Annual Capacity Building Plan 2023-24

Nagpur Municipal Corporation, Govt. of Maharashtra

Capacity Building Commission, Govt. of India

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List of Abbreviations

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
AIILSG	All India Local Self Government
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CNA	Capacity Needs Assessment
DOPT	Department of Personnel and Training
DPR	Detailed Project Report
ESR	Elevated Surface Reservoir
GoI	Government of India
GSR	Ground Surface Reservoir
HR	Human Resource
IT	Information Technology
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
MC	Municipal Commissioner
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Operations and Maintenance
PMAY	Pradhan Mantri Awas Yojana
NMC	Nagpur Municipal Corporation
SBM	Swachh Bharat Mission
ULB	Urban Local Body

Introduction to Mission Karmayogi

1. Mission Karmayogi

1.1 About the Mission

The Government of India launched National Programme for Civil Services Capacity Building (NPCSCB)-'Mission Karmayogi' with the aim to transform the capacity and performance of government employees and bring about systemic reforms in the human resource management of the Indian government. The program, anchored by an apex body and headed by the Prime Minister, is designed to enhance the civil services to address changing needs and aspirations of the citizens.

With the changing times and advent of technology, the role of civil servants in India has become multi-faceted and complex with increasing demand for efficiency and transparency 24*7. They need to be well-equipped with the necessary skills, competencies, and mindset to effectively address the challenges and demands of modern governance and deliver public services that meet the needs of citizens in the digital age. However, the current competency building landscape has not been re-engineered to address this.

NPCSCB-Mission Karmayogi has been carefully designed to lay the foundations for capacity building for Civil Servants so that they remain entrenched in Indian Culture and sensibilities and remain connected, with their roots, while they learn from the best institutions and practices across the world [1].The core guiding principles of the Programme are:

1. **Transition from 'rule-based' to 'role-based' human resources management:** Traditionally, the general understanding of a job description within any level of Government – Union, State or local has implied an excellent understanding of rules or laid down procedures without necessarily attributing results to the application thereof. Lessons learnt from international bureaucracies and competency frameworks indicate the necessity of defining a 'role' for a government official. A role usually comprises of functional, domain and behavioural competencies – coupled with a set of expected result areas, both for the individual as well as the office or organisation as a whole. Mission Karmayogi proposes to bridge this gap through the capacity building process.
2. **An ecosystem of shared learning landscape:** Government offices have traditionally been structured to work with a singular domain-based focus, risking the creation of 'silos'. In such a situation, the staff is often not able to catch up or relate to matters that they have conventionally not been able to relate to their functional domain. As India's understanding of developmental issues improves with understanding interrelationships between domains, the ability to relate as well as respond to such concerns takes considerable priority in terms of skills needed for job descriptions. A shared learning platform, which

[1] Press Information Bureau

includes shared learning materials, institutions, training materials, training infrastructure, allows for the staff to view issues from multiple perspectives, essentially 'breaking down' the silo. Mission Karmayogi, through the iGOT, proposes to provide such a platform.

3. **Citizen Centricity at the Core**: Acknowledging that the Government keeps the citizen at the center of its operations, Mission Karmayogi proposes to develop behavioral competencies to understand and appreciate citizens' concerns, such as the ability to listen, empathize and think out of the box solutions.
4. **Continuous and lifelong learning opportunities:** The iGOT platform developed under Mission Karmayogi proposes to ensure that Government officials can continue to learn new skills and competencies throughout their careers and beyond.
5. **Shift to the 70-20-10 model:** Traditionally, Government staff learn 'on-the-job' through a mix of experiential learning, i.e., learning by doing on the job; relational learning – from peers and superiors and structured or informational learning, which comprises of forma training. Mission Karmayogi proposes to rationalise this mix to 70:20:10 respectively, utilising appropriate inputs from domain, functional and behavioural training.
6. **Link goal setting, planning and achievements:** Mission Karmayogi proposes to internalise the established system of linking organisational goals to individual staff performance areas and goal settings, as is followed in most organisations across the world, to ensure achievements of both.
7. **Establish unbiased systems of evaluation:** Also based on learning from feedback systems used within Indian and foreign Government as well as intergovernmental systems, Mission Karmayogi proposes to foster a more equitable system of employee performance grading as well as ability to rate work environments at large.
8. **Shift the mindset of public officials toward capacity building:** Mission Karmayogi proposes to adopt a holistic learning approach to develop a culture of learning among public officials from a mere compliance driven approach.

Central to the mission is the recognition that a suitable government workforce requires a competency driven capacity building approach which is essential to discharge their roles efficiently and effectively. The mission aims to achieve this through developing a new Competency Framework for Civil Services that will be totally indigenous to India and which will ensure that civil servants will be able to provide efficient service delivery of the highest quality standards.

1.2 Capacity Building Commission

The NPCSCB envisioned to establish a Capacity Building Commission, with a view to ensure a uniform approach in managing and regulating the capacity building ecosystem on collaborative and co-sharing basis. Accordingly, The Capacity Building Commission was constituted through the Gazette of India on 1 April 2021 to drive standardization and harmonization of capacity building efforts across the Indian civil services landscape. The Commission's mission is to create optimal learning opportunities for each public functionary with the objective to build an agile and future-ready civil service.

The Commission is mandated to perform the following key functions-

- Coordinate with Departments, Organizations, and Agencies of the Government of India for evolving a harmonious de-siloed approach to improve capacity and build shared resources.
- Facilitate preparation of Annual Capacity Building Plans of participating Organizations and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC). The Commission will thereafter monitor and report the periodical progress of implementation to the Government.
- Prepare the Annual human resources report on the health of Civil Services along with target achievement and make it public with the approval of the DoPT.
- Undertake Audit of Human Resources available in Government and assess outcomes of the Capacity Building efforts and present an evaluation of the same for approval and necessary guidance to the Cabinet Secretariat Coordination Unit.
- Make recommendations on standardization of training and capacity building, pedagogy and methodology including coordination with Government Training Institutions to carry out research on pedagogy, competency framework, competency gap assessment, etc.
- Exercise functional supervision over institutions engaged in the imparting of training to all Civil Servants, for purposes of adherence to and achievements of annual capacity building plans; and the creation of an ecosystem of shared learning resources including shared internal and external faculty.
- Approve Knowledge Partners for the programme.

While the Commission discharges its functions for the Union Government, it also has a mandate to utilize its knowledge in supporting Ministries in developing and devising capacity building initiatives that can be taken up by States and local Governments through mutual understanding and agreement. It is in furtherance to this mandate; the Commission proposes to work with select Municipal Corporations (Urban Local Bodies) from different States in the development of Annual Capacity Building Plans (ACBP). These ACBPs will be a tool for the select Municipal Corporations to develop a comprehensive capacity development ecosystem which will eventually lead to improved local Governance & service delivery.

Approach & Methodology for Preparation of Annual Capacity Building Plan (ACBP)

2. Approach and Methodology

2.1 Need for Capacity Building of Urban Local Bodies

India is one of the fastest-growing economies in the world today and much of the economic developments occurred in the last few decades have been credited to the rapid urbanization experienced by Indian cities. Cities in India occupy a central position for propelling India's economic growth, and this is highlighted by the fact that cities are now considered as 'engines of growth' and have massive 60% contribution to the Nation's GDP.

Demographically, India is swiftly moving forward for becoming half urban in a couple of decades. The number of inhabitants in Indian cities is estimated to have increased almost fourfold between 1970 and 2018, from 109 million to 460 million. India is already a second-largest urban community in the world, and it is expected to add another 416 million people to its cities by 2050.

As India transitions from being a largely rural to an urban society, the focus needs to be on harnessing the economic potential of all cities, large and small. However, despite huge investment, our cities still face many efficiency and sustainability related challenges. None of our cities feature among the top 50 cities in many global rankings. Rapid urbanization has put tremendous pressure on the existing infrastructure, services, and resources. With the increasing demand and with the total number of urban settlements rising to 7933 , the Urban Local Bodies (ULBs) are facing a serious challenge of providing minimum basic services such as water supply, housing, sanitation, and solid waste management.

To ensure that Indian cities deliver on the promise that urbanization holds for the country and these engines of growth drive the process of development sustainably, there is need for serious and massive interventions to empower and strengthen the ULBs.

2.2 Why Annual Capacity Building Plans for the ULBs?

Owing to realisation that ULBs need to augment their capacities, a range of capacity building measures were undertaken in the country. These capacity building measures received significant boost in terms of scale and scope with the launch of JNNURM in 2005. Under JNNURM, many reforms were prioritised however, many cities, either were unable implement these reforms or unable to leverage available funds because of lack of capacity and technical expertise (PlanningCommission, 2011).

Experience, over the course of implementation of other Centrally Sponsored Schemes such as AMRUT, PMAY, Swachh Bharat, Smart Cities etc, appear to indicate increase in a static capacity to take up projects and augment service delivery. In all fairness, each of these programmes attempted to augment capacities of municipal bodies through the course of availability of capital, development of infrastructure and scheme specific reforms.

However, to address the challenges confronting Indian cities, there is an urgent need to focus on the capacity building of municipal bodies with a bottom-up approach where focus should be on improving the institutional, organizational and individual competencies required to effectively deliver roles and responsibility of each designation, function and department, aligned to overall development vision or objectives of the city.

Drafting of Annual Capacity Building Plan (ACBP) for the select ULBs is an attempt to address the critical task of capacity building of ULBs. At the core of preparation of an ACBP is a 'bottom up' approach as it focuses on assessment of training needs of the ULBs. In addition to this, ACBP is an attempt to create explicit training demands, provide credible supply side institutions (which can provide courses on specialised knowledge as well as experiential learning), build partnerships among peer institutions and create a culture of undertaking regular trainings/courses to augment capacities.

ACBP, as the name suggests, is an annual activity which will be implemented throughout the year and will be driven by the ULB for its employees. ACBP document is dynamic in nature and subject to changes/modification/upgradation based on ever changing needs of managing urbanization vis-a-vis required competencies of the ULB to effectively address the same. The ACBP is expected to ensure that the capacity augmentation is a sustainable and continuous process and does not depend upon implementation of any schemes/reforms.

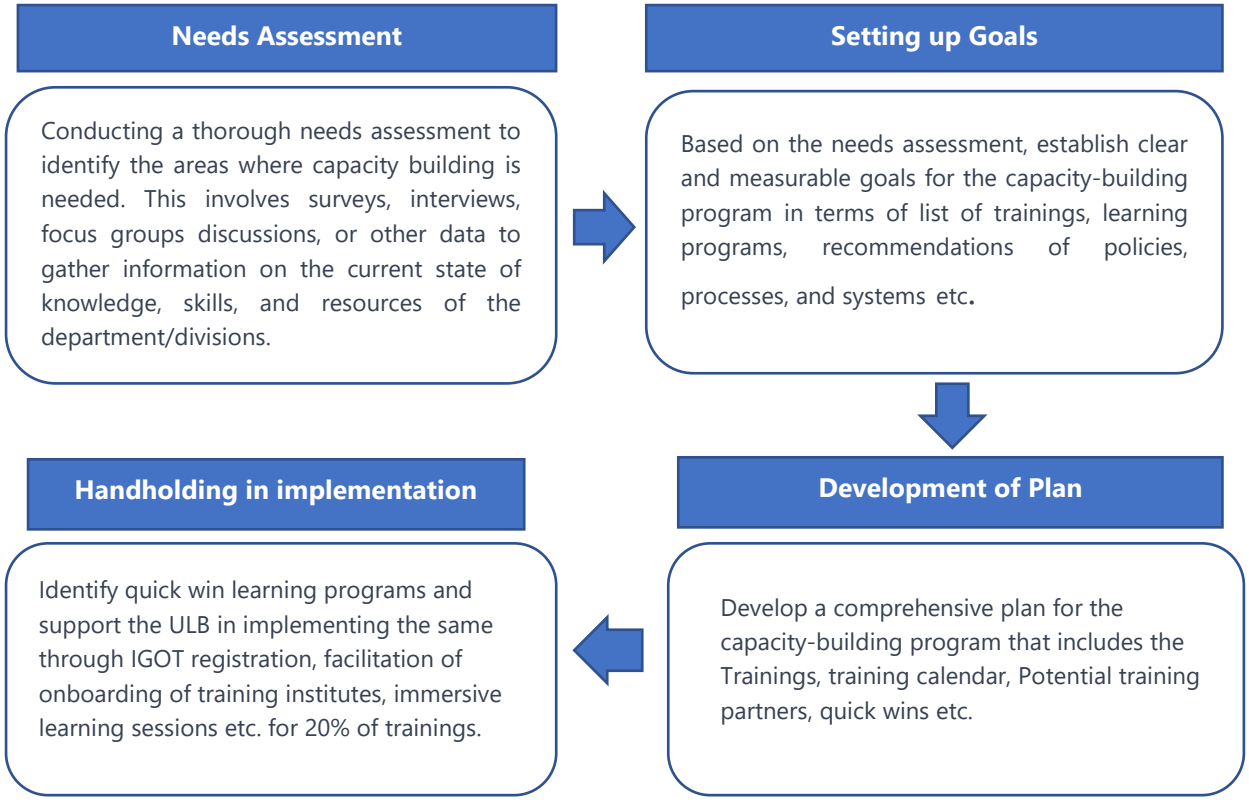
2.3 Our Approach

The capacity of the local urban bodies in India varies widely across States and cities. Given the lack of overall capacity, the ULBs, sometimes, are not able to even articulate their demand for training. Under such circumstances, earlier implemented capacity building programs with a 'Top-Down Approach' could not yield desired outcomes. In addition to this, as these initiatives were attached with particular scheme or program, they were run as a onetime activity, lacked systematic approach and ended up running capacity building programs in silos. The process of urbanisation is dynamic and as cities are growing faster, their issues and challenges are becoming more complex. In such circumstances, any capacity building program is prone to quick depletion unless it is being launched as an on-going process with constant updation (Jha, 2018).

Drawing on the insights from the distinctive features of Indian cities and learnings gained from the legacy capacity building initiatives, this Capacity Building Commission envisions establishment of a municipal capacity building management system wherein emphasis is being laid on Demand Driven approach instead of Top-down supply of trainings.

Accordingly, CBC aims at preparation of ACBPs for select ULBs. These select ULBs are governing high performing cities who have already attained a mature level of governance and will be creating a demonstrative effect i.e., create a roadmap for other cities to follow. They will act as beacons of progress for other ULBs in the country.

Our Approach for Preparation of Annual Capacity Building Plan for Urban Local Bodies:



2.4 Framework of capacity Building of ULB

Capacity building of Urban Local Bodies

Organisational

It encompasses the process of enhancing an organization's ability to effectively achieve its mission and goals by improving its internal systems, processes, and capacities.

Organizational capacity building aims at-

- Strengthening of leadership
- Nurturing of human resources
- Prudent financial management
- Efficient program management.

Action points

Individual

It involves the process of enhancing the knowledge, skills, abilities, and attitudes of an individual to improve their performance, effectiveness, and personal development.

Skillsets required to enhance individual capacity are categorised into three categories-

- Functional skills
- Behavioural skills
- Domain specific skills

Training Intervention

Sessions / workshops to be conducted by experts on specified topic.

Non – Training Interventions

Cross learning / immersive learning through interactions / site visits

Institutional

It refers to improving the organization's governance structures, systems, policies, and procedures to enhance its efficiency, effectiveness, and sustainability.

For capacity building, it focuses on broader aspects such as-

- Governance structure
- Policy formulation and implementation
- Stakeholder engagement mechanisms
- Culture of transparency and accountability

Recommendations

Annual Capacity Building Plan

2.5 Our Methodology

As – is Analysis

- Understanding the vision, mission, and goals of the Municipal Corporation, along with work allocation as per different divisions.
- Understanding the roles and responsibilities across all levels (spanning from Sr. Engineer, Chief Accountant to Junior Clerk) for their respective divisions/sections.
- Understanding of day-to-day operations and competencies required to do them efficiently.

OUTCOME: Capacity Need Analysis matrix (division wise / hierarchy wise)

Gap Assessment

- Gap assessment was conducted via one-to-one surveys as well as focussed group discussion.
- A pre-set of questionnaire was used to map competencies across three categories- domain specific, function related and behavioural (soft skills)

OUTCOME: Competency Gap = Capacity Need analysis – Competencies possessed

Proposed Interventions

- Training interventions (Induction, Immersion, Exposure, Behavioural), Upskilling, Domain and Technological interventions were included in the capacity building plan.
- Non-training interventions (Manpower improvement, Team-building exercises, Role-skill required efficiency match, etc.) were also a part of the plan to improve the ULB's capacity.

OUTCOME: Training and non – training interventions

Action points for Capacity Building

- A training universe is created based on individual training need assessment. It has categorised trainings into 6 broader themes along with their priority levels-critical, high and medium.
- An annual training calendar is prepared to monitor the process of capacity building with defined milestones.

OUTCOME: Annual Capacity Building Plan

Nagpur Municipal Corporation

3. Nagpur City

3.1 Profile

Nagpur, popularly known as the 'Orange City', is one of the fastest growing metropolises and the third largest city after Mumbai and Pune in Maharashtra. The city is the geographical 'center' of India as country's 'Zero-Milestone' is located here.

The city is bestowed with rich history and since ages it has been an important place from cultural and political perspectives. The city is well connected with the air, road and rail mode of transport with all the major cities of the country.

