



भारत सरकार / GOVERNMENT OF INDIA  
रेल मंत्रालय / MINISTRY OF RAILWAYS  
(रेलवे बोर्ड / RAILWAY BOARD)

वसुधैव कुटुम्बकम्  
ONE EARTH • ONE FAMILY • ONE FUTURE

No. 2023/E(Trg)/40/1

New Delhi, dt : 11.12.2023

The General Managers  
All Zonal Railways / PUs.

The Director Generals,  
All Central Training Institutes.

*Sub: Mission Karmayogi- on-boarding & course consumption reg.*

*Ref: Board's letter No. 2020/E(Trg)/30/14 dtd 24.03.2021.*

**Mission Karmayogi** - the National Programme for Civil Service Capacity Building (NPCSCB) is one of priority initiatives of the Central Government and has been launched with a goal to enhance the capacity of the civil servants by building their behavioral, domain and functional competencies. A copy of DoPT's OM dtd 28<sup>th</sup> July, 2023 providing detailed Karmayogi Guidelines is attached as Annex-A.

2. With approval of Board (CRB & CEO), Mission Karmayogi initiatives have been rolled out across Zonal Railways, PUs, CTIs & other railway units vide Board's letter dtd 24.03.2021 under reference. Guidelines have also been issued from time-to-time towards regarding Action Plan, Creation of NPCSCB Cell, Onboarding of IR on iGOT, MoR's organisational structure for iGOT, Roles assignment on iGOT, Content creation etc. Workshops are also conducted from time-to-time at various levels to disseminate knowledge and bring awareness. As on date, IR has the largest presence (07 lacs +) on iGOT portal. However, it is far less than 100% on-boarding. Further, statistics of course consumption by railway users are very meagre.

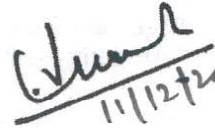
2.1. A copy of DoPT's OM dtd 01.11.2023 is attached as Annexure-B. The Nodal Department sets various targets including followings for every MDO Admins to ensure that :

- 100% employees are on-boarded onto iGOT Karmayogi platform before 31<sup>st</sup> December, 2023.
- Every on-boarded employee completes 06 hours of training on iGOT platform.

3. The competent authority in Railway Board has decided following additional measures to capture 100% on-boarding of IR personnel and the enhance course consumption on iGOT Karmayogi platform :

....contd/-

- a) All training institutes to mandatory include an 'Introductory Module on Mission Karmayogi Initiatives' in their training courses, preferably as first session.
  - b) All training institutes to ensure that every trainee coming to their campus is on-boarded on iGOT platform. In case a trainee official is not on-boarded, he/she may be assisted in their on-boarding through self-registration or through the NPCSCB Cell of the concerned railway unit.
  - c) Further, every trainee official at training institutes may be given an assignment to complete min. 01 full course of min 01 hour on iGOT for every 5-day training course at the institute.
4. The above measures may be implemented with immediate effect.

  
11/12/2023

(Jitendra Kumar)  
Dy. Director, Estt(Training)  
Railway Board.  
Ph. No.011-23047251

**Copy to :**

- 1) The Nodal Officers & Cell-in-Charge Officers, NPCSCB Cells/All Railway Units – It is advised to ensure all necessary assistance to training institutes in onboarding of trainee officials from their railway unit.
- 2) The CEO, Karmayogi Bharat.

No. T-28/95/2023-iGOT  
Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Personnel and Training  
(Training Division)  
\*\*\*

Old JNU Campus, New Delhi  
Dated the 1<sup>st</sup> November, 2023

**OFFICE MEMORANDUM**

**Subject: Implementation of Mission Karmayogi Guidelines – reg.**

The National Programme for Civil Services Capacity Building – Mission Karmayogi has been launched by Government of India to develop a citizen-centric and future-ready civil service through democratized and competency-led capacity building, which encompasses in its scope a mandate that unifies the efforts of structured, formal and service-based training through Civil Service Training Institutions (CSTIs) with on-demand digital training through iGOT-Karmayogi platform.

2. Mission Karmayogi Guidelines have been issued by this Department vide OM no. T-16017/6/2023-TFA dated 28.07.2023 (enclosed) to bring clarity to the roles and responsibilities of various stakeholders in the training and capacity building landscape, including that of institutions established under Mission Karmayogi.

3. In furtherance to the above, the following may be ensured: -

**3.1 Ministries/Departments/Other Organizations (MDOs)**

All MDOs are requested to ensure that:

3.1.1 The Capacity Building Plan (CBP) has been prepared and is under implementation.

3.1.2 100% of employees are on-boarded onto iGOT-Karmayogi platform before December 31, 2023.

3.1.3 Every employee onboarded completes at least 6 hours of training on iGOT-Karmayogi platform from the quick win courses identified in the respective CBP within the next 45 days.

3.1.4 Available courses on iGOT-Karmayogi portal are consumed by employees based on the training calendar proposed in the CBP.

3.1.5 Know Your Ministry module is prepared, in consultation with Capacity Building Commission (CBC) and is included in the induction training of all officers posted to the MDOs.

3.1.6 All CSTIs under its administrative control are on-boarded onto National Standards for Civil Service Training Institutions (NSCSTI) portal before December 31, 2023 and sign up for accreditation. The same may be insisted upon as a condition for increase in its funding.

