

जनजातीय कार्य मंत्रालय
Ministry of Tribal Affairs
Government of India



150th
Birth Anniversary Year of Bhagwan Birsa Munda

JANJATIYA GAURAV VARSH



Concept Note

AADI KARMAYOGI

RESPONSIVE GOVERNANCE PROGRAMME

A Mission-Driven Cadre of 20 Lakh Change Leaders for Tribal Empowerment



AADI KARMAYOGI ABHIYAN RESPONSIVE GOVERNANCE PROGRAMME

Building a Viksit Bharat through a Cadre of 2 Million Committed Change Leaders



1. Vision Statement

"Empowering tribal communities through a decentralized, culturally grounded, and convergence-based cadre of committed change leaders to ensure last-mile delivery and co-create Viksit Bharat @2047."

Aadi Karmayogi is a movement for **Viksit Bharat**, driven by *Seva (Service)*, *Samarpan (Dedication)*, and *Sankalp (Resolve)*—ensuring responsive governance and last-mile service saturation in tribal areas.

2. Background and Context

India is home to over **10.5 crore tribal citizens** across **30 States/UTs**, residing in culturally rich and ecologically sensitive geographies. Despite decades of investments and multiple schemes, systemic gaps persist in health, education, nutrition, livelihoods, water access, and governance outreach.

To address these enduring challenges and fulfill the Hon'ble Prime Minister's vision of last-mile governance and people-centric development, the **Ministry of Tribal Affairs** has launched the **Aadi Karmayogi Abhiyan**—a mission to radically transform grassroots governance and service delivery in tribal areas.

3. About the Initiative: Aadi Karmayogi

The programme is beta launched under the visionary leadership of the Hon'ble Prime Minister and aligned with the **Dharti Aaba Janjatiya Gram Utkarsh Abhiyan**, the **Aadi Karmayogi Abhiyan**, it aims to develop a **cadre of 20 lakh tribal change leaders** covering:

- **1 lakh tribal-dominated villages**
- **3,000 Blocks**
- **550+ Districts**
- **30 States/UTs**

This mission will catalyze **multi-departmental convergence**, deepen **participatory governance**, and rebuild **trust in public institutions** through a bottom-up, people-powered ecosystem of governance.

4. Key Objectives

- Promote **responsive, transparent, and accountable governance**
- Facilitate **bottom-up visioning and participatory planning**
- Institutionalize **proactive grievance redressal and feedback systems**
- Enable **collaborative implementation** of national and state schemes
- Drive **micro-level visioning exercises** aligned with *Viksit Bharat @2047*

- Establish a **multi-tiered leadership structure** from habitation to State
- Ensure **last-mile delivery** through convergence (e.g., PM-JANMAN, Dharti Aaba Abhiyan , Sickle Cell Mission, EMRS, scholarships)

5. Integration with National Missions

Aadi Karmayogi Abhiyan is designed to synergize with national flagship missions:

- **PM-JANMAN**
- **Dharti Aaba Janjatiya Gram Utkarsh Abhiyan**
- **National Sickle Cell Elimination Mission**
- **EMRS Expansion and Scholarships**

6. Cadre of Sparks

Cadre Category	Description
Aadi Karmayogi	Government officers (State to Village level)
Aadi Sahayogi	Youth leaders, teachers, doctors, social workers (<i>can be nonresidents of villages</i>)
Aadi Saathi	SHG members, tribal leaders, volunteers, cultural icons (<i>preferably residents of villages</i>)

7. Strategic Framework

Level	Units	Cadre per Unit	Total Cadre
State	30 States/UTs	<ul style="list-style-type: none"> • 8 officers per State, comprising of <ul style="list-style-type: none"> • 2 officers from Tribal Welfare Department (TWD) • 1 officer each from Rural Development, Women and Child Development, Health, Jal Shakti/ Jal Jeevan Mission and Forest • 1 officer from Tribal Research Institute (TRI) 	Approx. 240 State Master Trainers (SMTs)
District	550+ Districts	<ul style="list-style-type: none"> • 5 officers per District, comprising of 1 officer each from Rural Development, Women and Child Development, Health, Jal Shakti/ Jal Jeevan Mission and Forest 	Approx. 2,750 District Master Trainers (DMTs)
Block	3,000 Blocks	<ul style="list-style-type: none"> • 5 officers per Block, comprising of 1 officer each from Rural Development, Women and Child Development, Health, Jal Shakti/ Jal Jeevan Mission and Forest 	Approx. 15,000 Block Master Trainers (BMTs)

