



MISSION KARMAYOGI – REINCARNATION OF IMPROVING THE GOVERNMENT’S HUMAN RESOURCE MANAGEMENT PRACTICES IN INDIA

The effectiveness of the governance is crucial to the development of country and every well-governed country needs a highly professional civil service to meet the needs of public policy formulation and public management. Several countries have recognized this need and invested significant resources in upgrading the quality of their public service personnel. In India, the civil service system is the backbone of the government machinery. The civil servants play an extremely important role in the administration, policy formulation, implementation and in taking the country forward towards progress and development. They perform their functions and duties through a number of Central and state government Ministries, departments and organisations in accordance with the policy directions given by the respective governments. Basically, the obligation of the civil services is to route the administration of India. In the recent decades, given the numerous challenges of development, governance, changes in technology and the external environment, the role of a civil service officer has transformed. In such state of affairs it is Government’s responsibility to help the civil servants to acquire new knowledge and skills, which they do not possess, but are needed to improve their administrative output – quantitatively and qualitatively.

Recently in September 2020, the Government of India approved a new capacity building programme titled ‘Mission Karmayogi’ – a National Programme for Civil Services Capacity Building (NPCSCB) scheme for its 46 lakh civil servants including the officers and employees at all levels, with an aim to upgrade their post-recruitment training mechanism. For this purpose a sum of Rs 510.86 crore will be spent over a period of five years from 2020-21 to 2024-25. Mission Karmayogi programme will be delivered through a digital platform called iGOT-Karmayogi. The iGOT initiative is aimed toward need-based capacity building of state and Central Government officers and to facilitate the outreach of training facilities for them. The aim is to harmonise the training standards, create shared faculty and resources, and have supervisory role over all Central Training Institutions. The ultimate goal of this scheme is to improve the capabilities of civil servants for ensuring efficient service delivery of the highest quality standards.

The iGOT-Karmayogi platform will act as a launchpad for the National Programme for Civil Services Capacity Building (NPCSCB). The Government of India is trying to develop this platform as a vibrant and world-class marketplace for knowledge content, where carefully designed and examined digital e-learning material by various training/educational institutions will be made available to all government servants from assistant secretary to secretary level. The training courses under this ‘Mission Karmayogi’ programme will be accessible through iGOT-Karmayogi web portal of DoPT and officers will have the choice to choose an online course depending on their domain areas. On this iGOT platform all kinds of courses from national and international universities will be made available for officers to choose and opt as per their job requirement and career enhancement. Besides capacity building, there is a plan to link training with officer’s service matters like employment confirmation after probation period, posting, work assignment and notification of vacancies, etc.

Basic Features of Mission Karmayogi

Rule based to Role Based Training: In government, every post has an assigned role and each role has activities associated with it. Similarly, each activity needs certain competencies. In view of that, the scheme envisaged for a transition from rules-based to role based HR management, so that work allocation can be done by matching an official’s competencies to the requirements of the post.

Professional Growth: Given the ever-evolving nature of roles, activities and competencies of civil servants, the scheme will provide an opportunity for officers to continuously build and strengthen their behavioural, functional and domain competencies in their self-driven and mandated learning paths. It will also help all civil servants in their professional growth.

Uniform Training Approach: The mission will harmonise training standards across the country, so that there will be a uniform approach in managing and regulating the capacity building ecosystem on collaborative and co-sharing basis.

Vision for future India: With fast changing socio-economic and political aspirations of the country, there is a need for accelerating the shifts in the approach to governance and public service delivery. The mission thus aims at building a New India, with its civil servants equipped with right attitude, skills and knowledge.

On Site Learning: The key objective of the mission is to democratise learning and enable equitable access to content at the learner's convenience. The mission emphasises on 'on-site learning' to complement the 'off-site' learning. The present training programmes are sporadic, siloed and primarily have offline nature, therefore, government's ability to deliver sophisticated programs and quality training has become limited. Now officers can get training from best universities/institutes as per their convenience.

Adoption of Best Practices: The mission will encourage and collaborate with the best-in-class learning content creators/providers including public training institutions, universities, and individual experts.

Reducing the Training Cost: The mission will persuade all the Central Ministries and departments and their organizations to give more emphasis on online courses and directly invest their resources towards co-creation and sharing the learning processes through internal and external faculty. It will also help cut down the expenditure on foreign training.