The city is of significance and many aspects show that it is growing in terms of business, education, industry, manufacturing and research. It has a diverse industrial base encompassing various sectors such as manufacturing, textiles, engineering, automotive, chemicals, pharmaceuticals, food processing, and more. Nagpur has established industrial zones and parks to promote industrial growth and provide a conducive environment for businesses. The Butibori Industrial Area, located on the outskirts of the city, is one of the largest industrial estates in Asia and houses numerous industries. The MIHAN project is a flagship initiative aimed at developing an integrated aerospace and logistics hub in the city.

In addition to this, Nagpur also acts as a hub of education and health services not just for the population in the nearby districts but also for the adjoining states such as Madhya Pradesh, Chhattisgarh and Telangana.

Nagpur measures well on various liveability indices. It has one of the lowest income inequalities among various cities in the country and it is an attractive destination for both residents and businesses alike.

3.2 Civic Administration

The Nagpur Municipal Corporation oversees the local governance of the city. The Corporation was established in 1951 under the Nagpur Corporation Act, 1948 (CNC Act). The main responsibility of the NMC is to provide essential urban services to the citizens of Nagpur. These services include water supply, sewage management, waste disposal, improvement of slum areas, planning land use, building and maintaining internal roads, street lighting, maintaining parks and gardens, and providing primary healthcare and education facilities. NMC coordinates with various other government organizations like NIT, MHADA, MSRTC, the Traffic Police, MPCB, etc., for delivering these basic urban services.

The city is divided into ten zones for administrative purposes. The Nagpur Municipal Corporation (NMC) has two wings: the administrative wing, which compromises of Commissioner, Additional Municipal Commissioner, Deputy Municipal Commissioner, and Municipal Secretary, and the deliberative wing, which compromises of Mayor, Deputy Mayor,

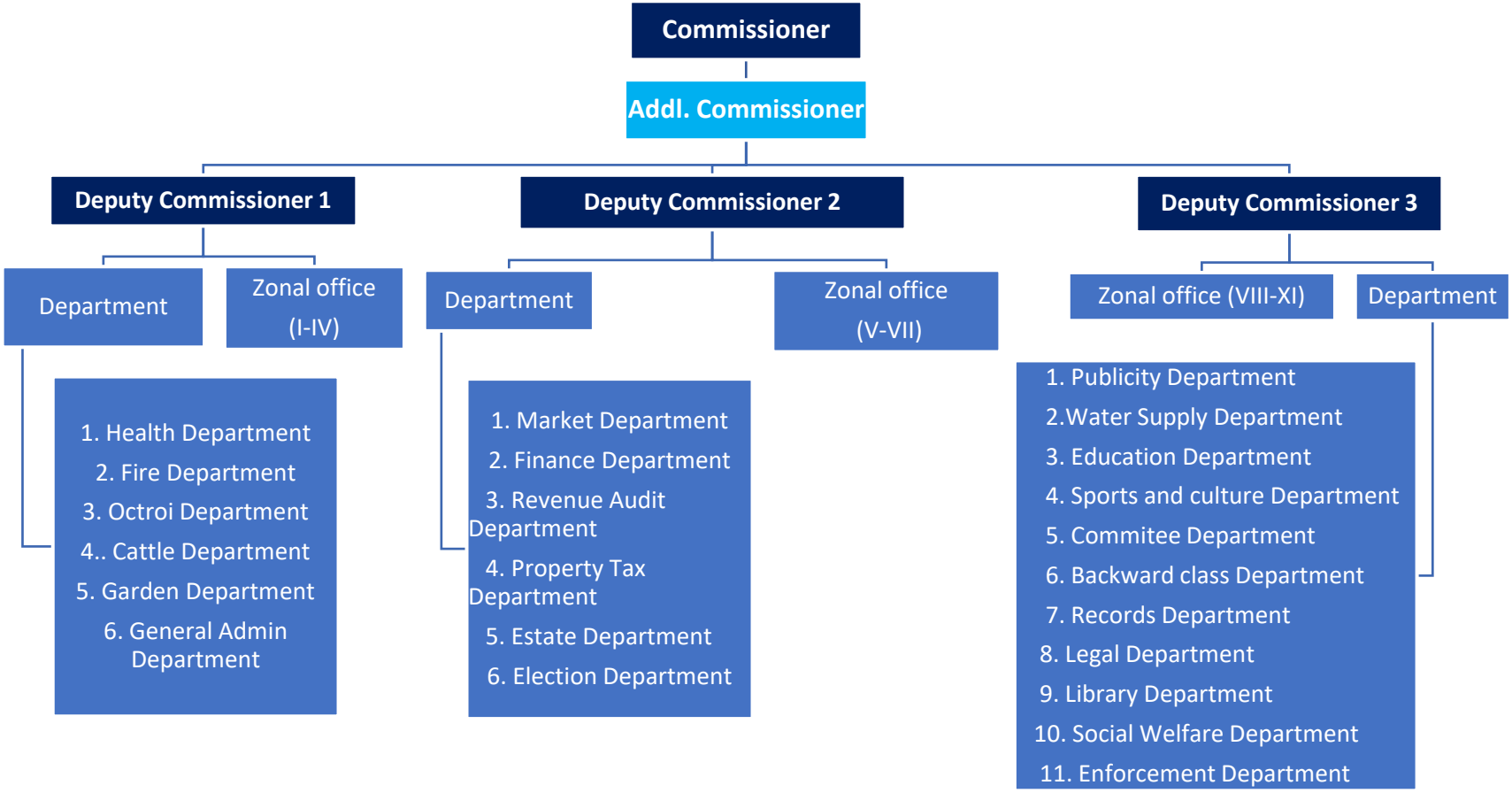
Chairman of the Standing Committee, Ruling Party Leader, Opposition Party Leader, Elected Members, and Nominated Members[2]The two wings together are accountable for the proper functioning of the city and ensuring service delivery to the residents of the city.

Key Achievements/ Features of Nagpur City

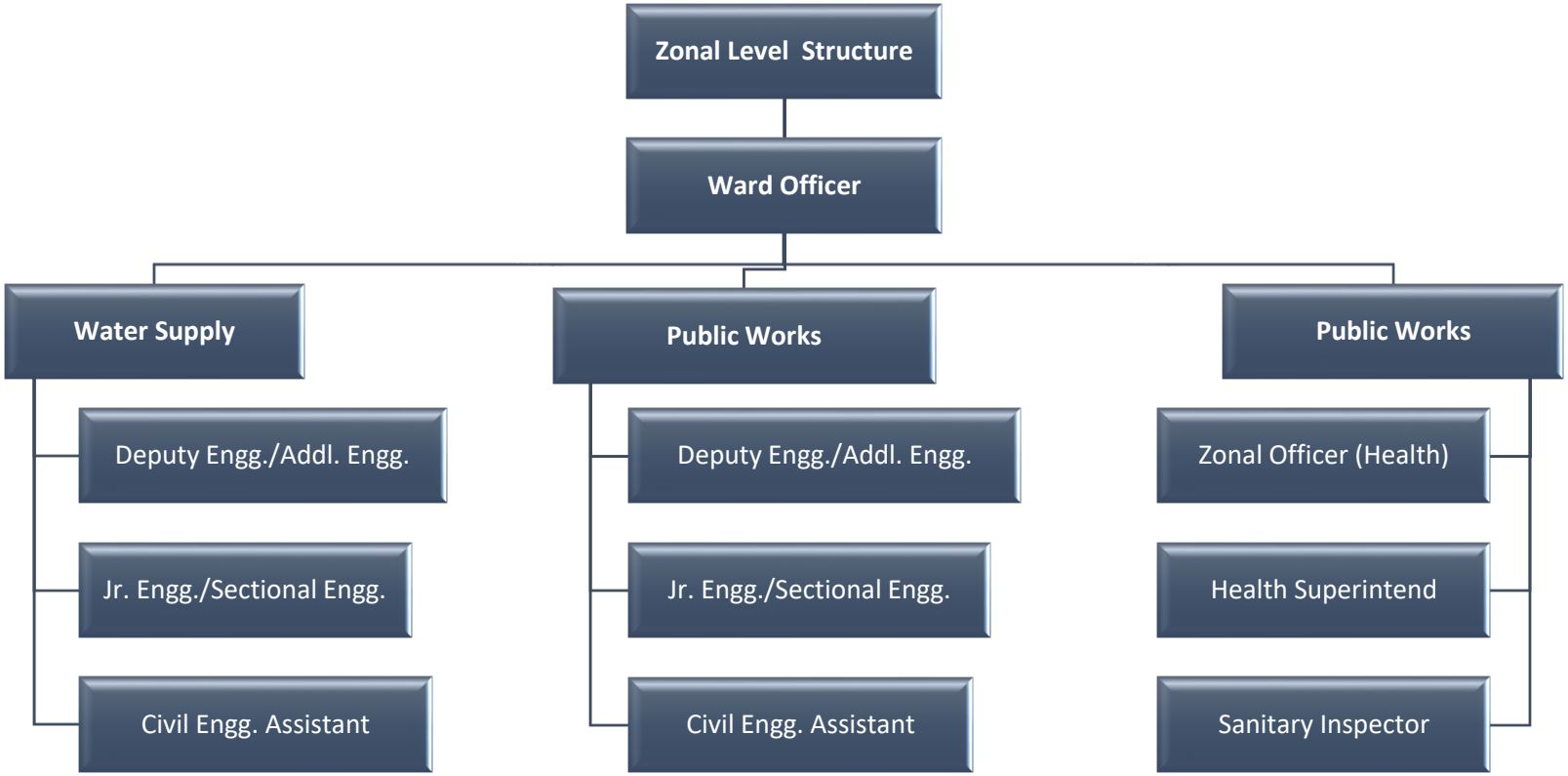
- Nagpur city ranked 8th in the state and 27th in the country in the Swachh Survekshan Survey conducted by the Ministry of Housing and Urban Affairs.
- Nagpur was felicitated nationally for its intent to scale up walking and cycling transformation and accelerate the progress of street design projects.
- Nagpur was selected as one of the 100 cities under the Smart City Mission Flagship program in 2015.
- The NMC has implemented various initiatives like Smart Roads, Smart Energy, Smart Water Management, and Smart Mobility to develop digitally advanced and sustainable infrastructure in the city.
- Nagpur's Jalyukt Shivar Abhiyan, a water groundwater conservation scheme to combat water scarcity in the region, has won several accolades.

[2] https://www.nmcnagpur.gov.in/administrative-wing

3.3 Organogram: Nagpur Municipal Corporation



Source: Website of Nagpur Municipal Corporation)



(Source: Website of Nagpur Municipal Corporation)

3.4 Key Challenges Observed

1. Shortage of Workforce

In the wake of the changing economic environment and rapid urbanization, there has been increasing pressure on the NMC to improve service delivery. However, the NMC is suffering from severe shortage of qualified workforce. Currently, many vacant posts have been filled by giving additional charges to the existing employees. This has impacted over all capacity to perform and resulted into increasing instances of in-efficient service delivery, delays and unaddressed grievances.

2. Lack of Attention towards Defining Job Descriptions and Standard Operating Procedures

There are no process or documentation for accessing defined roles and responsibilities for most of the designations under different departments. In the absence of defined roles and responsibilities, it is difficult to understand the work priorities, effort requirements and accountability which leads to ineffective time management and resources utilization. Additionally, there are no established standard operating procedures for key processes and tasks for different functions and departments which leads to duplication of efforts, lengthy turnaround time and uneven distribution of workload. As the ULB is experiencing severe shortage of manpower, employees are burdened with additional responsibilities. In the absence of defined roles and responsibilities, SoPs, etc. identification of required competencies vis-à-vis roles and development of recruitment strategy becomes difficult. This also leads to assigning additional responsibility to a person who may not have the suitable domain expertise or work experience required to perform the assigned additional job and he/she ends up taking judgement call or no call at all in day-to-day operations. This either results into poor decision making or ineffective service delivery in the department.

3. Fragmented Approach towards Capacity Building

Capacity building initiatives are often fragmented, with multiple agencies and departments involved in different aspects driven under different schemes. One of the reasons is limited awareness and engagement among ULB officials and staff regarding the importance of capacity building due to excessive load of work and dynamic priorities. Lack of coordination and a cohesive approach led to duplication of efforts, inefficient resource utilization, and a fragmented impact on ULB capacity development. The domain of capacity building and related activities such as induction training, refresher courses, training of new technologies, Knowledge Tours, etc. are neither priority nor mainstreamed. This has resulted into inadequate knowledge base, poor resource use efficiency and reluctance in adoption of new technologies and process among the municipal staff.

4. Behavioural Training/Soft Skills is a Neglected Domain

The Municipal Corporation, being the third tier of governance, is closely associated with the citizens and engages with them on daily basis. In such scenario, while addressing issues of the citizens effective communication, leadership skills, conflict management techniques, etc. play a very crucial role. As municipal staff is not equipped with this skillset, many situations/incidents escalate to larger scale leading to wastage of manhours and resources of the ULB.

5. Inter-departmental Synergy needs to be Enhanced

The departments of ULBs work in silos instead of working in co-ordination with each other. This has caused administrative delays, repetition of work and inefficient service delivery for the citizens.

6. External Factors

The corporation operate in a dynamic environment influenced by external factors such as policy changes, political interference, frequent transfers, and resource constraints. These external factors impact the effective implementation of service delivery, daily operations, and capacity building initiatives, if any.

Key Observations & Analysis

4. Key Observations and Analysis

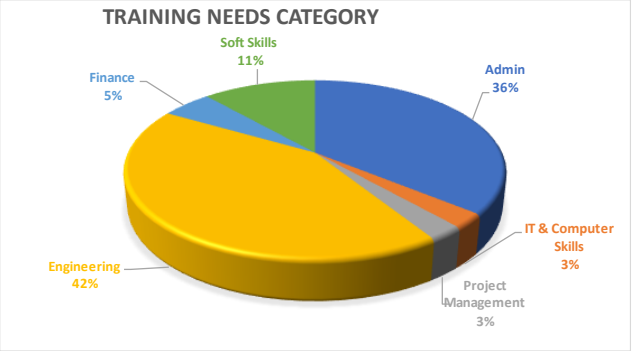
In the course of preparation of ACBP, As-Is study of the ULB was conducted. This included surveys, data collection, focus group discussions as well as interactions with the municipal staff belonging to various departments. During the study, a range of questions were asked to the staff members understand and gauge clarity on their job roles and responsibilities, major challenges they face as well as their opinions/perception about the performance of their own department.

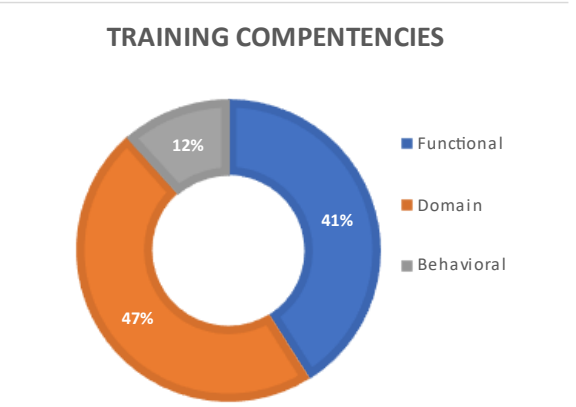
In the next step, based on the job roles, competencies were recognised and accordingly training need analysis was carried out to identify whether there is any explicit demand for the training/capacity building, nature and type of trainings required, its level (beginner/advanced/refresher/etc.), etc. During the discussion, it was underscored that each and every department is understaffed and therefore overburdened with workload. In addition to it, many such HoDs, Deputy Heads were identified who were given additional charge of other department about which they have no knowledge base or domain expertise or any previous experience. This has resulted into inaction, delay and at times stress and frustration.

Although shortage of staff as well as qualified workforce hampers the capacity of the ULB severely, mere its availability in sufficient number doesn't ensure the augmentation in the capacities of the ULB to perform and deliver. Capacity building is a long term and continuous process and owing to complex urban systems and advancement in the technologies, regular updation in the knowledge base is the only alternative. Accordingly, further to As-Is study, mapping of job roles with required competencies and self-assessment w.r.t to the required competencies were carried out. Based on the requirement of competencies, a training need analysis was conducted. Salient features of this exercise are mentioned below-.

4.1 Categorization of Training Needs and Competencies

We have performed surveys and assessments through 1 on 1 interviews, Focused Group Discussions and Department wise round table discussions. Their inputs and suggestions were recorded and analysed to identify key capacity augmentation areas. With respect to Individual Capacity Building, total 78 trainings have been identified which are grouped into six broad categories 1) Administration & Governance Module, 2) Technical & Engineering Module, 3) Project Management Module, 4) IT & Computer Skills Module, 5) Finance Module and 6) Soft/Behavioural Skills Module.





Based on Competencies, the identified training needs are further categorised into three categories. Functional Competency, Behavioural Competency and Domain Knowledge Competency.

From the identified universe of trainings for NMC, 41% of trainings came under functional competencies category and 47% are under Domain specific competencies while 12% are related to behavioural competencies as shown in the pie chart.

4.2 Categorization of Trainings based on Priorities / Objectives

Keeping in mind the 3 lenses of capacity building prescribed by CBC, trainings are further categorised as follows-

1) **National priorities** – This refers to the capacity needs identified for strengthening the skills, knowledge and competencies which are essential for effectively addressing infrastructure development and citizen service delivery objectives. This includes training needs include Construction, engineering, governance, economics and regulatory, environment etc. categories.

