

## IGNITING MINDS, SHAPING BHARAT

In an era defined by rapid change, where information flows endlessly and innovation reshapes every corner of life, the need for grounded wisdom and purpose-driven progress has never been greater. Gyan Bharatam stands as a beacon of knowledge, thought, and action-dedicated to awakening the intellectual and cultural spirit of our great nation.

India is not just a country; it is a civilization rooted in timeless knowledge. From the Vedas to modern science, our legacy has always emphasized the harmony between learning and living.

Our future lies not only in skyscrapers and startups but in classrooms, research labs, rural innovations, and the moral compass of our citizens. Education must go beyond degrees; it must inspire curiosity, compassion, and courage. We need a renaissance of values where tradition meets innovation, and where knowledge is used not for self-promotion but for nation-building.

In the age of artificial intelligence and global competition, India's true strength will come from its people's ability to think originally, act ethically, and lead with integrity. Let us not merely consume knowledge but create, question, and share it to uplift all sections of society. Every village, every city, every mind must become a centre of learning and progress.

Gyan Bharatam aspires to be more than a publication. It aims to be a platform where young minds engage with ideas, question the status quo, and envision a better Bharat. Through diverse voices, in-depth analysis, and a commitment to truth, we seek to create a dialogue that empowers and enlightens.

In this journey, we invite every student, teacher, thinker, and change-maker to contribute. Let us revive the ancient Indian ideal of "Gyan"-not merely as information, but as transformative wisdom. Let us build a Bharat that thinks deeply, acts boldly, and rises together.

## Modi's Governance: Gujarat Model to Bharatiya Model

■ MANSUKH L MANDAVIYA



Very few long-serving Prime Ministers of Bharat have served as Chief Ministers in states. Most have been 'national' leaders, with little federal experience. Prime Minister Narendra Modi is one of the few exceptions.

When Shri Narendra Modi became Prime Minister in 2014, he brought with him a working philosophy sharpened by a decade of state-level governance in Gujarat. In those years, he closely observed why programmes failed or succeeded at the last mile, and refined an approach that made him the first Prime Minister to place execution, and not merely policy design, at the centre of governance. From electricity to banking, welfare to infrastructure, this philosophy has since redefined how the Indian state serves its citizens.

### Execution Shaped by Experience

Shri Narendra Modi's conviction in execution as the central through-line for policy can be seen in his approach to the power sector. In Gujarat, he observed that villages had poles and lines but lacked actual electricity. The solution was the Jyotigram Yojana, which separated feeders so that households had a 24-hour supply and farms a predictable share. As Prime Minister, he scaled up this principle through the Deen Dayal Upadhyaya Gram Jyoti Yojana, providing reliable power to 18,374 villages. By 2023, that supply had become the backbone for the country's MSMEs, which collectively employ over 110

million people and contribute nearly 29% of India's GDP.

The same principles resurfaced in banking. On paper, rural families had bank accounts, but in practice, they lay dormant. Jan Dhan changed that. By integrating Aadhaar and mobile phones to individual bank accounts, what was a weak system became the bedrock for direct transfers that went on to reach citizens without middlemen, plugged leakages and saved the exchequer enormous sums.

Housing was next. The Pradhan Mantri Awas Yojana linked payments to construction milestones, used geo-tagging to monitor them, and insisted on better design. For the first time, beneficiaries received complete and livable houses, reversing the trend of inaugurating unfinished shells of previous governments.

### Federalism as a Force Multiplier

Gujarat also showed Shri Narendra Modi how progress depended on Centre-state alignment. At the national level, this became a philosophy of cooperative as well as competitive federalism.

The Goods and Services Tax, blocked for decades, was passed by brokering a consensus with states. The GST Council institutionalised fiscal negotiation and created a unified national market.

Beyond these, he expanded the share of central taxes devolved to states. This gave them greater fiscal room and autonomy in shaping their priorities. At the same time, he promoted competitive federalism by ranking states on ease of doing business and rewarding reform. These shifts encouraged states to act not only as recipients of funds but as stakeholders in Bharat's growth story.

In infrastructure, Gujarat's BISAG map-

ping experiments were scaled into PM Gati Shakti, where 16 ministries and all states now plan 1,400 projects on a single digital platform, cutting approval times and harmonising execution.

