



Mission Karmayogi : A National Capacity Building Paradigm for Civil Services

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ABSTRACT

Mission Karmayogi is a national scheme that trains the civil servant to maintain a very high standard of conduct and behavior so that one earns the trust of the people and is emulated by his peers and subordinate. It means that all civil servants must be efficient to discharge their responsibilities to the society. Aligned to another dimension of civil servant as a 'Karmayogi' the scheme goes beyond body-mind complex for calm and steady behavior by each of them. This scheme also emphasizes on efficiency in action which signifies productive skillfulness to produce maximum results. It means all civil servants must be efficient to discharge their responsibilities to the society. A double dimension of quality as well as quantity ingrained in this philosophy. Civil servants play a vital role in formulating policy and executing its implementation. Therefore, the DoPT, GoI, has issued the "Karmayogi Guidelines" to bring more clarity to the roles and responsibilities of various stakeholders in the training and capacity building land scope, including that of the institutions established under the Mission Karmayogi. All the Departments, including CSTIs and other organizations functioning under their administrative control are instructed to comply with these guidelines. Therefore, the present article has been drafted to introduce all the stakeholders regarding the background of Mission Karmayogi scheme, objectives, Roles of Various Stakeholders like Civil Service Training Institutions (CSTIs), Ministries / Departments, DoPT, Capacity Building Commission and role of SPV – Karmayogi Bharat Funding, Monitoring and Evaluation and lastly, Training and Capacity Building in States. Ultimately, it is hoped that these comprehensive guidelines for training and capacity building of their employees will enable for achievement of citizen centric and effective public service system.

Keywords : Karmayogi Guidelines, Karmayogi Background and Objectives, Various Stakeholders of Karmayogi Scheme, Funding, Monitoring and Evaluation of Karmayogi, Training and Capacity Building in Various States

I. INTRODUCTION

As per the Karmayogi guidelines, the Civil Services play a central role in governance and delivery of public services. Their role ranges from steering formulation of public policies to devising and operating the mechanisms that deliver on the ground to its citizens. Throughout their career, civil servants contribute to the process of public policy formulation, implementation, monitoring, and analysis. Hence, it is essential that they be equipped with the right attitudes, skills, knowledge and competencies aligned to the demands and expectations of a rapidly growing economy and its increasingly aspirational citizens.

The guidelines suggest that to meet the above need, Government of India launched the National Programme for Civil Services Capacity Building (NPCSCB) - Mission Karmayogi with a programmatic approach with the following six identified pillars :

A. Policy Framework: A robust policy framework and an institutional structure for its implementation in alignment with the national priorities.

B. Digital Learning Framework (iGOT Karmayogi i.e. Integrated Government Online Training Karmayogi Platform): To provide anytime-anywhere learning opportunities for all civil servants and to evolve into a vibrant and world class marketplace for content modelled on Framework for Roles, Activities, and Competencies including skills (FRACs) supported by a robust e-learning content industry.

C. Competency Framework: Each Ministry/Department/ Organization (MDO) to define the FRACs and to integrate it with the iGOT Karmayogi Platform.

D. The electronic Human Resource Management System ('e-HRMS'): To facilitate digital working environment in Central Government.

E. Monitoring and Evaluation Framework: To enable the monitoring and evaluation of the performances of all providers and users on the iGOT Karmayogi platform on Key Performance Indicators framework.

F. Institutional Framework:

- a) Prime Minister's Public Human Resource Council (PMHRC) as the apex body for driving and providing strategic direction to civil services reforms and capacity building;
- b) Cabinet Secretariat Coordination Unit (CSCU) for monitoring the implementation of NPCSCB;
- c) Functional Institutions, i.e. Capacity Building Commission (CBC) and Special Purpose Vehicle (SPV) - Karmayogi Bharat.

Need for the Reform

- Civil Servants play a vital role in formulating policy and executing delivery at the forefront.
- However, the current civil services capacity building landscape was marred with the following challenges
- Existing training policy interventions were sporadic and largely confined to individual and intermittent innovations.
- Stereotyped working in silos or compartments, rather than an overall unifying vision and understanding of national priorities.
- Lack of a lifelong and continuous learning environment for all civil servants.
- Barriers to exchange of knowledge preventing collaborative working.
- Moving from a *Rules-based* to *Roles—based* HR Management System.
- The most important purpose of the Mission is assignment of right person for the right role at the right time.

