



**CAPACITY
BUILDING
COMMISSION**

Roadmap

Karmayogi Kartavya Karyakram

Nurturing the Spirit of Service in Public Administration

FACILITATION AND KNOWLEDGE PARTNER

Capacity Building Commission

TECHNOLOGY PARTNER

iGOT Platform –
Karmayogi Bharat

LEAD IMPLEMENTERS

Central Government

State Governments

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List of Abbreviations

Abbreviation	Full Form
ANM	Auxiliary Nurse Midwife
ASHA	Accredited Social Health Activist
ATI	Administrative Training Institute
AWW	Anganwadi Worker
BMO	Block Medical Officer
BRC	Block Resource Coordinator
CBC	Capacity Building Commission
CRC	Cluster Resource Coordinator
CDEO	Chief District Education Officer
DEO	District Education Officer
DIET	District Institute of Education and Training
DLP	Digital Learning Platform
DoPT	Department of Personnel and Training
DPM	District Programme Manager
DTI	Departmental Training Institute
DG	Director General
DySP	Deputy Superintendent of Police
GAD	General Administration Department
iGOT	Integrated Government Online Training
LT	Lead Trainer
MDO	Ministry/Department/Organisation
MEL	Monitoring, Evaluation and Learning
MPW	Multipurpose Health Worker
MT	Master Trainer
NHM	National Health Mission
NLT	National Lead Trainer
RKYP	Rashtriya Karmayogi (Large Scale Jan Seva) Programme
SCERT	State Council of Educational Research and Training
SHFWTC	State Health & Family Welfare Training Centre
SIHFW	State Institute of Health & Family Welfare
SLT	State Lead Trainer
SMT	State Master Trainer

CHAPTER 1

Executive Summary

Karmayogi Kartavya Karyakram

Background and Rationale

The Karmayogi Kartavya Karyakram is a national behavioural training initiative of the Capacity Building Commission aimed at fostering a culture of *Seva Bhav* (spirit of service) among public servants by reconnecting their inner purpose with the mission of citizen-centric governance across public institutions.

The programme builds upon the foundation created by the Rashtriya Karmayogi Large Scale Jan Seva Programme (RKYP) under Mission Karmayogi. RKYP primarily focused on Central Government ministries, departments, organisations, and institutions, and successfully trained over 10.5 lakh officials through a national network of approximately 17,000 Lead Trainers and Master Trainers.

While RKYP established a strong behavioural training ecosystem within the Government of India, the Karmayogi Kartavya Karyakram represents the next phase of this effort. It aims to extend and institutionalise the spirit of *Seva Bhav* across Central and State Governments, enabling a wider national rollout of behavioural learning and strengthening citizen-centric governance practices across all tiers of public administration.

By leveraging the trainer ecosystem created under RKYP and building capacity within State administrative training institutions, Karmayogi Kartavya Karyakram seeks to scale the behavioural training culture across the country. The iGOT Karmayogi platform will serve as the programme's digital backbone for learning delivery, monitoring, and implementation.

10.5 Lakh Officials trained under RKYP	17,000+ Master & Lead Trainers created	1.3 Crore Initial Target coverage (State Frontline workers and Central government officials)	~1 Lakh Trainers to be developed
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Phase wise Implementation (~1.3 Crore Officials, April 2026 – March 2027)

Table 1 — Target Coverage and Phased Implementation

Category	Target
Phase 1-3 by December 2027	
State Government frontline officials — Priority Sectors (Police, Teachers, Health Workers)	~1 crore (Annexure H)
Central Government Officials not trained under RKYP	~30 lakh
Total Target	~1.3 crore
Phase 4 by December 2028	
State Government officials — extended coverage	Universal Coverage in states
Institutionalisation within Capacity Building Ecosystems	All State and Central Training Ecosystems

Programme Approach

- 4.5-hour in-person behavioural capacity building training (core action)
- 2-day Master Trainer programme enabling Cascade Training Model
- Digital learning and self-learning course via iGOT
- Samuhik Charchas (collective reflection sessions) ~6 months post-training

CHAPTER 2

Introduction

The Karmayogi Kartavya Karyakram is a national behavioural training initiative of the Capacity Building Commission aimed at fostering a culture of *Seva Bhav* (spirit of service) among public servants by reconnecting their inner purpose with the larger mission of citizen-centric governance across public institutions. Effective public administration is driven not only by rules and procedures, but also by the values, motivations, and attitudes that guide public servants in their daily citizen interactions.

2.1 Background

The Rashtriya Karmayogi Large Scale Jan Seva Programme (RKYP) under Mission Karmayogi was a large scale behavioural training initiative of Capacity Building Commission primarily focused on Central Government ministries, departments, organisations, and institutions, and successfully trained over 10.5 lakh officials through a national network of approximately 17,000 Lead Trainers and Master Trainers. Karmayogi Kartavya Karyakram builds on this foundation to extend behavioural capacity building to State Governments and frontline personnel across all administrative levels. By leveraging the trainer ecosystem created under RKYP and building capacity within State administrative training institutions, Karmayogi Kartavya Karyakram seeks to scale the behavioural training culture across the country. The iGOT (Karmayogi Bharat) platform will serve as the programme's digital backbone for learning delivery, monitoring, and implementation.

2.2 Rationale

Since a significant share of citizen-facing governance is delivered through State Governments and their frontline personnel, there is a clear need to extend behavioural capacity building initiatives across the wider administrative system. Karmayogi Kartavya Karyakram leverages the existing trainer ecosystem to do so at scale.

2.3 Vision

To foster a culture of *Seva Bhav* (spirit of service) among public servants by reconnecting their inner purpose with the mission of citizen-centric governance across public institutions.

2.4 Aims

- i. Improve citizen-centric service delivery by strengthening the service orientation of public servants
- ii. Enhance responsiveness and collaboration across governance systems
- iii. Support officers in finding greater meaning by reconnecting with the purpose of public service

2.5 Target Coverage

The Karmayogi Kartavya Karyakram is a national rollout of behavioural *Seva Bhav* training for public servants, with a primary focus on strengthening service-oriented attitudes among frontline officials in State Governments. As part of the initial implementation strategy, priority will be given to key frontline sectors of States that have the most direct interface with citizens. These include the police, with an estimated 18 lakh personnel, school teachers, with approximately 51 lakh officials, and health and community workers, including ASHA, ANM and Anganwadi workers, numbering around 35 lakhs. Together, these three sectors represent nearly 1 crore frontline officials across all states in India, making them critical to strengthening a culture of *Seva Bhav* and improving citizen-centric service delivery across public institutions.

In addition, the programme will also cover approximately 30 lakh Central Government officials not included in the earlier Rashtriya Karmayogi Large Scale Jan Seva Programme (RKYP) implemented under Mission Karmayogi. The total Central Government workforce is estimated at 40.5 lakh personnel, comprising around

33 lakh Central Government employees as reported in the Seventh Central Pay Commission Report and nearly 7.5 lakh bank employees as indicated in a recent Lok Sabha reply (Question No. 953, dated 10 February 2025). Of this total workforce, around 10.5 lakh officials have already been trained under the Rashtriya Karmayogi programme, leaving an estimated 30 lakh officials in Central government to be covered under the Karmayogi Kartavya Karyakram rollout.