### Welfare as Productivity

For Shri Narendra Modi, welfare schemes were always productivity investments meant to empower their recipients. Gujarat's enrolment drive, Kanya Kelavani, lifted female literacy from 57.8% in 2001 to 70.7% by 2011. Nationally, this translated into the Beti Bachao, Beti Padhao programme, which has been linked to improvements in the child sex ratio from 918 in 2014 to 934 by 2023. Keeping girls in school delayed marriage, improved their health, and raised long-term productivity, enabling them to enter the paid workforce and thereby participate more effectively in nation-building.

Maternal health was treated with the same care. Gujarat's Chiranjeevi Yojana subsidised institutional deliveries, thereby reducing mortality. At the Centre, the Pradhan Mantri Matru Vandana Yojana added maternity benefits and nutrition, supporting more than three crore women. The guiding idea was consistent: social spending should reduce vulnerability, expand choice, and raise future workforce capacity.

### Investor and Citizen Confidence

Perhaps, the most subtle impact of the Gujarat Model is a mindset shift. The Vibrant Gujarat summits showed how consistent engagement could alter perceptions, turning a state into a credible investment destination in the eyes of investors and making bureaucrats business-friendly. It is this experience that shaped Make in India, which prioritised predictability via streamlined

clearances, land corridors, and infrastructure readiness. Between 2014 and 2024, India attracted ₹83 lakh crore of Foreign Direct Investment (FDI), signalling confidence in its execution capacity and long-term reliability.

Expectations shifted at the citizen level as well. Earlier, schemes were judged by announcements. Today, ordinary Indians assume government-backed essentials, electricity, toilets, bank accounts, subsidised gas, will actually reach them. That quiet normalisation of delivery has created a political culture where promises are measured by their execution, not intent. In many ways, this raised expectation is the Gujarat Model's deepest legacy.

### Towards Viksit Bharat 2047

Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas is not rhetoric. Its imprint is visible in daily realities: electricity no longer a luxury, welfare delivered directly, infrastructure planned with digital coordination, health and education designed for measurable outcomes rather than optics. This is now the Bharatiya Model that has taken governance to the very last mile, touching lives in every corner of the nation.

When Bharat will achieve its ambition of becoming a Viksit Bharat by 2047, it will be because one Prime Minister redefined governance itself. By making execution the test of administration, he has turned Bharat's vast machinery from promise into delivery. That imprint, first trialed in Gujarat and then sealed nationally, is Shri Narendra Modi's decisive legacy.

(The Author is the Union Minister for Labour Employment, Youth Affairs and Sports)

## Leadership for Life: A Fourfold Path to Meaningful Living

■ DR. SANJEEV PATHAK

In a world increasingly defined by rapid change, emotional upheavals, and a constant push for performance, leadership is often misunderstood as a domain restricted to those in positions of power-politicians, CEOs, military commanders. Yet, a more expansive and humanistic view of leadership is beginning to emerge, one that places everyday individuals at the center of the leadership narrative. This is the vision behind the framework titled Leadership for Life, which calls for a holistic understanding of leadership that begins with the self and extends seamlessly into family, workplace, and society at large. It is a journey of character, consciousness, and contribution.

At the very heart of this model lies the individual-the self. Leadership begins not in the external act of directing others but in the internal discipline of knowing and governing oneself. The domain of Self underscores the importance of personal mastery. Traits such as mindfulness and self-awareness are not spiritual luxuries but psychological necessities in today's world. Honesty

with oneself and others builds inner coherence, while time management and commitment provide the scaffolding for productive living. Confidence helps in overcoming self-doubt, but it is humility that tempers ego and builds respect. These are not traits for saints or sages alone-they are practical, learnable behaviours that make a person not only more effective but also more grounded. In essence, leading the self means cultivating a disciplined mind, a truthful heart, and a focused daily routine that together form the foundation of authentic leadership.

From the self, leadership extends outward into the family. In the realm of Family, leadership is not about control but about emotional stewardship. Here, qualities like love, trust, empathy, caring, and patience take center stage. These values are the bedrock of any meaningful relationship and are especially critical in the familial sphere, where emotions often run deep and roles shift with time. A good family leader does not merely provide for their loved ones materially, but also creates an environment where emotional safe-

ty, open communication, and mutual growth are prioritized. Empathy allows one to feel with the other; trust holds the relationships together; and patience becomes the buffer that softens misunderstandings and generational differences. Family, then, becomes the first school of leadership-where one learns to listen, to serve, and to build lasting bonds based on understanding and shared values.