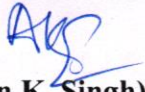
- 3.1.7 Course partners/ course developers for domain competencies are identified and development and operationalisation of domain courses are prioritized.
- 3.1.8 Quarterly progress report on implementation of CBP (proforma enclosed) is sent to DoPT till the time CBP-linked dashboard is enabled by SPV.

### **3.2 Civil Service Training Institutes**

The CSTIs under the administrative control of the Ministries are requested to ensure that:

- 3.2.1 Competency Building Products (CoBPs) are developed in response to demand raised by MDOs in its respective Capacity Building Plans.
- 3.2.2 Periodic Training Need Analysis is conducted to identify the relevant content and for curation of the CoBPs. The content so created must be in conformity with the relevant guidelines and policy framework issued by CBC from time to time. Content Quality Framework issued by SPV-Karmayogi Bharat also be factored in while digitizing content for onboarding on iGOT.
- 3.2.3 Existing course content is digitized into e-content by developing and utilizing in-house capabilities/ digital infrastructure or through engagement of academic institutions/ private content development agencies/ subject matter experts in consultation with CBC and SPV.
4. All Ministries are requested to send the quarterly report, commencing from the quarter ending December 31, 2023.
5. This issues with the approval of the Competent Authority.

Enclosure (2): As above

  
(Arun K. Singh)

Under Secretary to Govt. of India  
Telephone: 26165682

To:

- i. The Chief Executive Officer, Karmayogi Bharat Limited, Gole Market, New Delhi.
- ii. All Joint Secretaries/ Nodal Officers of Ministries/ Departments in charge of Capacity Building Units (CBUs) (as per mailing list).
- iii. Secretary, Capacity Building Commission, Jawahar Vyapar Bhavan, Janpath, New Delhi.
- iv. PSO to Secretary (Personnel), Sr. PPS to Additional Secretary (Training, S&V).

Name of the MDO:

Report for the quarter ending

| S.No | Indicator                                                                                                                                                                                                      |                                     |                                      |                                        | Status |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------|----------------------------------------|--------|
| 1    | Whether CBU has been created by the MDO?                                                                                                                                                                       |                                     |                                      |                                        |        |
| 2    | Whether the Capacity Building Plan has been approved by the Competent Authority?                                                                                                                               |                                     |                                      |                                        |        |
| 3    | If no, whether draft CBP has been prepared?                                                                                                                                                                    |                                     |                                      |                                        |        |
| 4    | Is Capacity Building Calendar ready for 2023-24?                                                                                                                                                               |                                     |                                      |                                        |        |
| 5    | Number of Individual Training Interventions identified in Capacity Building Plan of MDO                                                                                                                        |                                     |                                      |                                        |        |
| 6    | Number of Organisational non-training interventions identified in Capacity Building Plan of MDO                                                                                                                |                                     |                                      |                                        |        |
| 7    | Status of Competencies identified and availability of courses                                                                                                                                                  |                                     |                                      |                                        |        |
|      |                                                                                                                                                                                                                | Domain                              | Behavioural                          | Functional                             | Total  |
| a    | Total number of Competencies identified in Capacity Building Plan of MDO                                                                                                                                       |                                     |                                      |                                        |        |
| b    | Number of Competencies for which courses are available                                                                                                                                                         |                                     |                                      |                                        |        |
| c    | Number of course partners/course developers identified for competencies wherein courses are not available.                                                                                                     |                                     |                                      |                                        |        |
| d    | Number of Competencies for which courses are not yet available                                                                                                                                                 |                                     |                                      |                                        |        |
| 8    | Status of on-boarding on iGOT                                                                                                                                                                                  |                                     |                                      |                                        |        |
|      |                                                                                                                                                                                                                | Cadre employee                      | Non-cadre employee                   | Contractual                            | Total  |
| a    | Number of Employees in MDO                                                                                                                                                                                     |                                     |                                      |                                        |        |
| b    | Number of employees onboarded onto iGOT-Karmayogi portal                                                                                                                                                       |                                     |                                      |                                        |        |
| c    | % employees onboarded                                                                                                                                                                                          |                                     |                                      |                                        |        |
| 9    | Capacity building interventions planned for 2023-24                                                                                                                                                            |                                     |                                      |                                        |        |
|      |                                                                                                                                                                                                                | Workshops/ trainings in Online mode | Workshops/ trainings in Offline Mode | Number of site visits/ Exposure visits |        |
| a    | Planned as per CBP for the quarter (for all levels of employees)                                                                                                                                               |                                     |                                      |                                        |        |
| b    | Undertaken this year till date                                                                                                                                                                                 |                                     |                                      |                                        |        |
| c    | % achievement                                                                                                                                                                                                  |                                     |                                      |                                        |        |
| 10   | Consumption rate of Competency Building Product per employee<br>(Total training hours of the Department or Ministry or organisation/ Total number of Employees in the Department or Ministry or Organisation)) |                                     |                                      |                                        |        |
| 11   | Details of Content providers                                                                                                                                                                                   |                                     |                                      |                                        |        |
|      |                                                                                                                                                                                                                | CSTIs                               | Others (including Govt.)             | Total                                  |        |
| a    | Number of Content providers / knowledge partners                                                                                                                                                               |                                     |                                      |                                        |        |
| b    | Number of courses provided by the knowledge partners                                                                                                                                                           |                                     |                                      |                                        |        |
| c    | Number of courses under development                                                                                                                                                                            |                                     |                                      |                                        |        |
| 12   | Ratio of Digitization of Existing Courses (Number of existing courses digitized / Number of existing course available)                                                                                         |                                     |                                      |                                        |        |