Table 2 — Target Coverage

Category	Estimated Personnel to be covered under Phases
Police	~18 lakh (Annexure D) (Source: Data on Police Organizations - As on January 01,2023, BPRD, MHA)
Primary to Higher Secondary Teachers (States)	~51 lakh (Annexure E) (Source: Report on UDISE+ 2024-25, DoSEL, MoE)
Health Workers (ASHA / ANM / Anganwadi)	~35 lakh (Annexure F & G) (Source: PIB Press Release 07 FEB 2024, MoWCD) (Source: Annual ASHA Update 2020-21)
Central Govt Group including Bank Officials	~30 lakh { 33 lakh Central government employees in 2014 (Source :- Report of the Seventh Central Pay Commission (page no.23) plus 7.5 lakh Bank Employees : Source- Microsoft Word - LS USQ 953 English- Lok Sabha Question no. 953 reply on 10.02.2025 = Total 40.5 lakh Central Government and Bank Officials) - around 10.5 lakh already trained under Rashtriya Karmayogi Program}
Total Target (Initial Focus in Phase 1-3)	~ 1.3 crore (Police, Teachers, ANMs, ASHA, Aanganwadi Workers and Helpers, Central Government Officials who are not trained under Rashtriya Karmayogi Programme) * States may choose frontline workers from other sectors too for coverage
Extended State Govt officials in Phase 4	Additional officials trained (Universal Coverage in states)

2.6 Expected Outcomes

- Strengthened service-oriented mindset among frontline public servants.
- Greater emphasis on citizen-centric governance in day-to-day administrative interactions.
- Improved public trust through more responsive and respectful service delivery.
- Development of an institutional culture of Seva Bhav within public administration

CHAPTER 3

Programme Design and Architecture

The Karmayogi Kartavya Karyakram adopts a blended learning approach, combining behavioural offline training on ground with digital learning modules. The programme integrates both online and in-person training formats to enable deeper engagement and sustained learning among participants. It is designed around adult learning principles, emphasising experience-based learning, peer interaction, activity-based exercises, and reflective practices. Through this approach, the programme seeks to create meaningful behavioural shifts by encouraging participants to learn from real-life experiences, engage in collaborative discussions, and reflect on their role in delivering citizen-centric public service.

3.1 Core Programme Components

Table 3 — Core Programme Components

Component	Duration	Purpose
One-Day Behavioural capacity building Training	4.5 hours	Core learning initiative for government personnel (Per Batch Size = 35-40 participants)
Master Trainer Programme	2 days	Build facilitator capacity for cascade delivery (Per Batch Size = 35-40 participants)
Digital Learning Modules (iGOT)	Self-paced	Pre/post reinforcement and self-learning
Samuhik Charchas	Half-day (~6 months post)	Sustained peer learning and reflection

3.2 One-Day Behavioural capacity building

The training is the core learning initiative, focusing on:

- Reflection on the purpose and meaning of public service
- Strengthening citizen-centric governance through inner motivation
- Developing behavioural awareness in everyday administrative interactions
- Facilitated dialogue and peer learning among participants

Format: Activity-based learning, reflective exercises, and facilitated group discussions. Duration: 4.5 hours.

The one-day training workshop structured into four interactive modules, each designed to build upon the last in a journey of self-discovery and application.

Table 4 — Core Programme Components

Modules	Content	Learning Objectives
Module 1	Who is a Rashtriya Karmayogi?	To create a shared understanding of the Rashtriya Karmayogi Ideal.
Module 2	Expanding our vision of success and fulfillment	To expand the vision of success and fulfillment that is possible through work and awaken the intent to serve.
Module 3	Creating Karmayogi Moments	To learn a simple technique for translating the Karmayogi ideal into everyday work.
Module 4	The Rashtriya Karmayogi as a Nation-BUILDER	To strengthen the connection between individual roles, ministry objectives, larger national goals, and citizens.

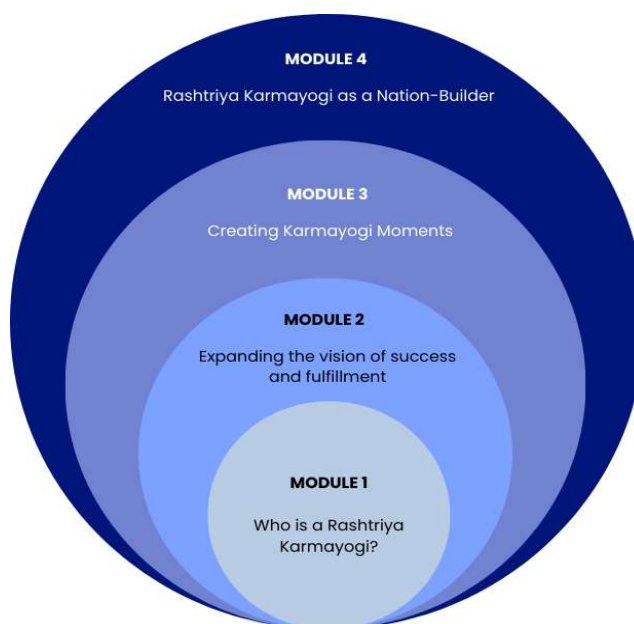


Figure 1: Overview of the Content and Learning objectives of the Modules

3.3 Master Trainer Programme

The Master Trainer Programme is a two-day programme conducted by Lead Trainers. It is the foundational capacity-building step that enables the entire state training cascade. The programme equips participants to independently facilitate the one-day Karmayogi Kartavya Karyakram behavioural training for state officials and frontline workers.

The two-day programme covers:

- i. Programme content and facilitation methodology
- ii. Engagement techniques and group facilitation skills
- iii. Practice-based exercises for cascade delivery

Format: Two-day programme conducted by Lead Trainers of RKYP called as National Lead Trainers i.e. NLTs, Batch size: 35–40 participants per batch.

Outcome: Trainees are certified as State Master Trainers (SMTs). Upon conducting three successful one-day training batches, SMTs are auto-certified as State Lead Trainers (SLTs).

The two-day workshop will comprise the standard one-day training on Day 1. On Day 2, Master Trainers will undergo focused inputs on facilitation techniques, including guided practice sessions to help them internalize the trainer's role and build confidence in delivery.

3.4 Digital Learning Platform (iGOT Karmayogi)

The iGOT Karmayogi Bharat platform serves as the digital backbone of the Karmayogi Kartavya Karyakram programme, enabling end-to-end management of training delivery, certification, monitoring, and post-training reinforcement. All participants, trainers, and administrators are onboarded onto the platform, which facilitates seamless coordination across the cascade. The following functions are facilitated through the portal:

Table 5 — iGOT Platform Functions

Function	Description
Digital course modules	Pre/post training learning content
Trainer certification	Onboarding and certification workflows
Training records	Attendance, completion and feedback data
Monitoring dashboards	Real-time implementation tracking, conducting of batches
Self-Learning Course	RKYP-based self-paced course for continuous reinforcement
Samuhik Charcha	Promote peer learning and collective problem-solving

3.5 Programme Architecture

The Karmayogi Kartavya Karyakram follows a **Cascade Training Model** operating through two parallel tracks.