The third sphere, Work, brings leadership into the professional realm. This is the space where external performance is visible, but internal ethics are tested most. Leadership at work is not only about delivering results but doing so with responsibility, creativity, and care for people. Accountability and responsibility ensure that one owns their actions and their consequences. Motivation and courage drive innovation and decision-making, while recognition builds morale. Collaboration, rather than individual brilliance alone, becomes the currency of success in modern workplaces. Today's leaders are not just expected to lead from the front but also from within the team-being accessible, adaptive,

and aware of others' strengths. In an era of automation and artificial intelligence, human qualities-emotional intelligence, ethical clarity, and empathetic collaboration-are what distinguish the truly effective professionals.

Finally, leadership transcends the personal and the professional and culminates in one's relationship with the larger collective-Society and Nation. This is the most selfless and expansive form of leadership. It is where pride in one's identity meets the courage to act for the greater good. Civic leadership demands not grand gestures, but small acts of participation, responsibility, and selfless service. Whether it is voting responsibly, contributing to environmental causes, volunteering for social work, or simply treating public property with respect-these are the everyday enactments of national leadership. The feeling of importance, often associated with fame or visibility, is redefined here as the quiet pride of being a contributing citizen. In a democracy, every citizen is a stakeholder in the nation's progress. Therefore, leadership at this level is not about

authority but about accountability to the values that bind a society-equality, justice, dignity, and collective well-being.

What this fourfold model-Self, Family, Work, Society/Nation-reminds us is that leadership is not a destination but a continuum. It is not defined by age, designation, or background, but by the choices we make daily. When mindfulness guides our mornings, empathy shapes our conversations, responsibility drives our efforts, and service defines our public life, we are practicing leadership in its most holistic form. It is about alignment-between what we believe, what we say, and how we act.

In many ways, this model resonates with ancient Indian wisdom as much as it aligns with contemporary psychology and leadership science. The Upanishadic idea of "Atmanamviddhi" (know thyself) echoes in the emphasis on self-awareness. The concept of "Dharma" resonates in the roles we play within our families and society. Modern management theories speak of emotional intelligence, servant leadership, and stakeholder capitalism-all of

which find organic space within this framework.

In today's workplaces, and homes, there is a growing need to cultivate such holistic leadership-one that sees no hierarchy among domains but encourages balance across them. For students preparing for life, for professionals seeking purpose, for parents shaping the next generation, and for citizens imagining a better tomorrow-Leadership for Life is not just a framework; it is a call to action. It invites each one of us to lead not by command, but by character; not by authority, but by authenticity; not by position, but by purpose.

In the final analysis, this is a model that empowers ordinary individuals to live extraordinarily. By nurturing values in the self, fostering care in the family, practicing ethics at work, and contributing selflessly to society, one begins to lead a life that is not just successful-but significant. And perhaps, that is the ultimate aim of all leadership-not to shine alone, but to light the path for others.

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## From 'karmachari' to 'karmayogi': PM Modi's blueprint to future-proof governance

■ DR R BALASUBRAMANIAM

India is attempting something unprecedented in public administration.It is changing not just how officials are trained but why they serve. Mission Karmayogi-the National Program for Civil Services Capacity Building-is the engine of that shift, and it bears the visionary imprint of Prime Minister Narendra Modi. With more than 25 years at the helm of government and over five decades in public life, Modi brings an operator's feel for systems, a reformer's impatience with ossified habits, and a clear North Star- a citizen-first, Viksit Bharat.

What distinguishes Mission Karmayogi is that it is not a cosmetic HR update. It is a values-driven transformative redesign of India's civil services with focus on performance. The program codifies three decisive transitions: the first transition is a change in mindset of government officials from seeing themselves as karmacharis to considering themselves as karmayogis.The second transition is a change in the workplace, from assigning individual responsibility for performance, to diagnosing and removing systemic performance constraints. The third transition is moving the Public HR Management system and the corresponding capacity building apparatus from being rule-based to becoming role-based. That architecture emerged explicitly from Modi's visionary framing of what twenty-first century governance demands.