Evolution of the Civil Services Reform Since – 2014

To translate this into reality and strengthen the interface of Government with the citizens, various citizen-centric initiatives were undertaken since 2014 :

- Moving ahead on 'Trust the Citizen' philosophy, self-attestation of documents was allowed.
- To remove discretion and promote merit, interviews for Group B (Non-Gazetted) and Group C posts were discontinued.
- To make senior appointments broad-based and objective, multi-source 360-degree feedback was introduced.
- Lateral entry was introduced at senior levels to create the widest talent pool and induct sectoral experts.
- To create synergies between policy design and implementation, Assistant Secretary Programme was introduced in 2015, directly connecting central government departments to administrative sub-divisions in the field.
- To enhance governance through civil services capacity building, path-breaking exercise Aarambh conducted at Statue of Unity, Kevadia on Rashtriya Ekta Divas in 2019, and it was followed up with a unique virtual Aarambh in October 2020
- National Recruitment Agency (NRA) set up in August 2020 to introduce common entrance test obviating the need for multiple entrance tests for the citizen, saving her time and cost.

II. OBJECTIVES OF KARMAYOGI

As per the guidelines the following are the objectives of Karmayogi :

i. Develop civil servants equipped with fit-for-future knowledge, skills and attitude yet fully

entrenched in the ethos of Indian culture, to deliver on national priorities with the spirit of *Jan bhagidari*.

ii. Align elements of training with broader elements of capacity building, in consultation with CBC and SPV - Karmayogi Bharat, aimed at evolving a unified system of assessment and evaluation of individual capacities.

iii. Bring out the role the Ministries/Departments have to play with respect to planning, implementation, assessment and reviewing of training for all employees for responsive and efficient service delivery.

iv. Facilitate CSTIs to chart and implement their capacities in the spirit of the Accreditation Framework to develop at par with global standards.

v. Enable the CSTIs to become an effective implementation arm for National Capacity Building Plan (NCBP) and self-reliant, to dynamically evolve & deliver on outcomes.

vi. Develop ability to deliver whole of government and organization-specific learning and development strategies.

vii. Define role of training and CSTIs with reference to CBC, SPV - Karmayogi Bharat, MDOs and States that seek to collaborate and contribute to the Mission Karmayogi as a whole.

III. ROLE OF VARIOUS STAKEHOLDERS

The role of each of the stakeholders – Policy Framework, Digital Learning Framework, Competency Framework, The electronic Human Resource Management System ('e-HRMS'), Monitoring and Evaluation Framework, Institutional Framework – are highlighted in the guidelines as follows :

A. Role of Civil Service Training Institutions (CSTIs)

The CSTIs play a pivotal role in developing competencies in Government and are, therefore, at the heart of the training ecosystem. They will

continue to be the nodal points for training of civil servants. In this capacity, these guidelines do not confine their roles only to plan, design and deliver the content but also to play an active role in assessment of training needs as well as in evaluation of training.

The CSTIs shall:

- Register on the digital platform and be guided by the National Standards for Civil Service Training Institutions (NSCSTI).
- Prepare their own Capacity Building road map for continuously improving their institutional quality and capacity.
- Strive to develop Centre(s) of Excellence (CoE) in niche domain/specialized areas.
- Strive to have a diverse mix of regular trainers, trainers on deputation and external trainers, academicians and practitioners as faculty members to ensure availability of experienced faculty.
- Revise their current course curriculum as per needs assessed both for their specific cadre units as well as all other non-cadre resources regardless of the source/mode of appointment.
- Provide Competency Building Products (CBPs) in response to demand expressed by MDOs in their ACBPs through a right mix of experiential, online and class room mode of CBP delivery. Conduct periodic training need analysis to identify the most relevant content and contextualization for the CBPs.
- Digitalize existing Course content into e-content.
- Endeavour that the CBPs are in conformity with the accessibility standards
- Provide structured, classroom based, formal induction and in-service (mid-career) training.
- Support the MDOs in developing and implementing the Cadre Training Plans (CTPs).
- Publish their Training Calendars.

- Share faculty time, content, curriculum, case studies, course material, monographs, etc.
- Collaborate with other Institutions, Universities, and Research Institutions.
- Ensure availability of learning resources at the last mile.
- Keep track of the latest national/international trends.
- Develop market interface, where MDOs deem appropriate.
- Put in place a mechanism for conducting impact assessment of the training programmes.
- Assist MDOs in designing process of evaluation of training to assess improvement.
- Align its policies and implementation with the standards and guidelines issued by CBC.
- Participate in the integrated ecosystem of CSTIs by adhering to the Standard Operating Procedures (SOPs) developed by Karmayogi Bharat SPV.
- Develop an internal Governance model that is in alignment with the vision of these guidelines.