Central Government: Central Ministries and Departments already have Lead Trainers and Master Trainers developed under RKYP. These trainers will continue to deliver one-day Karmayogi Kartavya Karyakram sessions to officials not yet covered, with integration into departmental training calendars over time.

State Governments: National Lead Trainers (NLTs) drawn from the RKYP pool will train an initial cohort of State Master Trainers (SMTs). SMTs, upon completing three one-day training batches, are auto-certified as State Lead Trainers (SLTs). SLTs then train further SMTs, who deliver the one-day programme to frontline officials across departments and districts.

The detailed implementation Architecture and Strategy is discussed in Chapter 4. Throughout the rollout, the iGOT Karmayogi Bharat platform will provide end-to-end digital support, including participant onboarding, real-time monitoring, maintenance of training records, and post-training reinforcement. This will ensure standardization, transparency, and effective tracking of programme outcomes across institutions.

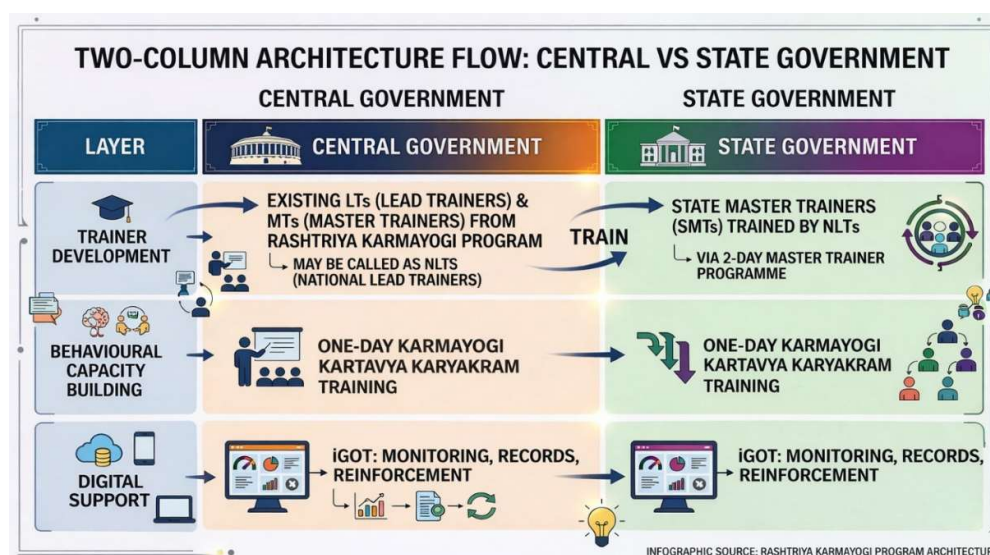


Figure 2: Programme Architecture

CHAPTER 4

Implementation Architecture and Strategy

The rollout of the Karmayogi Kartavya Karyakram will follow a structured, Cascade Training Model across both the Central and State Governments. At the trainer development level, the programme will leverage the existing ecosystem of Lead Trainers (LTs) and experienced Master Trainers (MTs) i.e. trainers with experience of conducting training for at least 3 one-day batches, developed under the Rashtriya Karmayogi Programme under Mission Karmayogi. These experienced trainers may be designated as National Lead Trainers (NLTs), who will further build capacity at the state level by conducting two-day Master Trainer Programmes to train State Master Trainers (SMTs). At the behavioural capacity-building level, the programme will be delivered through one-day Karmayogi Kartavya Karyakram training sessions for participants.

4.1 Central Government

4.1.1 Existing Foundation

10.5 Lakh Officials trained under RKYP	17,000+ Master & Lead Trainers (NLTs)	30 Lakh Additional to be covered
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Continuing Behavioural Capacity Building in Central Government

Following the conclusion of the Rashtriya Karmayogi Programme (RKYP) on 10 February 2026 under Mission Karmayogi, several Ministries and Departments have expressed interest in continuing behavioural capacity-building initiatives. The Karmayogi Kartavya Karyakram provides a structured framework for sustaining and institutionalising this effort across Central Government organisations.

A significant number of officials across major departments are yet to be covered under the earlier programme. For instance, the Ministry of Railways and the Ministry of Home Affairs together account for nearly 10 lakh and 9 lakh personnel respectively who can benefit from then programme as they were not trained under RKYP. In addition, organisations such as the Ministry of Housing and Urban Affairs, the Department of Higher Education, and public sector banks represent important segments where full programme saturation (under RKYP) is yet to be achieved. Taken together, these ministries and organisations represent an estimated 25–30 lakh officials who can be covered in the next phase.

Importantly, most Central Ministries and Departments already have Lead Trainers and Master Trainers trained under the Rashtriya Karmayogi Programme, providing a strong institutional base for programme delivery. Leveraging this trainer ecosystem, the remaining officials can be progressively covered over a two-year period up to December 2028. Subsequently, Ministries and Departments may integrate the programme into their foundation courses, induction training, and mid-career training programmes for officials across Group A, B, and C cadres, thereby institutionalising behavioural learning within their internal training systems.

4.1.2 Implementation Approach

The implementation approach for continuing behavioural capacity building within the Central Government will include the following:

- Utilising the existing ecosystem of Lead Trainers and Master Trainers developed under the Rashtriya Karmayogi Programme.
- Conducting one-day Karmayogi Kartavya Karyakram trainings for officials yet to be covered under the Rashtriya Karmayogi Program
- Leveraging experienced Lead Trainers to train first cohort of Master Trainers, enabling faster programme rollout.

- iv. Integrating Karmayogi Kartavya Karyakram into internal training initiatives within Ministries and Departments.
- v. Deploying faculty from departmental training institutes as Master Trainers to further strengthen programme delivery capacity.

4.1.3. Implementation Plan

- i. DoPT may ask Central Ministries and Department to integrate the one-day programme in foundation course, induction training and mid-career training for all officials of group A, B and C.
- ii. The MDOs can create their plan of completing the training for all serving officials by December 2027 through their trainer pool under Seva Bhav Program.
- iii. DoPT may issue appropriate directions to facilitate integration within departmental capacity building frameworks.

4.2 State Governments

4.2.1 Cascade Trainer Model in States

For State rollout, Capacity Building Commission-designated National Lead Trainers (NLTs) will train the first cohort of approximately 40 State Master Trainers (SMTs). These SMTs, upon successfully conducting a minimum of three one-day training batches (covering ~100 participants), will be auto-certified as State Lead Trainers (SLTs).

In larger states, additional cohorts of SMTs may be directly trained by NLTs to accelerate capacity creation. Availability and deployment of NLTs for such scale-up will be facilitated by the Commission. States are expected to identify prospective trainers based on defined eligibility standards, including candidates who can transition from SMT to SLT upon meeting performance criteria.

Once certified, SLTs will anchor the expansion of the state training ecosystem by training additional Master Trainers nominated by State Departments, Administrative Training Institutes (ATIs), and other training institutions. These Master Trainers will subsequently deliver one-day training programmes to officials, including frontline staff, enabling wide-scale coverage.

