

No.42/33/2025-5Trg.  
HARYANA GOVERNMENT  
CHIEF SECRETARY OFFICE  
TRAINING DEPARTMENT

Dated, Chandigarh the 10<sup>th</sup> September, 2025

To

✓ All the Administrative Secretaries to Govt. Haryana.

**Subject:- Request for Support and Ptronage of the Adi Karmyogi Abhiyan during Janjatiya Gaurav Varsh- reg.**

Sir/Madam,

\*\*\*\*\*

I am directed to refer to the subject noted above and to forward herewith a D.O. No. 18015/14/2025-DAJGUA dated 19.08.2025 received from Sh. Jual Oram, Minister, Minister of Tribal Affairs, Government of India, 751, A Wing, Shastri Bhawan, New Delhi-110001. This e-mail has been uploaded on the website of Chief Secretary Haryana i.e. (<http://csharyana.gov.in>).

The necessary action may be taken in view of Govt. Instructions No. 22/38/2010-4Trg, dated 21.12.2022.

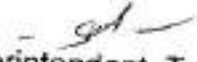
Yours faithfully,

  
Superintendent, Training

Endst. No. 42/33/2025-5Trg.

Dated Chandigarh, the 10<sup>th</sup> September, 2025

2. A copy of the above is forwarded to Sh. Jual Oram, Minister, Minister of Tribal Affairs, Government of India, 751, A Wing, Shastri Bhawan, New Delhi-110001. w.r.t. his D.O. No. 18015/14/2025-DAJGUA dated 19.08.2025 for information.

  
Superintendent, Training

जुएल ओराम  
JUAL ORAM



सत्यमेव जयते

Ah has seen

20/8/25

D.O. No. 18015/14/2025-DAIGUA

19/8/25

20/8/25

मन्त्री  
जनजातीय कार्य मंत्रालय  
भारत सरकार H.G.  
शास्त्री भवन, नई दिल्ली-110001  
MINISTER OF TRIBAL AFFAIRS  
GOVERNMENT OF INDIA  
SHASTRI BHAWAN, NEW DELHI-110001

हरियाणा चक्र Dated: 19 August, 2025

आयसी नं. 3995

विनांक 3-9-25

Subject: Request for Support and Patronage of the Adi Karmyogi Abhiyan during Janjatiya Gaurav Varsh - reg.

Respected Prof. Ashim Kumar Ghosh Ji,

SRB

29-9A

As India celebrates **Janjatiya Gaurav Varsh** (15th November 2024 – 15th November 2025) to honour the rich heritage, culture, and invaluable contributions of tribal communities, the Ministry of Tribal Affairs, under the visionary leadership of Hon'ble Prime Minister Shri Narendra Modi, has launched the **Adi Karmyogi Abhiyan** on 10th July 2025. This landmark initiative is envisioned as the world's largest tribal grassroots leadership and responsive governance movement, aiming to mobilize over 20 lakhs tribal changemakers (Adi Karmyogis) from Central to state, District, Block, and Village level officials and Youth, tribal communities across 1 lakh villages in 550 tribal-dominated districts.

The Abhiyan, running from 15th July to 15th November 2025, focuses on last-mile delivery of government services, strengthening democratic participation, and facilitating grassroots vision-building through the establishment of **Adi Sewa Kendras (Single-Window Service Centres)**. A key campaign within the Abhiyan, the **Sewa Parv**, will be observed from 17th September to 2nd October 2025, emphasizing **Seva, Samarpan, and Sushasan** through coordinated, multi-departmental action at the village level.

The success of inter-ministerial convergence initiatives such as **PM-JANMAN** and **Dharti Aaba Janjatiya Gram Utkarsh Abhiyan** has demonstrated the immense value of collaborative governance in tribal welfare. The Adi Karmyogi Abhiyan aims to further institutionalize a **whole-of-government approach** to tribal empowerment in partnership with States, reflecting the Prime Minister's vision of **Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas**.

I therefore seek your esteemed leadership and cooperation to:

1. Ensure timely and comprehensive rollout of the Abhiyan across all tribal districts in your State, enabling all district, block, and village functionaries to register as Adi Karmyogis and actively participate.

Page 1.



