



MISSION KARMAYOGI: BUILDING THE SHARED FUTURE FOR NEW INDIA

Indian civil services are entrusted with the responsibility of bringing a social change in the country. Every administrative decision and action of the civil servants will impact the lives of millions of people in India. If these bureaucrats are not competent and calibrated to deal with changing needs of the people, the progress India achieved in its socio-economic arena will be endangered and policy paralysis will also creep in. Mission Karmayogi is an initiative which is intended to modernise civil servants thinking, build and strengthen their competencies. This hints a grand vision of New India which will be a shared destiny of every Indian to live in a nation which is transparent, peaceful and free from inequalities, and corruption.

Introduction

Mission Karmayogi is the “National Programme for Civil Services Capacity Building (NPCSCB)”. It is a reformatory initiative in the Indian Bureaucratic system. Government of India launched this programme on 2nd September, 2020. The mission not only intends to enhance governance but also ensures that Indian civil servants remain entrenched in “Indian Culture and sensibilities and remain connected, with their roots, while they learn from the best institutions and practices across the world” (PIB, 2020, para 3).

Mission Karmayogi is a calibrated approach for improving the “human resource management” practices in the government. It has the following features:

1. The shift from “Rules Based to Roles Based Human Resource (HR) Management” - allocating the jobs to civil servants as their competencies.
2. “On-Site Learning to complement Off-Site Learning” - It is a hands-on experience for civil servants by training them on site.





3. "An ecosystem of shared training infrastructure" – Civil servants to adapt to an ecosystem of shared learning materials, institutions and personnel.
4. "Framework of Roles, Activities and Competencies (FRACs) approach" – Every single government entity will receive learning content after calibrating all the civil services positions.
5. "Behavioural, Functional and Domain Competencies" – All the bureaucrats to build and strengthen their "competencies in their self-driven and mandated learning paths".
6. "Co-creation of the common ecosystem" by all the Central Ministries, Departments and their organizations – Every employee will have annual subscription to access an ecosystem of learning.
7. "Partnership with learning content creators" – Public training institutions, universities, start-tips and individual experts will be enabled to be a part of this capacity-building measure.
8. "Undertaking iGOT Karmayogi data analytics"- To identify reforms in areas of administration and policy implementation, and mapping competencies for various positions based on feedback.
9. These salient features of the Mission Karmayogi imply that improving the human resource management is to increase the governance for welfare of the people and achieve the goals cherished by our freedom fighters such Mahatma Gandhi, Netaji Subhash Chandra Bose and Rabindranath Tagore.

Mission Karmayogi: An Administrative Reform for New India

Paul H. Appleby in his report (1953) identifies "the rigidity, lack of administrative action, and human-relations orientation" in cadres of Indian Public administration (p.563). The transformation of Indian Administration Service (IAS) from Indian Civil Service (ICS) reflected the legacy of colonial bureaucracy in post Independent India. "Sadly, in India, in the recent past the 'folklore of collector's despotism' that reminisces the local episodes of brutish and boorish treatment of natives by Gora Sahibs fed the oppressive instincts and shaped the





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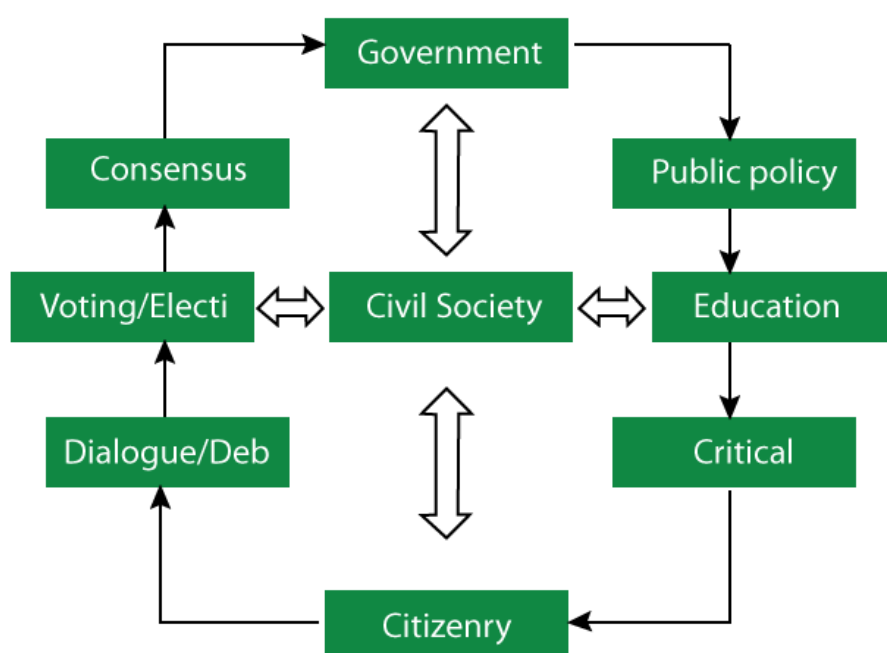


