



CAPACITY BUILDING: AN APPRAISAL OF MISSION KARMAYOGI

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Abstract:

For a country to achieve social development, it must have a highly efficient civil service. The importance of this is enormous for transitional societies facing many challenges that hinder the development of accountable and transparent administrative institutions. Civil servants' capacity to develop and implement public policies plays an essential role in the success of reforms and the achievement of certain institutional goals in India. The performance of public administration is primarily determined by the skills and professional abilities of civil servants. Mission Karmayogi was launched on 2nd September 2020. The programme aims to build the capacity of the civil servants. By aligning civil servants' work allocation to their competencies, it aims to move the civil service from a 'rules-based' to a 'role-based' approach to Human Resource (HR) Management. This paper analyses the efforts undertaken in India to increase the competency and capacity building of civil servants through Mission Karmayogi.

Keywords: Civil Service, Capacity Building, Mission Karmayogi, Competencies, Human Resource Management

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Introduction:

Mission Karmayogi – National Programme for Civil Services Capacity Building (NPCSCB) is intended to set the groundwork for capacity development for upcoming civil service employees while ensuring that they remain rooted in Indian society and sensibilities while learning from international practices. It covers a wide variety of civil servants who fulfill particular duties in different ministries, departments, or organizations. It will be implemented by all Indian ministries, departments, organizations, and agencies according to its roles and functions. In addition to frameworks on HR, the NPCSCB develops framework on Institution, Competency, Digital Learning, Monitoring & Evaluation, and Competency-based disclosures.

It was emphasized by most governments in developed countries that their human resources should be trained to deliver high-quality services. A government's human resource development plan should include capacity building training to advance the skill and capability of individuals and institutions. Government functions could be made more efficient and effective with capacity building training. In order to alter people's attitudes and strengthen their personal values, capacity development is typically regarded as a key component of human resource management. Most governments have a solid understanding for development of capacity as a way for improving human resources and the public service. "Capacity building then refers to an activity which aims to increase employees' abilities, create enabling environments for appropriate policy and legal frameworks, human resource development and strengthen managerial and institutional development" (Frank & Booth, 1999). As per him, it is bad that the public service has skills and knowledge gaps.

Capacity Building- Definition and Concept:

The definitions of capacity and capacity building vary among scholars, organizations, and authors. "It is, characteristically, about
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empowerment and identity, to do with collective ability, inherently a systems phenomenon, is a potential state, and is about the creation of public value" (Morgan, 2006, p. 2). Lindley (1975), widely explains it as "the ability to choose what ends to pursue and the will to take actions to achieve them" (p. 794). Possibly the thing that applies to this topic the most is Linnell's (2003) definition. He advocates that capacity is "an organization's ability to achieve its mission effectively and to sustain itself over the long term. It also refers to the skills and capabilities of individuals" (p.1). Lane and Wolf (1990) explore the idea of capacity in term of "public policy". "Capacity" is defined as "the ability to govern, which depends on the people who participate in and enable the process of governance, i.e. their collective memory, commitment, technical expertise, and programme competence" (Lane & Wolf, 1990, p. 2).

Grindle and Hildebrand (1995) simply put, capacity is "the ability to perform appropriate tasks" (p. 100). Implying that "capacity is task performance; i.e., what is required to achieve purposes effectively, efficiently and sustainable either at individual, group, community, organization or governmental level" (Antwi&Analoui, 2008, p. 600). Capacity is defined as "the skill, knowledge, experience, and management ability required for organizational activities" and "capacity to get physical and financial resources" (OECD, 2011). As defined by the UNDP, "Capacity development is the process of educating people, organizations, institutions, and societies about the present issues and the way to accomplish the development goals. Capacity is the ability to execute tasks, solve problems, set and achieve objectives". The term "capacity building" refers to "a process that supports or creates capacities" and "takes the assumption that there are no existing capacities" (UNDP, 2008, p. 5). Capacity building, Pazirandeh (2010) says, is "strengthening organizational or individual abilities in order to sustainably achieve its objectives" (p. 10).

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Linnell (2003) holds the view that “capacity building can be in the context of any process within an organization” (p. 17). As a result of this process, governance, strategy, and administration including human resources, financial management, and legal issues, will all be improved. Among the tasks involved are programme development and execution, funding, revenue generation, diversity, partnerships, cooperation, evaluation, advocacy, policy change, marketing, positioning, and planning. In this instance, “capacity building is characteristically considered the managerial or administrative enhancement which is equally perceived as same as ‘organizational capacity”

(Honadle, 1981 as cited in Hossain et al., 2012, p. 12).