The MDO may apply these recommendations for their oversight of the CSTIs under their administrative control.

B. Role of Ministries / Departments

The Ministries/Departments/ Other Organizations (MDOs) shall -

- Prepare ACBPs with the facilitation of Capacity Building Commission, as feasible. These ACBPs should bring out the institutional as well as individual competency gaps and the interventions - training (domain, functional and behavioural training) as well as other capacity building (mandated/recommended/ self - driven learning on iGOT Karmayogi platform etc.) - required to fill these gaps in a time-bound manner. The ACBP

may be suitably updated every year and reviewed & modified every three years.

- Develop Cadre Training Plans for the cadres being administered by the MDO, based on the national priorities, vision for the MDOs, defined purpose of the cadres. Cadre training plan shall be linked with the training component in the ACBPs of MDOs.
- Develop cadre training, with an aim of training for transformation', including,
 - (a) Mandatory Induction, training for all
 - (b) Mandatory mid-career training
 - (c) Exposure Visits
- Review the Cadre Training Plans once in every three years.
- For all non-cadre /service specific resources, there shall be a component of at least one-week onsite Induction Training to be anchored by CSTIs.
- Develop a mandatory immersion programme (know your ministry) for all new inductees.
- Provide mentoring support in their training and capacity building plans to mentor inservice officers.
- Develop training collaborations independently or through CSTIs.
- Establish Two-way Institutional communication with CSTIs for effective implementation of capacity building priorities.
- Oversee functional performance of the CSTIs under their administrative control.
- Encourage a culture of 'learning from each-others' experience' amongst the CSTIs.
- Ensure linkage of performance appraisal of the employees as well as the reporting officers.
- Link training and development of competencies of civil servants to their career progression.
- Ensure mapping of officers with consistent performance.
- Ensure capacity building of all resources by enabling them to participate in the training/capacity building activities.

- Report on a quarterly basis the progress of its ACBP and the extent of achievement.

C. Role of DoPT

The DoPT, with the aim to align civil service Human Resource(HR) policies with global best practices, shall anchor and steer all efforts for assessment of needs and avenues for civil service capacity building reforms. It shall be responsible for the following:

- Align Training and Capacity Building based on the CBC guidelines and standards.
- Monitor and supervise implementation of the Training Policy.
- Formulate necessary framework for administrative and financial management.
- Assist the CSCU, PMHRC and monitor and supervise performance outcomes.
- Facilitate upgradation of physical/digital and other infrastructure requirements of Central/State CSTIs.
- Facilitate and support, through appropriate scheme (s).
- Analyse Key Performance Indicators produced by the monitoring and evaluation dashboard of GoT Karmayogi platform and Civil Services Report.
- Facilitate long-term and short-term training interventions in collaboration with other institutions of national and international repute.
- Put in place guidelines for an incentive mechanism for the CSTIs.
- Integrate eHRMS with iGOT Karmayogi platform for ensuring updated real time competency profiles of all resources.
- Enable development of a credit-based competency development model involving level-specific courses and role-specific courses.

D. Role of Capacity Building Commission (CBC)

The CBC has a pivotal role to play in the capacity building ecosystem. It spearheads various initiatives for capacity building as laid down in the 'Mission Karmayogi, as below:

- i. Facilitate preparation of ACBPs of MDOs, monitor and report the progress of their implementation periodically.
- ii. Recommend standards for CSTIs for purposes of adherence to and achievements of Annual Capacity Building Plans.
- iii. Coordinate with MDOs to evolve a harmonious skilful approach to improve capacity.
- iv. Make recommendations on standardization of training and capacity building, pedagogy and methodology etc.
- v. Prepare Annual HR Report on the Civil Services along with targets and achievements.
- vi. Undertake analysis of data emit from iGOT Karmayogi platform pertaining to different aspects of capacity building, content creation, competency mapping, feedback etc.
- vii. Make recommendations on policy interventions in areas of personnel / HR and Capacity Building to DoPT.
- iii. Create employee-wise competency passbook based on training (s) undergone and other ' capacity building courses completed, etc. and make the same available to the MDOs, Cadre Controlling Authorities on demand.
- iv. Create a system for mapping the competency needs from the Competency Framework and ACBPs.
- v. Facilitate digitization and digitalization of assets at CSTIs/MDOs.
- vi. Create a common knowledge repository, in terms of guidelines to be laid down by CBC.
- vii. Develop Standard Operating Procedure for onboarding of Content by the MDO, CSTIs or iGOT Karmayogi platform.
- viii. Devise an assessment framework consisting of course based assessments.
- ix. Devise a framework for Learner Scores of individual employees, taking into account the details of the competency types, time spent on learning number of certificates etc.
- x. Develop the Karmayogi Dashboard.
 - a) Insights to drive decision making
 - b) Seamless access to required information
 - c) Key performance indicators for all Departments and their relative rankings on different parameters.
- xi. Co-create tools for measuring ecosystem effectiveness in consultation with CBC and other stakeholders.