The model ensures quality through a certification-based progression, wherein the initial cohort becomes eligible to train the next only after completing at least three participant training batches. This guarantees adequate hands-on experience before assuming higher responsibilities, while maintaining training standards.

The framework is recommendatory and flexible. SLTs may conduct more than three batches of Master Trainer programmes depending on state-specific requirements and training demand. Overall, this approach enables the creation of a robust and scalable pool of SLTs (approximately 40–200, based on state size), while promoting sustainability through decentralized ownership at the state level.

The programme will be driven at the state level through close coordination between the General Administration Department (GAD) and the Administrative Training Institute (ATI). The ultimate objective is to achieve universal coverage of State Government officials and institutionalize the Karmayogi Kartavya Karyakram framework within state training systems for long-term sustainability. Refer Annexure B for the detailed roles and responsibilities of various stakeholders.

Table 6 — Trainers' Role in Cascade

Tier	Trainer Level	Drawn From	Certification	Trains
1	National Lead Trainers (NLTs)	RKYP trainer pool	Selected; 1 pair per ATI	Initial Cohort of State Master Trainers
2	Initial Cohort of ~40 State Master Trainers (SMTs)*	ATIs (Administrative Training Institutes) and major DTIs (Domain Training Institutes)	2-day Master Trainer Programme	State officials

Tier	Trainer Level	Drawn From	Certification	Trains
2	State Lead Trainers (SLTs)	Initial Cohort of SMTs completing 3 batches of one-day Karmayogi Kartavya Karyakram	Auto-certified after 3 batches	State Master Trainers (in various batches)
3	State Master Trainers (SMTs)	Nominated officials	1-day training	State officials and Frontline workers of state

* In large states, three or more batches or cohorts of Master Trainers may have to be trained by NLTs.

(Note: Kindly refer Annexure A for better understanding of the state cascade with an example.)

4.2.2 Scale and Trainer Requirement

This section outlines the indicative scale of implementation and corresponding trainer requirements to train an initial target of approximately 1 crore frontline officials. These projections are indicative and may be refined by States based on contextual requirements, institutional capacity

Table 7 — Scale and Trainer Requirement

Parameter	Estimate
Target frontline officials (Initial Focus in Phase 1-3)	~1 crore in States
Batch size	35-40 participants
Required training batches	~3 lakh
Estimated total trainer requirement in all States	~1 lakh trainers nationally

Trainer Requirement Calculation

The number of trainers required for a state can be estimated using the formula below. This helps states plan the number of Master Trainer batches needed.

$$\text{No. of Trainers Required} = (\text{Total Officials to be Trained} \div \text{Batch Size}) \div \text{No. of Batches per Trainer}$$

Table 8 — Trainer Requirement Calculation (Worked Example: State with 10 Lakh Officials)

#	Step / Parameter	Calculation	Result
Part A: How Many SMTs Does the State Need?			
1	Total officials to be trained	Given	10,00,000
2	Average batch size	Standard	35 participants
3	Total batches required	$10,00,000 \div 35$	~28,600 batches
4	Minimum batches per SMT	Minimum commitment	3 batches
★	SMTs Required (Step 3 ÷ Step 4)	$28,600 \div 3$	~9,500–10,000 SMTs

#	Step / Parameter	Calculation	Result
Part B: How Many SLT Pairs Are Needed to Create Those SMTs? (SLTs train in pairs)			
5	SMTs to be trained (from Part A)	From Step ★ above	≈10,000 SMTs
6	Average batch size	Standard	35 participants
7	Total batches required	$10,000 \div 35$	≈286 batches
8	SMT batches per SLT pair	Standard planning assumption	3 batches/pair
★	SLTs Required ((Step 7 ÷ Step 8)	$\approx 286 \div 3$	≈100 SLT pairs (200 SLTs)
Part C: How Many State Lead Trainers (SLTs) Will Be Created? (Auto-certification after 3 batches) How Many SMTs to be trained by NLTs?			
9	SMTs (Initial Cohort trained by NLTs) eligible for SLT auto-certification	Any SMT completing 3 one-day batches	All ★SMTs are eligible
★	SLTs Created (auto-certified from SMT pool upon completing Step 9)	From Step ★ above	200 SMTs
Part D: How Many batches to be trained by NLTs? (NLTs train in pairs)			
10	SMTs to be trained (Initial Cohort)	From Step ★ above	200 SMTs
11	Average batch size	Standard	40 participants
12	Total SMT batches (Initial Cohort) required	$200 \div 40$	≈5 batches
★	Each Initial SMT batch conducted by an NLT pair, facilitated by CBC		

Summary

To train 10 lakh frontline officials, National Lead Trainers (NLTs) first train an initial cohort of 200 State Master Trainers (SMTs) across approximately 5 batches of 40 participants each. These SMTs, upon completing 3 one-day training batches, are auto-certified as State Lead Trainers (SLTs), forming 100 SLT pairs. These SLT pairs then train a broader pool of ~10,000 SMTs across the state, with each pair conducting around 3 batches of 35 participants. Finally, each of the 10,000 SMTs conducts a minimum of 3 batches of 35 frontline officials, collectively covering all 10 lakh officials targeted under the programme.

Key Considerations

- The total number of trainers required will depend on the number of batches assigned to each trainer.
- States may design their rollout strategy by optimizing the number of batches conducted per trainer, based on local capacity and timelines.
- Assuming each Master Trainer conducts at least 3 batches (training approximately 90–105 officials), the national requirement to train ~1 crore officials would be approximately 1 lakh master trainers across the country, deployed through a cascading training model.

4.2.3 State Categorization and Trainer Requirements

Given the variation in administrative size and frontline workforce across States, a differentiated approach to trainer deployment and capacity creation is essential. The following categorization provides an indicative framework linking the scale of officials to be covered with the corresponding number of training batches, and the required pool of State Master Trainers (SMTs) and State Lead Trainers (SLTs).

The estimates are derived using standard batch sizes and trainer productivity assumptions, and are intended to guide States in planning the nomination and development of trainer cohorts. The framework also outlines suitable training modalities, including the role of National Lead Trainers in seeding initial capacity and enabling subsequent scale-up through SLT-led expansion. These figures are planning-oriented and may be adjusted by States based on contextual requirements, trainer availability, and desired pace of implementation.