2) Emerging Technologies - This refers to the capacity needs identified for developing the necessary skills, knowledge, and competencies to effectively adopt, implement, and utilize new and innovative technologies. It involves equipping individuals with the capabilities required to harness the full potential of emerging technologies for various purposes such as improving productivity, enhancing services, solving complex problems, and driving innovation. This comprises trainings on programs/tools, latest equipment and machineries, new technology driven operational methods etc.

3) Citizen Centricity – This refers to the capacity needs identified for enhancing the ability of individuals to prioritize and focus on the needs/preferences/expectations of citizens and providing excellent customer service and delivering high-quality services that meet citizen expectations. This category includes trainings on behavioural skills, community engagement abilities, communication and collaboration etc.

Trainings supporting National Priorities	
1	Refresher Course on City of Nagpur Corporation Act, 1948 (CNC Act)
2	Refresher Course on Maharashtra Civil Services Rules- 1979
3	Refresher Course on Maharashtra Municipal Corporations Act, 1949
4	Refresher Course on Maharashtra Regional and Town Planning Act- 1966
5	Refresher course on Solid Waste Management Rules- 2016
6	Refresher Course on General Finance Rules and Procurement Policies
7	Refresher course - e-Procurement Systems and Process
8	Refresher course- GeM Portal
9	Training on Bid Process Management (Tendering)
10	Refresher course -RTI Act and Rules
11	Refresher Course on RERA Act and Rules
12	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017
13	Training on Leading practices in Human Resource Management
14	Refresher course on Report-Writing, Note-Taking, Drafting mails
15	Refresher on Recruitment Rules
16	Refresher Course on Unified Development Control and Promotion Regulations (UDCPR) Building Rules for Maharashtra State
17	Refresher on Disaster Management Act, 2005
18	Refresher Course on Maharashtra Land Revenue Code, 1966
19	Refresher course on Environmental Protection Act, 1986
20	Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007
21	Refresher course - Central Goods and Services Tax Act, 2017
22	Refresher Course on Maharashtra Treasury Rules, 1968
23	Training on- Basic principles of Project management, PM Tools and Techniques
24	Training on Contract Management
25	Training on new equipment and Machinery in Civil Works
26	Training on Advance Construction Methodologies (Global Best Practices)
27	Training on Construction Quality Control Testing, Systems and Standards
28	Training on - Public Private Partnership models in Infrastructure Projects
29	Training on Preparation of DPR (Detailed Project Report)
30	Training on Handling special firefighting equipment
31	Training on Underwater Operations
32	Training on Fire safety
33	Training on Designing IEC Campaigns
34	Training on High Rise Building Rescue
35	Training on Dealing with Industrial Emergencies
36	Training on Dealing with Chemical Disasters
37	Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management

38	Training on Wireless communication
39	Training on Service Book Filling
40	Training on Health and Safety Measures
41	Training on Scuba Diving and underwater operations
42	Training on Legal Drafting
43	Training on vertical garden
44	Training on Principles of Public Bus Transport
45	Training on Leading practice in public bus transport
46	Training on Designing Sewerage and storm water drainage.
47	Training on Inventory Management
48	Training on lawn and landscape development
49	Training on Operations and Maintenance - Roads, Sewerage, Drainage
50	Refresher Course on Basics of Finance and Accounts
51	Training on Internal Audit
52	Training on transactions under PPP model (Accounts specific)
53	Training on ESCROW account opening and its operations.
54	Training on E- Document Management

Trainings for emerging technologies	
1	Refresher course and Advanced Training -MS Office
2	Training on MS Excel (Dashboard, VLOOKUP, Formulas and Basic Analysis)
3	Training on Building Information Modelling (BIM)
4	Training on AutoCAD, STAAD Pro
5	Training on - SCADA Systems
6	Training on - Leading technologies in SWM
7	Training on Breathing Apparatus Training Gallery (simulations and models)
8	Refresher Course on Document Management System (MIS) & Office Procedure
9	Refresher Course on GIS
10	Training on HRMS Software

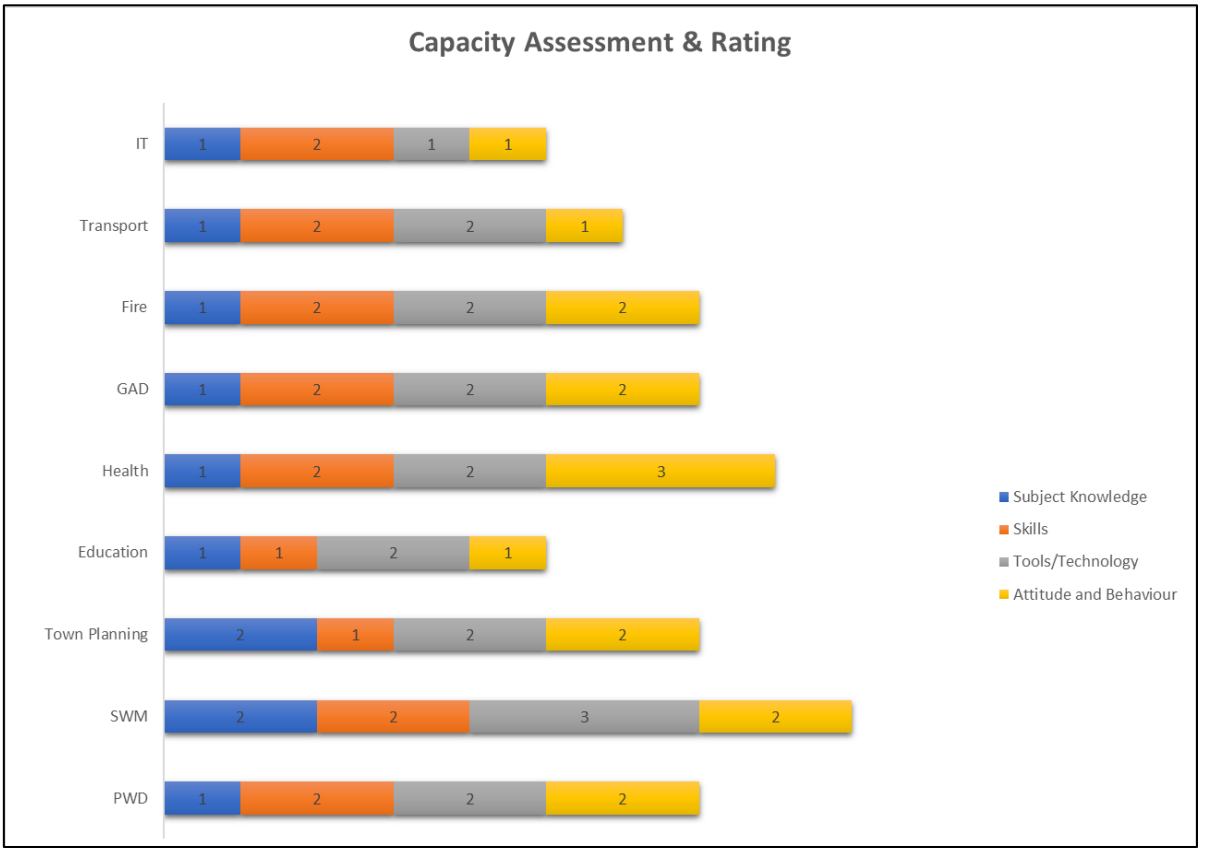
Trainings for Citizen Centricity	
1	Training on Leadership Development
2	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)
3	Training on Effective communication skills (Verbal and Non-Verbal)
4	Training on improving language proficiency
5	Training on stress Management
6	Training on Time Management
7	Training on Team Building
8	Training on New Approaches in Pedagogy
9	Course on Child Psychology

4.3 Self-Assessment of Existing Competencies

During the interviews with HoDs and focused group discussions, the participants were asked to rate the below 4 parameters with respect to existing competencies of their department.

- Subject Knowledge
- Skills
- Tools/Technology
- Attitude and Behaviour

And ratings were # Good – 1 # Satisfactory but needs attention – 2 and #Needs immediate attention – 3. In most of the cases the dominant rating was "Satisfactory but needs



Subject Knowledge - Skills - Tools/Technology- Attitude & behaviour
 # Good-1 # Satisfactory but needs attention - 2 # Needs immediate attention - 3

Individual Capacity Building

5. Individual Capacity Building

Individual capacity building refers to the process of developing an individual's skills, knowledge, and abilities to improve their overall performance and effectiveness. It involves a range of activities and approaches, including training, coaching, mentoring, and on-the-job learning. In addition to this, capacity building can also help individuals adapt to changing circumstances and remain resilient in the face of challenges.

Capacity building of municipal staff is essential to enhance the effectiveness of local government and ensure better service delivery to citizens. It involves providing training, support, and resources to enable municipal staff to perform their roles and responsibilities more efficiently and effectively. Capacity building includes technical training on specific skills, such as financial management, urban planning, or waste management, as well as soft skills like communication, teamwork, and leadership.

The following section focuses on the aspect of capacity building of individuals. It includes self-assessment activity to analyse various aspects of job profile and day to day work of the municipal staff followed by analysis of training needs. Based on the inputs received, a training universe has been created which categorises different training requirements into three major themes. Following this, for the key select trainings, curriculum has been designed. This curriculum acts as a guideline to the ULB while designing more trainings for its staff. To kick start training program, the section also provides an annual training calendar which includes department wise training needs along with an indicative schedule.

5.1 Self-Assessment of Capacity Needs

Self-assessment is a valuable tool for individuals in various aspects of work-life. Firstly, it allows individuals to take an honest and objective look at their performance, behaviour, and attitude. This enables them to identify areas that require improvement and develop strategies to enhance their skills and knowledge. Secondly, self-assessment can promote self-awareness, which is crucial for personal growth and development. Through self-reflection, individuals can gain insights into their own thoughts, feelings, and actions, and identify patterns of behaviour that may be hindering their progress. Thirdly, self-assessment can help individuals set realistic and achievable goals.

By examining their strengths and weaknesses, individuals can identify areas that need improvement and set specific and measurable goals to work towards. This can help them stay focused and motivated and track their progress over time.

During the survey, employees were asked to rate the current level and desired level of proficiency in identified skills on scale of 1 to 10. The objective was to understand the different levels of efficacies to design the right set of trainings covering beginner to

advance level of target efficiencies. The detailed self-assessment table is attached in the Annexure-I.

5.2 Mapping of Roles, Responsibilities, Competencies, and Training Requirements

One of the important tasks, while identifying individual capacity building needs, was to understand various roles and responsibilities of different officials, identify key competencies and skillsets required to perform their job roles effectively and efficiently and finally, discover any training needs or capacity augmentation requirements. With respect to this, a mapping exercise was undertaken with the officials of the ULB which consisted of one-to-one interview as well as focussed group discussions. This mapping exercise has been a valuable tool which resulted into designation-based mapping of roles and responsibilities, competencies and skillset required to perform their duties and identification of training requirements/capacity building needs.

The finding of this activity has been incorporated in the Annual Capacity Building Calendar of the ULB. In addition to this, this mapping will be shared with potential training institute/s to design appropriate training programs for the different cadres of the Municipal Corporation.

Department wise detailed mapping is attached in Annexture II.

5.3 Identified Training Universe

Based on mapping of functional vis-à-vis competencies requirement of each department of Nagpur Municipal Corporation and subsequent training needs assessment of individual roles, a total 78 topics/areas of trainings have been identified for different designations and levels. We have sub-categorized these training into 6 themes including 1) Administrative and Governance, 2) Technical and Engineering, 3) Project Management 4) IT and Computers 5) Finance and 6) Soft skills. However, the broad categories are still Functional, Domain and Behavioural.

	Topics, Themes, Areas identified for Capacity Augmentation of Nagpur Municipal Corporation	Finance & Accounts	Solid Waste Management	Fire	Town Planning	Public Works Dept.	Health	Education	Estate	Dept. of Tax	General Admin	Transp-ort	Bazar	IT	Law Dept.	Priority Level
Functional Competencies	**Administration and Governance Module**															
	Refresher Course on Maharashtra Civil Services Rules- 1979	CAFO, NA, Acc.Off., AA, BO. Asst.Sup.	AC, DC	CFO, DCFO	DDTP, TP, JE,Asst.CE	CE, ACE, SE	MHO, ADHO, MO	EO,DEO,DD	DC, EM	Asst. Comm., TC, TS	Asst. Comm., Sp	TM, AO	DS, MS, DMS	DIT, AIO	LO, ALO	CRITICAL
	Refresher Course on Maharashtra Municipal Corporations Act, 1949	CAFO, NA, Acc.Off., AA, BO. Asst.Sup.	AC, DC	CFO, DCFO, DFO	DDTP, TP, JE,Asst.CE	CE, ACE, SE	MHO, ADHO, MO	EO,DEO,DD	DC, EM	Asst. Comm., TC, TS	Asst. Comm., Sp	TM, AO	DS, MS, DMS	DIT, AIO	LO, ALO	CRITICAL
	Refresher Course on Maharashtra Regional and Town Planning Act- 1966				DDTP, TP, JE,Asst.CE										LO, ALO	MEDIUM
	Refresher course on Solid Waste Management Rules- 2016		AC, DC, Asst.Sup., CSO													CRITICAL
	Refresher Course on General Finance Rules and Procurement Policies	NA, Acc.Off., AA, CLK				SE, DE, EE, JE	CLK		EM, CLK			TM, AO, Acc.Off.		DIT, AIO, CC		HIGH
	Refresher course - e-Procurement Systems and Process	NA, Acc.Off., AA, Asst.Sup., CLK	Asst.Sup., ZO, CLK			SE, DE, EE, JE			EM, CLK		CLK	TM, AO, Acc.Off.		DIT, AIO, CC		MEDIUM
	Refresher course- GeM Portal	CLK	Asst.Sup., ZO, CLK			DE, JE, AM		DPO, SI	EM, CLK		CLK	AO, Acc.Off., CLK	MS, DMS, JI,Asst., CLK	DIT, AIO, CC		MEDIUM
	Training on Bid Process Management (Tendering)	CLK	Asst.Sup., ZO, CLK	DCFO, DFO,SO	TP, JE, Asst.CE, GA, CLK	DE, JE, AM	ADHO, MO,CLK	EO,DEO,DD, DPO, SI,CLK	EM, CLK	CLK	Asst.Sup., CLK	AO, Acc.Off., CLK	MS, DMS, JI,Asst., CLK	AIO, CC		MEDIUM
	Refresher course -RTI Act and Rules	NA, Acc.Off., AA, Asst.Sup., CLK	Asst.Sup., ZO, CSO, SI, CLK,	ADFO, SO	TP, JE, Asst.CE, GA, CLK	AM	CLK	M, CLK	EM, CLK	Asst. Comm., TC, TS, CLK	Sp., Asst.Sup. , CLK	TM, AO, Acc.Off., LO, CLK	JI,Asst.	AIO, CC, Mr	LO, ALO	MEDIUM
	Refresher Course on RERA Act and Rules				TP, JE, Asst.CE										LO, ALO	CRITICAL
	Refresher Course on Right to Education Act (Provisions and Enforcement)							EO,DEO,DD, DPO, SI								MEDIUM
	Workshop on New Education Policy Implementation							EO,DEO,DD, DPO, SI								MEDIUM
	Training on E-Library Management System							EO,DEO,DD, DPO, SI								MEDIUM
	Training on - Active Learning in STEM							EO,DEO,DD, DPO, SI								MEDIUM
	Training on- CSR and Fundraising							EO,DEO,DD, DPO, SI								MEDIUM

	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017											DS, MS, DMS			CRITICAL
	Training on Leading practices in Human Resource Management	Asst.Sup.	Asst.Sup.						EM	Asst. Comm.,			CLK			HIGH
	Refresher course on Report-Writing, Note-Taking, Drafting mails	CLK	Asst.Sup., ZO, CSO, SI, CLK,	DFO, ADFO, SO	CLK, RK	JE, AM	MHO, ADHO, MO, CLK	SI, CLK	EM, CLK	CLK	CLK		CLK	CC, Mr		HIGH
	Refresher Course on Unified Development Control and Promotion Regulations (UDCPR) Building Rules for Maharashtra State				DDTP, TP, JE, Asst.CE										LO, ALO	HIGH
	Refresher on Disaster Management Act, 2005			CFO, DCFO, DFO, ADFO,SO												CRITICAL
	Refresher Course on Maharashtra Land Revenue Code, 1966				TP, JE, Asst.CE	SE, EE, DE, JE			EM, CLK	Asst. Comm., TC, TS					LO, ALO	MEDIUM
	Refresher Course on Environmental Protection Act, 1986		DC, Asst.Sup., ZO, CSO, SI,			SE, EE, DE, JE									LO, ALO	MEDIUM
	Refresher Course on Environment Impact Assessment Notification, 2006 and subsequent amendments		DC, Asst.Sup., ZO, CSO, SI,													MEDIUM
	Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007					DE, JE										MEDIUM
	Refresher course - Central Goods and Services Tax Act, 2017	CAFO, NA, Acc.Off., AA, BO								Asst. Comm., TC, TS			DS, MS, DMS		LO, ALO	MEDIUM
	Refresher Course on Maharashtra Treasury Rules, 1968	CAFO, NA, Acc.Off., AA, Asst.Sup., BO								Asst. Comm., TC, TS						HIGH
	Refresher Course on Public Administration										Asst. Comm., Sp.					CRITICAL
	Training on E-file Management System											CLK				MEDIUM
	IT and Computer Skills															
	Refresher course and Advanced Training -MS Office	Asst.Sup., CLK	Asst.Sup., ZO, CSO, SI, CLK, BCLK	ADFO, SO	GA, CLK, RK	DE, JE, AM	MO, CLK,	SI, CLK	EM, CLK	TC, TS, CLK	Asst. St, CLK	AO, Acc.Off., LO, CLK	JI, CLK ,Asst.	CC, Mr		CRITICAL
	Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis)	Asst.Sup., CLK	Asst.Sup., ZO, CSO, SI, CLK, BCLK	ADFO, SO	GA, CLK, RK	DE, JE, AM	MO, CLK,	SI, CLK	EM, CLK	TC, TS, CLK	Asst.Sup. CLK	AO, Acc.Off., LO, CLK	JI, CLK	CC, Mr		CRITICAL
	Project Management															
	Training on- Basic principles of Project management, PM Tools and Techniques					EE, DE										CRITICAL
	Training on Contract Management	NA, Acc.Off., AA				EE, DE							DS, MS, DMS	DIT, AIO		CRITICAL
Do	**Technical and Engineering Module**															