E. Role of SPV - Karmayogi Bharat

The SPV shall have the responsibility for owning, managing, maintaining and improving the digital assets i.e. iGoT Karmayogi digital/e-learning platform and, *inter alia*, provide the following key services to enable capacity building of civil servants:-

- i. Operationalize a sustainable digital platform and infrastructure.
- ii. Collaborate with Training Institutions, academia, private sector institutions etc. for content curation.

All these Institutions will work in close collaboration with each other under the auspices of these guidelines.

IV. FUNDING

The Karmayogi guidelines suggests the following strategies for funding :

- Each MDO shall strive to provide and earmark adequate funds, commensurate with the funding

requirements for fulfilling the charter of responsibilities as identified in these guidelines.

- They shall provide adequate financial support to CSTIs keeping in view requirements of their accreditation, pursuance of Institutes' capacity building roadmap and also contribution to the overall Training and Capacity Building ecosystem through content, training infrastructure, trainers / faculty resources, etc.
- The MDOs shall support the funding requirements for iGoT Karmayogi platform through the mandatory Subscription-based Revenue Model to be conveyed by DoPT.

V. MONITORING & EVALUATION

The following procedure has been suggested in the guidelines regarding the monitoring and evaluation of the Mission Karmayogi.

- Monitoring and Evaluation of Training and Capacity Building efforts will be enabled through data emits from the iGoT Karmayogi platform for all MDOs, CSTIs, etc.,
- By design, the digital platform will emit data continuously and in real time, which will provide all stakeholders with a single source of truth, through dashboards (including KPIs), reflecting the status at every civil servant level, organization level and entire Government level and minimize information asymmetry in the ecosystem.
- The same sources of data shall feed into operationalization of the National Dashboard, Annual State of the Civil Services Report, MDO-wise dash boards, Supervisory Officer level dashboards, etc.
- This will enable data-driven decisions for policy interventions, training and personnel management, monitoring of progress, transparency and accountability in the entire ecosystem.

According to the guidelines, the progress on various initiatives for training and capacity building shall be monitored by the Prime Minister's Public Human Resource Council and Cabinet Secretariat Coordination Unit.

VI. TRAINING AND CAPACITY BUILDING IN STATES

Further, the guidelines also suggests that each State may formulate comprehensive guidelines for training and capacity building in consonance with these guidelines to enable achievement of citizen-centricity and effective public service delivery. The State CSTIs shall play a lead role in implementation of the state's policy. DoPT will continue to provide support to States and their CSTIs in this regard.

VII. CONCLUSION

Mission Karmayogi is a National Programme for Civil Services Capacity Building (NPCSCB) which has been designed with the aim of improving the efficiency, effectiveness, and transparency of civil services in India. It is a transformative initiative for civil servants in India launched by the Government of India which will aim at rebuilding the bureaucratic structure and will ultimately enhance the skills and capacities of civil servants. The objective of the Mission Karmayogi is to create a digitally empowered learning environment for Government employees at all levels, which will help them to stay updated with modern governance tools and techniques. This national programme emphasizes on competency – driven training, continuous learning, and the use of digital technologies to meet the evolving needs of governance. At its core, *Mission Karmayogi* aspires to replace the traditional, one-size-fits-all approach to training with a more dynamic, demand-driven system. This initiative mainly prioritizes skills over seniority and is meant to promote merit and capability among

civil servants. Ultimately, the Mission Karmayogi is a transformative initiative for civil servants in India launched by the Government of India to create a civil services that is creative and constructive, imaginative and innovative, proactive and polite, professional and progressive, energetic and enabling, efficient and effective, and transparent and tech-enabled. The present article provides an overview of the key aspects of Mission Karmayogi for a progressive civil service.

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