2. Facilitate **Tribal Village Vision 2030** exercises, enabling tribal communities to co-create local development plans by 15th October 2025.
3. Mobilize all State departments to participate fully in the **Sewa Parv** campaign by organizing service delivery drives, awareness programmes, grievance redressal camps, and outreach initiatives with a tribal focus.
4. Establish and support **Adi Sewa Kendras** at the block and village levels to provide single-window access to various government services for tribal citizens.
5. Convene regular inter-departmental coordination meetings to monitor progress and ensure convergence of schemes benefiting tribal populations.

Your leadership at the State level is vital to realizing this vision and ensuring that no tribal citizen is left behind in India's development journey. I am confident that with your active support and the Hon'ble Prime Minister's guidance, the Adi Karmyogi Abhiyan will achieve transformative outcomes for tribal communities in your State.

I look forward to your cooperation and welcome any suggestions or support that you may require from the Ministry of Tribal Affairs.

With regards,

Enclosures: (i) Concept Note on Adi Karmyogi Abhiyan  
(ii) Infographics

Yours sincerely,

(Jual Oram)

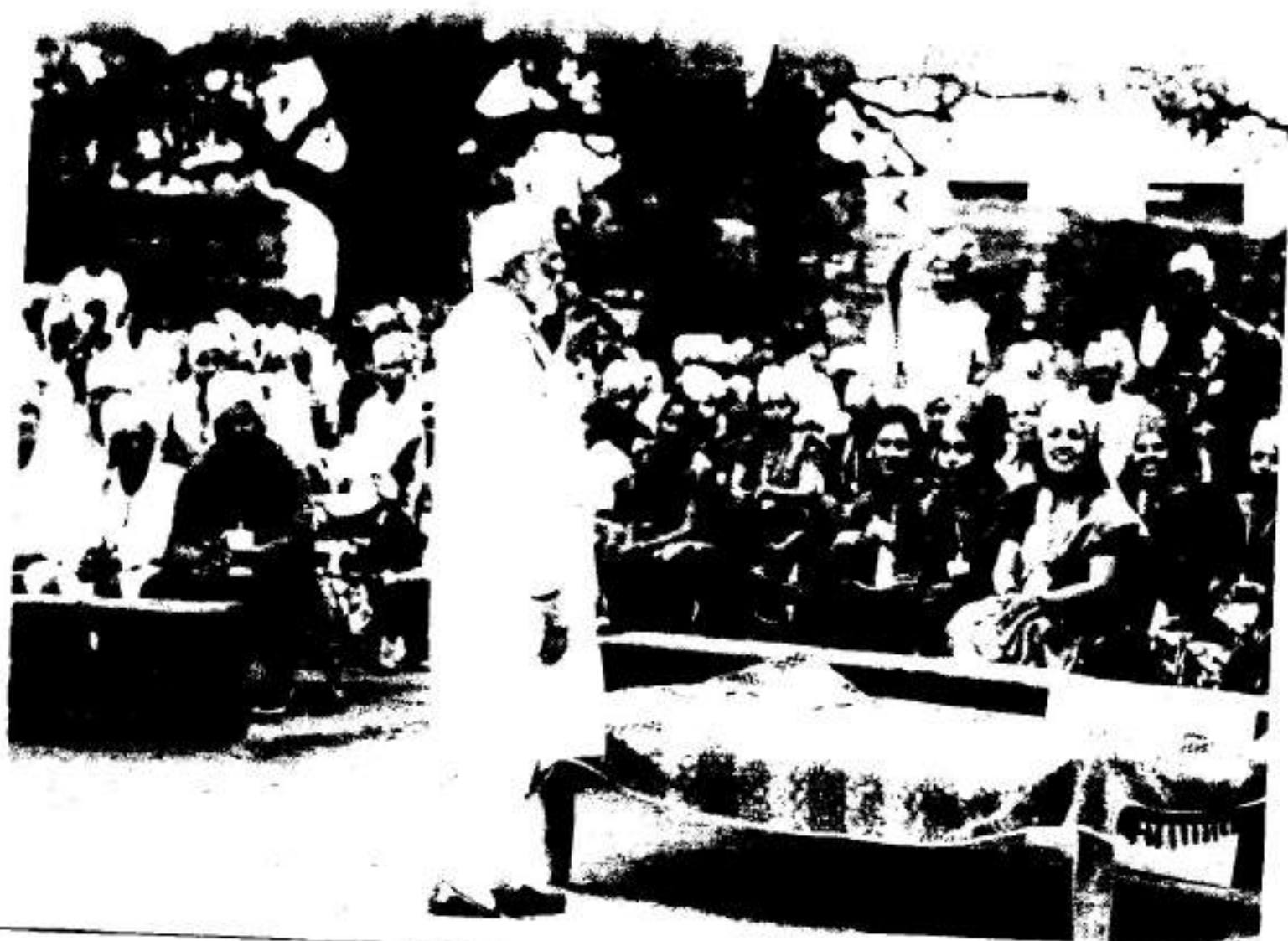
**Prof. Ashim Kumar Ghosh,**  
Hon'ble Governor of Haryana Raj,  
Haryana Raj Bhavan, Sector 6,  
Chandigarh - 160 019  
Haryana.