Training on Building Information Modelling (BIM)				DDTP, TP, JE, Asst.CE	EE, DE, SE, JE										MEDIUM
Training on AutoCAD, STAAD Pro				TP, JE, Asst.CE, D, T	EE, DE, SE, JE										MEDIUM
Training on new equipment and Machinery in Civil Works					EE, DE, SE, JE										MEDIUM
Training on Advance Construction Methodologies (Global Best Practices)					SE, EE, DE										MEDIUM
Training on Construction Quality Control Testing, Systems and Standards					SE, DE, EE, JE										HIGH
Training on - SCADA Systems															HIGH
Training on - Leading technologies in SWM		DC, Asst.Sup., ZO, CSO													HIGH
Training on - Public Private Partnership models in Infrastructure Projects					SE, DE, EE, JE										HIGH
Training on Preparation of DPR (Detailed Project Report)								EM, CLK							CRITICAL
Training on Handling special firefighting equipment			CFO,DFO, ADFO, SO,LF, F, D-O, ET												CRITICAL
Training on Underwater Operations			CFO,DFO, ADFO, SO,LF, F, D-O, ET												MEDIUM
Training on Fire safety			CFO,DFO, ADFO, SO,LF, F, D-O, ET												HIGH
Training on Designing IEC Campaigns						CLK	CLK								MEDIUM
Training on High Rise Building Rescue			CFO,DFO, ADFO, SO,LF, F, D-O, ET												CRITICAL
Training on Dealing with Industrial Emergencies			CFO,DFO, ADFO, SO,LF, F, D-O, ET												CRITICAL
Training on Dealing with Chemical Disasters			CFO,DFO, ADFO, SO,LF, F, D-O, ET												CRITICAL
Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management			CFO,DFO, ADFO, SO,LF, F, D-O, ET												CRITICAL
Training on Wireless communication			CFO,DFO, ADFO, SO,LF, F, D-O, ET,D												HIGH
Training on Breathing Apparatus Training Gallery (simulations and models)			CFO,DFO, ADFO, SO,LF, D-O, ELF, F ET, FT			MHO, ADHO, MO									MEDIUM
Training on Service Book Filling	CLK	S, CLK	SO	GA, CLK, RK	AM			CLK			AO, Acc.Off., LO, CLK	MS, DMS	AIO, CC		HIGH
Training on Health and Safety Measures		Asst.Sup., ZO, CSO, SI, SK, S, CJ				MHO, ADHO, MO									HIGH

	Refresher Course on Document Management System (MIS) & Office Procedure	Asst.Sup., CLK	CLK, BCLK		GA, CLK, RK	AM	CLK	SI, CLK	CLK	TC, TS, CLK	CLK	Acc.Off., LO, CLK	MS, DMS	AIO, CC, Mr		HIGH
	Refresher Course on GIS				TP, JE, Asst.CE, D, T											HIGH
	Training on Scuba Diving			CFO,DFO, ADFO, SO,LF, D-O, ELF, F ET, FT												HIGH
	Training on Legal Drafting									TC, TS, CLK			MS, DMS		LO, ALO	CRITICAL
	Training on Training on Operation and Maintenance of Gardens/Parks															HIGH
	Training on Principles of Public Transportation (City Bus Service)											TM, AO, DE, TrM				HIGH
	Training on Leading Practices in Public Transportation											TM, AO, DE, TrM				HIGH
	Training on HRMS Software				CLK, GA	AM	CLK	SI, CLK			Asst. St, CLK	AO, Acc.Off., LO, CLK		AIO, CC, Mr		HIGH
	Training on Designing Sewerage and storm water drainage					DE, EE, JE										CRITICAL
	Training on Inventory Management			DFO, ADFO, SO			CLK							AIO, CC, Mr		CRITICAL
	Training on lawn and landscape development					DE, JE										CRITICAL
	Training on Operations and Maintenance - Roads, Sewerage, Drainage					EE, DE, SE, JE										CRITICAL
	Finance															
	Refresher Course on Basics of Finance and Accounts	AA, Asst.Sup., CLK	BCLK													CRITICAL
	Training on Internal Audit	AA, Asst.Sup., CLK	BCLK													CRITICAL
	Training on transactions under PPP model (Accounts specific)	AA, Asst.Sup , CLK														CRITICAL
	Training on ESCROW account opening and its operations	AA, CLK														CRITICAL
Behavioural Competencies	**Soft Skills**															
	Training on Leadership Development	CAFO	AC, DC	CFO, DCFO	DDTP, TP, JE,Asst.CE	CE, ACE, SE	HOD	EO,DEO,DD	DC, EM	Asst. Comm.,	Asst. Comm., Sp.	TM, AO	DS	DIT, AIO	LO, ALO	HIGH
	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)		Asst.Sup., ZO, CSO, SI, SK, S, CJ	DFO, ADFO, SO, LF			MHO, ADHO, MO	EO,DEO,DD	DC, EM	Asst. Comm., TC, TS	Asst. Comm., Sp.	Acc.Off., LO, I, ST, CLK	DS, MS, DMS	DIT, AIO	LO, ALO	HIGH
	Training on New Approaches in Pedagogy							EO,DEO,DD								MEDIUM
	Course on Child Psychology							EO,DEO,DD								MEDIUM

	Training on Effective communication skills (Verbal and Non-Verbal)	Asst.Sup , CLK,	Asst.Sup., ZO, CSO, SI, SK, S, CJ	SO,LF, F, D-O, FT, ET, D	GA, CLK,	JE, AM	HO, CLK	DPO, SI, CLK	EM, CLK	TC, TS	Asst.Sup., CLK	Acc.Off., LO, I, ST, CLK	JI, MS, DMS, Asst.	CC, Mr,W	LO, ALO	CRITICAL
	Training on improving Language Proficiency	Asst.Sup , CLK	CLK, BCLK	LF, F, D-O, FT, ET, D	GA, CLK,	JE, AM	CLK	DPO,SI , CLK	EM, CLK	TC, TS	Asst.Sup., CLK	Acc.Off., LO, I, ST, CLK	JI, DMS	CC, Mr,W	LO, ALO	HIGH
	Training on Stress Management	CAFO, NA, Acc.Off., AA	AC, DC, Asst.Sup., ZO, CSO, SI, SK, S, CJ	CFO, DCFO	DDTP, TP, JE,Asst.CE	CE, ACE, SE	MHO, HO	EO,DEO,DD	DC, EM	Asst. Comm., TC, TS	Asst. Comm., Sp.	TM, AO	DS	DIT, AIO	LO, ALO	HIGH
	Workshop on Time Management	CAFO	AC, DC, Asst. Sup.	CFO, DCFO, DFO	DDTP, TP, JE,Asst.CE	CE, ACE, SE	MHO. HO	EO,DEO,DD	DC, EM	Asst. Comm., TC, TS	Asst. Comm., Sp.	TM, AO	DS	DIT, AIO	LO, ALO	MEDIUM
	Training on Team Building	CAFO	AC, DC, Asst. Sup.	CFO, DFO	DDTP, TP, JE,Asst.CE	CE, ACE, SE	MHO, ADHO, MO	EO,DEO,DD	DC, EM	Asst. Comm., TC, TS	Asst. Comm., Sp.	TM, AO	DS	DIT, AIO		MEDIUM

Designations & Abbreviations

Assistant Auditor	AA	Budget Officer	BO	Chief Sanitary Officer	CSO	Executive Engineer	EE	Mohrir	Mr	Tax Assessor & Collector	TC
Additional Commissioner	AC	Cashier	C	Draftsman	D	Estate Manager	EM	Market Superintendent	MS	Transport Manager	TM
Account Officer	Acc.Off.	Chief Accounts and Finance Officer	CAFO	Deputy Commissioner	DC	Educational Officer	EO	Nigam Auditor	NA	Town Planner/ Deputy Engineer	TP
Assistant Chief Engineer	ACE	Computer Clerk	CC	Deputy Chief Fire Officer	DCFO	Electricians	ET	Peon	P	Tax Superintendent	TS
Assistant Divisional Fire Officer	ADFO	Chief Engineer	CE	Deputy Director	DD	Fireman	F	Record Keeper	RK	Wireman	W
Additional District Health Officer	ADHO	Chief Fire Officer	CFO	Deputy Director- Town Planning	DDTP	Fitters	FT	Route Checker	RO	Zonal Officer	ZO
Additional IT Officer	AIO	Conservancy Jamadar	CJ	Deputy Engineer	DE	General Admin	GA	Supervisor	S		
Admin	AM	Clerk	CLK	Deputy Educational Officer	DEO	Inspector	I	Superintendent Engineer	SE		
Administrative Officer	AO	Senior Grade Clerk	CLK	Divisional Fire Officer	DFO	Junior Engineer	JE	Sanitary Inspector	SI		
Assistant Station Officer	ASO	Lower Grade Clerk	CLK	Assistant Commissioner & Director IT	DIT	Junior Engineer	JE	School Inspector	SI		
Assistant	Asst.	Lower Division Clerk	CLK	Deputy Market Superintendent	DMS	Junior Inspector	JI	Safai Karamchari	SK		
Assistant Commissioner	Asst. Comm.	Senior Clerk	CLK	Drivers-Operators	D-O	Leading Fireman	LF	Station Officer	SO		
Assistant Superintendent	Asst. Sup.	Junior Clerk	CLK	Deputy Program Officer	DPO	Labour Officer	LO	Superintendent	Sp		
Assistant Civil Engineer	Asst.CE	Higher Division Clerk	CLK	Driver	Dr	Medical Health Officer	MHO	Supervisor (Tech)	ST		
Bill Clerk	BCLK	Lower Division Clerk	CLK	Deputy secretory	DS	Medical Officer	MO	Tracer	T		

5.4 Tentative Annual Training Calendar

Based on the insights received from study of training needs, a suggestive annual training calendar has been prepared for the ULB. The calendar can act as baseline document when a training institution/s is/are onboarded while executing ACBP. The Capacity Building Unit (CBU) set up at the Municipal Corporation will act as nodal agency in this whole exercise. The CBU will be responsible to reach out to the suggested training institutes (but not limited to) and will assess availability of suitable courses or customisation of the trainings courses as per the needs assessment.

Online/offline Training | Workshop | Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
1	Refresher Course on Maharashtra Civil Services Rules- 1979	Online/Onsite Training	All Departments		■				■			
2	Refresher Course on Maharashtra Municipal Corporations Act, 1949	Onsite Training/ Immersive Learning	All Departments			■				■		
3	Refresher Course on Maharashtra Regional and Town Planning Act- 1966	Online/Onsite Training	Town Planning, and IT				■				■	
4	Refresher course on Solid Waste Management Rules- 2016	Online/Onsite Training	Solid Waste Management		■							■
5	Refresher Course on General Finance Rules and Procurement Policies	Online Training	Finance & Accounts, Town Planning Public Works Dept., Health, Estate, Property Tax, Transport, Bazar, and IT	■								
6	Refresher course - e-Procurement Systems and Process	Online Training	Finance & Accounts, Solid Waste Management, Town Planning Public Works Dept., Estate, Property Tax, General Admin, and Bazar				■		■		■	
7	Refresher course- GeM Portal	Online Training	Finance & Accounts, Solid Waste Management, Town Planning Public Works Dept., Education, Estate, Property Tax, General Admin, and Bazar, and IT			■						■
8	Training on Bid Process Management (Tendering)	Online/Onsite Training + workshop, immersive learning	Finance & Accounts, Town Planning, and General Admin			■						
9	Refresher course -RTI Act and Rules	Online Training	All Departments			■						
10	Refresher Course on RERA Act and Rules	Online Training	Town Planning,				■				■	
11	Refresher Course on Right to Education Act (Provisions and Enforcement)	Online Training	Education		■				■			
12	Workshop on New Education Policy Implementation	Online Training	Education		■				■			
13	Training on E-Library Management System	Online Training	Education								■	
14	Training on - Active Learning in STEM	Online Training	Education				■					■
15	Training on- CSR and Fundraising	Online Training	Education		■				■		●	

Online/offline Training Workshop Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
16	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017	Online Training	Education					■				
17	Training on Leading practices in Human Resource Management	Online/Onsite Training	Town Planning and Bazar			■						
18	Refresher course on Report-Writing, Note-Taking, Drafting mails	Online Training	Finance & Accounts, Solid Waste Management, Town Planning Public Works Dept., Estate, Property				■				■	
19	Refresher Course on Unified Development Control and Promotion Regulations (UDCPR) Building Rules for Maharashtra State	Online/Onsite Training	Town Planning		■						■	
20	Refresher on Disaster Management Act, 2005	Online Training	Fire	■				■				■
21	Refresher Course on Maharashtra Land Revenue Code, 1966	Online/Onsite Training	Town Planning, Public Works Dept., Estate, and Property Tax	■			■				■	
22	Refresher course on Environmental Protection Act, 1986	Online Training	Solid Waste Management and Public Works Dept			■						
23	Refresher Course on Environment Impact Assessment Notification, 2006 and subsequent amendments	Online Training	Solid Waste Management			■						
24	Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007	Online/Onsite Training	Town Planning, Public Works Dept, and Estate		■							
25	Refresher course - Central Goods and Services Tax Act, 2017	Online Training	Finance & Accounts, Property Tax, and Bazar				■					
26	Refresher Course on Maharashtra Treasury Rules, 1968	Online Training	Finance & Accounts and Property Tax			■						
27	Refresher Course on Public Administration	Online Training	General Admin and Bazar			■						
28	Training on E-file Management System	Online Training	Transport			■						
29	Refresher course and Advanced Training -MS Office	Online/Onsite Training	All Departments				■					■
30	Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis)	Online/Onsite Training	All Departments			■						
31	Training on- Basic principles of Project management, PM Tools and Techniques	Online Training	Town Planning, Public Works Dept, and Bazar				■					■
32	Training on Contract Management	Online Training	Town Planning, Public Works Dept, and Bazar		■					■		
33	Training on Building Information Modelling (BIM)	Online Training	Town Planning and Public Works Dept			■						■
34	Training on AutoCAD, STAAD Pro	Online/Onsite Training	Town Planning and Public Works Dept		■			■			■	

Online/offline Training Workshop Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
35	Training on new equipments and Machinery in Civil Works	Online/Onsite Training	Public Works Dept			■				■		
36	Training on Advance Construction Methodologies (Global Best Practices)	Online/Onsite Training	Public Works Dept			■	●					
37	Training on Construction Quality Control Testing, Systems and Standards	Onsite Training	Public Works Dept	■			■					■
38	Training on - SCADA Systems	Onsite/Online Training, immersive learning	Town Planning		■					■		
39	Training on - Leading technologies in SWM	Online/Onsite Training, immersive learning	Solid Waste Management		●	■						■
40	Training on - Public Private Partnership models in Infrastructure Projects	Online/Onsite Training, immersive learning	Public Works Dept					■				
41	Training on Preparation of DPR (Detailed Project Report)	Online/Onsite Training	Town Planning and Estate							■		
42	Training on Handling special fire fighting equipment	Onsite Training	Fire		■				■			
43	Training on Underwater Operations	Onsite Training	Fire			■						
44	Training on Fire safety	Onsite Training	Fire		●			■				●
45	Training on Designing IEC Campaigns	Online/Onsite Training, immersive learning	Health and Education				■		●		■	●
46	Training on High Rise Building Rescue	Onsite Training	Fire	●			●			■		
47	Training on Dealing with Industrial Emergencies	Online Training	Fire		■			●		■		
48	Training on Dealing with Chemical Disasters	Online Training	Fire			■						■
49	Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management	Online Training	Fire				■					
50	Training on Wireless communication	Online/Onsite Training, immersive learning	Fire and IT		■					●		
51	Training on Breathing Apparatus Training Gallery (simulations and models)	Online/Onsite Training, immersive learning	Fire and Health			■						
52	Training on Service Book Filling	Online/Onsite Training, immersive learning	Bazar			■						■
53	Training on Health and Safety Measures	Online/Onsite Training	Solid Waste Management and Health				●	■			■	

Online/offline Training Workshop Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
54	Refresher Course on Document Management System (MIS) & Office Procedure	Online Training	Finance & Accounts, Solid Waste Management, Town Planning Public Works Dept., Health,									
55	Refresher Course on GIS	Online Training	Town Planning and IT									
56	Training on Scuba Diving and underwater operations	Online/Onsite Training, immersive learning	Fire									
57	Training on Legal Drafting	Online/Onsite Training	Property tax and Bazar									
58	Training on Training on Operation and Maintenance of Gardens/Parks	Online Training	Engineering									
59	Training on Principles of Public Bus Transport	Online/Onsite Training	Transport									
60	Training on Leading practice in public bus transport	Onsite Training	Transport									
61	Training on HRMS Software	Online/Onsite Training	Town Planning, Public Works Dept., Health, Education, General Admin, Transport, and IT									
62	Training on Designing Sewerage and storm water drainage	Online/Onsite Training	Town Planning and Public Works Dept.									
63	Training on Inventory Management	Onsite Training	IT									
64	Training on lawn and landscape development	Online/Onsite Training	Town Planning and Public Works Dept.									
65	Training on Operations and Maintenance - Roads, Sewerage, Drainage	Online/Onsite Training	Public Works Dept.									
66	Refresher Course on Basics of Finance and Accounts	Online/Onsite Training	Finance & Accounts, Solid Waste Management, Town Planning Public Works Dept., Health, Education, Estate, Property Tax, and Transport									
67	Training on Internal Audit	Online/Onsite Training	Finance & Accounts and Solid Waste Management									
68	Training on transactions under PPP model (Accounts specific)	Online/Onsite Training	Finance & Accounts and Town Planning									
69	Training on ESCROW account opening and its operations	Online/Onsite Training	Finance & Accounts									
70	Training on Leadership Development	Online Training	All Departments									
71	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	Online/Onsite Training	Fire, Solid Waste Management, Health, Education, Estate, Property Tax, General Admin, Transport,									
72	Training on New Approaches in Pedagogy	Online Training	Education									

Online/offline Training Workshop Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
73	Course on Child Psychology	Online Training	Education				✓				✓	
74	Training on Effective communication skills (Verbal and Non Verbal)	Online/Onsite Training	All Departments			✓						
75	Training on improving Language Profficiency	Online Training	All Departments		✓			✓				✓
76	Training on Stress Management	Online Training	All Departments	✓							✓	
77	Workshop on Time Management	Online/Onsite Training	All Departments				✓			✓		
78	Training on Team Building	Online/ Onsite Training	All Departments		✓				✓			

5.5 Training Curriculum Expectation

Keeping in mind the different level of proficiencies and varied nature of roles and responsibilities of municipal staff at NMC, a baseline expectation for key training courses have been chalked out to guide the Corporation and Capacity Building Unit in selecting and facilitating training curriculum as well as arranging trainings for the municipal staff.