Generally, the capacity building action can be viewed at three stages, and it matures as an organization advances from one level to the next. There are three types of necessary competencies as per Wu, Ramesh, and Howlett (2015): “analytical”, “operational”, and “political capacity”, which are used at three levels: “individual”, “organizational”, and “systematic”(see Table 1). According to them, capacity is determined by the combination of talents and resources available at each level, and the interaction of various competences can explain policy failure or success (Wu, Ramesh, and Howlett, 2015).

Table 1: Levels and competencies of capacity (Wu et al. 2015).

Competency level	Analytical	Operational	Political
Individual	Individual analytical capacity	Individual operational capacity	Individual political capacity
Organizational	Organizational analytical capacity	Organizational operational capacity	Organizational individual capacity
Systemic	Systemic analytical capacity	Systemic operational capacity	Systemic political capacity

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Developing capacity at an individual level involves improving skills and attributes. It is way of strengthening individual competency at analytical, operational and political level. A major goal is maximizing the benefits for trainees, sharing knowledge, and creating ownership at the individual level. Interventions with a capacity-building emphasis aim to improve an organization's performance and operation at the institutional or organizational level. In a systemic sense, capacity building influences policy directions, frameworks, and external environments.

Mission karmayogi reflects above competencies as the Mission Karmayogi has the six main pillars: “Policy Framework”, “Institutional Framework”, “Competency Framework”, “Digital Learning Framework”, “Electronic Human Resource Management System”, and “Monitoring and Evaluation Framework”(Government of India, 2020).

Policy framework and human resource management:By placing the appropriate individuals in the appropriate roles at the appropriate times, it guarantees a nation-wide competitive advantage that can be sustained. This program seeks to establish a healthy policy structure and establish an institutional structure to implement a human resource policy within the government. Additionally, the policy framework will allow for the acceptance of contemporary technological tools to monitor and evaluate the whole program, mainly the content quality, user response, and competency testing. By taking this approach, the civil service will be able to break down silos and democratize knowledge throughout the organization. The field learning feature of the experiential learning model, in which civil servants learn in their working environment. Higher-order learning is provided by training



institutions, where on-site learning serves as a complement to off-site learning.

All departments now have electronic Human Resources Management Systems (e-HRMS) to facilitate digital working environments in Central Government. Through digital management of official service matters, the government will be able to reduce transaction times and costs, make digital records available, create dashboards for management information systems, monitor manpower deployment in real time, and improve productivity.

Institutional framework:The institutional framework is composed of four institutions - the “Human Resource Council of the Prime Minister”, “Cabinet Secretariat Coordination Unit”, the “Capacity Building Commission” and the special purpose vehicle “Karmayogi Bharat”(Khanedekar, 2021).To evaluate and monitor capacity building, the following (see fig.1) hierarchy of institutional framework is proposed.



Figure 1: NPCSCB- Institutional framework

Source:http://ilearncana.com/iLearnCana_%40dm!N/kc/ckeditor/kcfinder/upload/images/MISSION%20KARMAYOGI%202.png

Prime Minister's Human Resources Council:There will be an HR council led by Prime Minister.In order for reforms in capacity building to be effective, it serves as the apex body.Capacity building is intended to maintain civil servants' connection to their roots and ensure they remain grounded in India's culture and sensibilities. In addition, they gain knowledge ofthe best institutions and practices around the world.

Cabinet Secretariat Coordination Unit:NPCSCB implementation will be monitored by the coordination unit under the chairmanship of the

Cabinet Secretary. As a result, all stakeholders will be aligned and capacity building plans will be overseen. Besides serving as the secretariat of the prime minister's human resources council, a Coordination Unit will also include nominated secretaries of government.The Member Secretary of the Unit will be an officer of appropriate seniority and rank.