Level	Units	Cadre per Unit	Total Cadre
Village	1,00,000 Villages	<ul style="list-style-type: none"> Community-based Cadre of field functionaries and frontline workers 	20 Lakh (Target)

8. Governance and Oversight Structure

The institutional mechanism for the Responsive Governance Programme is envisaged as a multi-tier committee structure dedicated towards tribal upliftment. These committees shall converge with pre-existing committees under flagship schemes like the DA-JGUA Scheme. The committees shall ensure that tribal development is driven by structured, accountable, and participatory governance. It shall strengthen administrative mechanism, from the national to the panchayat level, ensuring convergence, coordination, and real-time problem-solving across multiple departments.

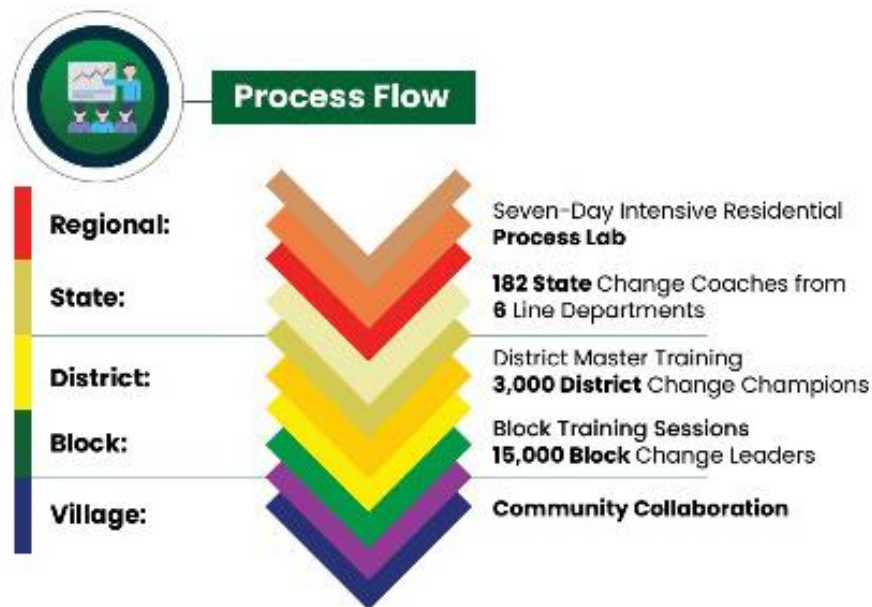
Governance Tier	Chairperson	Key Members (Indicative)	Key Role
National Responsive Governance Group (NRGG)	Secretary, Ministry of Tribal Affairs	Representatives from Ministries; technical partners and advisors, CSOs	<ul style="list-style-type: none"> Planning: Develop national guidelines, SOPs, and digital governance tools Implementation: Ensure inter-ministerial convergence; lead awareness campaigns Monitoring: Track state performance via dashboard; conduct quarterly reviews
State Responsive Governance Group (SRGG)	Chief Secretary, State Government Member Secretary: Principal Secretary, State Tribal Welfare Dept.	Existing State Level Committee (SLC), State Master Trainers (SMTs), CSOs, TRIs, SRLM	<ul style="list-style-type: none"> Planning: Formulate state-specific action plans; establish grievance redressal cells Implementation: Issue directives to districts/blocks; collaborate with CSOs Monitoring: Address escalated grievances; submit reports to MoTA Support: Dedicated office at TRI with staff; monthly reviews by the Chief Secretary
District Responsive	District Magistrate	Existing District Level Committee	<ul style="list-style-type: none"> Planning: Develop district level strategies