As given in the tables below, for each topic, details of desired training/course have been mentioned covering key topics to be of covered, probable duration of the course, requirement of site visit, etc. The links of the available and relevant online courses have also been provided in each table to facilitate trainings. In addition to this, for each topic, names of the potential training institutions have been listed. The Capacity Building Unit at the Municipal Corporation is delegated with the task to partner with these training institutions as per the training needs and capacity augmentation objective. However, the given list is of suggestive in nature and non-exhaustive. Based on training plan, CBU will have to decide on building partnerships with the given training institutions or engage with any other suitable training partners.

Topic/Area/Theme	**Refresher Course on Maharashtra Civil Services Rules- 1979**		
Course Objective	To improve comprehensive understanding of the Maharashtra Civil Services Rules- 1979		
Expected Duration	**1 Day**	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of Maharashtra Civil Service Rules and their relevance to ULBs. 2. Understanding the constitutional framework and legal provisions governing civil services in Maharashtra. 3. Understanding the rules and procedures for appointment, promotion, and transfer. 4. Study of rules related to leaves, promotion, probation, and retirement. 5. Examination of administrative powers, delegation of authority, and decision-making processes within ULBs.			
Targeted Departments- All departments			
Online Courses – N. A	**Potential Training Institutes:** • YASHADA, Pune • AIILSG, Nagpur		

Topic/Area/Theme	**Refresher course on Maharashtra Municipal Corporations Act, 1949**		
Course Objective	To improve comprehensive understanding of Maharashtra Municipal Corporations Act, 1949 and its applicability in the day-to-day activities.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview on municipal authority, elections, powers and functions, procedures etc. 2. Summary of organizational structure, appointments, essential services, 3. Understanding of Finance, Accounts and Audits, Property, and relevant sections of the act 4. Regulation of Buildings, Licenses and fee, Taxes, by-laws 5. Penalties, procedures and miscellaneous.			
Targeted Department- All departments			
Online Courses: NA	**Potential Training Institutes:** • YASHADA, Pune • AIILSG, Nagpur		

Topic/Area/Theme	**Refresher Course on Maharashtra Regional and Town Planning Act- 1966**		
Course Objective	To improve comprehensive understanding of Maharashtra Regional and Town Planning Act- 1966the to understand the law and its provisions better.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of Maharashtra Regional and Town Planning Act. 2. Understanding the role of NMC in the planning process. 3. Understanding the planning process, preparation of development plans, control rules, and zoning regulations. 4. Examination of the principles and techniques of land use planning, infrastructure development, and environmental considerations. 5. Understanding permissions, licenses, and clearances required for development projects of different kinds.			
Targeted Departments- Town Planning Department, Public Works Department			
Online Courses: NA	**Potential Training Institutes:** • YASHADA, Pune • CEPT University, Gujrat		

Topic/Area/Theme	Refresher course on Solid Waste Management Rules- 2016		
Course Objective	To improve comprehensive understanding on waste management policies and rules enforced under Solid Waste Management Rules- 2016		
Expected Duration	1 day	**Mode: Onsite/Offsite**	**Exposure visit-Applicable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. All rules, guidelines, and laws applicable to Waste Management in Maharashtra. 2. Municipal Solid Waste Management - Fundamentals Sources; composition; generation rates; collection of waste; separation, transfer, and transport of waste; treatment and disposal options. 3. Environment Risk Assessment - Defining risk and environmental risk; methods of risk assessment; case studies. 4. Detailed case studies on the use of predictive analysis used for effective management of Solid Waste. 5. Financial Implications, i.e., costs and savings (realized) through adoption of CIT based technologies and understanding of the impact.			
Targeted Department – Solid Waste Management			
Online Courses: **https://nptel.ac.in/courses/105103205**	**Potential Training Partner:** • AIILSG, Nagpur • NEERI, Nagpur • Centre for Science an Environment, New Delhi		

Topic/Area/Theme	Refresher Course on General Finance Rules and Procurement Policies		
Course Objective	To enhance the knowledge and skills of municipal corporation employees in understanding and implementing General Finance Rules and Procurement Policies effectively.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of GFR and its importance in financial management 2. Introduction to procurement policies and their significance in public procurement 3. Basics of budget preparation, including revenue estimation and expenditure forecasting 4. Importance of financial accountability in the municipal corporation context 5. Promoting ethical behaviour and integrity in financial processes			
Targeted Departments- Finance and Accounts, Health, Estates, IT, Bazar			
Online Courses: NA	**Potential Training Institutes:** • YASHADA, Pune • Arun Jaitley National Institute of Financial Management (https://www.ajnifm.ac.in/mdpprograms/training-programme-public-procurement-basic-advanced-2023-24)		

Topic/Area/Theme	Refresher course - e-Procurement Systems and Process		
Course Objective	To improve knowledge and skills of officials in using electronic office tools and systems.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding of complete tendering process starting from online publishing of tender, enquiries, online bid submission by the bidders, online bid opening, uploading of bid evaluation results and publication of award of Contract. 2. Registration of user organizations and understanding of different roles for different designations 3. Setting up of required infrastructure such as procuring digital signatures, activating govt. official email ids, etc. 4. Workflow Automation – Covers the automation of administrative & bureaucratic processes using digital tools & technologies such as workflow management systems, to improve efficiency and reduce errors. 5. Electronic Document Management – Covers the process of creating, managing, storing and sharing digital documents.			
Targeted Departments – All Departments			
Online Courses: **https://igotkarmayogi.gov.in/digital india** **https://www.procurementlearning.org/** (https://www.ajnifm.ac.in/mdpprograms/training-programme-public-procurement-basic-advanced-2023-24)	**Potential Training Institutes:** • YASHADA, Pune • Arun Jaitley National Institute of Financial Management		

Topic/Area/Theme	Public Procurement through GeM Portal		
Course Objective	Training on use of GeM portal for the public procurement		
Expected Duration	1 Day	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to the GEM Portal 2. Guidelines and best practices recommended for public procurement. 3. Online Bid preparation and evaluation process 4. Contract Award: Preparation of bid evaluation report, Award of contract 5. Use of GeM support centre to address grievances			
Targeted Department – All Departments			
Online Courses: **https://igotkarmayogi.gov.in/GemPortal** **https://gem.gov.in/training**	**Potential Training Institutes:** • YASHADA, Pune • Indian Institute of Public Administration, Delhi		

Topic/Area/Theme	Training on RERA Act and Rules		
Course Objective	To improve comprehensive understanding of the RERA Act , clauses, applicability and implementation.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
• Brief overview of RERA Act, its objectives, and applicability. • Understanding the legal framework and regulatory authorities established under RERA Act. • Understanding documentation, disclosure requirements, and timelines for registration. • Understanding the provisions related to project management, quality assurance, and timely delivery of real estate projects. • Understanding penalties, liabilities, etc. on non-compliance with RERA provisions.			
Targeted Departments- Town Planning Department			
Online Courses: N.A	**Potential Training Institutes:** • Maharashtra Real Estate Regulatory Authority, Mumbai • AIILSG, Nagpur		

Topic/Area/Theme	Refresher Course on RTI Act and Rules		
Course Objective	To provide officials with an understanding of RTI Act and its rules		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the RTI Act – Covers basic principles and objectives of the RTI Act, including the right to access information, the role of public authorities, and the procedures for submitting and processing RTI requests. 2. RTI Rules and Regulations – Covers the legal and regulatory framework governing the implementation and enforcement of the RTI Act, including the rules and regulations governing the processing of RTI requests, the timelines for response, and the grounds for denial of information. 3. Public Records Management – Covers the principles and practices of managing public records, including the creation, maintenance, and disposition of records, and the procedures for accessing and preserving records in accordance with the RTI ACT 4. Ethical and Legal Implications of RTI – Covers the ethical and legal implications of exercising the RTI. 5. Best Practices in RTI Implementation – Covers best practices in implementing and enforcing the RTI Act			
Targeted Department – All Departments			
Online Courses: **https://igotkarmayogi.gov.in/ RTI Act**	**Potential Training Institutes:** • YASHADA, Pune • AIILSG, Nagpur		

Topic/Area/Theme	Refresher Course on Right to Education Act (Provisions and Enforcement)		
Course Objective	To familiarize key aspects of the Act, its implementation, and the role of municipal corporations in ensuring the right to education for all children.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the Right to Education Act and its significance 2. Rights and entitlements of children under the Act 3. Role and responsibilities of municipal corporations in implementing the Act. 4. Ensuring quality education as per the Act 5. Grievance Redressal Mechanisms and Enforcement			
Targeted Department – Education Department			
Online Courses: NA	**Potential Training Institutes:** • AIILSG, Nagpur • School of Education, TISS, Mumbai		

Topic/Area/Theme	Training on E-Library Management System		
Course Objective	To gain comprehensive understanding to effectively manage and operate an e-library system.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to E-Library Management Systems 2. User management and access control 3. Digital asset management 4. Information Retrieval and Search Strategies 5. Promoting e-library services and resources			
Targeted Department – Education Department			
Online Courses: NA	**Potential Training Institutes:** • Centre for Library and Information Management, TISS, Mumbai		

Topic/Area/Theme	Training on - Active Learning in STEM		
Course Objective	To get comprehensive understanding of active learning strategies in the context of Science, Technology, Engineering, and Mathematics (STEM) education.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to Active Learning in STEM 2. Cooperative learning: Group work and collaboration techniques 3. Inquiry-based learning: Encouraging curiosity and exploration 4. Creating a learner-centered environment 5. Promoting Critical Thinking and Problem-Solving Skills			
Targeted Department – Education Department			
Online Courses: **https://onlinecourses.nptel.ac.in/noc19_ge27/preview**	**Potential Training Institutes:** • School of Education, TISS, Mumbai • Azim Premji University, Karnataka		

Topic/Area/Theme	Training on- CSR and Fundraising		
Course Objective	To get comprehensive understanding of Corporate Social Responsibility (CSR) and fundraising strategies.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to CSR and Fundraising. 2. Understanding Municipal CSR Frameworks. 3. Developing CSR Strategies for Municipal Initiatives. 4. Introduction to fundraising methods for municipal initiatives. 5. Establishing monitoring and evaluation mechanisms for CSR projects.			
Targeted Department – Education			
Online Courses: https://onlinecourses.nptel.ac.in/noc21_mg54/preview	**Potential Training Institutes:** • National Corporate Social (CSR) Responsibility Hub , TISS, Mumbai • Dasra Foundation, Mumbai		

Topic/Area/Theme	**Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017**		
Course Objective	To provide comprehensive Understanding of the Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017 to understand the law and its provisions better.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of Maharashtra Shops and Establishments Act, its scope, and objectives. 2. Understanding the key provisions, definitions under the Act and the applicability of the Act to different types of establishments. 3. Understanding the process and documentation required for obtaining licenses and registrations under the Act. 4. Understanding record-keeping and maintenance requirements. 5. Practical knowledge on implementing the Act in different types of establishments.			
Targeted Departments- Bazar, Property Tax			
Online Courses: N. A	**Potential Training Institutes:** • AIILSG, Nagpur • YASHADA, Pune		

Topic/Area/Theme	**Training on Leading Practices in Human Resource Management**		
Course Objective	To equip municipal staff to effectively manage and optimize the human capital of the corporation		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of Human Resource Management practices/methods/concepts. 2. Understanding recruitment and selection strategies. 3. Understanding employment development and training strategies. 4. Understanding employee relations and engagement. 5. Understanding data-driven decision-making in HR management, including key HR metrics etc.			
Target Department: General Administration			
Online Courses: https://online.iima.ac.in/course/course-v1:IIMA+HRM101x+1/	**Potential Training Institutes:** • IIM, Nagpur • School of Human Resource Management, TISS, Mumbai • IIPA, Delhi		

Topic/Area/Theme	Training on Bid Process Management (Tendering)		
Course Objective	To provide comprehensive understanding of the bidding process for procurement or project contracting in municipal Corporation		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the legal and regulatory framework governing public procurement. 2. Differentiating between various procurement methods, such as open tenders, restricted tenders, and request for proposals (RFPs). 3. Knowledge on contract Management. 4. Understanding the principles of evaluating bids, such as technical evaluation, financial evaluation, and determining the most advantageous bid. 5. Pre- Paring Bid Documents			
Target Department: All Departments			
Online Courses: https://www.ajnifm.ac.in/mdpprograms/training-programme-public-procurement-basic-advanced-2023-24)	**Potential Training Institutes:** • YASHADA, Pune • Arun Jaitley National Institute of Financial Management		

Topic/Area/Theme	Refresher course on Report-Writing, Note-Taking, Drafting mails		
Course Objective	Hands on training on drafting of file notes, submission of remarks/comments, preparation of official reports and proposals		
Expected Duration	2 days	Mode: Online / Offline	Exposure visit - NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Standard procedures to be followed while drafting file note/preparing official reports/proposals. 2. Use of administrative language- improving vocabulary 3. Use of different MS office tools to improve efficiency. 4. Techniques and procedures for sequencing, storage, etc. 5. Compliances to be checked- RTI information/Audit norms/etc.			
Targeted Department – All Departments			
Online Courses: https://igotkarmayogi.gov.in/Noting And Drafting	**Potential Training Institutes:** • AIILSG, Nagpur • YASHADA, Pune		

Topic/Area/Theme	Refresher Course on Unified Development Control and Promotion Regulations (UDCPR) Building Rules for Maharashtra State		
Course Objective	To develop understanding of the Unified Development Control and Promotion Regulations and Building Rules applicable in Maharashtra State		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding the regulatory framework 2. Learning about the development control regulations prescribed by the UDCPR. 3. Building Plan Approval Process. 4. Recent Amendments and Case Studies.			
Target Department: Town Planning			
Online Courses: N. A	**Potential Training Institutes:** • YASHADA, Pune • AIILSG, Nagpur		

Topic/Area/Theme	Refresher on Disaster Management Act, 2005		
Course Objective	To Provide knowledge and skills necessary to effectively respond to and mitigate disasters and ensure fire safety		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Roles and responsibilities of municipal corporation employees in disaster response and mitigation. 2. Understanding the impact of disasters on infrastructure, environment, and public safety. 3. Training on search and rescue techniques, first aid, and evacuation procedures. 4. Fire prevention measures in buildings, public spaces, and industrial areas. 5. Planning and implementing post-disaster recovery and rehabilitation programs			
Targeted Departments – Fire			
Online Courses: https://mahafireservice.gov.in/ac-li-course.php	Potential Training Institutes: • Maharashtra State Fire Academy • National Institute of Disaster Management • Jamshedji Tata School of Disaster Studies, TISS, Mumbai		

