DRIVING 'DE-SILOISATION AND DEMOCRATIZATION OF LEARNING FOR ALL"

V.SRINIVAS, IAS

SPECIAL SECRETARY DARPG AND DIRECTOR GENERAL NCGG

Dated December 23, 2021

Training – National Training Policy

- Competency based approach –
  - Distinct types of posts and competencies in such posts
  - Need to link individual development with competency
- Training Plan to address gaps between existing/ required competencies
- Training occurs
  - At time of entry into service
  - At appropriate intervals in the course of careers

Training – National Training Policy

- Training Cells in every Department
- NTP 1996 - 1.5% of salary budget for training by each Dept
- Scheme of Domestic Funding for Foreign Training 2001
- NTP 2012 – 2.5% of salary budget for training
- IAS :
  - Foundation Course + Phase I
  - District Attachment
  - Phase II training
- Distant and e-learning provide unparalleled opportunities for meeting training needs : i-GOT

In-Service and Mid-Career Training

- Every Officer working under CSS to attend one week training each year in a block of 2 years
- All officers who have attended Mid-Career Training Program also eligible to opt for 1 week in-service training program
- One week Training Programs are conducted by State ATI's, CTI's, IIM's, ASCI and autonomous institutions – no course fee by participants
- From 2007, Mid-Career Training Program for IAS was started
  - Phase III, Phase IV, Phase V of Mid-Career Program is a pre-requisite for promotion

Mission Karmayogi

National Program for Civil Services Capacity Building – 6 pillars

- Policy Framework
- Institutional Framework
- Competency Framework
- Digital Learning Framework iGOT Karmayogi
- E-HRMS
- The Monitoring and Evaluation Framework

Training Institutions – India's Centers for Excellence

- **LBSNAA** – to instill a new service oriented professionalism in civil servants to reach out to citizens they serve

- **ISTM** – to impart training to officers of Central Secretariat Service who form the backbone of Central Ministries/ Departments

- **IIPA** – over 6 decades of experience in research, rendering policy advise, conferences, seminars and publications also APPA program

- **NCGG** – for institutionalization of best governance practices from India and elsewhere, in addition to research, documentation and dissemination

Mission Karmayogi - Lucknow Sandesh

- Roadmap for Implementation of Mission Karmayogi
- State ATI's/ CTI's sensitized on roles as key stakeholders
- IIPA - challenges of Faculty, Infrastructure, Participants and Leadership
- CBC – challenges to train officials on i-GOT platform in coming years
- Short duration video films on Singapore model
- Mentoring of officials and peer to peer learning
- Promotion of ethical values in civil servants
- Greater alignment between State and National Training Policies

Mission Karmayogi - Road Map Ahead from Lucknow

- Civil Servants as agents of change, striving for radical reforms and transformational governance.

- Civil Service Competency –
  - Need for an international perspective
  - Strong Digital Institution Builders
  - Quality Decision Makers – understanding of big data
  - Generalists in an era of Specialists
  - Understanding of Regulatory Governance
  - Understanding of Digital Governance

Mission Karmayogi - Road Map Ahead from Lucknow

- **Citizen is the centrality** of a civil servant's odyssey, commitment to larger public good against all odds.

- **What do people expect**?
  - Services and information are available and delivered on time without hassle
  - Digital Land Initiative of Govt of UP
  - MahaRERA portal of Govt of Maharashtra
  - Subsidy disbursement using Aadhar – DBT, PDS, MGNREGA
  - State Digital Services need improvements – Mee Seva, MP online, e-Mithras
  - Benchmarks for performance and independent assessments needed

Mission Karmayogi - Road Map Ahead from Lucknow

Overcoming Procedures and Red Tape

- **A stronger Secretariat system** with emphasis on institutional memory

- **Strengthen the CSS** competency levels
  - Special Campaign on Disposal of Pendency
  - Initiative for Increasing Efficiency in Decision Making
  - An institutional and professional public grievance system
  - Good Governance Index of States to be extended to Districts
  - National e-Services Delivery Assessment to push reforms

Mission Karmayogi - Road Map Ahead from Lucknow

Much Needed Governance Changes

- **Technology has to be meaningful** and grievance redressal effective
  - Mapping of last mile grievance officers on CPGRAMS
  - Expansion of Grievance Categories
  - Appellate Nodal Officers
- **New initiatives** need to be proactively shared and best practices published
- **Hassle Free Governance System** – the best way to celebrate Sushasan Saptah
- **Prashasan Gaon ki Aur** – Bridging Towns and Villages through Digital Platforms
  - Ayushman Bharat, SWAYAM, One Nation-One Ration Card, Passport Sewa Kendra

Mission Karmayogi - Road Map Ahead from Lucknow

- **DOPT** –
  - to strengthen the ATI Cell as the core hub of excellence
- **Capacity Building Commission** –
  - on-boarding of States on i-GOT,
  - extend faculty development to ATI's
  - Develop training impact process for ATI's
- **IIPA** –
  - Satellite center for DOPT to document Mission Karmayogi interventions
  - Create a pan-India National repository of case studies

Mission Karmayogi - Road Map Ahead from Lucknow

- **DARPG** –
  - Benchmarking Good Governance Index at District level
  - Integration of CPGRAMS with State Grievance Portal
- **NCGG** –
  - Capacity building of Provincial Civil Services
  - Capacity building of International Civil Servants
    - peer to peer learning through Alumni groups
    - Mentorship programs
  - 12 Good Governance Thematic Experience Sharing workshops for Replication in 2022

DEMOCRATIZATION OF LEARNING FOR ALL

- DIGITAL LEARNING FOR CIVIL SERVANTS TO PROVIDE PUBLIC SERVICES AT THE DOORSTEP

- CITIZENS NEEDS TO DIGITALLY EMPOWERED

Thank You