|    |                                                                                                                            |                                            |                         |                                                                    |                          |
|----|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------|--------------------------------------------------------------------|--------------------------|
| 13 | Whether Cadre Training Plan has been linked / included in the CBP of MDO (applicable for Cadre Controlling Authority only) |                                            |                         |                                                                    |                          |
| 14 | Number of CSTIs under the administration of MDO                                                                            |                                            |                         |                                                                    |                          |
| 15 | Number of CSTIs under the administration of MDO that have been accredited 4 and above rating under NSCSTI.                 |                                            |                         |                                                                    |                          |
| 16 | Status on onboarding under NSCSTI Framework                                                                                |                                            |                         |                                                                    |                          |
|    |                                                                                                                            | Registration completed                     | Registration in process | Accreditation completed                                            | Accreditation in process |
|    | No. of CSTIs**                                                                                                             |                                            |                         |                                                                    |                          |
| 17 | Status on Budget spent for Capacity Building of employees                                                                  |                                            |                         |                                                                    | (Rs. In lakh)            |
|    | Budget earmarked under "Salary" for the MDO                                                                                | Budget earmarked under "Training Expenses" |                         | Budget spent on Capacity Building head till the end of the quarter |                          |
|    |                                                                                                                            |                                            |                         |                                                                    |                          |

\*\* Separate details on funding provided to each of the CSTIs for the current year vis-à-vis the previous year may be provided herewith

**IMMEDIATE**

No.T-16017/6/2023-TFA  
Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Personnel & Training  
(Training Division)

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Old JNU Campus, New Delhi  
Dated the 28<sup>th</sup> July, 2023

**OFFICE MEMORANDUM**

**Sub: Karmayogi Guidelines, 2023.**

The undersigned is directed to say that this Department is the nodal agency of Government of India for matters related to training of Civil Servants.

2. The Civil Services play a central role in governance and its delivery of public services. To equip the civil services with the right attitudes, skills, knowledge and competencies aligned to the demands and expectations of a rapidly growing economy and its aspirational citizens, Government of India launched the National Programme for Civil Services Capacity Building (NPCSCB) - Mission Karmayogi. The Mission Karmayogi aims at developing a citizen-centric and future-ready civil service and through democratized and competency-led capacity building, which encompasses in its scope a mandate that unifies the efforts of structured, formal and service-based training through Civil Service Training Institutions (CSTIs) with the on-demand digital training through iGOT- Karmayogi platform.

3. To deliver on the vision of capacity building of Civil Servants, two key institutions viz. Capacity Building Commission (CBC) and the Special Purpose Vehicle (SPV) - Karmayogi Bharat were designated. The CBC has become fully functional since June, 2021, while the SPV - Karmayogi Bharat has become operational since August, 2022 and has been managing and maintaining the iGOT platform. Further, the e-HRMS has been revamped and integrated with iGOT platform.

4. It is envisaged that the institutional training interventions in complementarity with online capacity building interventions on iGOT would facilitate the overall objective of shift from rule-based system to a role-based Human Resource Management in Government. The National Training approach, therefore, has to harmoniously blend and realign the role of various CSTIs so as to fully complement the efforts of other pillars of Mission Karmayogi.

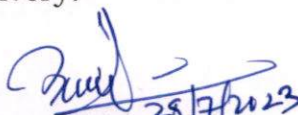
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5. Therefore, these "Karmayogi Guidelines" (as per the **Annexure**) are being issued to bring more clarity to the roles and responsibilities of various stakeholders in the training and capacity building landscape, including that of the institutions established under the Mission Karmayogi.

6. All the Ministries / Departments, including CSTIs and other organizations functioning under their administrative control, are requested to comply with these guidelines.

7. In so far as the State Governments are concerned, it is recommended that they may formulate comprehensive guidelines for training and capacity building of their employees, in consonance with these guidelines, to enable achievement of citizen-centricity and effective public service delivery.

Encl: As above.

  
(B. Ginkhan Mang)

Under Secretary to the Govt. of India

All Ministries/Departments  
(As per the list enclosed)