Topic/Area/Theme	Refresher Course on Maharashtra Land Revenue Code, 1966		
Course Objective	To improve comprehensive understanding of the Maharashtra Land Revenue Code and guidelines for better implementation.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of the historical context and the purpose of Land Revenue Act, its provisions, and structures. 2. Understanding the different forms of land tenure and ownership rights recognised under the Act. 3. Understanding leasehold, freehold, rent agreements. 4. Understanding the role and significance of cadastral surveys, land measurements and demarcation. 5. Understanding calculation and assessment of land revenue, including rates, assessments, and exemptions.			
Target Departments – Town Planning, PWD, Estate, Property Tax			
Online Courses: N.A	Potential Training Institutes: YASHADA, Pune		

Topic/Area/Theme	Refresher Course on Environmental Protection Act, 1986		
Course Objective	To provide comprehensive understanding of the Environmental Protection Act to understand the law and its provisions better.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of EPA, 1986. 2. Understanding Importance and relevance of the Act in the context of environmental conservation and sustainable development. 3. Understanding EIA process, including scoping, baseline studies, impact assessment, and public consultation. 4. Understanding waste management regulations, including hazardous waste, e-waste, and municipal solid waste management. 5. Understanding environmental clearances and permits required for activities impacting natural resources.			
Target Departments –Solid Waste Management, PWD,			
Online Courses: N.A	Potential Training Institutes: • NEERI, Nagpur • CEE, Pune		

Topic/Area/Theme	**Refresher Course on Environmental Impact Assessment Notification, 2006 and Subsequent Amendments**		
Course Objective	To provide comprehensive understanding of the concept of EIA and legal, policy and regulatory framework within		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to Environment Management & EIA 2. EIA Procedure and methodologies 3. Public Involvement in EIA 4. EIA Reporting & Review of EIA Quality 5. EIA Case Examples			
Target Departments –Solid Waste Management, PWD,			
Online Courses: **https://onlinecourses.nptel.ac.in/noc22_ar07/preview**	**Potential Training Institutes:** • NEERI, Nagpur • YASHADA, Pune • CEE, Pune		

Topic/Area/Theme	**Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007**		
Course Objective	To Understand the rules and regulations governing the welfare and conditions of workers in the construction industry.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of the Maharashtra Building and Other Construction Workers Rules. 2. Understanding the procedures and requirements for the registration of construction workers under the rules. 3. Understanding the implementation of social security schemes, such as pension, disability benefits, and maternity benefits. 4. Understanding provisions related to employment conditions, working hours, wages, and leave entitlements for construction workers. 5. Understanding contractual arrangements, labour rights, and dispute resolution mechanisms for construction workers.			
Target Departments- PWD, Estate			
Online Courses: N.A	**Potential Training Institutes:** YASHADA, Pune		

Topic/Area/Theme	**Training on GST Rules**		
Course Objective	To update professionals on latest changes and updates to the GST regulations and procedures.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. GST Compliance – Covers the legal and regulatory requirements for GST compliance, such as registration, invoicing payment, and filing of returns. 2. GST Registration – Covers process and requirements for GST registration, including the eligibility criteria, registration procedures, and documentation requirements. 3. GST Returns – Covers the requirements and procedures for filing GST returns, including the frequency, due dates, and formats of returns. 4. GST Refunds – Covers process and requirements for claiming GST refunds, including the eligibility criteria, documentation and requirements, and timelines. 5. GST Audits – Covers the procedures and techniques used by tax authorities to audit and investigate GST compliance and transactions			
Target Department- Finance			
Online Courses: **https://igotkarmayogi.gov.in/GST** **https://idtc.icai.org/certificate-course-gst.html**	**Potential Training Institutes:** • Indian Institute of Public Administration • The Institute of Charted Accountants of India		

Topic/Area/Theme	Refresher course and Advanced Training -MS Office		
Course Objective	To achieve proficiency in using advanced features and functionalities of MS Office applications.		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Creating complex documents. 2. Data analysis in Excel. 3. Designing professional presentations. 4. Managing databases. 5. Troubleshooting and productivity tips.			
Targeted Departments – All Departments			
Online Courses: **https://igotkarmayogi.gov.in/excel** **https://igotkarmayogi.gov.in/Power Point** **https://igotkarmayogi.gov.in/Word** **https://support.microsoft.com/en-us/training** **https://elearn.nptel.ac.in/shop/nptel/digital-skilling/**	**Potential Training Institutes:** • AIILSG, Nagpur		

Topic/Area/Theme	Hands-on Training in MS Excel		
Course Objective	To achieve proficiency in the usage of MS Excel and learn the application of MS Excel in day-to-day office work project-related activities		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Step-by-step process of working with different files and understanding the functions and commands 2. Advanced MS Excel Master Spreadsheets - Advanced charts, graphs, formulas, macros, and data analysis 3. How to use charts to visualize data 4. How to use basic formulas, VLOOKUP and HLOOKUP, and how to use named ranges, etc.			
Targeted Departments – All Departments			
Online Courses: **https://igotkarmayogi.gov.in/excel** https://elearn.nptel.ac.in/shop/nptel/digital-skilling/	**Potential Training Institutes:** • AIILSG, Nagpur		

Topic/Area/Theme	Training on Project Management Tools & Techniques		
Course Objective	To comprehend project management framework and life-cycle phases of different types of projects and also familiarize the officials with leading project management techniques		
Expected Duration	2 days	**Mode: Offline / Online**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of Project Management principles 2. Project life cycle and planning 3. Prioritization of project activities and workload, adaption and shifting of planning strategies, staffing models and goals, project scheduling methodologies and tools 4. Risk Management, Contract Administration, Project Documentation 5. Tools for effective project monitoring (Physical and Financial) 6. Templates, formats for project management			
Targeted Department – PWD			
Online Courses: **https://igotkarmayogi.gov.in/Project Management**	**Potential Training Institutes:** • Indian Institute of Public Administration • IIM Nagpur		

Topic/Area/Theme	Training on Contract Management		
Course Objective	To provide participants with a comprehensive understanding of the basic principles of contract law, including the formation of contracts, essential elements of a contract, contract interpretation, and remedies for breach of contract.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of contract management in the context of urban local bodies. 2. Understanding the key stakeholders involved. 3. Understanding the process of contract management, drafting terms, conditions, specifications, and performance metrics. 4. Understanding the principles of contract risk management and contingency planning. 5. Understanding the process of contract closeout, final inspections, acceptance, and final reconciliation.			
Target Department – Finance, PWD, IT, Bazar			
Online Courses: N.A	**Potential Training Institutes:** • Indian Institute of Public Administration • IIM Nagpur		

Topic/Area/Theme	Refresher Course on Maharashtra Treasury Rules, 1968		
Course Objective	**To gain a comprehensive understanding of the Maharashtra Treasury Rules, 1968.**		
Expected Duration	**1 Day**	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of Maharashtra Treasury Rules 2. Understanding financial management 3. Cash management and treasury operations 4. Accounting and financial reporting 5. Contingent charges and contingencies 6. Auditing and internal controls			
Targeted Departments- Finance & Accounts, Property Tax			
Online Courses: NA	**Potential Training Institutes:** • YASHADA, Pune • AIILSG, Nagpur		

Topic/Area/Theme	Refresher on Recruitment Rules		
Course Objective	To enhance an understanding on the latest developments in recruitment rules and practices.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of Recruitment Rules 2. Legislative and policy updates 3. Learn Techniques of Application screening and shortlisting 4. Gain skills in conducting effective interviews and implementing assessment centres.			
Targeted Departments –General Administration			
Online Courses: N.A	**Potential Training Institutes:** • AIILSG, Nagpur • YASHADA		

Topic/Area/Theme	Training on E-file Management System		
Course Objective	To effectively utilize the E-file Management System for streamlined and efficient digital documentation and file management.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to E-file Management System. 2. Navigating the E-file System 3. Creating and Managing Digital Files 4. Collaboration and Workflow Management 5. Document Security and Access Control			
Targeted Departments –General Administration			
Online Courses: N.A	**Potential Training Institutes:** • AIILSG, Nagpur • YASHADA		

Topic/Area/Theme	Training on Advance Construction Methodologies (Global Best Practices)		
Course Objective	To gain knowledge and skills in innovative construction techniques and practices adopted worldwide.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of Advanced Construction Methodologies 2. Learn about off-site construction, modular construction, prefabrication, 3D printing, Building Information Modelling (BIM), 3. Feasibility studies, design coordination, resource planning, risk management, quality control, and safety considerations specific to advanced construction techniques. 4. Sustainable Construction Practices Case Studies and Best Practices 5. Orientation session on- new tools and equipment			
Target Departments- PWD, Town Planning			
Online Courses: N. A	**Potential Training Institutes:** • VNIT, Nagpur • NICMAR, Pune		

Topic/Area/Theme	Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management		
Course Objective	To effectively respond to and manage incidents involving CBRN hazards.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of CBRN hazards, including their characteristics, sources, and potential impact on human health and the environment. 2. Risk Assessment and Management: Activities will focus on conducting risk assessments and developing risk management strategies for CBRN incidents. 3. Training on the use of specialized equipment and technologies for detecting CBRN agents, such as chemical sensors, biological detectors, radiation monitors, and nuclear radiation detectors. 4. Training on decontamination protocols, techniques for handling contaminated materials, and the use of decontamination agents. 5. Public health considerations in CBRN incidents.			
Targeted Departments- Fire			
Online Courses: N. A	**Potential Training Institutes:** • National Institute of Disaster Management		

Topic/Area/Theme	Training on Service Book Filling		
Course Objective	To equip participants with the knowledge and skills to accurately fill out service books and maintain employee records in accordance with legal requirements.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit - NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. An overview of service books and their importance in maintaining employee records. 2. Learning about different sections and components of a service book. 3. Learning about the importance of verifying and authenticating documents before recording them in the service book. 4. Learning about the procedures for updating and maintaining service books on an ongoing basis. 5. Case Studies and Practical Exercises.			
Targeted Department – All Departments			
Online Courses: N.A	Potential Training Institutes: • AIILSG, Nagpur • YASHADA, Pune		

Topic/Area/Theme	Training on Legal Drafting		
Course Objective	To enhance knowledge and skills to effectively draft legal documents with clarity, precision, and accuracy.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit - NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Learning about the objectives and principles of effective legal drafting, including clarity, precision, and accuracy. 2. Understanding the structure and organization of different types of legal documents, such as contracts, agreements, memoranda, and pleadings. 3. Learn to Draft specific clauses and provisions commonly found in legal documents. 4. Learn about practical techniques and tips for effective legal drafting. 5. Drafting Exercises and Simulations			
Targeted Department – All Departments			
Online Courses: N.A	Potential Training Institutes: • AIILSG, Nagpur		

Topic/Area/Theme	Training on Principles of Public Transportation (City Bus Service)		
Course Objective	To gain comprehensive understanding of the principles and practices involved in public bus transport.		
Expected Duration	1 day	Mode: Onsite/Offsite	Exposure visit-Applicable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the importance of public bus transport in urban and regional mobility. 2. Transit planning and design principles for public bus systems. 3. Learning about the operational aspects of public bus transport. 4. Activities will cover fare collection and ticketing systems in public bus transport. 5. Participants will learn about sustainable and environmentally friendly practices in public bus transport.			
Targeted Department – Transport			
Online Courses: https://nptel.ac.in/courses/105105204 https://archive.nptel.ac.in/courses/105/105/105105208/	Potential Training Partner: • NIUA, Delhi • CEPT University, Gujrat • Institute for Transportation and Development Policy		

Topic/Area/Theme	Training on Leading Practice in Public Transportation (City Bus Service)		
Course Objective	To provide deep understanding of the leading practices and innovative approaches used in public transportation		
Expected Duration	1 day	Mode: Onsite/Offsite	Exposure visit-Applicable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of Leading Practices. 2. Studying successful Bus Rapid Transit systems from around the world. 3. Learn about the role of Intelligent Transportation Systems in improving the efficiency and effectiveness of public bus transport. 4. Demand-Responsive Transit (DRT). 5. Activities will focus on sustainable practices in public bus transport.			
Targeted Department – Transport			
Online Courses: N.A	Potential Training Partner: • NIUA, Delhi • CEPT University, Gujrat • Institute for Transportation and Development Policy		

Topic/Area/Theme	Training on HRMS Software		
Course Objective	Enhance skills and capacities to utilize HRMS software for managing HR functions within an organization.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. To receive an overview of HRMS software and its role in streamlining HR processes. 2. Learn Employee Data Management 3. Participants will learn how to utilize the performance management module of the HRMS software. 4. To learn payroll processing functionality of the HRMS software. 5. To learn about the integration capabilities of the HRMS software with other systems and applications.			
Target Department: General Administration			
Online Courses: N.A	Potential Training Institutes: • YASHADA, Pune • ASCI, Hyderabad		

Topic/Area/Theme	Training on Designing Sewerage and Storm Water Drainage		
Course Objective	To design, plan and maintain an efficient sewerage and stormwater drainage systems		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to Sewerage and Stormwater Drainage Systems 2. Activities will focus on the planning phase of designing sewerage and stormwater drainage systems. 3. To learn about hydraulic principles and calculations involved in designing sewerage and stormwater drainage systems. 4. Activities will cover the design of gravity sewer systems. 5. Water Quality Management			
Target Department: PWD (Drainage)			
Online Courses: NA	Potential Training Institutes: • YASHADA, Pune • MCGM Centre for Municipal Capacity Building & Research, Mumbai		

Topic/Area/Theme	Training on Inventory Management		
Course Objective	To effectively manage inventory and optimize inventory-related processes within the organizations.		
Expected Duration	1 day	**Mode: Onsite/Offsite**	**Exposure visit-Applicable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to Inventory Management. 2. Inventory planning and forecasting techniques. 3. To learn various inventory control techniques to ensure efficient inventory management. 4. Understanding inventory classification techniques such as ABC analysis. 5. Warehouse Management			
Targeted Department – Fire, Health			
Online Courses: N.A	**Potential Training Partner:** • IIM Nagpur • VNIT, Nagpur		

Topic/Area/Theme	Refresher Course on Basics of Finance and Accounts		
Course Objective	To enhance understanding and proficiency in finance and accounting principles.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the role and importance of finance and accounting in an organization. 2. Understanding financial statements, including the balance sheet, income statement, and cash flow statement. 3. Financial Analysis 4. Costing and Cost Analysis 5. Capital Budgeting			
Target Department: Finance & Accounts			
Online Courses: NA	**Potential Training Institutes:** • YASHADA, Pune • AIILSG, Nagpur		

Topic/Area/Theme	Training on transactions under PPP model (Accounts specific)		
Course Objective	To provide comprehensive understanding of concept of Public private partnerships , Project structuring, project life cycles, financial aspects, accounting and cashflow management		
Expected Duration	2 days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. PPP Accounting Principles and Standards 2. Financial Structure of PPP Projects 3. Activities will focus on financial reporting requirements for PPP projects. 4. Revenue Recognition in PPP Projects 5. Financial Risk Assessment and Mitigation			
Target Department: Civil Works, Solid Waste Management, Health, IT, Estate			
Online Courses: **https://ppp.worldbank.org/public-private-partnership/learning-and-training** **https://nptel.ac.in/courses/105103133**	**Potential Training Institutes:** • IIM Nagpur • IIPA, Delhi (https://www.iipa.org.in/cms/public/training_course/32)		

Topic/Area/Theme	Training on ESCROW Account Operations & Management		
Course Objective	To effectively open and manage ESCROW accounts and comply with legal and regulatory requirements.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to ESCROW Accounts 2. Understand legal and regulatory framework governing ESCROW accounts. 3. learning about the process of opening an ESCROW account. 4. ESCROW Account Monitoring and Reporting 5. Risk management and fraud prevention strategies related to ESCROW accounts			
Target Department: Finance & Accounts			
Online Courses: NA	**Potential Training Institutes:** • Arun Jaitley National Institute of Financial Management • IIM Nagpur		

Topic/Area/Theme	Training on Computer Aided Design (AutoCAD)		
Course Objective	To upskill the staff to use AutoCAD efficiently		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of Computer-Aided Design and the role of AutoCAD in urban planning and design. 2. Learning to create 2D drawing. 3. Understanding principles of dimensioning, linear, angular, and radial dimensions. 4. Understanding layer management and editing tools. 5. Understanding the process of setting up layouts and plotting drawings for printing.			
Target department- Town Planning, PWD			
Online Courses: https://nptel.ac.in/courses/112102101 **https://nptel.ac.in/courses/112104031**	**Potential Training Institutes:** • VNIT, Nagpur		

Topic/Area/Theme	Building Information Modelling		
Course Objective	Impart skills to the staff to leverage BIM technology to optimize building project outcomes		
Expected Duration	1 day	**Onsite/Offsite**	**Exposure visit**
Wishlist for Curriculum (5 main subjects/activities to be covered)			
1. Basic knowledge of building information modelling techniques 2. Building Information Modelling and Technology Trends in Construction – Digital transformations such as 3D models in architecture, engineering, and construction to plan, design and deliver more scalable and sustainable civil infrastructure. 3. BIM for sustainability analysis – To understand how to use BIM for sustainability analysis, including energy performance analysis, daylight analysis, and thermal analysis. 4. BIM Software tools and applications – learn to use BIM software for creating and managing digital models, as well as for coordinating project teams and visualizing design and construction processes. 5. BIM for cost estimation and facility management – To understand how to use BIM for cost estimation, including quantity take-off and cost tracking, as well as for facility management, such as maintenance scheduling and asset tracking			
Targeted Department – Finance			
Online Courses: N.A	**Potential Training Institutes:** • NICMAR, Pune		