Concept Note

# ADI KARMAYOGI

## RESPONSIVE GOVERNANCE PROGRAMME

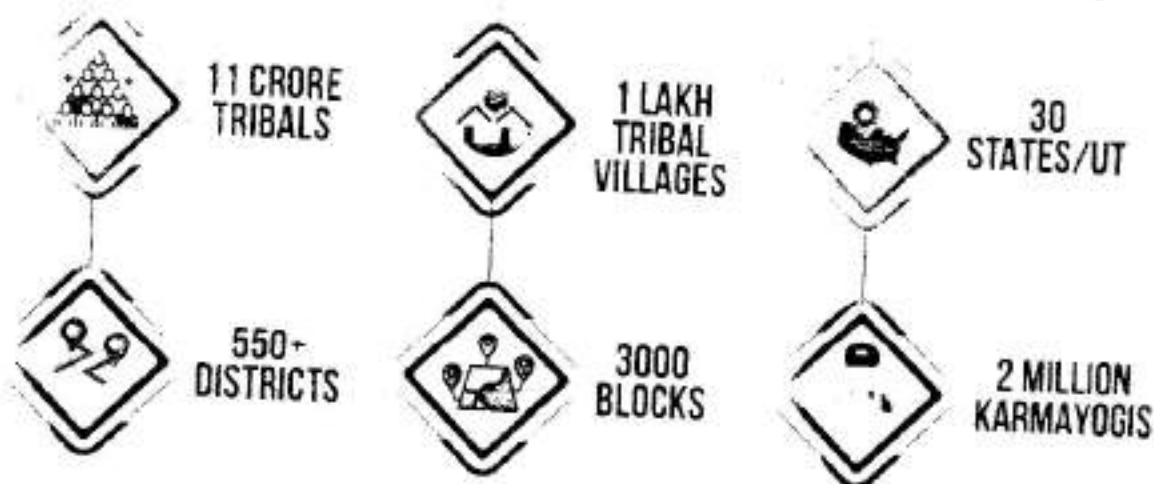
A Mission-Driven Cadre of 20 Lakh Change Leaders for Tribal Empowerment



# ADI KARMAYOGI ABHIYAN

## RESPONSIVE GOVERNANCE PROGRAMME

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





## I. Overview

The *Adi Karmayogi Abhiyan* is a transformative national movement that embodies the Hon'ble Prime Minister's visionary call of "**Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas**" and aligns with the broader national aspiration of **Viksit Bharat @2047**.

At its core, the Abhiyan reimagines governance in tribal regions—not as a top-down service delivery mechanism, but as a **bottom-up, community-driven movement**. It positions the tribal citizen **not merely as a beneficiary**, but as a **leader of change, custodian of tradition, and co-creator of development**—rooted in dignity, identity, and agency.

Over the last decade, the Scheduled Tribe welfare budget (DAPST) has witnessed a **fivefold increase—from ₹25,000 crore to ₹1,24,000 crore**—supporting **200+ schemes across 41 Ministries**. Yet, the primary bottleneck today is not funding or policy, but the **capacity to deliver services effectively at the last mile**, and the **absence of a first-mile approach** grounded in local leadership, community participation, and cultural context.

While pathbreaking initiatives such as the **Dharti Aaba Janjatiya Gram Utkarsh Abhiyan, PM-JANMAN**, and the **National Sickle Cell Elimination Mission** reflect unprecedented political commitment, a crucial gap persists—the **lack of involved grassroots governance staff and community-led, demand-driven solutions**.

The *Adi Karmayogi Abhiyan* seeks to bridge this final frontier by building a cadre of **20 Lakh Changemakers across 1 lakh tribal-dominated villages in 30 States and Union Territories**. This initiative aims to institutionalize a new model of governance that is **responsive, culturally rooted, problem-solving, and people-led**—transforming tribal villages into exemplars of **bottom-up development**, with **over 10 crore tribal citizens** directly benefiting through multiple targeted interventions.