Capacity Building Commission: It is supervising body of Mission Karmayogi.A Capacity Building commission was formed by the Government of India on 1 April 2021 with the goal of harmonizing the Indian Civil Service.It

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serves as a means of establishing reliability and establishing a standard method of capacity development. "A key function of the CBC is to ensure the implementation approach of the NPCSCB, onboard various ministries and departments, conduct HR audits for government organizations, and to safeguard functional oversight over all central training institutions" (Khanedekar, 2021). In Mission Karmayogi's overall institutional framework, the Commission is the custodian of civil service reforms. An internal Secretariat supports the Commission, which is an independent body composed of three members. It is headed by the Secretary to the Commission, who is a Joint Secretary to the Government of India. It is important that the members are appointed from diverse backgrounds to ensure that state governments, the public sector, the private sector, and academic institutions are represented adequately. The Commission's main goal is to establish credibility and outline a regular strategy for capacity development through cooperation and co-sharing.

Karmayogi Bharat: In order to achieve the program objectives effectively, Mission Karmayogi has designed a comprehensive Institutional Framework. A key pillar of the institutional framework is Karmayogi Bharat, a Special Purpose Vehicle (SPV) that operates the "iGOTKarmayogi" platform, manages its governance and ensures that it meets the objective of providing civil service officials with anytime, anywhere, any device learning to improve their skills. In addition, it will implement policy inputs to the Department of Personnel & Training through the Global HR Summit. It is a 100% government owned not-for-profit company, registered under Section 8 of the Companies Act, 2013 as Karmayogi Bharat. A digital/e-learning platform, iGOT-Karmayogi (Integrated Government online Training), will be owned, managed, maintained, and improved by it, including all intellectual property rights related to software, content, and processes. Revenues will be generated through subscriptions on behalf of the Government.

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Competency Framework: "The Framework for Roles, Activities, and Competencies including skills (FRACs) will be demarcated by each Ministry/Department/Organization of central Government and integrated with the iGOT-Karmayogi Platform" (Khanedekar, 2021). As part of the FRAC exercise, individual positions are granularly expostulated in a coherent manner and the content of those roles and activities is identified. Through the acquisition of the requisite attitudes, skills and knowledge, a position holder will be able to fulfill her responsibility more effectively.

iGOT-Karmayogi Platform: In order to strengthen government employee capacity, iGOT-Karmayogi is proposed as one of the key components of Digital India. Through it, about 2.5 crore users will be able to learn anytime, anywhere, which was not possible through traditional methods. Training modules will be offered using carefully curated and vetted digital e-learning content. The appropriate framework will be set up to ensure that future generations of civil servants are adequately trained in capacity building, so they will remain rooted in Indian society and sensibilities while learning from best practices around the world.

Monitoring and Evaluation Framework: In order to understand and analyze a program, monitoring and evaluation framework is necessary. In order to track and evaluate the performance of all users of the "iGOT-Karmayogi" platform, a framework for monitoring and evaluating "Key Performance Indicators" is being proposed. There are a number of stakeholders that make up this framework, including a "learner", a "supervisor", a "company", a "peer group", a "content provider", a "content creator", a "technology service provider", etc. (Khanedekar, 2021).

NEED FOR THE CAPACITY BUILDING

Since the invention of technology and the advent of new administrative procedures, our society has undergone rapid changes. Therefore, training officers and administrators need to be well versed in current best practices and latest

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developments(Katikithala, 2021). There are many challenges to be addressed in the system of Indian civil services. There are numerous challenges faced by civil servants in the area of training, including geographical disparities, fragmented layouts and various institutes, silos in training provided by various ministries, and the lack of access to high-quality content. As a result of these challenges, capacity building for Indian civil servants became necessary. Due to disruptions such as pandemics and the accelerating pace of economic development, it is imperative that the services are fully trained and prepared.

As a Karmayogi

An individual who believes his work to be a form of worship or prayer is called a Karma Yogi. Karma Yoga is described as a mental discipline or attitude that governs an individual's actions in the Bhagavad Gita. A person practicing Karma Yoga does acts that are ordained for him regardless of his state or status with the firm faith that these acts are ordained for him only because they are ordained for him; he does not seek any reward for doing these acts, nor does he seek any benefit from performing these acts. Mission Karmayogi includes several types of transitions. There is a shift in the mindset of civil servants from karmacharis to karmayogi, from individual responsibility for performance in the workplace to diagnosis and elimination of performance limitations, and from rules-based systems to role based. It is based on the personnel management system. Officials must update their thinking, strategies and capacities to achieve this goal. The person in this category believes that performing the allocated task diligently is righteous and above all other ways to fulfill one's purpose. Within its strong bureaucratic frames, India desires to have this attitude. There are six qualities that every civil servant should have, according to Mission Karmayogi. – “Professional & Progressive”, “Energetic & Enabling”, “Transparent & Tech Enabled”, “Creative & Constructive”, “Imaginative & eISSN1303-5150

Innovative”, “Proactive & Polite”, (Government of India, 2020).

