

Capacity Building for Policy Analysis and Formulation: A Study of Indian Civil Servants

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Abstract

The process of increasing the skills, resources, and mechanisms at the human, organizational, and societal levels in order to successfully formulate, analyze, and implement public policies is referred to as capacity development for policy analysis and formulation. The training of individuals in analytical and strategic thinking, the provision of organizations with the necessary resources such as data and technology, and the establishment of an atmosphere that is conducive to the formulation of policies are all included in this. The end result of this process is that it improves coordination, leadership, and the general capacity to manage complicated challenges, which ultimately leads to more effective policy decisions and better outcomes.

This research on capacity enhancement for Indian public servants' policy analysis and formulation investigates methods to augment their abilities and knowledge, emphasizing obstacles such as institutional deficiencies and the necessity for a transition from conventional training to a competency-based, role-oriented framework. It observes that existing initiatives are frequently improvised and may fail to meet the distinct requirements of various governance tiers, hence requiring more sustained, demand-oriented training like to that advocated by programs like Mission Karmayogi.

Background

In spite of the fact that Indian public officials play a significant part in the design and implementation of policies, the administrative machinery needs to be able to adjust to new difficulties.

Both the National Training Policy of 2012 and the accompanying Capacity Building Commission (CBC) that was created under Mission Karmayogi have the intention of filling in these deficiencies respectively.

Key findings on capacity gaps

- ❖ Problems with state-level institutions being able to address local demands, frequent staff changes, and a lack of available resources are all examples of institutional shortcomings that local administration frequently encounters.
- ❖ Missing education: Regular, as-needed training, rather than targeted, targeted requirements, is often the foundation of capacity-building initiatives.
- ❖ A change in strategy is required: the current model is rule-based and supply-driven; instead, it should be competency-driven and demand-driven, with an emphasis on the unique duties of government employees.

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1. Introduction

The civil service is an essential component of all government operations. It works as the executive branch, which is charged with the responsibility of delivering services and performing fundamental governance duties. Additionally, it acts as agents of policymaking. The world is changing at a quick pace. The effects of globalization, technological progress, and the emergence of new issues such as climate change and sustainable development have created a situation in which the demand for a civil service that is professional, well-trained, and prepared for the future is more pressing than ever before. The success of the state in reaching national development goals, such as those specified in India@75 or the UN Sustainable Development Agenda, is significantly dependent on the abilities and competencies of its civil servants in creating and executing effective public policy.

Although India's administrative structure has been strong throughout history, the past few decades have revealed the necessity of substantial reforms in the areas of training and human resource management in order to satisfy the requirements of modern government. It has been determined that the conventional, rule-based training methods, which are frequently driven by seniority and lack continuity, are unable to deal with the intricacies of modern public administration and the requirement for a citizen-centric approach. The needed abilities for successful policy analysis and development have been diminished by a number of challenges, including an uncoordinated government structure, unstructured training initiatives, and restricted access to chances for continuous learning.

The Government of India introduced Mission Karmayogi (also known as the National Programme for Civil Services Capacity Building or NPCSCB) in September of 2020 as a solution to the aforementioned difficulties. The objective of this groundbreaking endeavor is to accomplish a paradigm shift in the direction of a "roles-based" human resource management system and an ecosystem for training that is competency-driven. The establishment of the Capacity Building Commission (CBC), which is an independent organization that has been charged with the responsibility of coordinating capacity building initiatives across all of the ministries and departments of the government, facilitating annual capacity building plans (ACBPs), and promoting a culture of lifelong learning, is a fundamental component of this program.

This study, "Indian Civil Servants," takes a look at the current state of capacity-building programs, assesses how modern initiatives like Mission Karmayogi have helped, and finds out what other programs can do to help Indian civil servants get the advanced skills they need to formulate and analyze policies effectively in the modern day. The research seeks to explore how the capability of the Indian bureaucracy to support inclusive and sustainable development is being shaped by the transition from conventional to contemporary, technology-enabled, and demand-driven capacity-building initiatives.

Developing the capacity for policy analysis and formulation within the Indian public service is a comprehensive process that includes training, digital platforms such as Mission Karmayogi, and institutional changes. This approach is intended to improve the knowledge, abilities, and attitudes of civil officials. Some of the most important goals include the transition from rule-based to role-based training, the promotion of innovation, and the improvement of service delivery via the preparation of civil servants for contemporary concerns such as environmental management and digital governance. The formation of the Capacity Building Commission (CBC) in the year 2021 and initiatives such as Mission Karmayogi are key components of this endeavor, which has the goal of establishing a public service that is characterized by continual learning and empowerment.

2. Core components of capacity building:

- **Mission Karmayogi:** A nationwide initiative that utilizes an online platform (iGoT – Karmayogi) to make ongoing chances for learning via the internet available to the public. The emphasis is placed on the capabilities and abilities needed for positions rather than merely the regulations.
- **Role-based training:** The emphasis has moved away from conventional, rule-based training and toward a role-based strategy for equipping public servants with the skills they need to meet the varied and changing requirements of their positions.
- **Institutional reform:** The Capacity Building Commission, which is also known as the CBC, was founded in the year 2021 with the purpose of supervising and coordinating the initiatives that are related to capacity

building. This commission also has the mandate to formulate plans that are known as Annual Capacity Building Plans, or ACBPs, for the ministries and departments of the government.

- **Developing new competencies:** Programs that provide training are intended to develop the skills that are required in both new and developing fields of public administration, including climate change adaptation, catastrophe risk reduction, and the creation of policies that are gender-sensitive.
- **Enhancing institutional capacity:** Efforts include the establishment of national standards for training institutes (NSCSTI) and the establishment of Centers of Excellence (CoE) to function as think tanks for the formation of policies and to provide specialized advisory services.