## II. Janjatiya Jan Bhagidari Strategy

A major **Jan Bhagidari Campaign** was launched under the **Dharti Aaba Jan Bhagidari Abhiyan**, which witnessed the organization of **61,097 outreach camps** across villages and PVTG habitations in **524 districts and 2,778 blocks across 30 States and Union Territories**. The Ministry of Tribal Affairs has now envisioned the *Adi Karmayogi Abhiyan* as the next transformative leap under the **Janjatiya Jan Bhagidari Strategy**.

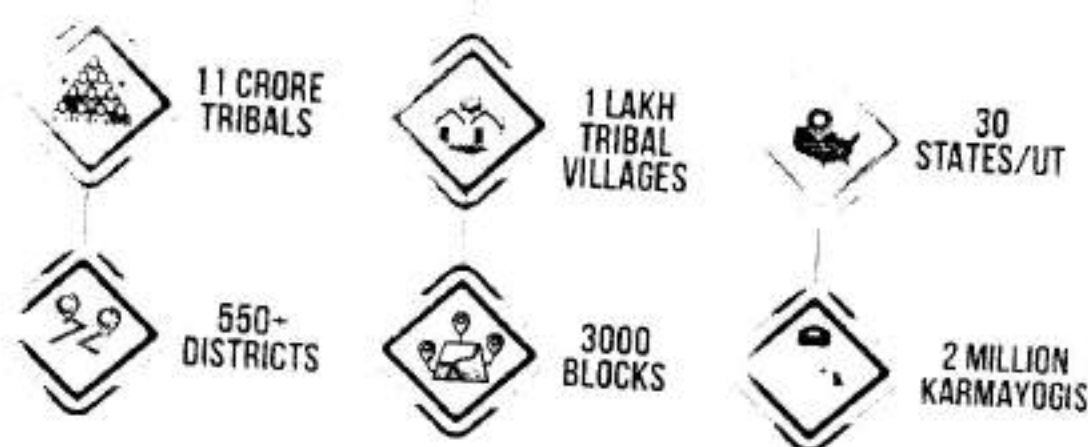
Held between **15 June to 15 July 2025** as part of **Janjatiya Gaurav Varsh**, the Abhiyan reached over **1.55 crore tribal citizens**, enabling access to a wide array of entitlements and services, including:

- **14.33 lakh** Aadhaar enrolments
- **10.04 lakh** Ayushman Bharat health cards issued
- **5.02 lakh** registrations under **PM-KISAN**
- **4.77 lakh** new **PM Jan Dhan** bank accounts opened
- **9.01 lakh** individuals screened for **Sickle Cell Disease**
- **58.63 lakh** benefits delivered across **17+ major Social Security Schemes**

### III. Vision

Adi Karmayogi is a Mission of Viksit Bharat — driven by Seva (Service), Samarpan (Dedication), and Sankalp (Resolve) to realize the vision of Responsive Governance and ensure Last-Mile Service Saturation for every tribal citizen