Topic/Area/Theme	Training on Latest Machineries/Tools/Techniques for Civil Works		
Course Objective	Introduce and enhance understanding of the staff regarding latest machineries/tools/techniques in civil works		
Expected Duration	1 Day	**Mode: Offline / Online**	**Exposure visit -Preferable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of the latest machinery and tools used in civil works. 2. Understanding the safety guidelines and best practices for operating and maintaining the latest machinery and tools. 3. Understanding innovative construction practices. 4. Introduction to digital technologies and automation solutions for civil works. 5. Analysing real-life case studies, practical demo to grasp concepts.			
Target Department: PWD			
Online Courses: **https://onlinecourses.nptel.ac.in/noc23_ce46/preview** https://igotkarmayogi.gov.in/Concrete Technology	**Potential Training Institutes:** • VNIT, Nagpur • NICMAR, Pune		

Topic/Area/Theme	Training on Construction Quality Control Testing, Systems and Standards		
Course Objective	To improve understanding and knowledge of quality control in construction, effective quality control measures, conduct construction material testing and adhere to relevant quality standards		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview on construction quality control in ensuring project success. 2. Recapitulation of the various methods used in construction quality control, such as material testing, concrete testing, soil testing etc. 3. Hands on training on conducting construction quality tests. 4. Understanding various relevant national and international standards of construction quality control. 5. Understanding quality control audits to assess compliance with established rules and standards.			
Target Department: PWD, Town Planning			
Online Courses: N.A	**Potential Training Institutes:** • IIT Bombay • NICMAR, Pune		

Topic/Area/Theme	Training on - SCADA Systems		
Course Objective	To enhance skills to effectively operate and manage SCADA systems.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of SCADA systems and their role. 2. Understanding the principles of designing and configuring SCADA systems to meet specific requirements. 3. Understanding SCADA Communication protocols. 4. Understanding operating and monitoring SCADA systems. 5. Understanding the importance of cybersecurity in SCADA systems and protecting critical infrastructure.			
Targeted Department – PWD			
Online Courses: **https://nptel.ac.in/courses/108106022**	**Potential Training Institutes:** • MCGM Centre for Municipal Capacity Building and Research, Mumbai • IIPA, Delhi		

Topic/Area/Theme	Training on - Public Private Partnership models in Infrastructure Projects		
Course Objective	To provide comprehensive understanding of concept of Public private partnerships , Project structuring, project life cycles, financial aspect, successful models for urban infrastructure and citizen service delivery		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to PPPs: Participants will be introduced to the basic concepts and principles of PPPs. 2. Case studies: Participants will analyse real-world case studies of successful PPP projects in infrastructure development. 3. Risk assessment and mitigation: Participants will engage in activities to understand the risk assessment and mitigation strategies involved in PPP projects. 4. Financial modelling and analysis: Participants will gain practical skills in financial modelling and analysis specific to PPP projects. 5. Project structuring and procurement: Participants will learn about the process of project structuring and procurement in PPPs.			
Targeted Department – PWD			
Online Courses: **https://www.worldbank.org/en/programs/icp/brief/e-learning** https://igotkarmayogi.gov.in/Public Private Partnership	**Potential Training Institutes:** • IIM Nagpur • YASHADA, Pune • IIPA, Delhi		

Topic/Area/Theme	Refresher Course on Preparation of Detailed Project Reports		
Course Objective	To improve the skills of the trainees to prepare a proper DPR		
Expected Duration	1 Day	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview on the purpose, importance, and components of DPR 2. Understanding DPR for project planning, implementation, and evaluation. 3. Understanding project planning and feasibility analysis principles and techniques. 4. Financial and Economic Analysis skills. 5. Structure of DPR, executive summaries, project description, and presentation of findings.			
Target Department: PWD			
Online Courses: **https://igotkarmayogi.gov.in/ Preparation of Detailed Project Report (DPR)**	**Potential Training Institutes:** • NICMAR, Pune • IIPA, Delhi		

Topic/Area/Theme	Training on Underwater Operations		
Course Objective	To equip the staff with skills and capacities to carry out underwater operations		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit – Preferable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of various water rescue techniques, including swift water and still water rescues. 2. Training on Diving Fundamentals, scuba-diving, equipment usage, underwater navigation, etc. 3. Understanding search and recovery techniques. 4. Understanding hazards in underwater environments and managing strategies. 5. Developing skills in emergency response planning.			
Target Department: Fire			
Online Courses: NA	**Potential Training Institutes:** • National Fire Service College, Nagpur • National Institute of Disaster Management, Delhi		

Topic/Area/Theme	Training on Disaster Management and Fire Safety		
Course Objective	To Provide knowledge and skills necessary to effectively respond to and mitigate disasters and ensure fire safety		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Roles and responsibilities of municipal corporation employees in disaster response and mitigation. 2. Understanding the impact of disasters on infrastructure, environment, and public safety. 3. Training on search and rescue techniques, first aid, and evacuation procedures. 4. Fire prevention measures in buildings, public spaces, and industrial areas. 5. Planning and implementing post-disaster recovery and rehabilitation programs			
Targeted Department – Disaster Management			
Online Courses: https://mahafireservice.gov.in/ac-li-course.php	Potential Training Institutes: • National Fire Service College, Nagpur • National Institute of Disaster Management, Delhi		

Topic/Area/Theme	Training on High Rise Building Rescue Operations		
Course Objective	To enhance skills and capacities of the staff to carry out rescue operations in high rise buildings		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit - Preferable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of high-rise building structures, architectural features, elevators, protection systems, etc. 2. Training in rescue techniques. 3. Understanding fire suppression and evacuation processes. 4. Understanding collaboration among various agencies such as the medical department, building development department. 5. Understanding incident command systems and decision-making processes specific to high-rise building rescues.			
Target Department: Fire			
Online Courses: NA	Potential Training Institutes: • National Fire Service College, Nagpur • National institute of Disaster Management		

Topic/Area/Theme	Training on Industrial and Chemical Emergencies		
Course Objective	To equip staff to effectively respond to and mitigate industrial and chemical emergencies		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit - Preferable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of the potential hazards associated with industrial and chemical processes. 2. Understanding the best practices for handling hazardous materials, implementing safety measures, and utilising personal protective equipment. 3. Understanding the response techniques, incident assessment, containment, mitigation and de-containment procedures specific to chemical/industrial emergencies. 4. Understanding emergency response plan, risk assessment, and protocols for handling emergencies.			
Target Department: Fire			
Online Courses: NA	Potential Training Institutes: • National institute of Disaster Management		

Topic/Area/Theme	Geographical Information System – Refresher and Advance		
Course Objective	To refresh and update the fundamental concepts and principles of GIS and spatial data analysis, introduce new advances and trends in GIS, such as new tools, software, and techniques for data acquisition		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Spatial data management and quality control – basics of spatial data management 2. Remote Sensing and Image Analysis – Basics of Remote Sensing Technology, including satellite imagery, LiDAR Data, and aerial photographs. 3. Advanced Spatial Analysis – Techniques related to geo-processing, spatial statistics, spatial interpolation and network analysis. 4. Web Mapping and Interactive Visualization – basics of web mapping, including creating interactive web maps and web-based applications using popular platform such as ArcGIS Online and Leaflet.js 5. GIS Project Management and Teamwork – Basics of GIS project management including planning, organizing, and executing GIS projects.			
Targeted Department- PWD, Town Planning, Property Tax			
Online Courses: https://igotkarmayogi.gov.in/Geographical Information system https://www.esri.com/training/certification/	**Potential Training Institutes:** • MCGM Centre for Municipal Capacity Building and Research (MCMCR), Mumbai • ESRI		

Topic/Area/Theme	Training in Open Space and Landscape Management (Maintenance and Conservation)		
Course Objective	To improve the capacity for effectively managing and maintain open spaces, parks, and landscapes within the municipality.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -yes
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding the principles of landscape design and how they apply to open spaces. 2. Learning strategies for optimizing water use and reducing water waste in open spaces. 3. Developing an understanding of routine maintenance practices, including mowing, pruning, and mulching. 4. Learning about different irrigation methods, such as drip irrigation and smart irrigation technology. 5. Learning about the importance of incorporating ecological considerations, aesthetics, and functionality in landscape planning.			
Targeted Department – Estate, Town Planning, PWD			
Online Courses: N.A	**Potential Training Institutes:** • Institute of Horticulture Technology, New Delhi • VNIT, Nagpur • CEPT University, Ahmedabad		

Topic/Area/Theme	Training on Operations and Maintenance - Water Supply Network and Pumping Stations		
Course Objective	Improve skills and capacity to manage and maintain water supply systems and pumping stations.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of the water supply systems, sources, treatment processes, and distribution networks. 2. Understanding the pump system operation. 3. Understanding control systems, instrumentation, and safety measures associated with pump station operations. 4. Understanding maintenance strategies and troubleshooting techniques. 5. Understanding parameters and standards of water quality testing such as pH, turbidity, chlorine levels etc.			
Targeted Department – PWD			
Online Courses: N.A	**Potential Training Institutes:** • YASHADA, Pune		

Topic/Area/Theme	Training on Construction and Maintenance- Drainage systems		
Course Objective	To provide municipal corporation employees with the necessary knowledge and skills to effectively plan, construct, and maintain drainage systems within their respective areas.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview on urban drainage systems. 2. Understanding the management of stormwater, prevent flooding etc. 3. Understanding principles of drainage system planning and design, such as watershed analysis, hydrological calculations, and flow estimation. 4. Understanding the methods of cleaning, desilting, and debris removal from drainage channels, culverts, and catch basins. 5. Understanding best practices and innovative solutions and technologies for maintenance of drainage systems.			
Targeted Department – PWD			
Online Courses: N.A	Potential Training Institutes: • MCGM Centre for Municipal Capacity Building and Research (MCMCR), Mumbai • NICMAR, Pune		

Topic/Area/Theme	Training on Handling of Special Firefighting Equipment		
Course Objective	To improve skills and capacity of the staff to operate specialised firefighting equipment		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit - Preferable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of specialised firefighting equipment. 2. Understanding regular inspection protocols and troubleshooting techniques for firefighting equipment. 3. Understanding operational techniques to handle equipment effectively. 4. Practical hands-on training in handling equipment's. 5. Understanding importance of safety protocols, hazard identification, risk assessment etc.			
Target Department: Fire Safety Department			
Online Courses: NA	Potential Training Institutes: • National Fire Service College, Nagpur • National institute of Disaster Management		

Topic/Area/Theme	Training on - Latest technologies in Waste Collection and Processing		
Course Objective	To adopt appropriate technologies in waste collection and processing for efficient waste management.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of waste management in urban areas. 2. Recapitulation of waste collection methods. 3. Understanding latest recycling technologies and processes for different types of wates. 4. Understanding the potential for generating energy from waste. 5. Understanding emerging technologies in waste management through use cases and best practices.			
Targeted Department – Solid Waste Management Department			
Online Courses: https://archive.nptel.ac.in/noc/courses/noc21/SEM2/noc21-ce46/	Potential Training Institutes: • NEERI, Nagpur • Centre for Science & Environment, Delhi		

Topic/Area/Theme	Training on Designing IEC Campaigns		
Course Objective	To equip the trainees with knowledge and skills to design and implement impactful IEC campaigns.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. An overview of IEC campaigns, their importance, and their role in behaviour change communication. 2. Understanding the characteristics, needs, and behaviours of target audiences. 3. Selection of appropriate communication channels and tools for IEC campaigns. 4. Creative Design and Content Development 5. Case Studies and Best Practices			
Targeted Department- General Administration, Health, IT, Property Tax			
Online Courses: N.A	Potential Training Institutes: • IIPA, Delhi • NIUA, Delhi		

Topic/Area/Theme	Training on Wireless Communication		
Course Objective	To equip the trainees with wireless communication technologies, protocols, and applications.		
Expected Duration	1 day	Onsite/Offsite	Exposure visit
Wishlist for Curriculum (5 main subjects/activities to be covered)			
1. An overview of wireless communication principles, concepts, and the evolution of wireless networks. 2. Learning about different wireless network architectures, including cellular networks, ad hoc networks, and sensor networks. 3. learning about wireless network security considerations and techniques. 4. Concepts of wireless communication, including modulation techniques, channel coding, multiple access schemes, and error detection and correction mechanisms. 5. Mobile Communication and Applications: Activities will cover mobile communication technologies and applications.			
Targeted Department – Fire			
Online Courses: N.A	Potential Training Institutes: • National Fire Service College, Nagpur • Maharashtra Fire Service Academy		

Topic/Area/Theme	Training on Breathing Apparatus Training Gallery (simulations and models)		
Course Objective	To provide a comprehensive understanding of breathing apparatus equipment and its safe and effective use in hazardous environments.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit – Preferable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to Breathing Apparatus. 2. Understanding the functions and operation of breathing apparatus equipment. 3. The training may include simulations using specialized equipment or computer-based simulations. 4. Learning and practice emergency response procedures while wearing breathing apparatus. 5. Hands-on Training with Models Participants may engage in hands-on training using models of breathing apparatus equipment.			
Target Department: Fire			
Online Courses: NA	Potential Training Institutes: • National Fire Service College, Nagpur • Maharashtra Fire Service Academy		

Topic/Area/Theme	**Training on Operation and Maintenance of Gardens/Parks**		
Course Objective	To equip the staff in operation and maintenance of public gardens and parks.		
Expected Duration	1 Day	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
Imparting skills in 1. Horticulture and amenity horticulture. 2. Project management 3. Operational business management 4. Procurement and maintenance 5. Event management			
Targeted Department – Estate			
Online Courses: N.A	**Potential Training Institutes:** • Dept. of Botany, Institute of Science, Nagpur		

Topic/Area/Theme	**Training on Health and Safety Measures**		
Course Objective	To identify and mitigate workplace hazards, promote a culture of safety, and ensure the well-being of employees.		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. An overview of the importance of health and safety in the workplace. 2. Identifying workplace hazards and conducting risk assessments. 3. About emergency preparedness and response procedures. 4. Learning specific safety topics relevant to the workplace. 5. Learning about conducting safety inspections and audits in the workplace.			
Targeted Department – Fire			
Online Courses: N. A	**Potential Training Institutes:** • Maharashtra State Fire Academy.		

Topic/Area/Theme	**Training on Internal Audit**		
Course Objective	To impact participants the knowledge and skills required to perform effective internal audits within an organization.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. An overview of internal audit and its importance in ensuring effective risk management, internal controls, and governance. 2. Internal Audit Standards and Frameworks 3. Participants will learn about the key steps and considerations involved in the internal audit planning process. 4. Audit Techniques and Procedures 5. Data Analysis in Internal Audit			
Target Department: Finance & Accounts			
Online Courses: NA	**Potential Training Institutes:** • AIILSG, Nagpur • Regional Training Institute -CAG, Mumbai		

Topic/Area/Theme	Training on Leadership Development		
Course Objective	The training aims to cultivate effective leadership behaviours that inspire and motivate others, foster collaboration, and enable officials to navigate the dynamic and ever-changing government landscape.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Communication Skills 2. Develop leaders' emotional intelligence to understand and manage their emotions and those of others 3. Foster strategic thinking abilities in leaders to align organizational goals, make informed decisions, and adapt to changing circumstances. 4. Equip leaders with skills to resolve conflicts, handle difficult conversations, and negotiate effectively 5. Enable leaders to build high-performing teams, foster collaboration, and motivate individuals to achieve organizational goals			
Targeted Department – All Departments			
Online Courses: https://igotkarmayogi.gov.in/self Leadership	Potential Training Institutes: • Chanakya International Institute of Leadership Studies, Mumbai		

Topic/Area/Theme	Training on Interpersonal & Public Dealing Skills		
Course Objective	To enhance the communication and interpersonal skills of the officials who interact with public.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Active Listening – Covers the principles and techniques used to actively listen and understand the needs of the stakeholders. 2. Conflict Resolution – Covers principles and techniques used to manage conflicts and resolve disputes in a professional and effective manner. 3. Cultural Awareness – Covers principles and techniques used to communicate and interact with people from different cultures, background, and identities. 4. Professionalism - Covers principles and techniques used to maintain professional image and demeanour in all interactions with the public. 5. Emotional Intelligence – Covers the principles and techniques used to understand and manage one's own emotions of others in order to build effective relationships			
Targeted Department – All Department			
Online Courses: https://igotkarmayogi.gov.in/People Politics and change	Potential Training Institutes: • Indian Institute of Management, Nagpur		

Topic/Area/Theme	Training on Effective communication skills (Verbal and Non-Verbal)		
Course Objective	To improve the overall communication skills covering verbal and written communication of trainees.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding the Importance of Effective Communication 2. Verbal Communication Skills 3. Learning body language, facial expressions, gestures, posture, and eye contact. It would help employees understand how to align their non-verbal cues with their verbal communication for better impact. 4. Writing skills, including structuring emails, memos, and reports, using appropriate language and tone, proofreading, and maintaining professionalism in written correspondence. 5. Building Empathy and Cultural Sensitivity			
Targeted Department – All Department			
Online Courses: https://igotkarmayogi.gov.in/effective communication	Potential Training Institutes: • Indian Institute of Management, Nagpur • Indian Institute of Public Administration, New Delhi		