Governance Tier	Chairperson	Key Members (Indicative)	Key Role
Governance Group (DRGG)		(DLC), District Master Trainers (DMT), CSOs, TRI, SRLM	<ul style="list-style-type: none"> • Implementation: Conduct gap analysis; coordinate with line departments • Monitoring: Monthly reviews with BMTs; submit reports to SRGG • Support: Office at District Collectorate; monthly DM reviews
Block Responsive Governance Group (BRGG)	Project Officer–ITDA or Block Development Officer	Existing Block Level Committee (BLC), Block Master Trainers (BMT), CSOs, TRI, SRLM	<ul style="list-style-type: none"> • Planning: Develop training calendars; assess digital infrastructure • Implementation: Support VOs/VDSCs; conduct awareness campaigns • Monitoring: Submit progress reports; verify data accuracy • Support: Office at ITDA/BDO; monthly reviews
Panchayat Responsive Governance Group (PRGG)	Panchayat Secretary and Ward Members	VOs, SHGs, Forest Rights Committees (FRCs)	<ul style="list-style-type: none"> • Planning: Conduct household needs assessments; identify scheme gaps • Implementation: Support scheme access; conduct community meetings • Monitoring: Submit feedback reports; monitor service delivery • Focus: Inclusion of women, youth, and PVTGs

9. Implementation Strategy

a. Regional Process Labs (RPLs) for Super Coaches/ State Master Trainers (SMTs)

- A series of six Regional Process Labs (cluster of three-four States per RPL) for the Super Coaches/ State Master Trainers (SMTs) nominated by each State.
- RPL is a seven-day intensive residential-mode process lab for cross-learning, team building and leadership development. The last three days are focusing on design and development of regionally-contextualized modules and toolkits.



b. Orientation Session for State TWD and State Line Departments

- One-day orientation anchored by the Super Coaches/ State Master Trainers (SMTs) to orient the State Tribal Welfare Department and select Line Departments on the programme.
- State-level orientation shall facilitate in finalizing nominations for District Master Trainers (DMTs) at each District.

c. Orientation Session and Training Batches for District Master Trainers (DMTs)

- One-day orientation session anchored by the District Magistrate/ District Collector (DM/DC) and delivered by State Master Trainers (SMTs)
- Multiple batches of training (3-4 days) for District Master Trainers (DMTs) nominated by each district, delivered by State Master Trainers (SMTs)
- Focus: Leadership, Collaboration, Convergence, Service Delivery
- Mode: Physical/ In-person

d. Orientation Session and Training Batches for Block Master Trainers (BMTs)

- Two-day orientation session chaired by the Block Development Officer (BDO) / Project Officer, ITDA and delivered by District Master Trainers (DMTs)
- Multiple batches of training (2-3 days) for Block Master Trainers (BMTs) nominated by each block, delivered by District Master Trainers (DMTs)
- Focus: Leadership, Collaboration, Convergence, Service Delivery
- Mode: Physical/ In-person

e. Training for Village-level Functionaries and Frontline Workers

- Two-day orientation-cum-training for village level field functionaries and frontline workers delivered by Block Master Trainers (BMTs) on aspects of planning, implementing and monitoring awareness generation and local development activities.
- At least 10-15 field functionaries expected to be trained from each village

e. Digital Backbone

A robust digital monitoring and oversight platform for:

- Learning modules & certification
- Scheme convergence dashboards
- Geo-tagged service delivery & feedback