This is the product of lived leadership. As Chief Minister and then Prime Minister, Modi pushed a whole-of-government culture-breaking silos, insisting ministers' debate across domains, and elevating systems solutions over file-pushing. That ethos showed dur-

ing the pandemic, when "Team India" across levels of government, industry, civil society, and citizen volunteers moved as a partnership state. The same collaborative muscle is what reforms like GeM and GatiShakti now institutionalise.

He also translated leadership habits into structures. ChintanShivirs-residential, hierarchy-flattening brainstorming sessions-were seeded in Gujarat and are now part of the Union government's playbook. His insistence on continuous learning is personal. Apart from constantly expanding his own knowledge and skills, he is also known tocheck on whether PMO officers use the iGOT digital platform. And he is very inclusive in how he treats institutional memory.Soon after taking office, he urged ministers to learn from their assistants and section officers who had "lived" the system for decades. That is what culture change looks like in practice.

On the ground, the reform's backbone is technology used with purpose. The iGOT-Karmayogi platform is a comprehensive, anytime-anywhere learning ecosystem with more than 3,000 self-paced courses that is accessible to all and democratizes learning. It links learning to HR functions like competency mapping, career planning, and mentorship-moving the state from performance policing to enabling potential. It is already powering scale.Hundreds of thousands of officials have been trained on new legal frameworks; lakhs of police, doctorsand other personnel across the country are strengthening citizen interaction and under-going programs on Sevabhaav; and large cohorts are getting certified in emerging technologies like AI and IoT-evidence that the "tech-friendly" preference of the Prime Minister has been translated into

institutional muscle.

Just as important is the philosophical core. Mission Karmayogi braids ancient civilisational wisdom with modern statecraft-embedding pledges like Vikas (development), Garv (pride), Kartavya (duty), and Ekta (unity), alongside personal virtues (gunas) such as Svadhyay (self-reflection), Sahakaryata (collaboration), Rajyakarma (Statecraft) and Svadharma(focus on citizens). This is not nostalgia; it is a practical ethic for a high-teech age, ensuring competence is anchored in character.

Citizen-centricity-Jan Bhagidari-is the other pillar. PM Modi has repeatedly emphasises that citizens must sit at the centre of every public decision; that is his mantra for governance. In practice, citizen engagement becomes a two-way compact where people have a stake in policy and delivery, and officials' re-tool to serve the last citizen at the last mile. Mission Karmayogi is the state's instrument to build the mindset and methods for this compact.

Atmanirbharata-self-reliance-complements this. It is not insularity; it is capability and confidence, powered by openness and global competitiveness. That lens runs through the capacity-building push and the widening embrace of platforms like MyGov that make the citizen a co-creator, not a passive recipient. The narrative is unapologetically rooted in India's civilisational ethos-while preparing institutions to thrive in the AI era.

The program's institutional architecture reflects PM Modi's pragmatism: Prime Minister headed Human Resource Council for top-level steering; a Cabinet Secretariat unit for coordination; the Capacity Building Commission (CBC) as custodian and standards-setter; and an SPV,

Karmayogi Bharat, to drive the digital backbone and marketplace. By design, it is collaborative, auditable, and outcome-oriented-a governance stack fit for a "work-from-anywhere" state.

Crucially, India isnot hoarding what it learns. In the spirit of VasudhaivaKutumbakam, the country is preparing to share knowledge, experience, and tools it is building as an exemplar in public administration. That matters for the Global South, where states face similar capability constraints amid technological disruption. Mauritius has already been offered support in this direction-an early sign that Mission Karmayogi could seed a community of practice across developing democracies.

Put simply, Mission Karmayogi turns a visionary idea into a system. It takes PM Modi's long arc of governance-his instinct to break silos, his comfort with technology, his respect for institutional memory, and his moral vocabulary-and converts it into a repeatable operating model: role-based HR; continuous, digital learning; citizen partnership; and a civilisationally grounded ethic. That is how you future-proof a state.