Table 9 — State Categorization and Trainer Requirements

State Official Strength to be covered under Programme	No. of Batches ($\approx$ Officials $\div$ 35–40 batch size)	No. of State Master Trainers (SMTs) Required ($\approx$ 100 per SMT in total of 3 batches)	No. of State Lead Trainers (SLTs) Required ($\approx$ 100 per SLT pair in total of 3 batches)	Training Modality
Up to 20,000	500–600 batches	$\sim$ 200 MTs ($200 \times 100 = 20,000$)	$\sim$ 12–14 LTs (6–7 pairs can create 600–700 MTs; only 200 needed)	One batch by RKYP National Lead Trainers (two small states can conduct one batch of MTs if required)
Up to 1 lakh	2,500–3,000 batches	$\sim$ 800–1,000 MTs	$\sim$ 20–24 LTs (10–12 pairs create full MT pool)	One batch by RKYP National Lead Trainers (two small states can conduct one batch of MTs if required)
1–3 lakh	7,500–8,500 batches	$\sim$ 2,000 MTs ($\rightarrow$ 2–2.5 lakh coverage)	$\sim$ 40 LTs (20 pairs $\times$ 100 MTs each)	One batch by RKYP National Lead Trainers
3–6 lakh	15,000–17,000 batches	$\sim$ 4,000–5,000 MTs ($\rightarrow$ 5–6 lakh coverage)	$\sim$ 80 LTs (40 pairs $\times$ 100 MTs each)	2 cohorts of Master Trainers trained by NLTs
6–9 lakh	22,000–25,000 batches	$\sim$ 6,000–7,500 MTs	$\sim$ 120–150 LTs	3–4 cohorts (Large States); strong SLT-led expansion
9–12 lakh	30,000–34,000 batches	$\sim$ 8,000–10,000 MTs	$\sim$ 160–200 LTs	4–5 in-state cohorts; trained by NLTs
Above 12 lakh*	34,000+ batches	10,000+ MTs	200+ LTs	Uttar Pradesh already has around 30 NLTs in Police Department, they can train around 3 lakh Police Personnel in states. 4 batches of SMTs by NLTs are sufficient in other departments

Figures are indicative and planning-oriented. States may increase MT productivity (more batches per MT) or increase LT productivity (more MT batches per pair).

Example: **Uttar Pradesh already has $\sim$ 30 National Lead Trainers from UP Police trained in RKYP, which can accelerate MT creation significantly.**

4.2.4 Phased Implementation

Phase 1 (April – September 2026)

Commencement of training of State Master Trainers (SMTs) by National Lead Trainers (NLTs) and initial rollout of one-day Karmayogi Kartavya Karyakram.

Phase 2 (October 2026 – March 2027)

Expansion of trainer networks; auto-certification of State Lead Trainers (SLTs) from SMTs upon completion of three one-day training batches; continued SMT training by SLTs and one-day training rollout.

Phase 3 (by December 2027)

Completion of training of frontline workers identified as primary focus (Teachers, Health Workers and Police)

Phase 4 (by December 2028)

Universal coverage of State Government officials and institutionalisation of Karmayogi Kartavya Karyakram within state training systems.

PHASE 1-3 | Institutional Setup and Operational Rollout | April 2026 – September 2026

Pre-Planning Steps (March 2026)

STEP
1

Identification of ATIs as Regional Training Hubs

Establishing the state-level training infrastructure

 **March 2026**

State Administrative Training Institutes will be identified to serve as regional training hubs — ATIs will be the primary centres for training State Master Trainers, coordinating state-level capacity building, and institutionalising the programme within state capacity building ecosystems.

STEP
2

Identification of National Lead Trainers

trainers (in pairs) mapped to the ATIs

 **March 2026**

- i. NLTs with prior RKYP facilitation experience are identified to commence the State Training.
- ii. Preference for trainers posted near the ATI location — reducing travel costs and strengthening local ownership

STEP
3

Institutional Coordination with Central Government Departments

Relieving Lead Trainers for state support

 **March 2026**

The CBC issues official communication to concerned Ministries and Departments requesting them to nominate and relieve identified Lead Trainers to support training of State Master Trainers, a collaborative capacity-building initiative between the Central and State Governments.

STEP
4

Formal Engagement with State Governments and ATIs

Activating state-level institutional ownership

 **March 2026**

The CBC issues formal communication to DG-ATIs with copy to Chief Secretary and Secretary-GAD, requesting:

- i. Facilitation of programme implementation

- ii. DG-ATI to provide infrastructure and nominate faculty from ATIs, DTIs, and state training institutions as SMTs
- iii. Designation of Secretary, GAD as nodal authority for statewide rollout coordination

Phase 1 Operational Steps (April 2026 – September 2026)

STEP 5	National Launch + State Master Trainer Programme <i>2-day Master Trainer Programme for nominated SMTs</i> 🕒 2 April 2026 (Sadhna Saptah) — September 2026
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The programme is formally launched during Sadhna Saptah (2–8 April 2026):

- i. States nominate SMTs from ATIs and DTIs per the nomination formula
- ii. NLTs conduct the 2-day State Master Trainer Programme
- iii. States can create their state roll out plan for better and clear implementation

Training Modality

NLTs conduct training of initial cohort Master Trainers within the respective state and building state capacity of trainers.

Phase 2 Operational Steps (October 2026 – March 2027)

STEP 6	Trainer Cascade Expansion <i>SMTs → SLTs → SMTs → Frontline workers</i> 🕒 October 2026 – March 2027 (~6 months)
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- i. SMTs trained by NLTs begin conducting one-day Karmayogi Kartavya Karyakram training for state officials and frontline workers.
- ii. After 3 successful one-day batches, SMTs become certified State Lead Trainers (SLTs)
- iii. State identify and nominate Layer 2 State Master Trainers (SMTs) preferably from Training Institutes or officials from field who qualifies on eligibility criteria (Refer Annexure C)
- iv. SLTs train the identified SMTs in 2 days Master Trainer Training
- v. State Master trainers begin and continue training state frontline officials.

Phase 3 Operational Steps (by December 2027)

STEP 7	Statewide Rollout to Frontline Officials <i>Full operational deployment — all departments and districts</i> 🕒 By December (~9 months)
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- i. SMTs deliver one-day Karmayogi Kartavya Karyakram trainings across departments and districts
- ii. Batch size: 35-40 participants per session
- iii. Each SMT conducts multiple batches — target ~3 lakh batches nationally

Milestone — December 2027

~1 crore frontline officials trained across priority sectors
~1 lakh trainers certified across the cascade
Trainer ecosystem institutionalised within state ATIs and DTIs

Implementation Timeline in States (Phase 1-3)

Table 10 — Phase 1-3 Timeline

Step / Activity	Mar 2026	Mar 2026	Apr–Sep 2026	Oct–Mar 2026	December 2027
Steps 1–2 ATI & NLT Setup	ATI Identification & NLT Mapping				
Steps 3–4 Govt Engagement	Central Dept. Communication	State Govts Engaged SMTs Nominated			
Step 5 Launch + SMT Programme			During the LAUNCH of Sadhna Saptah (Apr 2)		
Step 6 Trainer Cascade Expansion				SMT→SLT→SMT →Frontline workers	
Step 7 Statewide Rollout				~1 Crore frontline Officials Trained	
PHASE 3 END					✓ Milestone December 2027

Steps 1–4 are pre-planning stages completed before the national launch. The operational Phases run from Apr 2026 to Dec 2027.

PHASE 4 — Nationwide Coverage and Institutionalization

Phase 4 focuses on extending Karmayogi Kartavya Karyakram's reach to a broader population of State Government officials and embedding the programme permanently within the State Capacity Building Ecosystems.

Coverage Expansion

- Additional State Government officials covered beyond Phase I priority sectors
- Additional departments and frontline categories onboarded based on Phase I experience
- Central Government remaining officials included where not covered till Phase 3.

