



## MISSION KARMAYOGI - GS II AND IV MAINS

**Q.** Civil services are at the centre of all government activities and are agents of policymaking. Discuss the prospects of Mission Karmayogi in enhancing the stature of civil servants in India. (10 marks, 250 words)

**News:** *Haryana Chief Secy launches 'Mission Karmayogi'*

### What's in the news?

- Haryana Chief Secretary, Sanjeev Kaushal, unveiled the “Mission Karmayogi Haryana” (MKH) programme, a groundbreaking initiative aimed at imparting training to over 3 lakh employees of the State Government.

### Key takeaways:

- This comprehensive programme emphasises the paramount importance of ethical behaviour, values and principles in governance, encompassing all employees and stakeholders within the state government’s ambit.

### Mission Karmayogi:

- The mission is established under the **National Programme for Civil Services Capacity Building** (NPCSCB).
- The capacity-building mission, targeted at 20 million civil servants working at the Centre and state-level, holds the key to enabling the state to deliver public goods and services to India’s more than 130 billion citizens.
- It aims “comprehensive reform of the capacity building apparatus at individual, institutional and process levels for efficient public service delivery”.
- It aims to prepare civil service officers for the future by making them more “**creative, constructive, imaginative, innovative, proactive, professional, progressive, energetic, enabling, transparent and technology-enabled**”.

**Funding:** To cover around 46 lakh central employees, a sum of Rs 510 crore will be spent over a period of 5 years from 2020-21 to 2024-25. The expenditure is partly funded by multilateral assistance to the tune of \$50 million.

### Role of Civil Servants:

- Civil services are at the centre of all government activities - they are agents of policymaking and the executive hand that delivers on the ground.
- The skill sets and capacity of the civil servants play a vital role in service delivery, program implementation and performing core governance functions.



## Need of Karmayogi Mission:

Indian bureaucracy suffers from the **following issues** such as

- Red Tapism
- Political interference
- Corruption
- Elite based bureaucratic attitude
- Less empathy
- Away from society mentality - colonial legacy
- Rules orientation
- Generalist-Specialist conflict

## Features of Karmayogi Mission:

1. The transition from **Rules Based to Roles Based Human Resource (HR) Management** - The focus is to allocate jobs to the civil servants based on their competencies.
2. **On-Site Learning to complement Off-Site Learning** - It is a training given to the civil servants 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** - All civil services positions to be calibrated under this approach. Also based on this approach, all learning content will be created and delivered to every single government entity.
5. **Behavioural, Functional and Domain Competencies** - Civil Servants to build 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 - This is a way to create an ecosystem of learning through an annual financial subscription for every employee.
7. **Partnership with learning content creators** - Public training institutions, universities, start-ups and individual experts will be enabled to be a part of this capacity-building measure.
8. The capacity building programme will be delivered through an Integrated Government Online Training or **iGOT-Karmayogi digital platform**, with content drawn from global best practices rooted in Indian national ethos.

## Institutional Set-up:

### 1. iGOT Karmayogi:

- The mission will be delivered by Integrated Government Online Training-iGOT Karmayogi Platform.
- It will act as a launchpad for the National Programme for Civil Services Capacity Building to enable a comprehensive reform of the capacity building apparatus at the individual, institutional and process levels.

### 2. Human Resources Council:



- It will be set up under the Chairmanship of the Prime Minister comprising select Union Ministers, Chief Ministers who will provide strategic direction to the task of Civil Services Reform and capacity building.

### 3. Coordination Unit:

- It will be headed by Cabinet Secretary consisting of select secretaries and cadre controlling authorities.

### 4. Capacity Building Commission:

- It will include experts in related fields and global professionals.
- This commission will prepare and monitor annual capacity building plans and audit human resources available in the government.

### 5. Special Purpose Vehicle (SPV):

- It will be a “not-for-profit” company under Section 8 of the Companies Act, 2013.
- It will own and manage iGOT-Karmayogi platform to create and operationalise the content, market place and manage key business services of iGOT platform.

## Guiding Principles of Mission Karmayogi:

Mission Karmayogi is guided by **8 principles** that are applied in tandem across all of the programmes covered by it.

**1.From Rule to Role** - Empowering the civil service with a shift from rule to role.

**2.Democratising Opportunities**- The democratisation of competency development opportunities.

**3.Continuous Guided Learning** - Lifelong and continuous learning with guided learning paths.

**4.Citizen Centricity** - Citizen-Centricity in public service delivery with behavioural, functional and domain competencies.

**5.70-20-10 Learning Mandate** - Delivering to the 70-20-10 learning mandate.

**6. Accountability**- Cultivating accountability with reporting, regulation and performance analysis.

**7.De-Siloisation** - Shared capacity building architecture to reduce silos and promote a shared understanding.

**8.Participative, Responsive and Intelligent Governance** - Facilitating a participative, responsive and intelligent government.

## How the Mission Changes Indian Bureaucracy?

- **Changes the status quo attitude** of the Indian bureaucracy.
- **Training and skilling** - National Programme for Civil Services Capacity Building.
- **Specialisation in bureaucracy** - Catering to the needs of the 21st century from 'rules based to roles based'.
- **Sensitization** - Making cultural awareness to celebrate diversity and empathy.
- **Innovative** - Aims to make bureaucracy creative, constructive, imaginative, innovative, proactive, professional, progressive, energetic, enabling, transparent and technology-enabled.



## Significance of Karmayogi Mission:

- **Inclusive development** irrespective of religion, caste, class, gender, language etc.
- **International stature** - Making our bureaucratic system to match with international standards like western nations.
- **Efficient** - Improves the efficiency of civil servants by widening the scope of welfare by expertise based deputation. This will lead to the better service delivery.
- **Modernisation** - A future ready bureaucracy in both the roles and thoughts.
- **Peer learning** - Identify pitfalls and implement the best practices.

## Challenges ahead:

- Need for successive and updated repetitive creative skill training capacity.
- **Inertia resistance among the bureaucracy** - Lack of behavioural changes.
- **Rules orientation** and elitist attitude constraints.
- Lack of applicable field level training in the Karmayogi Mission.

## WAY FORWARD:

- Today, given India's growth ambition, a massive scale-up in capacity-building is needed both at the political and bureaucratic levels.
- As democracies mature, elected representatives will play a more proactive role in policy making.
- It is, therefore, imperative that representatives are able to understand the nuances of policy making.
- The programme must build capability to envision the future and work towards realising it.
- It must equip the entire chain of command to coordinate and steer the ship towards a national goal.
- A forward-looking mindset that can quickly seize opportunities and foresee threats is critical.
- Capacity building must aim at building professionals in all domains, from technical experts to generalists.

Thus, in the words of **Jawaharlal Nehru**, who called bureaucracy as the "**Vanguard of India's Social Revolution**". Hence, the National Programme for Civil Services Capacity Building has been carefully designed to lay the foundations for capacity building for Civil Servants so that they 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. In a way, the bureaucracy should act as a driver of national development with the effective implementation of Mission Karmayogi.