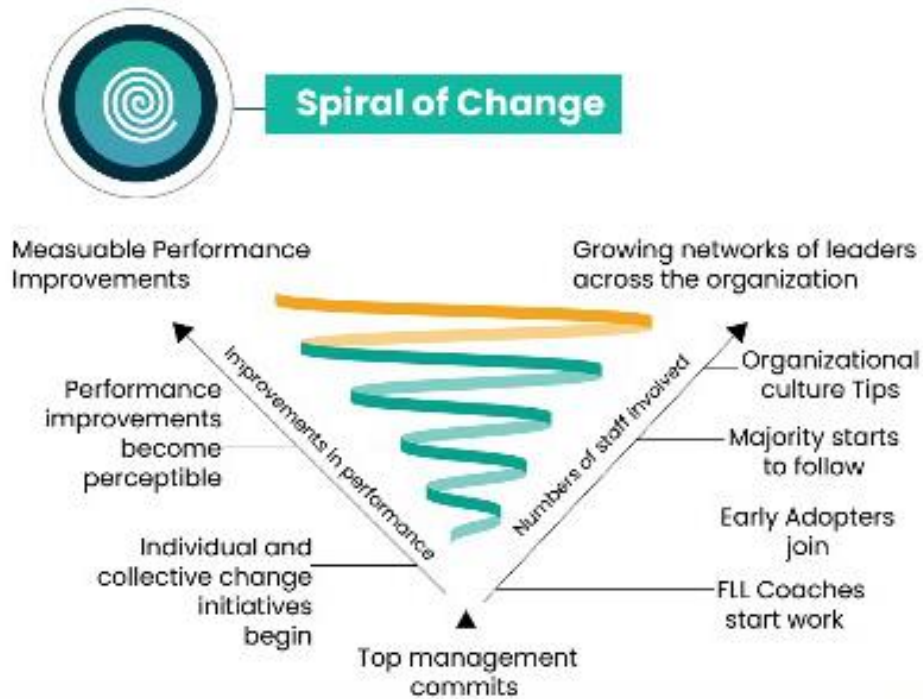
d. Mentorship Ecosystem

- Each cadre mentored by IAS/IFS officers, community elders, youth icons
- Enables **intergenerational exchange** and **real-world problem-solving**

Spiral of Change Approach

- The “*Spiral of Change*” illustrates the transformational journey envisioned under the Programme.
- The change begins with leadership’s commitment, symbolizing the proactive role of Tribal Welfare Departments and district administration in initiating reform.
- With the deployment of State Super Coaches/ State Master Trainers and capacity-building interventions, individual and collective change initiatives are set in motion at the grassroots.
- As early adopters among frontline workers and local governance institutions begin to embrace these changes, performance improvements gradually become perceptible, particularly in service delivery mechanisms related to health, education, livelihoods, and welfare entitlements in tribal areas.

- Over time, as more personnel and stakeholders get involved, the organization witnesses a cultural shift, with the majority adopting best practices and governance standards.
- Ultimately, this leads to measurable improvements in performance and the emergence of empowered networks of leaders across tribal districts, thereby institutionalizing responsive governance and participatory development.



10. Outcomes and Impact

Impact Area	Expected Outcome
Improved and Localized Governance	Strengthened grassroots institutions, faster grievance redressal for ST communities till the last mile
Community Ownership	Participatory audits, local planning, social accountability
Youth Leadership	20 lakh tribal youth as empowered changemakers
Convergence Delivery	Integrated and saturated last-mile service access

Expected Outcomes

- 20 Lakh Pucca House
- 25,000 KM Road
- 29,462 Villages Water Supply
- 2.35 Lakh Electrified HH
- Many More...**

11. Immediate Action Points for States and Districts

Tier	Indicative Meeting / Orientation/ Training	Key Nominations / Participants	Immediate Follow-up Tasks
State	<ul style="list-style-type: none"> High-level inter-departmental meeting (CS + ACS/PS of WCD, Health, RD, Forest, Jal Shakti) to lock-in nominations. Regional Process Lab (RPL) participation and State Orientation (post-RPL) for ~50 officials. State-level Training (3-days) to create District Master Trainers (DMTs). 	<ul style="list-style-type: none"> 8 State Master Trainers (SMTs): 2 TWD + 1 each from RD, Jal Shakti, Health, WCD, Forest; 1 official from Tribal Research Institute 	<ul style="list-style-type: none"> Issue nomination orders & travel schedule for SMTs. Reserve venue (TWD/TRI/SIRD) & logistics for orientations/ trainings. Circulate programme advisory to all line departments. Notify districts about DMT nominations Establish State Responsive Governance Group (SRGG) & monthly review calendar.
District	<ul style="list-style-type: none"> District Orientation (1-day) chaired by DM/DC and delivered by SMTs; introduces programme & creates buy-in. District-level Training to create Block Master Trainers (BMTs) 	<ul style="list-style-type: none"> 5 DMTs per district Anchored by DM/DC 	<ul style="list-style-type: none"> Notify blocks about BMT nominations Establish District Responsive Governance Group (DRGG) & monthly review calendar.
Block	<ul style="list-style-type: none"> Block Orientation (2-day) chaired by BDO and delivered by DMTs; introduces programme & creates buy-in. Block-level Training to support frontline workers and field functionaries 	<ul style="list-style-type: none"> 5 BMTs per block Anchored by BDO/PO-ITDA 	<ul style="list-style-type: none"> Notify villages about village level nominations Establish Block Responsive Governance Group (BRGG) & monthly review calendar.
Village / GP	<ul style="list-style-type: none"> Community-mobilization events (Gram Sabhas, SHG meets, field visits) for awareness & 	<ul style="list-style-type: none"> Panchayat Secy, ward members, VO/SHG reps, AWW/ASHA/A NM, Forest 	<ul style="list-style-type: none"> Conduct household need assessments and upload gap-analysis to block portal. Schedule fortnightly feedback loops with