Institutionalization within State capacity building ecosystems

- One-day Karmayogi Kartavya Karyakram sessions incorporated into foundation training, induction, and mid-career training calendars
- Samuhik Charchas established as a biannual institutional practice
- Certified trainers from Phase I continue delivery independently, without central coordination
- State ATIs and DTIs designated as permanent hubs for behavioural capacity building under Karmayogi Kartavya Karyakram

Digital Reinforcement at Scale

- Self-learning course made available/recommended within departmental capacity building frameworks
- Platform dashboards used to monitor sustained engagement and training coverage

Phase 4 Milestone (December 2028)

Additional officials trained.

Karmayogi Kartavya Karyakram institutionalized within state capacity building ecosystems across all participating States.

Self-sustaining trainer ecosystem operational without central coordination.

Monitoring, Evaluation and Learning

Monitoring, Evaluation and Learning (MEL) is integral to Karmayogi Kartavya Karyakram, ensuring effective implementation and systematic assessment of behavioural outcomes across three objectives: monitoring implementation and coverage; evaluating behavioural outcomes; and generating evidence to improve programme design.

5.1 Monitoring Framework

Table 11 — Monitoring Framework

Indicator	Tracked Via
Number of trainers trained at each cascade level	iGOT platform
Number of training sessions conducted	iGOT platform
Number of frontline personnel trained	iGOT platform
Completion of digital learning components	iGOT platform
Participant feedback from training sessions	iGOT platform

Automated dashboards and reports support real-time monitoring by implementing agencies and programme administrators.

5.2 Evaluation Design (Pre-Post Mixed Methods)

Table 12 — Evaluation Framework

Pre-Training		Training Day	Post training Survey	Analysis & Reporting
Through Pre and Post assessments on iGOT	Baseline survey via iGOT	One-day behavioural training	Endline survey via iGOT (automated reminders)	Pre-post comparison; composite Seva Bhav scores
iGOT Platform	Registration, pre-work modules	Attendance, day feedback	Self-Learning Course; engagement tracking	Dashboards; evaluation reports;

5.3 Sampling and Measurement

Sampling

- Quota-based sampling ensuring representation across administrative groups and organisational categories
- Analytical adjustments applied where uneven participation occurs

Measurement — Minimising Social Desirability Bias

- Neutral, non-leading question prompts
- Response options include a range of practices — only some aligned with Seva Bhav principles
- Some questions focus on observations of Work Place practices, not just individual attitudes
- Composite outcome scores from Seva Bhav-aligned responses (not solely Likert scales)

5.4 Analysis Approach

- i. Comparison of baseline and endline response patterns
- ii. Statistical adjustments for observable participant characteristics
- iii. Minimum sample thresholds to avoid conclusions from very small subgroups

5.5 Qualitative Learning

- i. Semi-structured interviews with programme participants
- ii. Discussions with trainers and facilitators
- iii. Feedback from organisational leadership

5.6 Reporting and Governance

Table 13 — Reporting and Governance Framework

Output	Frequency	Purpose
Implementation dashboards (iGOT)	Real-time / periodic	Track training coverage and completion
Evaluation reports (baseline + endline)	Post-assessment	Evidence on behavioural outcomes
Learning briefs	Periodic	Emerging lessons and implementation challenges

The CBC, in collaboration with relevant Ministries, Departments, and State Governments, will review findings to assess programme performance and inform design, methodology, and future phases.

Institutionalization

For Karmayogi Kartavya Karyakram to have sustained impact, the behavioural learning approach needs to be gradually embedded within the training and functioning of public institutions. Institutionalisation ensures the principles of Seva Bhav continue to be reinforced beyond the initial implementation phase.

6.1 Integration with Existing Capacity Building Architecture

Table 14 — Integration with Existing Capacity Building Architecture

Training Programme	Target Group	Integration Point
Foundation Training Programmes	Newly recruited personnel	Embed Karmayogi Kartavya Karyakram session as a core module
Induction Training	Newly appointed departmental officials	First-week orientation component
Mid-Career Training	Officials at different service stages	Refresher and advanced behavioural module
Departmental / In-Service Training	Ongoing — all levels	Periodic 1-day Karmayogi Kartavya Karyakram refresher sessions

6.2 Samuhik Charchas (Collective Reflection Sessions)

Table 15 — Samuhik Charcha Sessions

Aspect	Detail
Timing	~6 months after training
Level	Office, district, or departmental level
Facilitation	Trained Master Trainers or designated facilitators
Digital Integration	Participation and reflections recorded via iGOT

Objectives:

- i. Encourage reflection on applying Seva Bhav principles in day-to-day work
- ii. Share practical challenges and solutions
- iii. Promote peer learning and collective problem-solving
- iv. Reinforce citizen-centric approaches within teams

6.3 Self-Learning Course

A self-paced course based on the RKYP programme is available on iGOT, allowing officials to revisit learning content and reflections at their own pace — supporting continuous reinforcement.

6.4 Strengthening the Trainer Ecosystem

- i. Certified trainers conduct periodic Seva Bhav sessions within departmental programmes
- ii. ATIs and administrative academies serve as permanent hubs for behavioural capacity building
- iii. Trainer ecosystem supports regular delivery without requiring central coordination in Phase 4

6.5 Long-Term Sustainability

Sustainability Loop

Capacity Building → Digital Reinforcement (iGOT) → Samuhik Charcha → Next Capacity Building Cycle