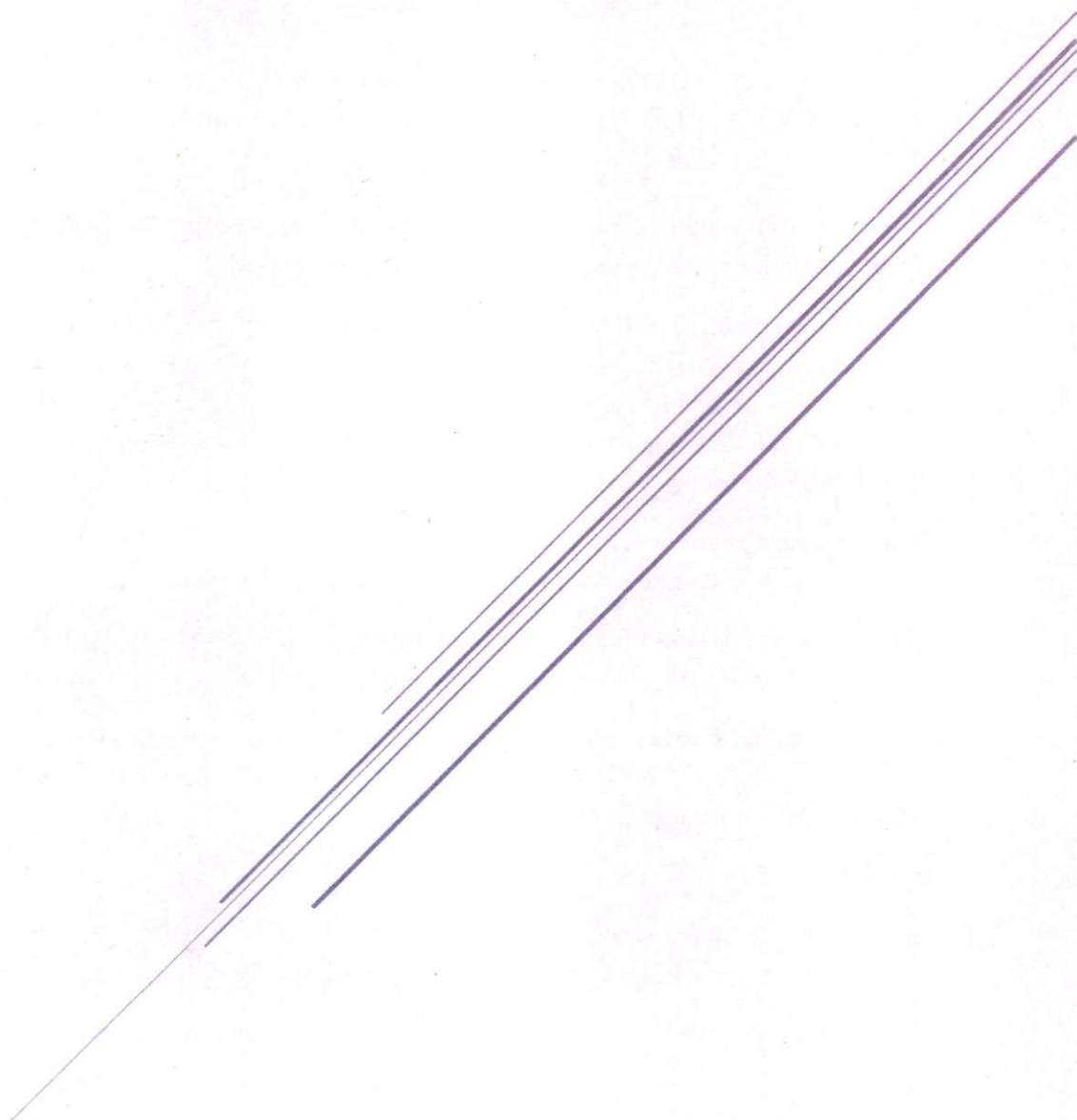
Copy to

1. Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, Uttarakhand.
2. Institute of Secretariat Training and Management (ISTM), New Delhi.
3. Indian Institute of Public Administration (IIPA), New Delhi.
4. Capacity Building Commission, Jawahar Vyapar Bhavan, Tolstoy Road, New Delhi.
5. SPV – Karmayogi Bharat, II Floor, NDCC-II Building, Jai Singh Marg, New Delhi
6. NIC, Training Division, DoPT – for uploading the OM on the Department's website.

Copy also to

All State / UT Governments (As per the standard list).

# KARMAYOGI GUIDELINES, 2023



Government of India  
Department of Personnel & Training

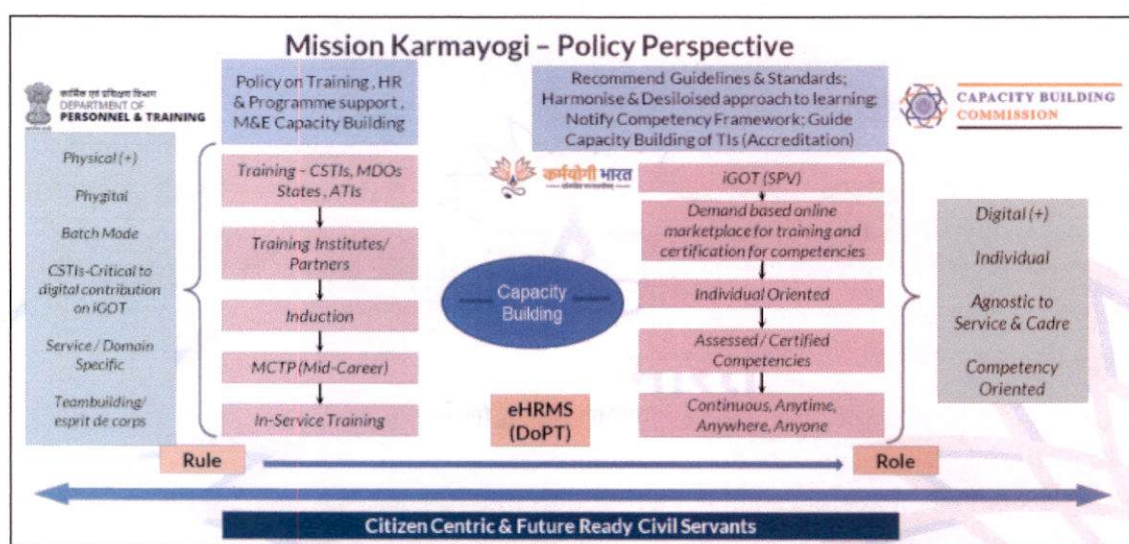
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# KARMAYOGI GUIDELINES, 2023