3. Goals and objectives

- **Improve service delivery:** Provide public servants with the resources they need in order to provide people with services that are of the highest quality, effective, and transparent.
- **Foster a forward-looking workforce:** Promote a government agency that is tech-savvy, forward-thinking, inventive, and aggressive.
- **Promote inclusive development:** Make certain that the creation of policies and their execution are supporting the advancement of inclusive and sustainable growth throughout the nation.
- **Strengthen local governance:** In accordance with frameworks such as the National Programme for Civil Services Capacity Building, it is necessary to build capacity for local government, including features of community engagement and resource management.

4. Reforms and Innovation:

To increase the openness and effectiveness of public services, the Indian government has actively supported e-governance through the use of digital technology. In an effort to decrease administrative conflicts and boost citizen satisfaction, initiatives like India's "Digital India" are driving the digital transformation of government services. These initiatives attempt to provide online services and easy electronic engagement channels. In an effort to make government employees more responsible and efficient, the Indian government instituted a system to assess their work. The Performance Management System (PMS) was implemented as a crucial step. It establishes measurable and qualitative work objectives and performance assessment criteria for evaluating the efficiency and effectiveness of government employees. Enhanced administrative efficiency and service quality are the results of this system's incentives for great performance and penalties for inefficiency.

The Indian government has implemented a number of different strategies with the goal of improving the integrity and governance skills of civil officials as part of the effort to combat corruption. As an example, the Central Vigilance Commission (CVC) was founded as an independent supervisory organization with the responsibility of monitoring the behavior of government employees and the reliability of administrative procedures. By regularly conducting investigations and exercising monitoring, the Central Vigilance Commission has been successful in its efforts to fight against corruption and the misuse of authority, therefore improving the level of trust that the public has in the government.

The Capacity Building Commission was set up by the Indian government to provide civil personnel with on-the-job training and career development. In order to keep up with the ever-evolving demands of government, this commission is devoted to designing and executing training and development programs for public employees. These programs will provide top-notch seminars and workshops designed to hone participants' leadership, management, and policy-analysis chops.

In addition, the government of India provides support for public workers who wish to engage in pilot programs and policy innovation, which helps to promote the implementation and success of contemporary governance. Through the implementation of comprehensive development planning and the construction of digital infrastructure in selected cities, the Smart Cities Mission seeks to explore the application of new technologies and citizen participation

mechanisms, with the goal of improving the efficiency and quality of urban management. At the same time, this mission provides civil servants with a practical platform and opportunities to gain experience in implementing innovative policies.

5. Recommendations

- ❖ The implementation of a competency-based framework involves adopting a competency-driven model with the purpose of concentrating on the development of the specific skills, knowledge, and attitudes that are necessary for public officials to effectively perform their duties.
- ❖ Foster a culture of lifelong learning: Through the use of tools such as Mission Karmayogi, which provides a digital portal for the advancement of skills, you may establish an atmosphere that is conducive to continuous and lifelong learning.
- ❖ Encourage collaboration between different silos: To foster collaboration in the pursuit of common national goals, it is important to design training and capacity-building activities that break down silos across the many ministries and agencies governing the country

Challenges in execution should be addressed: The development of solutions to eliminate obstacles, such as functional disagreement across different levels of government, may be accomplished through the focused growth of capacity and the communication of information.

6. Conclusion

The Indian government's capacity-building efforts in the areas of policy analysis and formulation should abandon the outdated methods of traditional training and instead adopt competency-based development based on cutting-edge technologies like data analytics and artificial intelligence. Initiatives such as Mission Karmayogi and the Capacity Building Commission have stressed the significance of a systematic approach, continuous learning, and a role-based orientation, and key results indicate that these are important. Ongoing reform and continuous dedication are necessary to overcome challenges such as bureaucratic barriers, frequent transfers, and the need for greater institutional support.

7. Major Findings

- **Shift to competency-based training:** The emphasis must shift away from just transferring knowledge and toward developing particular abilities that are pertinent to both present and future jobs. These competencies include knowledge, skills, and attitudes. This involves transitioning from training that is rule-based to training that is role-based.
- **Integration of modern tools:** Data analytics, artificial intelligence, and digital platforms are some of the current technologies and approaches that capacity building could embrace to improve policy management and decision-making.
- **Embrace continuous learning:** Initiatives such as the Capacity Building Commission and Mission Karmayogi are vital in order to develop a culture of lifelong learning and to offer ongoing chances for upskilling through digital portals and other interventions.
- **Systemic and institutional reform:** More comprehensive changes to governance are necessary for capacity building to have any real impact. The long-term viability of skill upgrading depends on resolving systemic challenges, such as frequent transfers and the absence of specialized state-level resource organizations.
- **Demand-driven, not routine:** Rather of being regular or ad-hoc, training programs should be more demand-driven and based on a thorough requirements analysis. One illustration of a methodical approach to the identification and resolution of capacity requirements is the Annual Capacity Building Plan (ACBP) that has been developed by the Capacity Building Commission.
- **Partnerships for quality:** Training programs may be kept current with global best practices and improved through collaboration with academic institutions and international organizations.

- **Address existing challenges:** There are still a number of significant hurdles that need to be addressed, including bureaucratic bottlenecks, a lack of personnel, and problems associated with corruption, all of which have the potential to impede attempts to increase capacity. In order to address this, a thorough approach must be implemented.
- **Focus on implementation:** The primary objective is to enhance the provision of public services and the execution of policies. Consequently, capacity-building initiatives must be explicitly connected to the tangible issues of policy design and implementation, including the execution of sustainable development goals (SDGs).

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