### IV. Scope



### V. Core Objectives

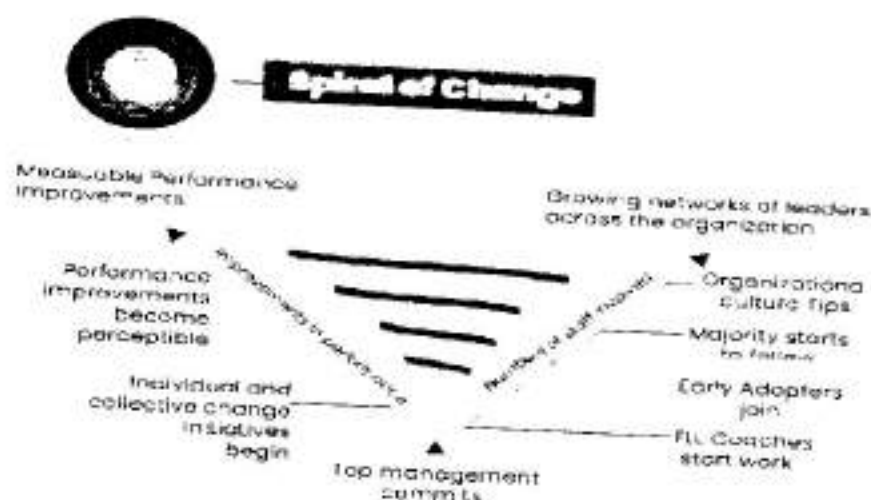
#### Jan Bhagidari and Jan Seva

- **Grassroots Leadership Empowerment – 20 lakh Sparks**
  - *Adi Karmayogis*: Identify, train, and mentor cutting edge officials (District, Block, Village level) - Motivated **Change leaders** committed to transforming service delivery at each level starting from State to village to promote **responsive, inclusive, and sustainable development**
  - *Adi Sahayogis*: Youth leaders, Teachers, Doctors, Social workers (can be Non-residents of villages)
  - *Adi Saathi* – SHG/NRLM Members, Tribal Leaders, Volunteers, Cultural icons (preferably residents of villages) to activate the **Demand side and Community Vision Building**
- **Village Visioning & Development Action Planning**  
Co-production of **Village Vision Plan@2030** in collaboration with communities and government, inclusive, rooted in tribal knowledge, culture, and local aspirations – encompassing both **Asset creation and Service standards**
- **Convergence and Responsive Governance**  
Involving all the **7 critical departments (from Centre to Village)** in a converged single approach at the Village level, with **Grievance Redressal** at the village itself, and **Sewa Centres**. DA-JGUA will then invest in **fulfilling this Vision**

## VI. The Spiral of Change: From Awakening to Transformation

At the heart of the Abhiyan lies the “Spiral of Change”—a dynamic, self-reinforcing process of transformation:

1. **Awakening:**  
*Ignite the spirit of leadership* among tribal youth, women, SHGs, and officials.
2. **Empowerment:**  
Build capacities, equip with tools, and instil confidence to lead service delivery innovations.
3. **Action:**  
Facilitate real-time, evidence-based village development actions through convergence.
4. **Demonstration:**  
Showcase outcomes, foster pride, restore trust between citizens and government.
5. **Institutionalisation:**  
Embed leadership, processes, and community participation in governance permanently.
6. **Scaling & Replication:**  
Expand the spiral—across geographies, departments, and communities nationwide



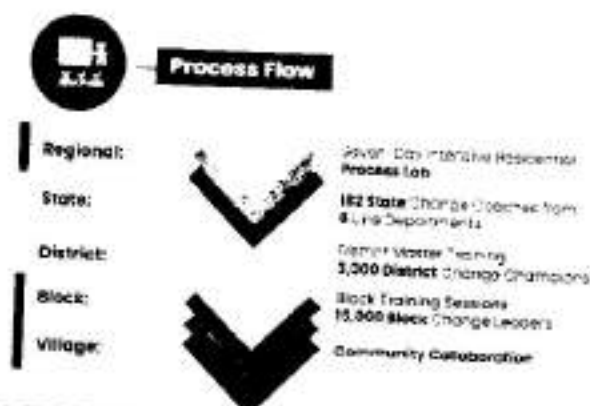
## VII. Cadre Architecture: A 3-Tiered Changemaker Model

	State Group	Block Group
<b>Adi Karmayogi</b>	Govt officials from State to District to Block to Villages (Multi-departmental)	Leadership, convergence, execution
<b>Adi Sahayogi</b>	Teachers, doctors, youth leaders	Mentoring, facilitation, mobilisation
<b>Adi Saathi</b>	SHG/NRLM members, volunteers, tribal elders	Outreach, feedback, local monitoring



## Cadre Targets:

- State Master Trainers (SMTs): 240+
- District Master Trainers (DMTs): 2,750+
- Block Master Trainers (BMTs): 15,000+
- Village-level Cadre: 20 Lakh Cutting edge staff, community leaders, and volunteers



## VIII. Process Labs Architecture

Anchored by **Regional Process Labs (RPLs)**, the labs are designed as **7-day residential incubators** for SMTs, cascading down to DMTs, BMTs, and Village Facilitators.