## 1. Background

- 1.1. 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.
- 1.2. 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 six identified pillars, viz.:
  - 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.

- 1.3. The two key pillars of the Mission Karmayogi, designed to deliver on the vision of capacity building of Civil Servants have already been operationalized. The CBC was constituted on 1<sup>st</sup> April 2021 and is fully functional since June 2021. It has facilitated preparation of Annual Capacity Building Plans (ACBPs) for about 100 MDOs. The SPV- Karmayogi Bharat, which became operational in August, 2022 is operating and maintaining the iGOT Karmayogi platform. Already, the platform has around 18 lakhs individual learners registered. Currently, it hosts 624 courses of 1237 hours duration. The e-HRMS has also been revamped with real time integration with iGOT Karmayogi platform and enablement of coupling between the employees' profiles with the feature of AI based guidance on courses and competencies suited to role and career progression.



- 1.4. The Mission Karmayogi with its vision of citizen centric and future ready civil service and with its approach of democratized competency-led capacity building encompasses in its scope a mandate that unifies the efforts of both structured, formal and Service-based Training through Civil Service Training Institutions (CSTIs) and digital on-demand training through iGOT Karmayogi platform.
- 1.5. The existing training paradigm focuses on the institution-based training to a service specific cohort (batch) in a structured Rule-based mode where training is mandated at defined intervals and is driven by organization-based thinking. Beginning with induction for a significantly longer period of time to mid-career training interventions, it is in physical mode, where team building and promotion of *esprit de corps*, both across and within services remains a major objective. These trainings are typically delivered through CSTIs with a strong focus on hands-on-training, developing the requisite domain knowledge, skills and attitudes in its officials.

- 1.6 As distinct from class room or brick and mortar training, the capacity building efforts of using e-learning resources [exclusively or partially (phygital)] through iGoT Karmayogi platform follow a more democratic approach, agnostic to hierarchies or services and aim to build strong knowledge base of employees in workplace related operations. iGOT Karmayogi platform has been conceived and built as a solution space:
- a) To provide for systems that continually tap on demand for competencies identified by MDOs in their ACBPs to identify requirements of learning resources;
  - b) To create mechanisms for assessment of competencies possessed by individual employees; and
  - c) To ensure availability of quality content, in the form of online courses and modules, for filling the gap in required competencies.

The competencies can be acquired as mandated or, alternatively, according to the interest and inclination of individual employees. With online assessments, iGOT Karmayogi platform will also provide an agile system of real time assessed capacities within Government ecosystem. This can be matched wherever requirement of such competencies is raised by MDOs at any time or through their ACBPs. At the same time, the development of capacity of CSTIs to be able to serve as an important player in training of Civil Servants would continue to be guided and supported by the administrative Ministries, DoPT as well as CBC in an integrated framework.

- 1.7 These guidelines, *inter-alia*, align to two components:
- a) Accreditation Framework for CSTIs; and
  - b) Integration with competency-based systems of iGOT Karmayogi platform.

They aim to drive a unified system of delivery and assessment of individual capacities for career progression as also systemic enhancement for overall achievement of Mission Outcomes. It is envisaged that the institutional training interventions in complementarity with online capacity building interventions on iGOT Karmayogi platform would facilitate the overall objective of shift from rule-based system to a role-based Human Resource Management in Government.

- 1.8 The National Training approach, therefore, has to harmoniously blend and realign the role of various CSTIs so as to fully complement the efforts of other pillars of Mission Karmayogi. It is also acknowledged that there is a large pool of resources in MDOs, which is not part of any organized civil services. As the training and capacity building of these resources will directly or indirectly contribute to the performance of the organization, therefore, there is a need to include this resource pool in the fold of the Training and Capacity Building framework.
- 1.9 These guidelines are being framed in consultation with CBC, SPV, and after factoring in the suggestions and recommendations of MDOs, CSTIs, States and their CSTIs, shared during the National Training Conclave 2023. These guidelines shall steer the efforts of all

stakeholders including the MDOs in their operation and conduct of Capacity Building, through their own CSTIs or any other Institutes, for training and development of their cadres and all other employees, across all levels.

## **2. Karmayogi Objectives**

- 2.1 In line with the broader vision for the Civil Services, the aim of these guidelines is to align efforts of all stakeholders to create a civil service *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.*
- 2.2 Objectives of these guidelines are to:
- (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.