Lack of a lifelong and continuous learning environment

In order to formulate policy and execute delivery at the leading edge, civil servants play a crucial role. There are, however, many challenges in the current civil service capacity building landscape. “They have no work ethic, no feeling for the public cause, no involvement in the nation’s future, no comprehension of national goals, and no commitment to the values of modern India” (Saxena, 2012). Individual and intermittent interventions have been the norm when it comes to training policy interventions historically. There is a tendency to work in silos and compartments rather than working together towards an overall unifying vision. In reports, the mission Karmayogi aims to eliminate departmental silos by overcoming existing obstacles such as the absence of a setting that encourages ongoing learning. Further, civil servants have come under criticism for their 'rulebook' approach to handling cases, overly complicated procedures, and inflexibility towards the Indian public's needs. Civil servants do not have access to a continuous learning environment that supports lifelong learning. Collaboration is hindered by barriers to knowledge exchange. As a result of Mission Karmayogi, administrative skills as well as domain knowledge have to be developed in the bureaucracy. The goal of the capacity building is to make government personnel more creative, proactive, professional, and technology-enabled to remove the culture of working in silos, and to provide transparency in the governance process and decision-making (Langa, 2021). To find the best candidate, it is necessary to have the hiring procedure should be formalized as well as match the public service with civil servant competence. The Indian civil service is frequently cited as a major reason why India is not progressing as fast as it should. For a country like India, the recruitment and post-recruitment ecosystems are outdated and need to be significantly improved.

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Citizen Centric and Future Ready Civil Service

In all aspects of government, the Civil Services play an important role. In order to ensure efficient delivery of public goods to citizens, the civil service plays a key role. As technology advances, goods and services are being rendered in new ways. The Indian government and the service delivery system are rapidly integrating technology. To accomplish this evolving mandate, civil servants must be both committed and competent. There are many ways in which India is integrating technology into governance and service delivery, including Aadhaar, DBT, Digilocker, CPGRAMS, MyGov, faceless transactions, drone deliveries, and online learning. Aspirations of people-centric governance have rapidly turned into national imperatives. It is thanks to better informed citizens that a more mature political system is taking shape, where politicians across party lines are delivering on campaign assurances of better health, education, and social well-being. With the growth of information and communication technology, global interconnectedness is increasing. A small town or village Indian is connected to a larger world, which shapes his or her aspirations and desires. The Prime Minister has appropriately called this initiative *Jan Bhagidari*, which emphasizes citizen-centricity, engagement, and partnerships. Rapid changes in workplace structures and setup will soon lead to citizens having the option of working from anywhere to provide good governance. For all this to happen, we need civil servants who are not only committed but also competent. The Civil Service needs to be well-trained, well-rounded, prepared, ready to act, and ready to the future so that we can create an Atmanirbhar Bharat in accordance with the vision of our Hon'ble Prime Minister. Such a civil service is key to achieving our national goals. This mission has switched to a role-based learning system rather than rule-based in order to promote citizen-centered governance. Competency-based training and formal HR management will undergo significant change as a result.

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Conclusion

The Indian Government has taken a bold initiative to democratize training procedures through Mission Karmayogi. In order to resolve the problems in the prevailing system, capacity development initiative is being implemented on a personal, institutional, and bureaucratic level. Although employee training is an essential aspect of their jobs, it is only available for certain top services. There are too many civil servants who are directly responsible for interacting with the public who don't receive the training they need. At all levels of the organization, digital technology will be used. By leveraging India's digital capabilities, Mission Karmayogi strives to make India the world's leader in public HR management. By expanding the social and economic mandates of civil services, we hope to harness their true potential. The program will ensure that the civil service is future-proof and fulfills its roles by leveraging technology and changing behavior. Towards a digital and open society, capacity building will be a national mission for the government to deliver an aspirational India. In India, Mission Karmayogi is the first vigorous initiative for improvement of civil service and enable them to provide services more efficiently and effectively. Numerous problems and conflicts must be resolved.

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