Tier	Indicative Meeting / Orientation/ Training	Key Nominations / Participants	Immediate Follow-up Tasks
	grievance capture.	Rights Committee members. • ~10-15 field functionaries oriented per village.	BMTs. • Formation/activation of Panchayat Responsive Governance Group (PRGG).

12. Envisaged Outcomes

I. Envisaged Outcomes at the Village Level

The Aadi Karmyogi Responsive Governance Programme envisions transforming tribal villages into empowered, self-driven ecosystems of development. The following outcomes are anticipated at the village level:

- Universal saturation of critical services including road connectivity, pucca housing, piped drinking water, household electrification, Ayushman Bharat insurance enrolment, and digital inclusion, ensuring that no tribal household is left behind.
- Participatory Village Visioning Exercise where every tribal village articulates its future through development vision paintings, visual walls, and gram sabha-endorsed action plans. State Tribal Welfare Departments (STWDs) will integrate these into district and state development roadmaps.
- Establishment of a 'Single Window Responsive Governance Centre' in every tribal village using an existing community-owned space, acting as a hub for information dissemination, grievance redressal, and interface with the administration.
- Display and disclosure of weekly visit schedules of departmental officials including the DM/DC, enabling accountability and facilitating community engagement through structured grievance redressal days.
- Mandatory public display of information at each village centre:
- Contact details of all officials (ANMs, AWWs, SHG facilitators, Gram Sachivs, ASHAs etc.)
- List and status of government schemes active in the village
- A logbook/register/digital dashboard for grievance entry and real-time tracking of resolution status

II. Envisaged Outcomes at Block, District and State Levels

To institutionalize the Aadi Karmyogi Abhiyan, a multi-tiered responsive ecosystem is envisioned. The following outcomes are targeted:

- Community mobilization through creation of district-level 'Change Makers Groups' comprising tribal youth, SHG leaders, PRI members and community volunteers for sustained civic engagement and people-administration dialogue.
- Establishment of 'Aadi Karmyogi Responsive Governance Secretariat' housed within State Tribal Welfare Departments (STWDs) or Tribal Research Institutes

(TRIs), serving as the apex knowledge, monitoring and coordination hub for the Abhiyan.

- Leveraging PMU teams and FRA Cell under PM-JANMAN, DAJGUA and National Sickle Cell Elimination Mission to support monitoring, redressal analytics and periodic reviews of tribal citizen grievances.
- Regularized institutional governance through:
 - Monthly convening of SRGG (State Responsive Governance Group), DRGG (District Responsive Governance Group), and BRGG (Block Responsive Governance Group)
 - Fixed monthly agendas to review status of convergence, grievance resolution timelines, community satisfaction indices, and field performance of Aadi Karmyogis
- Weekly Progress Review Meetings chaired by Deputy Commissioners/District Collectors to ensure real-time evaluation of the Aadi Karmyogi Programme and mid-course corrections, if required, based on field inputs.

13. Appeal for Partnerships

We invite your proactive support to make the **Aadi Karmayogi Abhiyan** a beacon of tribal empowerment and participatory governance. With your leadership, this initiative will emerge as a national model for **convergence-based development** and **grassroots-driven change**.

Aadi Karmayogi is not a scheme. It is a grassroots governance revolution. Rooted in **tribal wisdom** and inspired by **national aspirations**, it embodies the spirit of Bharat—**inclusive, resilient, and inspired action**.

*"From the margins to the mainstream, from survival to inspired action—
Aadi Karmayogi is tribal communities' call to lead its own future."*



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