## **3. Role of various Stakeholders**

- 3.1 The role of each of the stakeholders under these guidelines shall be as follows:

### **A. Role of Civil Service Training Institutions:**

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:

- i. **Accreditation:** Register on the digital platform and be guided by the National Standards for Civil Service Training Institutions (NSCSTI) developed by CBC and strive for enhancing their quality/standards.
- ii. **Training Institution's Capacity Building:** Prepare their own Capacity Building road map for continuously improving their institutional quality and capacity - both physical as well as training infrastructure, in alignment with standards and guidelines by CBC.
- iii. **Centre of Excellence:** Strive to develop Centre(s) of Excellence (CoE) in niche domain/specialized areas to become think tanks for policy formulation, implementation and monitoring with ability to provide on demand research/consultancy services to Ministries/Departments. These CoEs are to be identified and certified in consultation with the CBC and shall be required to achieve at least 4-star rating as per NSCSTI standards. The COEs shall endeavour to serve the larger training and capacity building ecosystem.
- iv. **Faculty Development:**
  - (a) 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;
  - (b) Create robust mechanisms for selection, training, tenure and incentive structure for faculty;
  - (c) Ensure that the Honorarium for visiting faculty/resource persons for training and content creation is reasonable and competitive;
  - (d) Chalk out a Faculty Development Plan with focus on trainer development and core-specialization. This may also include providing exposure to best practices of both domestic as well as international training institutions; and
  - (e) Encourage in-house faculty to
    - (i) Acquire skillset to transform their knowledge and training content into e-content; and
    - (ii) Act as facilitators for imbibing citizen-centric service delivery mindset amongst the learners.
- v. **Curriculum and Content Development:**
  - (a) 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 so as to equip them to deliver on the roles assigned to all these

resources. The curriculum should emphasize whole of government approach and trust building between the civil servant and the citizen;

- (b) Identify and create resource pool for continuous content creation and its updation independently or in partnership with academia, training experts, retired officers, domestic / global institutions, and private players like training content agencies, instruction designing agencies etc.; and
  - (c) Undertake regular review and ensure compliance with standards and guidelines by CBC relating to course design, curriculum, content, assessments etc.
- vi. **CBP development:** 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.
- vii. **Digitalize existing Course content** into e-content by developing and utilizing in-house capabilities/digital infrastructure or through engagement of academic institutions/ private content development agencies/ subject matter experts.
- viii. **Endeavor that the CBPs** are in conformity with the accessibility standards and the language preference of the learners of all cohorts, Indian ethos, culture and principles of diversity and inclusivity. The Content Quality Framework, addressing these issues, to be brought out by the SPV- Karmayogi Bharat in consultation with CBC, shall be used for this purpose.
- ix. **Provide structured, classroom based, formal induction and in-service (mid-career) training** to cadres towards the specific purpose for which they have been established.
- x. **Support the MDOs** in developing and implementing the Cadre Training Plans (CTPs) and ACBPs.
- xi. Publish their **Training Calendars** and details of Trainers / Faculty Members / Subject Matter Experts on the iGoT Karmayogi platform.
- xii. **Share faculty time, content, curriculum, case studies, course material, monographs, etc.** as well as physical infrastructure with other CSTIs, to the maximum extent possible for optimization of resources.
- xiii. **Collaborate with other Institutions, Universities, Research Institutions,** especially leading domestic and international institutions in domain specific fields, training experts, etc. to bring best in class immersive experiential learning content, faculty, research, learning resources to the classrooms, preferably on a reciprocal basis.

- xiv. **Ensure availability of learning resources at the last mile** by following a hub and spoke model. The leading CSTIs shall support the spokes in terms of training of trainers, training content, faculty, mobilization of resources etc.
- xv. **Keep track of the latest national/international trends** in the context of training and customize them in Indian context.
- xvi. **Develop market interface, where MDOs deem appropriate**, by offering training programmes/courses to Civil Servants across the Government of India and State Governments as well as other entities in open market. Thus, the CSTIs shall strive to become competitive in terms of producing quality course content for classroom/ online delivery and achieve financial self-reliance. Governance structure of lead CSTIs is key to enabling CSTIs to develop high quality market competitive training content and pedagogy. CSTIs may also consider the recommendations of CBC - such as the model followed by some CSTIs for self-reliance through retention of the course fees of their training programmes and its utilization for faculty training, maintenance of LMS, etc.
- xvii. **Put in place a mechanism for conducting impact assessment** of the training programmes and strive to improve the quality of future programmes for better impact. Impact evaluation reports shall be uploaded by CSTIs on their website and shared with the CBC.
- xviii. **Assist MDOs in designing process of evaluation** of training to assess improvement in performance through peer and supervisory feedback etc. and develop programs for up-skilling and re-skilling of the officials resulting into better outcomes.
- xix. **Align its policies and implementation with the standards and guidelines issued by CBC** on methodologies for Training Needs Assessment, Faculty Development Programmes, Phygital Capacity Building, Impact Assessment of Training, Governance Reforms and Shared Learning Resources for improving result-based, role-oriented training in the evolving ecosystem.
- xx. Participate in the integrated ecosystem of CSTIs by adhering to the **Standard Operating Procedures (SOPs) developed by Karmayogi Bharat SPV** on, *inter alia*, the following:
  - (a) Data sharing with different stakeholders;
  - (b) Methods to capture data on all courses attended by each officer through APIs/other means;
  - (c) Migration from /Integration of each LMS to iGoT Karmayogi platform; and
  - (d) Annual Content and PIAA (Proctored Independent Authorized Assessment) partners conference/workshop.