### Key Components:

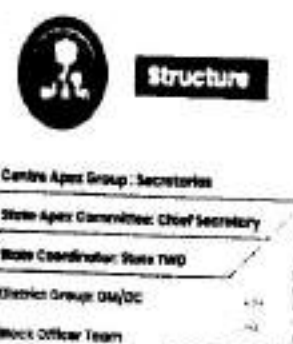
- Governance Thinking & Planning Canvases
- Trainer Handbooks & Implementation Toolkits
- IEC Kits for Mobilisation
- Digital Monitoring Dashboards

### Cascade Model:

RPL → SMT → DMT → BMT → Adi Saathi/Village Changemakers

## IX. Responsive Governance Groups (RGG) at All Levels

<b>National (NRGG)</b>	Secretary, MoTA	SOPs, national dashboard, convergence
<b>State (SRGG)</b>	Chief Secretary	Inter-departmental synergy
<b>District (DRGG)</b>	District Magistrate	Training, feedback, micro-monitoring
<b>Block (BRGG)</b>	BDO/ITDA	Mobilisation, grievance redress
<b>Panchayat (PRGG)</b>	Panchayat Secretary	Implementation of Vision Plans



## X. Implementation Strategy

### 1. Governance Process Labs Rollout

- RPLs at centres like Bengaluru, Bhopal, Bhubaneswar, Guwahati, Dehradun, Ranchi, etc.
- Residential Immersive Exercise, Action-based pedagogy, Mentorship

### 2. Village Visioning and Development Action Plans

- Every village co-creates Village Vision 2030 document & Development Action Plan with Officials and Villagers.
- Realistic, time-bound action plans integrated with tribal values and ecosystem knowledge

### 3. Multi-departmental Convergence & Investment through Flagship schemes.

Synergy with major missions like:

- PM-JANMAN
- Dharti Aaba Janjatiya Gram Utkarsh Abhiyan
- National Sickle Cell Elimination Mission

## XI. Anticipated Outcomes (By 15<sup>th</sup> November 2025- Janjatiya Gaurav Varsh)

### Village-Level Outcomes: Impact Where It Matters Most

#### 100% Saturation of Government Services

Every eligible Household receives benefits in housing, nutrition, education, health, and livelihoods.

#### Village Visioning 2030 through Wall Art & Investment through DA-JGUA -

Community Members Co-create Vision @2030 with Development Goals and depict them as public murals. State machinery aligns resources to these aspirational blueprints & Investment through DA-JGUA

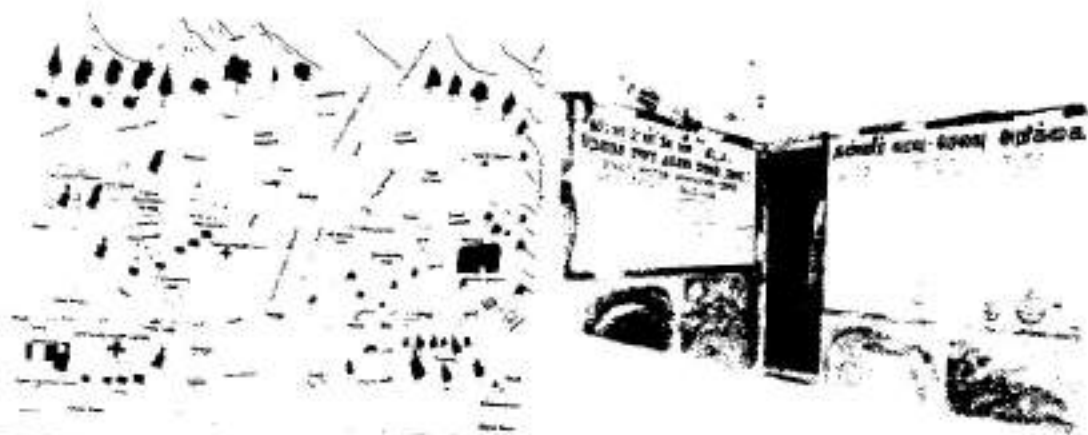
#### Adi Sewa Centers: Single Window Service Centers

In Every Village Easy, accessible support hubs offering:

- 1) Dept. Contact details
- 2) Scheme-wise Info
- 3) Grievance Redressal Register
- 4) Joint Visit Calendar for Govt. Teams
- 5) Assigned Team Captain Department per village.

#### Weekly Tribal Seva Hour

Every Monday, all departments commit one to engage directly with tribal communities.



### Anticipated Outcomes:

- ❖ 1 Lakh Adi Sewa Kendras established as One-Stop Service Centres for tribal communities
- ❖ 1 Lakh Village Visioning 2030 Plans and Development Action Plans formulated and implemented under the Dharti Aaba Janjatiya Gram Utkarsh Abhiyan
- ❖ 20 Lakh (2 Million) Adi Karmayogis empowered as Change Leaders
- ❖ 10+ Crore Tribal Citizens directly benefitted across multiple interventions
- ❖ 100+ Adi Karmayogi Student Chapters established across premier institutions such as IITs, NITs, and IIMs, fostering tribal youth leadership and grassroots innovation among youth
- ❖ Transformation of Service Delivery Mechanisms at the village and Habitation level, ensuring last-mile access

### XII. National Significance & Call to Action

As India celebrates Janjatiya Gaurav Varsh (15 Nov 2024 – 15 Nov 2025), this Abhiyan becomes a historic people's movement, not just a policy intervention.