Institutional Framework of Mission Karmayogi

The National Programme for Civil Services Capacity Building (NPCSCB) will be governed by the Prime Minister's Human Resource Council, which will also include state chief ministers, Union Cabinet ministers and experts. This council will be the apex body to approve and review the civil service capacity building programmes submitted





by Capacity Building Commission. The Capacity Building Commission will comprise experts in the related fields as well as the global professionals. The primary function of this body is to assist the PM Public Human Resources Council in approving the Annual Capacity Building Plan. The other activities of the Commission are as follows:¹

- ❑ To exercise functional supervision over all Central Training Institutions dealing with civil services capacity building. To create shared learning resources, including internal and external faculty and resource centres.
- ❑ To coordinate and supervise the implementation of the Capacity Building Plans with the stakeholder departments.
- ❑ To make recommendations on standardisation of training, capacity building, pedagogy and methodology.
- ❑ To set norms for common mid-career training programmes across all civil services.
- ❑ To suggest policy interventions required in the areas of HR Management and Capacity Building to the Government.

Establishment of Special Purpose Vehicle (SPV) for iGOT

Under the Mission Karmayogi, a Special Purpose Vehicle (SPV) is established to implement the Public Service Capability and Productivity Enhancement Programme of which iGOT Karmayogi is a part. The SPV, known as 'Karmayogi Bharat', will be a not-for-profit government-owned registered company. Besides others, it will be responsible for developing and hosting the iGOT platform and ensuring that all its associated processes are executed in a time-bound and appropriate manner.

**MISSION KARMAYOGI:
FUNCTIONS OF CAPACITY
BUILDING COMMISSION (1/2)**
New Paradigm of Capacity Building

- ❑ To prepare annual capacity building plans and seek approval from PM HR Council.
- ❑ Prepare Annual HR Report on health of Civil Services and target achievements
- ❑ Audit of human resources available in Government
- ❑ Suggest standardisation of training & capacity building
- ❑ Holding annual Global Public HR Summit
- ❑ Undertake analysis of data from iGOT-Karmayogi



The Special Purpose Vehicle (SPV) for NPCSCB will be set up under Section 8 of the Companies Act, 2013. The SPV will create and operationalise the content, market place and manage key business services of iGOT-Karmayogi platform, relating to content validation, independent proctored assessments and telemetry data availability. The SPV will own all Intellectual Property Rights on behalf of the Government of India. An appropriate monitoring and evaluation framework will also be put in place for performance evaluation of all users of the iGOT-Karmayogi platform.

Existing Training Policy and Programmes of Government of India

At present, the Department of Personnel and Training is the nodal Department to impart training to the government functionaries. The Training Division of the Department formulates policies for capacity development of various government officials. For this, first the areas of training are identified and then the design of training programmes is prepared. Along with this, the department also identifies the potential trainers and develops their training capabilities. Right now, the Training Division of the DoPT implements two major schemes, namely; (1) Training for All (TFA) scheme and Domestic Funding of Foreign Training (DFFT).

Under the TFA scheme DoPT provides support to State Administrative Training Institutes to impart training to all rungs of civil services starting from the lowest and cutting-edge to the highest in policy making. Purpose of this scheme is to develop management skills and knowledge in different areas for senior and middle level officers of State Government/State Public Sector Undertakings and state autonomous bodies. During the Financial Year 2018-19, out of 603 sponsored courses, 439 courses have actually been conducted and 12527 participants have been trained under this Scheme. Similarly as on 31st March, 2020, the Advanced Training Institutes (ATIs) have conducted 537 programmes, covering around 17,000 employees.

TABLE 1: Details of Budget Provision on Training during the Last 3 years

Name of the Programme and Scheme	2017-18		2018-19		2019-20	
	Actual	%	Actual	%	Actual	%
Training for All	9.25	14.5	26	22.4	15	20.6
Domestic Funding for Foreign Training	39.36	61.7	60	51.6	40.49	55.6
Others	15.18	23.8	30.2	26.0	17.37	23.8
Total	63.79	100.0	116.2	100.0	72.86	100.0



Source: DoPT Annual Reports 2017-18³, 2018-19⁴ & 2019-20⁵

The DFFT scheme envisages to upgrade the knowledge and skills of the Government officers as well as to provide exposure to international best practices by deputing them to different long and short-term training programmes abroad. Under this scheme, officers belonging to Indian Administrative Service (IAS), State Civil Service (SCS), Central Secretariat Service (CSS), Central Secretariat Stenographers Service (CSSS) and also those officers of other Group 'A' services, who hold posts on deputation under the Central Staffing Scheme, are selected for training for various short and long-term programmes abroad. As per the data obtained from annual reports of DoPT, during the year 2019-20, the Department has spent Rs. 40.49 crore on sponsoring 305 participants under DFFT Scheme. During 2018-19 this expenditure was about 60 crore covering around 348 participants.