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- xxi. **Develop an internal Governance model** that is in alignment with the vision of these guidelines for effective administration of the Institute.

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-

- i. **Annual Capacity Building Plans:** 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 timebound manner. The ACBP may be suitably updated every year and reviewed & modified every three years.
- ii. **Cadre Training Plans:** 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, competency requirements and training trends, so that there is a clear scheme for development of a fit for purpose cadre while also defining the mandatory components. The Cadre training plan shall be linked with the training component in the ACBPs of MDOs.
- iii. **Develop cadre training**, with an aim of 'training for transformation', including, *inter alia*,
  - (a) Mandatory Induction training for all with components that develop ethics, citizen centricity and service delivery excellence besides the rule/role-based competencies to enable civil servants to be forward looking in thought process yet strongly rooted in Indian culture and ethos.
  - (b) Mandatory mid-career training with same-service cohorts and combined programmes amongst Services with enough flexibility to cater to the different rule/role-based competency requirements of different civil servants with emphasis on development of competencies for fulfilling institutional responsibilities and team building within and across Services.
  - (c) Exposure Visits: Exposure visits to be undertaken, as part of cadre training programmes, for adoption of best practices.
- iv. **Review the Cadre Training Plans** once in every three years in order to align the same with the national priorities. All citizen-facing services should be benchmarked by customer satisfaction surveys. There should be emphasis on behavioral and domain training in order to improve service delivery. Impact may be assessed through independent third party by assessing citizen satisfaction against initial benchmarking.

- v. For all non-cadre /service specific resources, including temporary hires, etc., there shall be a component of at least one-week onsite Induction Training to be anchored by CSTIs which will be specifically identified for the purpose. This will be in addition to mandatory online Induction modules notified by DOPT or the MDOs from time to time.
- vi. **Develop a mandatory immersion programme** (know your ministry) for all new inductees as well as institutionalize programmes which take place regularly throughout the year for the benefit of all employees.
- vii. **Provide mentoring support** in their training and capacity building plans to mentor in-service officers.
- viii. **Collaboration:** Develop training collaborations independently or through CSTIs preferably on reciprocal basis with global and domestic partners for both onsite and online delivery of courses and modules, sharing of learning resources and best practices. These training interventions may be short-term/long-term, in specialized domain and functional areas, to address the competencies identified under the ACBPs. Such collaborations may also include study tours, team building exercises, exposure visits and training on projects and programmes. Nomination of civil servants for these specialized training may be based on foreseeable Roles and the desired competencies. Post training utilization plan may also be inbuilt in the selection of officers for such training.
- ix. **Establish Two-way Institutional communication** with CSTIs for effective implementation of capacity building priorities of the Ministry/ Department, and obtain feedback from the CSTIs on the impact of training interventions.
- x. **Oversee functional performance of the CSTIs** under their administrative control, including,
  - (a) Providing financial support to CSTIs, linking the same to performance on accreditation standards. Funds may be provided for developing state of the art physical and digital infrastructure, including for achieving accreditation milestones set under the CBC guidelines and standards, through schemes/projects designed for the purpose.
  - (b) Funding, supervision and monitoring of the operationalization and implementation of the CSTIs' Capacity Building Roadmap.
  - (c) Nurturing the CSTIs as Centers of Excellence in specialized/ domain-specific areas in which they have a unique standing, by providing guidance and funding.

- (d) Encouraging and facilitating the CSTIs to strive to achieve financial self-reliance.
  - (e) Conducting quarterly review of trainings conducted and their impact on performance of civil servants as per CBC guidelines.
  - (f) Encouraging training being complemented with e-content available on iGoT Karmayogi platform for capacity building to bridge the gaps identified in the ACBP of the MDO.
  - (g) Undertaking review and rationalization of CSTIs in terms of their physical as well as training infrastructure (faculty, training capabilities, etc.).
  - (h) Supporting the CSTIs by maintaining a registry of trainers/ faculty members who can be considered for deployment in the CSTIs under it.
  - (i) Providing adequate resources for development of CBPs on flagship programmes/ projects, domain/sectoral competencies for which the MDO is nodal agency, including state of the art e-content, infrastructure, Faculty, etc.
- xi. Encourage a culture of 'learning from each-others' experience' amongst the CSTIs.
  - xii. Ensure linkage of performance appraisal of the employees as well as the reporting officers with the identification of learning path and attainment of competencies by the employees as reflected in the iGOT competency pass book.
  - xiii. Link training and development of competencies of civil servants (with assessments which could include proctored assessments, as per need) to their career progression, by way of mandating minimum annual competencies to be gained on iGOT Karmayogi platform. Range of such competencies for all levels shall be notified by DoPT in consultation with CBC from time to time.
  - xiv. Ensure mapping of officers with consistent performance and matching competencies with matching roles and positions.
  - xv. Ensure capacity building of all resources by enabling them to participate in the training/capacity building activities as stipulated in the capacity building plans and the cadre training plans.
  - xvi. Report on a quarterly basis the progress of its ACBP and the extent of achievement against the same to DoPT for review by CSCU.