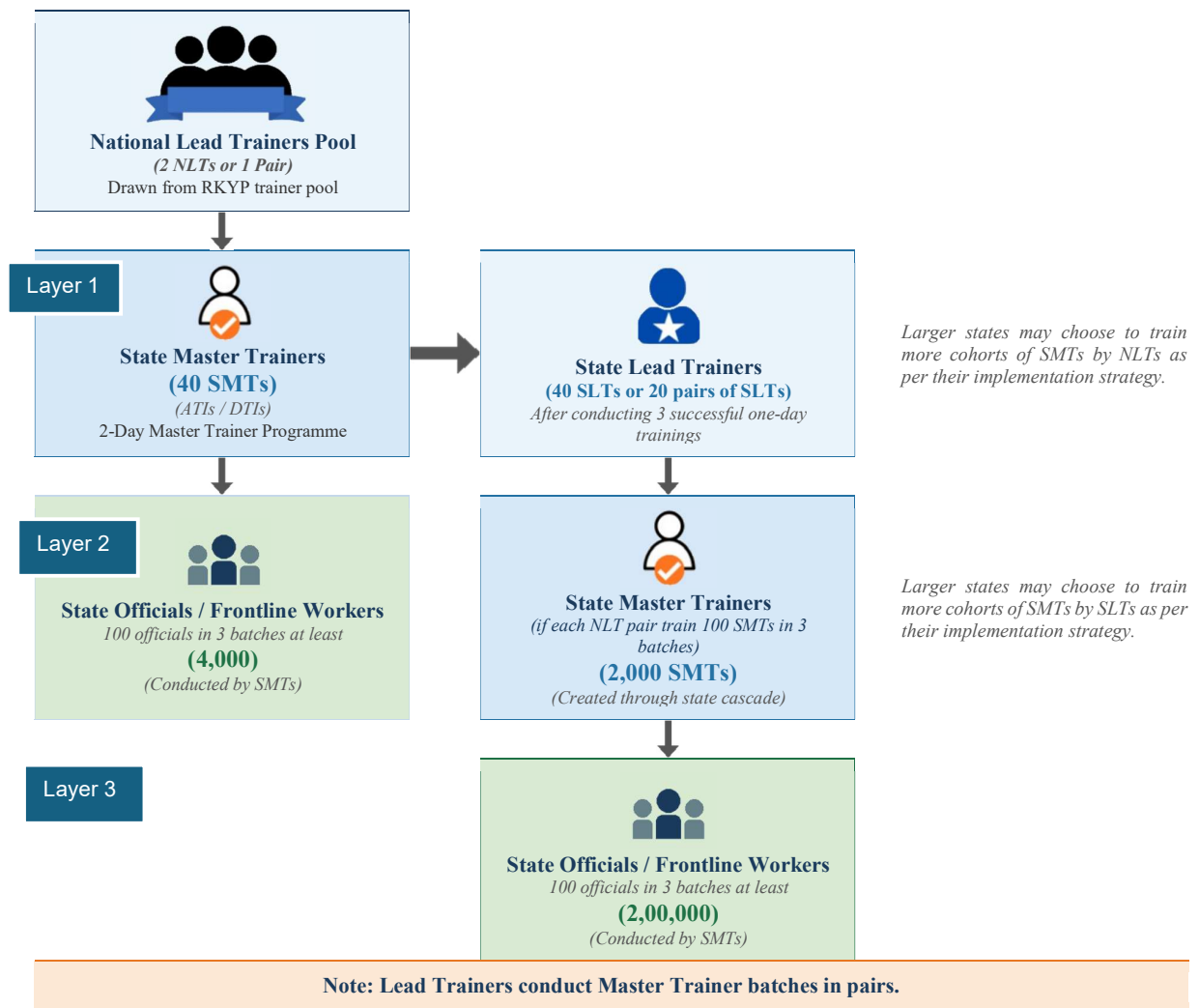
Through integration with capacity building systems, continued peer engagement, and digital learning,

Karmayogi Kartavya Karyakram becomes part of the broader capacity-building ecosystem — a sustained, not one-time, contribution.

Annexures

Annexure A: State Cascade: Implementation (An Illustrative Example)

This annexure provides an illustrative depiction of the training cascade in practice, using a representative scenario of approximately 2 lakh frontline officials.



Stakeholders, Roles & Responsibilities

Stakeholder	Level	Key Role	Key Responsibilities
Capacity Building Commission (CBC)	National	Facilitation and Knowledge Partner	Programme design and custodianship; identification and briefing of NLTs; formal communications to Central Govt Ministries and State Governments; coordination with iGOT; monitoring and evaluation oversight
iGOT / Karmayogi Bharat (Mission Karmayogi SPV)	National	Technology Partner	Trainer and participant onboarding; hosting digital learning modules, and self-learning course; training records and certification workflows; real-time monitoring dashboards; automated endline survey reminders
Department of Personnel and Training (DoPT)	Central Govt	Central Coordinator for Institutionalization of program	Directions to Ministries and Departments for trainer nomination and relief; integration of the programme within Central Govt training frameworks
Ministry / Dept Nodal Officer	Central Govt	Implementing Authority	Nominate Lead Trainers; facilitate relief of trainers for state support; ensure training coverage of Group C officials within their establishment; report progress via iGOT dashboards
Chief Secretary's Office (State Govt)	State	State Commitment	Formal acknowledgement of Karmayogi Kartavya Karyakram; designation of Secretary, GAD as state nodal authority; facilitate inter-departmental coordination for statewide rollout
Secretary, General Administration Department (GAD)	State	State Nodal Authority	Overall coordination of Karmayogi Kartavya Karyakram within the state; directing departments to participate and ensure coverage; liaison with DG-ATI; monitoring training progress; ensuring compliance with trainer nomination norms and timelines; Device a rollout programme for the training in states in collaboration with Secretary-GAD and in consultation with the State Lead Trainers (SLTs).
Director General, Administrative Training Institute (DG-ATI)	State	State Training Anchor	Nomination of State Trainers Layer 1 from ATI/DTI faculty; provision of training infrastructure and venues for the 2-day Master Trainer Programme; institutional anchor for Karmayogi Kartavya Karyakram within the state training system; maintaining records of tracking cascade activity
Local and Regional nodal officers (nominated by Secretary GAD)	District / Block	Field Facilitator	District or Block-level coordination of training batches; ensuring release of frontline officials for one-day sessions; monitoring district-level coverage across departments

Eligibility Criteria for Nomination of Trainers

State Master Trainers (SMTs) and State Lead Trainers (SLTs) are the backbone of the Karmayogi Kartavya Karyakram cascade in states. Identifying the right individuals with credibility, commitment, and the ability to facilitate is critical to the quality and reach of the programme. The following criteria should guide nominations.

Criteria for Nomination of Layer 1 SMTs (Trained by NLTs) — Auto-Certified to State Lead Trainers (SLTs)

Layer 1 SMTs should be nominated by the DG-ATI, in consultation with the Secretary, GAD. An SMT becomes eligible for certification as an SLT upon successfully completing three one-day Karmayogi Kartavya Karyakram training batches. The following considerations apply:

A. Position, Experience & Credibility	• Should be a faculty member at an ATI, DTI, State Police Academy, SIEMAT, SHFWTC/SIHFV, or equivalent state-level training institution preferably. • Must have at least five years of service remaining before retirement. • Is respected by seniors, peers, and juniors for professional competence and contributions. • Retired officers interested in conducting training may also be nominated, at the discretion of the DG-ATI, however decision on honorarium is with States Department. • ATIs may also explore the feasibility of nominating officers from affiliated departmental training institutions.
B. Commitment & Availability	• Willing to take on the expanded role of a State Lead Trainer. • Available to conduct two-day Master Trainer Programmes for new SMT cohorts, as required by the state. • Committed to supporting state-level cascade coordination and quality oversight.
C. Training Competence & Abilities	• Capable of effectively handling a class of peers and junior officials. • Demonstrates high energy and alertness throughout the day. • Interacts respectfully and professionally at all times. • Communicates clearly and fluently in the regional language and/or Hindi or English. • Comfortable with technology, including the iGOT Karmayogi Bharat platform.

Kindly Note:

The SLT should be relieved for the full duration of any Master Trainer Programme they are assigned to conduct, and the subsequent one-day training batches within their department or state. Availability of SLTs for cascade expansion should be planned and coordinated by the DG-ATI and Secretary, GAD. Nominations in pairs are strongly encouraged.

Criteria for Nomination of Layer 2 - State Master Trainers (SMTs)

SMTs should be nominated by the department, in consultation with the Secretary, GAD and DG-ATI in accordance with the following criteria:

A. Position & Credibility	• Should hold a position of some seniority and influence over his/her trainees. • Must have at least five years of service remaining before retirement. • Is respected by seniors, peers, and juniors for professional competence and facilitation quality.
B. Commitment & Motivation	• Willing to take on the role of a State Master Trainer • Available to attend the full two-day Master Trainer Programme at the designated venue. • Committed to conducting a minimum of three one-day Karmayogi Kartavya Karyakram training batches after certification.