If India stays the course, the dividends will be felt not just in faster files and tidier org charts but in trust. Citizens experiencing a government that listens, learns, and delivers. That is the heart of PM Modi's wager. And it is why Mission Karmayogi, more than any single administrative reform of recent decades, deserves to be seen for what it is-a generational investment in the people who serve the people, designed by a leader who has spent his life doing just that.

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## How digital revolution is transforming disability inclusion in India's CSR, Development Models

■ PRASHANT AGARWAL

India's narrative on disability inclusion is undergoing a profound transformation. Legal reforms, digital infrastructure, and evolving CSR approaches are converging to propel a shift, from acts of charity toward frameworks that uphold dignity, empowerment, and rights. For decades, disability inclusion in India's CSR (corporate social responsibility) and development programs largely revolved around charity-driven approaches, providing assistive devices, financial aid, and short-term relief.

According to a 2020 study by McKinsey Global Institute "Improving accessibility and inclusion could unlock \$1 trillion in global GDP annually. Another Study by Deloitte's 2023 Human Capital Trends reports that "Organizations embracing inclusion see 22% lower turnover rates and 28% higher revenue per employee." For CSR strategists, this data signals that disability inclusion is not merely philanthropy; it's a growth driver. Today, the digital revolution is transforming that narrative. From AI-driven accessibility tools to remote employment platforms, technology is enabling a transition where PwDs (people with disabilities) are recognized as contributors, innovators, and leaders.

### CSR 2.0, Technology as a Catalyst

The 2013 Companies Act, made CSR (Corporate Social Responsibility)spending mandatory for qualifying companies, initially prompting a compliance-driven approach. However, a new wave often referred to as CSR 2.0 is transforming the landscape from a statutory obligation into a strategic driver for sustainable and inclusive growth.

India's inclusive technology innovations are now finding markets abroad. Affordable hearing aids, AI-enabled mobility devices, and vernacular-friendly screen readers are being exported to countries in Africa, Southeast Asia, and Latin America. By combining CSR-funded R&D with export potential, India can position itself as a leader in accessible technology, transforming inclusion into both a social and economic growth driver

### Micro-Entrepreneurship & E-Commerce Opportunities

Digital marketplaces are becoming a lifeline for PwDs who face barriers to traditional employment. CSR programs in partnership with e-commerce platforms like Amazon Saheli and Flipkart Samarth are equipping PwDs with product photography skills, online marketing know-how, and payment gateway literacy. These

initiatives help PwDs become micro-entrepreneurs, generating sustainable income from home. This shift aligns with the dignity-first approach, positioning PwDs as business owners rather than aid recipients.

### Gamification in Skill Development for PwDs

Gamified learning, where education is delivered through interactive challenges, points, and rewards, is making skill development more engaging for PwDs. From apps that teach sign language through competitive levels to VR-based rehabilitation games for motor skill recovery, CSR-backed gamification initiatives are proving highly effective. Studies show gamified learning improves retention and motivation, making it a strategic tool for long-term employability.

### Cybersecurity & Digital Rights for PwDs

As more PwDs engage online for education, work, and social connection, safeguarding their digital identities becomes critical. CSR programs that promote accessible cybersecurity tools, phishing awareness in sign language, and simplified privacy controls are vital. Additionally, advocacy for digital rights ensures that platforms comply with accessibility norms, so that inclusion extends into the digital safety domain.

### The Role of NGOs in Digital Era

While technology provides the tools for accessibility, NGOs provide the human bridge that ensures these tools truly reach those who need them. In India, where disparities in infrastructure, digital literacy, and income remain stark, NGOs play a crucial role in translating corporate CSR investments into real-world impact for persons with disabilities (PwDs).

Many NGOs, such as Enable India, NASS-COM Foundation, and Narayan Seva Sansthan, operate at the intersection of community trust and technological innovation. They not only distribute devices but also train beneficiaries to use them effectively, ensuring adoption is meaningful rather than symbolic. In rural areas, NGOs are often the first point of contact for PwDs, helping them navigate government schemes, access internet-enabled devices, and join online training programs.

The 2024 UN ESCAP study on disability inclusion in Asia-Pacific found that CSR projects facilitated by NGOs had a 50% faster adoption rate for new technologies among PwDs compared to those without NGO involvement. This is because NGOs embed training in local languages, adapt digital tools to regional needs, and provide continuous support, something a one-time CSR grant cannot achieve alone.