes.

Members of the Public Enterprises Selection Board (PESB) Shri Alkesh Kumar Sharma and Shri Roop Narayan Sunkar also shared their key observations.

A strategic keynote session was delivered by Dr. C. Jayakumar, Executive Vice President & Head, Corporate Human Resources, Larsen & Toubro (L&T) Ltd on “HR Strategies for Purpose-Driven Leadership”, focusing on building resilient leadership pipelines and aligning organisational values with national priorities.

This was followed by a presentation on DAKSH (Development of Aspiration, Knowledge, Succession and Harmony) by Shri Atul Sobti, Director General, SCOPE, outlining a structured framework for leadership development, succession planning, and HR reforms in CPSEs.

Secretary, MNRE, Shri Santosh Kumar Sarangi, Dr R Balasubramaniam, Member (HR), CBC, CEO Karmayogi Bharat (KB) Ms Chhavi Bhardwaj, senior officials from DPE, Ministries and CBC were also present during the inaugural session.

The conclave featured focused roundtable discussions on “Reimagining HR Systems for High-Impact CPSE Performance” and “Translating Vision into Action: CPSE HR Strategy”. These discussions enabled peer learning among CPSEs on leadership development, learning and development systems, succession planning, and alignment of HR policies with governance and performance outcomes.

Participants emphasised the need for institutionalised collaboration, shared knowledge platforms, and integrated capacity-building efforts to enhance efficiency, innovation, and public value creation beyond financial returns. The discussions reinforced the importance of aligning CPSE human capital strategies with national development priorities and governance reforms under Mission Karmayogi.

The conclave is expected to culminate in the development of a “CPSE Capacity Building Compendium”, which will capture best practices, capability gaps, and collaborative models for inter-CPSE capacity development over the next 6–12 months.

The CBC will also bring the Training Institutes, PSUs and States on a common platform for collaboration aligned with Karmayogi capacity building efforts across governance space.

As a follow up of this conclave, CBC is planning the following Thematic Events for Capacity Building of CPSEs:

- **Financial Management:** Long-term capital planning, risk frameworks, governance excellence (including FSIB Sector).
- **R&D, Technology & Innovation Ecosystems:** Tech adoption pathways, innovation partnerships, digital transformation (with Academia, ANRF, Research Councils).
- **CSR, ESG & Sustainability Leadership:** Responsible business, ESG metrics, climate-aligned strategies
- **Engineering, Projects & Asset Management Excellence:** Best-in-class Project Management models, Mega-project execution, Operational Resilience.
- **Learning, Development & Training Ecosystem:** Strengthening Capabilities, Cross-PSE knowledge exchange, Research-driven training models.

The programme concluded with closing reflections by Shri S. P. Roy, Secretary, Capacity Building Commission who said that CBC is always committed to support capacity building initiatives of CPSEs. The vote of thanks was delivered by Ms Navneet Kaur, Director, Capacity Building Commission.

The Bharat CPSE Consultative Conclave marks a significant step towards strengthening leadership, governance, and institutional capacity of CPSEs in alignment with India’s long-term development vision.







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**NKR/AK**

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इस विज्ञप्ति को इन भाषाओं में पढ़ें: Urdu , हिन्दी