**The Adi Karmayogi Abhiyan is India's declaration to the world:**

*No one will be left behind. The roots of Bharat shall rise as its strongest branches.*



# ADI KARMAYOGI ABHIYAN

## RESPONSIVE GOVERNANCE PROGRAMME

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



### Overview

Under the visionary guidance of the Hon'ble Prime Minister, MOTA has Beta launched **ADI KARMAYOGI** – A National Mission to Transform Last Mile Service Delivery through a Cadre of 20 Lakh Trained Grassroots Functionaries and Village Change Leaders, while promoting the "Whole-of-Government" Approach from the Centre to the Village Level.

Multi-Department Convergence: Tribal Welfare, Rural Development, Women & Child Development, Jal Shakti, School Education, and Forest.

### Vision

Adi Karmayogi is a Mission of Viksit Bharat: Through Seva (Service), Samarpan (Dedication), and Sankalp (Resolve) to Achieve Responsive Governance and Last Mile Service Saturation.



### Responsive Governance

- ✓ **Responsive Governance:** People-Centric
- ✓ **Bottom-Up Vision Building:** Jan Bhogidari
- ✓ **Grievance Redressal:** Problem Identification, Resolution
- ✓ **Collaborative Implementation**



### Cadre of Sparks

- ✓ **Aadi Karmayogi:** Government Officers: State to block & village
- ✓ **Aadi Sahyogi:** Youth Leaders, Teachers, Doctors, Social Workers
- ✓ **Aadi Sathi:** Tribal Leaders, SHG, Volunteers



### Structure

Centre Apex Group: Secretaries

State Apex Committee: Chief Secretary

State Coordinator: State TWD

District Group: DM/DC

Block Officer Team

TRI +  
CBO



### Process Flow



### Spiral of Change



## Anticipated Outcomes – Adi Karmayogi Abhiyan

- 1 Lakh Adi Sewa Kendras (One-Stop Tribal Service Centres)
- 1 Lakh Village Visioning 2030 & Action Plans
- 20 Lakh Adi Karmayogis as Grassroots Changemakers
- 10+ Crore Tribal Citizens Benefitted
- 100+ Student Chapters in IITs, IIMs, NITs
- Last-Mile Governance Strengthened at Village Level





## Adi Karmayogi is World's Largest Tribal Grassroots Leadership Movement—

a Jan Andolan to cultivate 20 lakh dedicated Change Leaders. These leaders work across all levels—from government to grassroots.

**Building a Nation through 20 Lakh Committed Change Leaders**

**1 Lakh Tribal Villages | 30 States/UTs  
550+ Districts | 3,000 Blocks**

**Transforming the Lives of 10.5 Crore Tribal Citizens**

### Who Are Adi Karmayogis?

- ✓ Government Officers (from HQs to Gram Sabhas)
- ✓ Tribal youth, PRI Members, Teachers, ASHAs, SHG members
- ✓ Social Workers, Traditional Healers, Community Volunteers

### Village-Level Outcomes: Impact Where It Matters Most

1. **100% Saturation of Government Services**  
Every eligible household receives benefits in housing, nutrition, education, health, and livelihoods.
2. **Village Visioning 2030 through Wall Art & Investment through DA-JGUA –**  
Community Members Co-create Vision @2030 with Development Goals and depict them as public murals. State machinery aligns resources to these aspirational blueprints. & Investment through DA-JGUA
3. **Adi Sewa Centers: Single Window Service Centers**  
In Every Village Easy, accessible support hubs offering:  
1) Dept. Contact details  
2) Scheme-wise info  
3) Grievance Redressal Register  
4) Joint Visit Calendar for Govt. Teams  
5) Assigned Team Captain Department per village
4. **Weekly Tribal Seva Hour**  
Every Monday all departments commit one to engage directly with tribal communities.