Table 1 depicts the total sanction and disbursement of DoPT's training fund to the different Schemes in the last three years. It is important to note that the overall sanction of fund from DoPT to DFFT is constantly more than 50 per cent from 2017-18 to 2019-20. Data also reveals that spending of training funds on 'Training for All' scheme was very low as compared to the number of trained officers. Only 20.6 per cent of the funds is allocated to TFA scheme (Table 1). During 2017-18, the sanctioned figure to DFFT Scheme crossed 61 per cent. Essentially, spending more than half of the annual training budget of DoPT merely to send 300 officers abroad to attend the programmes of varying duration is really a matter of concern.

There is a need for a major revamp and redesigning of the training capacity building programmes under the DoPT's training strategies especially of the DFFT scheme. The government needs to use other modes of training. Government should focus on new age technology, envisaged in Mission Karmayogi, to keep pace with the changing times. The widespread use of the internet and the revolution in Information and Communication Technology (ICT) have led to new methods of teaching and learning, such as blended learning and e-learning. It can provide opportunity to more and more officers at the cutting edge to access quality training, education and skill based learning through the online and blended courses of the top universities/institutes across the world. Looking at the huge size of government officers, the Department should think about the online and blended programmes which have huge potential to cover even Group 'B' and 'C' level officers.

 To cover around 46 lakh Central employees in PM Karmayogi Scheme, a sum of Rs. 510.86 crore will be spent over a period of five years from 2020-21 to 2024-25. For this Government wants to partner with all Content Creators including in-house sources like Indian Institute of Public Administration (IIPA) as well as the Private Sector to build a Content Market Place in iGOT-Karmayogi. 

Scope for Capacity Building Providers

Under the Mission Karmayogi Scheme, Government of India is emphasizing the need for developing comprehensive online training modules and has directed all the concerned Ministries and Departments to take steps to create and deliver contents, relevant to the identified Framework of Roles, Activities and Competencies including skills (FRACs) and make them available on digital platform i.e. iGOT 2.0. The platform aims to serve 46 lakhs civil service officials and in future it is scalable to more than two crore officials. To cover around 46 lakh Central employees in PM Karmayogi Scheme, a sum of Rs. 510.86 crore will be spent over a period of five years from 2020-21 to 2024-25. For this, Government wants to partner with all Content Creators including in-house sources like Indian Institute of Public Administration (IIPA) as well as the Private Sector to build a Content Market Place in iGOT-Karmayogi.

At present, a number of Central Training Institutes, Administrative Training Institutes have been fulfilling this mandate in different ways as they are conducting regular training programmes at the induction and mid-career levels. At the same time, under the iGOT initiative DoPT along with Abdul Latif Jameel Poverty Action Lab (J-PAL), South Asia and Massachusetts Institute of Technology (MIT), USA is offering five online courses to the eligible officers under the Domestic Funding of Foreign Training component. But in the long run, only those training modules or courses will succeed which are more creative, constructive, imaginative, innovative, proactive, professional, progressive, energetic, enabling, transparent and technology-enabled than others. In such a situation, training entities like IIPA, will not only have to prove its competence in the field of online training, but also have to play the role of a leader.

Conclusion

Given the nature and pace of change in governance, the role and responsibility of government officials is becoming more and more complex. Now better skilled officers are needed for efficient and maximum governance. Therefore, it is imperative to improve the ability and competency of the officials and for that more and more officers should be trained in order to upgrade their skills and knowledge based on their job roles, activities and competencies.

The Mission Karmayogi Scheme offers more flexible and advanced learning opportunities to a large number of officers. It envisions the online training and to some extent blended training with limited face-to-face training. Now officers will have the opportunity to get national/international exposure to develop in-depth competencies in a range of subjects/areas or specific specialised subjects required for their current or future job profiles. ■

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