career choices of perpetually powerless middle and lower classes" (Upadhyay, 2021, p.13). Such bureaucratic functioning required reforms. "The principal challenge of administrative reforms faced by independent India was to reorient the bureaucratic apparatus to the tasks of adapting it to a parliamentary-federal constitution and undertaking the responsibilities of promoting electoral democracy and economic development with justice and equity" (Singh, 2017, p.659). The attempts to bring reforms, through administrative reform commissions, in civil services could not yield desired results. Moreover, the rapid demographic changes demand a new approach to the public administration in India. In pursuing such a goal of good governance in Indian administration, the Government of India has launched "Mission Karmayogi" for enhancing governance through Civil Service Capacity Building. In creating a new India, the bureaucrats play a vital role in social transformation, especially in the lives of poor and marginalized sections. Hence, civil services need to be equipped with new skills for modern roles. Prime Minister Narendra Modi's vision of a civil servant is to have traits: "Transparent & Tech-enabled, Creative & Constructive, Imaginative & Innovative, Proactive & Polite, Professional & Progressive, and Energetic & Enabling" in their profession. These are traits of modern Karmayogi who believe in "the selfless action performed for the benefit of others" (Lochtefeld, 2002; Brodd, 2009). This mission is to bring productive efficiency in personnel and character of the officer. This is an inner-engineering of the bureaucrat whose actions will impact the people at the receiving end. So, reforming such a person at the individual and professional level will certainly yield the right actions for the right purpose. "This is a comprehensive reform of the capacity building apparatus at individual, institutional, and process levels for efficient public service delivery", says Union Minister, Dr. Jitendra Singh (Mission Karmayogi, 2020, p.10). This exercise of training by training for the civil servants is to bridge the gap between "policy design" and its "implementation" for creating cohabitation of "ease of living" and "ease of doing business" in the new India. People depend on the state's welfare services in a developing country like India hence the governance of service delivery plays a key role in socio-economic development of the people. Afridi (2017) opines that quality of public services will impact economic growth as poverty alleviation and human capital formation are contingent on the quality of governance in the country. In such a context, good governance can be delivered by good administrators who are public spirited in their professional life. Mission Karmayogi is such an initiative that aims at inculcating the spirit of the public service by modernising the civil servants to build the shared future of new India.

Making of Public-spirited civil servants for Good Governance

The Government of India has made stringent efforts to ensure "Good Governance" in many ways such as citizen charters, administrative reforms, and democratic decentralisation of governance.

However, it must be noted that there are scant efforts to bring the transformation within the individuals who ought to bring the social change in the society. The vision of Mission Karmayogi is to offer the betterment of the country by empowering the officials with necessary tools and training to advance their career trajectory in providing efficient and effective services to the people. The idea of shifting from "rules-based to roles-based" human resource management reiterates Mahatma Gandhi's talisman. He says about the talisman that:



"I will give you a talisman. Whenever you are in doubt, or when the self becomes too much with you, apply the following test. Recall the face of the poorest and the weakest man [woman] whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him [her]. Will he [she] gain anything by it? Will it restore him [her] to a control over his [her] own life and destiny? In other words, will it lead to swaraj [freedom] for the hungry and spiritually starving millions? Then you will find your doubts and yourself melt away" (Pyarelal, 9158, p.65).

Such service motto of Mahatma Gandhi's talisman is reflected in the objectives of Mission Karmayogi which aims at "the right person for the right role at the right time" (Mission Karmayogi, 2020). Moreover, India has a huge pool of "demographic dividend" which should be channelised in the right direction for building a new India. According to Prime Minister Narendra Modi, the new India is "a nation characterised by peace, unity, brotherhood; and a country free of poverty, corruption, terrorism, black money, communalism, casteism, and dirt". This can be achieved if India has public spirited civil servants. The Mission Karmayogi initiative offers such an opportunity to "government employees to modernise their thinking, approach and improve their skill set" (Mission karmayogi, 2020). Further, this initiative is to re-orient the administrative statecraft to create the synergy between the public welfare and bureaucratic apparatus. A civil servant is expected to be virtuous as Kautilya's king is expected to be that "in the happiness of his subjects lies his happiness; in their welfare his welfare, whatever pleases him shall not consider as good, but whatever makes his subject happy, he shall consider as good" (Kautilya cited in Ali, 2006, p.376). This kind of "art of governance" by Mission Karmayogi will be a milestone in administrative reforms to build a new India that can lead the world as "Viswa Guru" in terms of administrative leadership. Thus, the local administration will fulfill the global aspiration of new India in eradication of poverty, corruption, inequalities and pave the path for peaceful, unified and resilient new India.



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**MISSION KARMAYOGI:
RULES-BASED TO
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**National Programme for Civil Services
Capacity Building (NPCSCB)**

- Shift from 'Rules-based' to a 'Roles-based' human resource management
- Emphasise role of "On-Site learning" in complementing "Off-Site learning"
- Linking training and development of competencies of civil servants
- Transforming training institutions into Centres of Excellence
- Ministries to directly invest and co-create a common learning ecosystem
- Focus on massive scale training on e-learning

Conclusion

Mission Karmayogi is a capacity building programme for civil servants and other government employees to prepare themselves for changing needs of people in the country. The government employees will emulate the high standards of values and empower their efficiency in public service delivery. A citizen friendly and citizen centric governance will be ensured by creating synergy between policy formulation and the implementation. Public spirited civil servants will be prepared to deliver the good governance in building a new India which will be free from all the evils of corruption, inequalities and ensure the welfare for all. Such a new India is the shared future of an inclusive nation for all men, women, rich, and poor irrespective of their socio-political identities. Values of Mahatma Gandhi's *talisman* will be inculcated in serving the poor and needy in the bottom of the society.

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MISSION KARMAYOGI: DIGITAL LEARNING FRAMEWORK (IGOT- KARMAYOGI PLATFORM)

Local Problems - Global Solution

-  To provide anytime-anywhere learning to train about 2.5 crores civil servants
-  Content curation to evolve into a vibrant & world class marketplace
-  Supported by a robust e-learning content industry providing best-in-class content with Indian values
-  To create continuous, frictionless, guided capacity building for all civil servants

मेरी सरकार

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AUTHOR



Gurram Ashok

(The author is a Doctoral fellow at Dept of Political Science, School of Social Sciences, University of Hyderabad.)