### Why Adi Karmayogi, Why Now?

- ✓ Bridge Last-Mile Governance Gaps
- ✓ Democratize Access to Welfare and Services
- ✓ Preserve Tribal Identity and Empower Local Leadership

### District & Institutional Outcomes: Systemic Shift in Governance

1. **District Change Management Groups (CMG)**  
Cross-sectoral think tanks for faster adaptive governance.
2. **Adi Karmayogi Secretariat**  
Housed in ST Welfare Departments/TRIs, it anchors innovation, coordination, and impact monitoring.
3. **Integration with PMUs & FRA Cells**
4. **Multi-Sectoral Coordination Platforms**  
State-level led by Principal Secretary (TWD);  
District-level chaired by District Magistrates;  
Monthly convergence reviews to accelerate grassroots results.
5. **1-Hour Weekly Outcome Review by All Departments**  
Fixed time every week across all governance tiers to assess progress and unblock bottlenecks.

**Tribal Seva Path: A New Ethos of Governance**

जुएल ओराम  
JUAL ORAM



मंत्री  
जनजातीय कार्य मंत्रालय  
भारत सरकार H.G.  
शास्त्री भवन, नई दिल्ली-110001  
MINISTER OF TRIBAL AFFAIRS  
GOVERNMENT OF INDIA  
SHASTRI BHAWAN, NEW DELHI-110001

हस्ताक्षर  
आदेश नं. 3996  
दिनांक 3-9-25

DO No: 18015/12/2025-DAJGUA

Date: 19<sup>th</sup> August 2025

Subject: Request for State Government's support in implementation of the Aadi Karmayogi Abhiyan

Dear Prof. Ashim Kumar Ghosh Ji,

As you are aware, the Hon'ble Prime Minister launched the DhartiAabaJanjatiya Gram Utkarsh Abhiyan on 2nd October 2024 with a visionary focus on saturation-based service delivery and holistic development of tribal communities. In alignment with this mission, the Ministry of Tribal Affairs has initiated Aadi Karmayogi Abhiyan, a transformative, mission-driven national programme aimed at building a cadre of committed grassroots functionaries to drive convergence-led development in 1 lakh tribal-dominated villages across the country, including in your State

2. The key objective of the initiative is to develop a cadre of 20 lakh trained state, district, block, and village-level officials and change leaders, called Aadi Karmayogis, who will catalyse responsive, participatory, and citizen-centric governance in tribal regions, thereby advancing the goal of Viksit Bharat @2047.

3. In its first phase, the Abhiyan envisages the identification and capacity building of government functionaries and frontline workers at State, District, Block and Gram Panchayat levels to strengthen local-level governance, scheme saturation, grievance redressal and community-led visioning in tribal areas.

4. The Ministry is conducting Regional Process Labs (RPLs) where each State has nominated 8 State Master Trainers (2 from Tribal Welfare and 1 each from Women and Child Development, Health, Education, Rural Development, Jal Jeevan Mission, and Forest) who will anchor training and convergence in the State. These State Master Trainers will further train the District Master Trainers.

5. To ensure effective participation and impact, your endorsement of the programme is vital. Your support will help galvanize state and local administration, increase visibility, and create momentum for the initiative within communities

6. In this regard, I seek your kind support for issuing directions on the following:

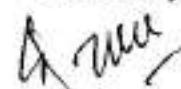
- Nomination of driven and committed officers at appropriate level as State Master Trainers, District Master Trainers and Block Master Trainers
- Convening of a high-level interdepartmental meeting to build a Stateconvergence ecosystem for the implementation of Aadi Karmayogi.
- Orientation of District Magistrates/Deputy Commissioners to lead capacity-building and participatory governance efforts at the district, block, and village levels.
- Promotion of village-level planning through visioning exercises led by field teams in line with tribal aspirations and national development goals.
- Identification and selection of Civil Society Organizations/ Non-Governmental Organizations for supporting the implementation of Aadi Karmayogi Abhiyaan at district, block, and grassroots level.

7. I am confident that, under your able leadership, the Aadi Karmayogi initiative will become a flagship model of convergence, service delivery, and citizen engagement for tribal empowerment in your State. The Ministry is committed to supporting your administration in all aspects of implementation, capacity-building, and monitoring.

We look forward to working in close coordination with the state government to build a responsive and results-driven delivery system for our tribal communities.

With warm regards,

Yours sincerely,



(Jai Oram)

**Prof. Ashim Kumar Ghosh, Governor Haryana,**  
Haryana Raj Bhavan, Sector 6, Chandigarh - 160019.