### 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:

- i. **Align Training and Capacity Building** based on the guidelines and standards brought out by the Capacity Building Commission from time to time, in terms of both Training and non-Training interventions.
- ii. **Monitor and supervise** implementation of the Training Policy and its guidelines and the Mission Karmayogi.
- iii. **Formulate necessary framework** for administrative and financial management of the policy and guidelines, wherever required, in consultation with Ministries and Departments.
- iv. **Assist the CSCU, PMHRC** and monitor and supervise performance outcomes as defined in the mandate for both CBC as well as the SPV Karmayogi Bharat in Mission Karmayogi.
- v. **Facilitate upgradation of physical/digital and other infrastructure** requirements of Central/State CSTIs, including for getting accreditation under the CBC guidelines, development of CoEs-in domain/ specialized areas, content development, etc. through suitably designed schemes to supplement/ complement the efforts of other MDOs.
- vi. **Facilitate and support**, through appropriate scheme (s),
  - (a) Trainer/Faculty development by the CSTIs *inter-alia* including exposure to domestic/global best practices.
  - (b) Trainer Development Programmes and with such modification as may be required.
  - (c) Training of Government officials at the cutting-edge level in the Central / State Governments delivering public services, in line with the spirit of participative governance.
  - (d) Specialized training/ workshops/ seminars/ conferences for civil servants, academicians, practitioners, etc. in contemporary and emerging areas, etc.
  - (e) Training of employees based on priorities of the aspirational Districts/ Blocks.
  - (f) Development of a robust knowledge management system for CSTIs.

- vii. **Analyse Key Performance Indicators** produced by the monitoring and evaluation dashboard of iGoT Karmayogi platform and Civil Services Report and put in place a policy framework for civil service performance management.
- viii. **Facilitate long-term and short-term training interventions** in collaboration with institutions of national and international repute to address the competency requirement as identified in the NCBP in consonance with the national priority areas.
- ix. **Put in place guidelines for an incentive mechanism for the CSTIs**, such as release of grants for training courses to CSTIs based on impact assessment of the courses or a differential release of grant on the basis of the Institute's level (1-5) on NSCSTI's Impact Evaluation parameter in consultation with CBC.
- x. **Integrate eHRMS with iGOT Karmayogi platform** for ensuring updated real time competency profiles of all resources and its mapping to demands for human resources raised by MDOs from time to time.
- xi. **Enable development of a credit-based competency development model**, wherein there is a mix of credits for level-specific courses (common and mandatory components) and role specific courses (including on demand components).

#### **D. Role of Capacity Building Commission:**

The CBC has a pivotal role to play in the capacity building ecosystem. It spearheads various initiatives for capacity building by laying down various standards and guidelines related to accreditation, competency framework, etc., besides, the mandate 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 and facilitate an eco-system of shared learning resources including shared internal & external faculty.
- iii. **Coordinate with MDOs** to evolve a harmonious de-siloed approach to improve capacity and build shared resources.
- 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.

**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.
- 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. The passbook shall reflect, in respect of each employee, their existing as well as required competencies, the activities associated with their current/future roles, so that they will be able to plot a clear learning path based on their self-learning aspirations or Departmental mandate.
- 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 and create Registry of Employees (Learners), Subject Matter Experts (SMEs), Training infrastructure, Training courses, Digital Content repository, certified or accredited Trainers/Faculty members and Training Calendars with the guidance of CBC.
- vi. **Create a common knowledge repository**, in terms of guidelines to be laid down by CBC, to ensure availability of world class learning material to all the learning facilitators and trainees at various training institutions across the nation.
- vii. **Develop Standard Operating Procedure** for onboarding of Content by the MDO, CSTIs or iGOT Karmayogi platform, a Content Quality Framework and a system to generate and display the impact scores of the content.

- viii. **Devise an assessment framework** consisting of course based assessments, self/peer/reporting officer/subordinate officer generated assessments, proctored independent authorized assessments of observable competencies.
- 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. to determine an individual's eligibility for focused training programmes like short/long term domestic/foreign training programmes.
- x. **Develop the Karmayogi Dashboard** for enabling, *inter alia*, -
  - (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 such as competency-role linkages, contents, courses, assessments and progress made by the CSTIs in terms of their role envisaged in the Karmayogi Guidelines.
- xi. **Co-create tools** for measuring ecosystem effectiveness in consultation with CBC and other stakeholders, which may include:
  - (a) Incentives for learner engagement and contribution.
  - (b) iGOT Karmayogi Scores, i.e., effectiveness scores, for various ecosystem partners like Learners, MDOs, Course Providers, PIAA (Proctored Independent Authorised Assessments) providers etc.
  - (c) User experience research and audit to drive engagement on the platform.

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

#### **4. Funding:**

- 4.1 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.
- 4.2 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.
- 4.3 The MDOs shall support the funding requirements for iGoT Karmayogi platform through the mandatory Subscription-based Revenue Model to be conveyed by DoPT.

## **5. Monitoring & Evaluation**

- 5.1 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.,
- 5.2 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.
- 5.3 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.
- 5.4 This will enable data-driven decisions for policy interventions, training and personnel management, monitoring of progress, transparency and accountability in the entire ecosystem.

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.

## **6. Training and Capacity Building in States:**

It is recommended 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.

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