**C. Training
Competence &
Abilities**

- Confident in handling a class comprising peers and juniors.
- Maintains high energy and alertness throughout the day.
- Respectful and professional in all interactions.
- Communicates clearly and fluently in the relevant regional language or Hindi or English.
- Comfortable with using computers and the iGOT Karmayogi platform.

Kindly Note:

The nominated officer should be relieved for the full two-day Master Trainer Programme, and the subsequent one-day training batches they conduct within their department or state.

ANNEXURE D

Actual Strength of Police Personnel (Group C)*(Civil Police+ District Anti-Rowdy Police (DARP) +Spl Armed+ India Reserve Battalion (IRB)+Commando)*

Sr. No.	States	Actual Strength
1	Andhra Pradesh	79,184
2	Arunachal Pradesh	10,805
3	Assam	66,738
4	Bihar	80,607
5	Chhattisgarh	57,443
6	Goa	6,736
7	Gujarat	73,551
8	Haryana	50,662
9	Himachal Pradesh	15,703
10	Jharkhand	49,552
11	Karnataka	84,726
12	Kerala	48,597
13	Madhya Pradesh	87,172
14	Maharashtra	140,840
15	Manipur	27,204
16	Meghalaya	13,016
17	Mizoram	6,132
18	Nagaland	23,046
19	Odisha	45,780
20	Punjab	68,699
21	Rajasthan	85,849
22	Sikkim	4,799
23	Tamil Nadu	111,531
24	Telangana	51,406
25	Tripura	21,076
26	Uttar Pradesh	278,495
27	Uttarakhand	17,680
28	West Bengal	73,514
29	Andaman & Nicobar Islands	3,823
30	Chandigarh	5,296
31	Dadra & Nagar Haveli and Daman Diu	1,046
32	Delhi	64,631
33	J&K	70,621
34	Ladakh	2,166
35	Lakshadweep	236
36	Puducherry	2,925
Total		1,831,287

ANNEXURE E

Education- Actual Strength of Teachers (Primary to Higher Secondary)

Sr. No.	States	Government Teachers
1	Andhra Pradesh	194297
2	Arunachal Pradesh	16458
3	Assam	218363
4	Bihar	522200
5	Chhattisgarh	188578
6	Goa	3401
7	Gujarat	191577
8	Haryana	101670
9	Himachal Pradesh	66694
10	Jharkhand	117039
11	Karnataka	195656
12	Kerala	82748
13	Madhya Pradesh	393210
14	Maharashtra	231247
15	Manipur	17471
16	Meghalaya	22827
17	Mizoram	14389
18	Nagaland	18527
19	Odisha	218162
20	Punjab	122463
21	Rajasthan	445073
22	Sikkim	10949
23	Tamil Nadu	221944
24	Telangana	154956
25	Tripura	27601
26	Uttar Pradesh	632186
27	Uttarakhand	59334
28	West Bengal	456659
29	Andaman & Nicobar Islands	4811
30	Chandigarh	5195
31	Dadra & Nagar Haveli and Daman Diu	3194
32	Delhi	86095
33	J&K	94202
34	Ladakh	5107
35	Lakshadweep	751
36	Puducherry	4737
Total		5149771

Anganwadi Health Workers and Helpers (2023-24)

State	Anganwadi Workers	Anganwadi Helpers
Andhra Pradesh	55188	42097
Arunachal Pradesh	5209	2362
Assam	60568	49452
Bihar	112551	82687
Chhattisgarh	51245	42266
Goa	1237	1149
Gujarat	52616	46367
Haryana	24328	13417
Himachal Pradesh	18727	17855
Jharkhand	37982	29453
Karnataka	63688	56597
Kerala	33107	32180
Madhya Pradesh	96288	65378
Maharashtra	108507	74746
Manipur	11466	9848
Meghalaya	5895	4120
Mizoram	2239	2088
Nagaland	3955	3481
Odisha	73653	62144
Punjab	26588	17176
Rajasthan	61305	38009
Sikkim	1308	1286
Tamil Nadu	44141	39806
Telangana	34456	26127
Tripura	10131	9617
Uttar Pradesh	182741	112756
Uttarakhand	19583	8795
West Bengal	108077	99663
Andaman & Nicobar Islands	711	465
Dadra & Nagar Haveli - Daman & Diu	405	337
Delhi	10498	10542
J&K	27302	18882
Ladakh	1144	882
Lakshadweep	60	13
Puducherry	802	581
UT-Chandigarh	434	444
Total	1348135	1023068

Actual Strength of ASHA Workers 2020-21

State	Under NRHM	Under NUHM	Total
Bihar	87,655	582	88,237
Chhattisgarh	68,277	3,771	72,048
Jharkhand	39,964	1,475	41,439
Madhya Pradesh	64,094	4,525	68,619
Odisha	46,134	1,700	47,834
Rajasthan	48,207	4,269	52,476
Uttar Pradesh	1,55,070	6,968	6968
Uttarakhand	10,700	1,205	11,905
Assam	31,334	1,212	32,546
Arunachal P	4,040	42	4,082
Manipur	3,928	120	4,048
Meghalaya	6,589	195	6,784
Mizoram	1,012	79	1,091
Nagaland	1,917	90	2,007
Sikkim	641	32	673
Tripura	7,147	504	7,651
Andhra Pradesh	38,216	3,200	41,416
Delhi	NA	6,036	6036
Gujarat	38,853	4,478	43,331
Haryana	17,557	2,571	20,128
Himachal Pradesh	7,881	33	7,914
Karnataka	38,674	3,125	41,799
Kerala	24,079	2,396	26,475
Maharashtra	60,816	7,522	68,338
Punjab	17,223	2,569	19,792
Tamil Nadu	2,555	NA	2,555
Telangana	23,443	3,597	27,040
West Bengal	54,109	5,701	59,810
Andaman Nicobar	394	10	404
DD&NH	340	98	438
J&K	12,539	136	12,675
Lakshadweep	101	NA	101
Ladakh	612	364	976
Puducherry	NA	326	326
Total	759,031	68931	827,962

State wise strength of the Target

States	Strength
Andhra Pradesh	412182
Arunachal Pradesh	38,916
Assam	427,667
Bihar	886,282
Chhattisgarh	411,580
Goa	12,523
Gujarat	407,442
Haryana	210,205
Himachal Pradesh	126,893
Jharkhand	275,465
Karnataka	442,466
Kerala	223,107
Madhya Pradesh	710,667
Maharashtra	623,678
Manipur	70,037
Meghalaya	52,642
Mizoram	25,939
Nagaland	51,016
Odisha	447,573
Punjab	254,718
Rajasthan	682,712
Sikkim	19,015
Tamil Nadu	419,977
Telangana	293,985
Tripura	76,076
Uttar Pradesh	1,213,146
Uttarakhand	117,297
West Bengal	797,723
Andaman & Nicobar Islands	10,214
Chandigarh	11,369
Dadra & Nagar Haveli and Daman Diu	5,420
Delhi	177,802
J&K	223,682
Ladakh	10,275
Lakshadweep	1,161
Puducherry	9,371
Total	1,01,80,223



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