Topic/Area/Theme	Training on Stress Management		
Course Objective	To impart various topics and techniques to help individuals understand and effectively manage stress.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understand the concept of stress, its causes, and its impact on physical and mental health. 2. Stress reduction techniques that employees can apply in their daily lives. 3. Strategies to develop resilience, such as fostering positive thinking, cultivating social support networks, and practicing self-care. 4. Learning strategies for effectively managing work-related responsibilities while maintaining personal and family commitments. 5. Techniques for managing work-related stress, dealing with difficult coworkers or supervisors, conflict resolution strategies, and effective communication skills.			
Targeted Department- All Departments			
Online Courses: https://igotkarmayogi.gov.in/Stress Management	Potential Training Institutes: • Art of Living Chapter, Nagpur		

Topic/Area/Theme	Training on Time Management		
Course Objective	To equip individuals with the knowledge, skills, and strategies necessary to effectively prioritize tasks, manage their time efficiently, and maximize productivity		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Learn techniques for setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and aligning them with the organization's objectives. 2. Prioritization and Task Management 3. Learning to plan and creating schedules to manage time effectively. 4. Time-Saving Techniques 5. Managing Distractions and Procrastination.			
Targeted Department – All Departments			
Online Courses: https://igotkarmayogi.gov.in/Time Management	Potential Training Institutes: • IIM Nagpur		

Topic/Area/Theme	Training on Team Building		
Course Objective	To learn practical skills and strategies to build and strengthen effective teams.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding Team Dynamics 2. Building Trust and Relationships 3. Activities will emphasize the importance of clear and effective communication within a team. 4. Collaboration and Cooperation 5. Team-Building Exercises and Games			
Target Department: All Departments			
Online Courses: N.A	Potential Training Institutes: • Indian Institute of Public Administration, New Delhi • IIM Nagpur		

Topic/Area/Theme	Training on New Approaches in Pedagogy		
Course Objective	To equip the staff with innovative and effective teaching methods and pedagogical approaches that enhance learning outcomes and promote active engagement among students.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understand different learning styles and their impact on student engagement and academic performance. 2. Explore the benefits of integrating technology into the classroom and its impact on student motivation and achievement. 3. Define project-based learning (PBL) and experiential education and their significance in promoting student engagement and deeper understanding. 4. Understand the principles of active learning and its positive impact on student motivation, retention, and conceptual understanding. 5. Understand the purpose and types of formative and summative assessments and their role in informing instruction and monitoring student learning.			
Target Department: Education			
Online Courses: N.A	**Potential Training Institutes:** • School of Education, TISS, Mumbai		

Topic/Area/Theme	Course on Child Psychology		
Course Objective	To equip the staff with knowledge and skills to interact and engage with the children in various municipal programs and services.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understand different learning styles and their impact on student engagement and academic performance. 2. Explore the benefits of integrating technology into the classroom and its impact on student motivation and achievement. 3. Define project-based learning (PBL) and experiential education and their significance in promoting student engagement and deeper understanding. 4. Understand the principles of active learning and its positive impact on student motivation, retention, and conceptual understanding. 5. Understand the purpose and types of formative and summative assessments and their role in informing instruction and monitoring student learning.			
Target Department: Education			
Online Courses: N.A	**Potential Training Institutes:** • Maharashtra Institute of Mental Health, Pune • School of Human Ecology, TISS, Mumbai		

Below is a list of select relevant trainings available on the iGOT platform (https://igotkarmayogi.gov.in/). The Municipal Corporation can nominate their employees to undertake these trainings as per the training needs and requirements.

Sr. No	Title of the Course
1	Judicial Review and How to Read Judgement
2	Orientation on Faecal Sludge and Septage Management
3	Budget
4	Fundamentals of Geographic Information System
5	Operation and Maintenance of Effluent Treatment Plants
6	Basics of Administrative Law
7	Low Carbon Development: Planning & Modelling
8	Energy Efficiency in Public Buildings
9	Economics of Climate-Resilient Development
10	Cyber Security and Strategy
11	Smart Metering
12	Management Fundamentals in Government Services
13	Bid Participation
14	Sustainable Renewable Energy Technologies
15	Ways of Enhancing Presentation Skills

Recommendations for Institutional and Organizational Capacity Building

6. Recommendations for Organizational and Institutional capacity Building

Organizational capacity building refers to the process of enhancing an organization's ability to effectively achieve its mission and goals by improving its internal systems, processes, and capabilities. It involves strengthening an organization's capacity to plan, implement, and evaluate its programs and initiatives as well as its ability to adapt to changing circumstances and challenges. Organizational capacity building envisions building the capacity of the collective and shared aspects of the organization such as existing processes, physical and digital infrastructure, technological abilities, etc. (CapacityBuildingCommission, 2022).

On the other hand, Institutional capacity building typically refers to strengthening the abilities and resources of an entire institution. It often involves broader systemic changes, including improving governance structures, introducing/amending policies, and regulations that guide the functioning of individuals and organizations.

Organizational capacity building can be achieved through various methods, such as training and skill development, mentoring and coaching, process improvement initiatives, procedure development, and fostering a learning culture within the organization. However, in the case of institutional capacity building, structural changes are required in terms of resource allocation, devolution of power, regulation, governance structure, etc. Institutional capacity building activity is mainly driven through a policy action and as it has impact over the government as a whole, more nuanced approach and deeper understanding are required.

Overall, institutional and organization capacity building of any urban local bodies is a long-term process that requires sustained investment and commitment from various stakeholders. Following are a few recommendations emerged from the observations noted during the interactions with employees and survey of the Municipal Corporation.

Recommendations	Needs	Responsibility
Addressing Shortage of Manpower	The Municipal Corporation is highly understaffed and working with high vacancy rate. As many officials have been given additional charges of other departments/duties, due to lack of technical know-how and nitty-gritties, the overall efficiency of service delivery is being hampered. In order to address this, a revision of establishment structure of the municipal corporation needs to be undertaken at the earliest. In addition to	Municipal Corporation / State Government

Recommendations	Needs	Responsibility
	this, a clarity in the policy needs to be achieved regarding factors (population, geographical expanse, topography, etc.) influencing sanctioned strength of the Municipal Corporation.	
Introduction of 'Induction Module' for new joiners / officials transferred from different departments.	Municipal officials and staff have very vast scope of work and responsibilities. They perform many administrative as well as technical functions on a daily basis. In order to perform efficiently, in addition to job specific knowledge, they will have to be aware of various legal and regulatory frameworks, departmental procedures, safety and emergency protocols, organizational culture and values, etc. It is important that the municipal staff is well-informed, prepared, and equipped to contribute effectively to the organization's goals and objectives. Induction trainings provide new employees with essential information about the organization, its structure, functions, and policies. It helps familiarize them with the goals, objectives, and values of the municipal corporation, ensuring that they understand their roles and responsibilities within the organization.	Municipal Corporation
Policy/Practise of 'Knowledge Transfer'	Inter service and inter departmental transfers is a common practise identified in the ULBs. Due to absence of practise of 'Knowledge	Municipal Corporation

Recommendations	Needs	Responsibility
	Transfer' or policy/practise regarding the same, the legacy knowledge gained by the individual in the particular department is not passed on and thus hampers the process of succession and improvement. It also leads to delays, undesirable exposure to the risks and overall decline in the service levels until the successor get the grasp of the scope. For organizational effectiveness, innovation, risk management, employee development, and long-term success, ' Knowledge Transfer' program is essential. It facilitates the efficient utilization of resources, promotes a learning culture, and enables organizations to adapt and thrive in a rapidly changing environment.	
Documentation and revision of Roles and Responsibilities	Defined roles and responsibilities are crucial for the effective functioning of the municipal corporation. They provide clarity, structure, and accountability, ensuring that everyone understands their specific duties and how they contribute to the overall goals and objectives of the organization. Owing to changing times and growing complexity of urban governance, roles & responsibilities of the municipal officials and staff need to be revised and updated. Well codified roles and responsibilities enhance efficiency, productivity, and collaboration along with enabling effective performance management and adaptability.	Municipal Corporation

Recommendations	Needs	Responsibility
Update and revise the internal Standard Operating Procedures of each department	Standard Operating Procedures (SOPs) play a critical role in organizations across various industries. They are documented guidelines that outline the steps, processes, and best practices required to perform specific tasks or activities. SoPs are important for consistency & quality, efficiency & productivity and training & onboarding of new employees. Although the corporation has SoPs for each department, there is a need for upgradation to include new tools, techniques and procedures.	Municipal Corporation
Formation of HR Cell	Over the years the field of human resource management has changed significantly. Many new methods and practices have been developed and adopted by the organisations which are yielding better outcomes. Owing to the circumstances, it is critical for the ULB to manage its human resource efficiently. In order to do that a HR cell can be formed at the Municipal Corporation on pilot basis for a year. The cell can handle the recruitment and selection process for contractual employees, set their KPIs and track progress. For permanent staff, a career progression plan will be made. It will give clarity to the staff about their career goals, encourage skill development and lead to better engagement.	Municipal Corporation
Dedicated procurement section for tendering	Procurement is a critical function of the Municipal Corporation. Swift, efficient and transparent procurement can lead to improved service delivery as well as optimum use of resources. The process of procurement in the corporation is guided procurement rules and polices of the centre as well as	Municipal Corporation

Recommendations	Needs	Responsibility
	state government. In addition to this, due to advent of technology, e-procurement through specific web portals such as Mahatenders, GeM, website of the corporation, etc. have become standard practise. In such a scenario, a dedicated section for the procurement needs to be established. The section will be consisting of procurement experts who will carry out the procurement process, in coordination with the concerned department, efficiently. This section will stay updated with the requirements, ensuring that all tendering processes align with the legal framework and meet local government standards. The procurement section for tendering will also ensure that the NMC is better equipped to negotiate and gets the best value for money.	
Digitalization of Historical Data	Municipal corporations often need to retrieve historical data for various purposes, such as legal inquiries, research, urban planning, or heritage preservation. Digitizing historical data allows for quick and efficient retrieval, eliminating the time-consuming process of manually searching through physical records or archives. It enables employees to access and extract relevant information promptly, enhancing decision-making processes.	Municipal Corporation
Implementation of e-Office	By implementing e-Office, municipal corporations can streamline their administrative processes, enhance transparency, reduce paperwork, improve accessibility to information, and increase overall efficiency. It also supports the goal of digital governance and enables better citizen services through faster response times and improved access to municipal services and information.	Municipal Corporation

Recommendations	Needs	Responsibility
Implementing Project Management Dashboard	Municipal corporations typically handle multiple projects simultaneously, ranging from infrastructure development to community initiatives. Dashboards allow project managers and municipal authorities to monitor and track the progress of various projects from a centralized platform. This ensures efficient resource allocation, minimizes delays, and optimizes project outcomes.	Municipal Corporation

Capacity Building Unit

7. Capacity Building Unit-Role and Responsibilities

To institutionalise the whole activity of capacity building and make it a long-term continuous program instead of one-time activity, a Capacity Building Unit (CBU) has been set up at the Municipal Corporation. The CBU will take efforts in in operationalizing the competency framework, developing content, curating assessments etc. and will work closely with Capacity Building Commission. CBU consists of a team of individuals, having the required knowledge and skills in the domain of capacity building so that they can carry out the capacity building (training/organisational) related activities in a continuous manner and standardize and institutionalize the training management processes in the Municipal Corporation.

Implementation of the Annual Capacity Building Plan of the Municipal Corporation

- Identifying anchor institute and partner institutions, preparing relevant MoUs to ascertain pricing and provision of other resources.
- Identifying appropriate training delivery models, including web-based e-learning, in-person or blended learning.
- Preparing approximate cost estimates and resource requirements (time, institutional, financial, etc.) associated with capacity building.
- Update the training needs and training calendar.
- Support the rollout of training programs and all allied activities identified in the ACBP.
- Ensure onboarding of personnel onto iGOT KY, training them in how to use platform and other associated tools.
- Cost analysis for training requirements

Preparation of ACBP for the Next Year and its Execution

- Update training needs as per defined roles and responsibilities.
- If required, revised competency mapping and skills sets required.
- Benchmarking internal needs for capacity building
- Based on the inputs prepare a ACBP and a fresh annual training calendar for the new year.
- Share the ACBP with CBC for guidance and suggestions.
- Renew the engagements with training institutes.
- Coordinate with all the stakeholders (training institutes/knowledge partners) to implement ACBP.
- Execute training program and supervise and monitor on regular basis.
- Reporting and updating progress of the ACBP plans to respective Municipal Commissioner/HODs/Concerned Authorities.

Monitoring and Evaluation of Capacity Building Interventions

- Training the leadership of corporation in using the monitoring and evaluation tools available through iGOT KY - MDO dashboard, PM's dashboard etc.
- Establishing internal customized indicators of success that may not be covered by platform dashboards.
- Establishing mechanisms for measurement and reporting of pre-defined indicators
- Presentation of a comprehensive evaluation of capacity building interventions by the corporation for necessary guidance to CBC
- Support preparation and execution of the L&D Survey in keeping with Mission Karmayogi's mandate of efficiency, transparency and accountability.
- Facilitate the collection and collation of data related to capacity building interventions, required for the ACBP.

Key Responsibilities of CBU

Potential Training Partners

8. Potential Training Partners

This exercise aims at assessing existing capacities at the ULB, conducting training need analysis and based on the insights received preparing an Annual Capacity Building Plan for the ULB. The prepared ACBP document acts a guiding principle for the Capacity Building Unit which will undertake, supervise and monitor the whole capacity building exercises.

To design/organise/plan training programs for the municipal officials, the CBU will have to build partnerships with institutions imparting trainings or conduct courses on the relevant subjects. To assist the CBU in this, a list of potential training partners has been prepared as mentioned in the Annexure III. The list consists of local/state level and national level institutes which are providing/running number of courses in the relevant areas. The list also consists of academic institutions with which ULB may get associated to design and arrange some of the specialised courses for its staff. It is to be noted that the given list is non-exhaustive and suggestive in nature. The CBU will have to facilitate these partnerships between the Municipal Corporation and training institutions as per the suitability and requirements.

Along with this, it is to be highlighted here that in current times, the whole sector of training has been unbundled. Nowadays, trainings/workshops/courses can be designed/arranged through NGOs/think tanks, Subject Matter Experts, Independent Consultants, Retired Senior Government Officials, Academic Institutions, Online Education Platforms, etc. Keeping this in mind, it is suggested that CBU and in turn the Municipal Corporation to conduct its own assessment and partner with suitable training institutions or engage with independent experts.

Opportunities for Immersing Learning

9. Opportunities for Immersing Learning

One of the important aspects in this capacity building framework is to build partnerships among ULBs and provide opportunities for cross learning. Accordingly, Nagpur Municipal Corporation has shown willingness to impart trainings and share its experiences in following domains/key projects.

Features	Description
Efficient water management System	Nagpur Municipal Corporation (NMC) has implemented various measures to ensure efficient water supply and distribution- 1. Installation of automated meter reading (AMR) systems to monitor water consumption, reduce wastage, and identify leakages. 2. It is mandatory for all new buildings to have rainwater harvesting systems. 3. Nagpur has a comprehensive water quality monitoring system in place to ensure the safety and potability of drinking water. 4. Nagpur has engaged in public-private partnerships (PPPs) for the management and operation of water supply and distribution systems. This collaboration between the municipal corporation and private entities aims to improve service delivery, optimize infrastructure, and enhance overall efficiency in water-related services.
Geo Civic Property Tax system	1. NMC provides an online platform for property owners to pay their taxes conveniently. The online system allows property owners to calculate their tax liability, generate tax bills, and make payments. 2. Nagpur utilizes Geographic Information System (GIS) technology to map and digitize property data. GIS-based property mapping helps in accurate identification and assessment of properties. 3. Each property in Nagpur is assigned a Unique Property Identification Number (UPIN). Through this one get to know the current property demand. NMC has made 11 services available only related to property Tax.

Quick Win Plans

10. Quick Win Plans

1. **Partnering with Local Mentor Training Institution**: To enhance the skills and knowledge of the NMC officers and staff through the Annual Capacity Building Plan, a mentor training institute is required to facilitate the capacity-building process. We propose a collaboration of NMC with the YASHADA., to pursue this goal. YASHADA can offer cutting-edge training programs in key areas designed to optimize competence and enhance the skills of NMC employees to achieve the goal of ideal governance.
2. **Partnering with National Institutes:** Maharashtra is known for its premier institutions in the field of Urban Studies and Planning. Additionally, it houses many Institutes of National Importance, such as IIT Bombay, NEERI and IIM Nagpur, among others. We recommend the collaboration of CBC with these institutes and other nationally acclaimed institutes, such as the NICMAR, AIILSG, IIT Bombay, TISS Mumbai, etc. to design courses per the NMCs skill needs. The CBC will facilitate the onboarding of these institutes by creating MoUs. Therefore, it would be prudent to explore opportunities to partner with these institutions at the earliest possible. Such partnerships could take place at two levels: first, by providing existing relevant and appropriate courses immediately available to the ULB staff, and second, by designing customized courses that are specific to the functions of urban local bodies in collaboration with these institutes.
3. **Registration on IGOT Platform:** The iGOT platform is offering top 3 courses in demand i.e. MS office, Emerging Technologies and Stress Management. The NMC is requested to register its officials on this platform. It is advised that all the group A,B and C staff (non-contractual) to be registered on IGOT platform to undergo above 3 mentioned trainings.
4. **Leveraging Local NGOs/CSOs:** It has been observed that many NGOs/Thinktanks are working with urban communities. Since they have experience in citizen engagement and community participation, options of engaging them as training provider for training on dealing with public, awareness campaign designing etc, will be beneficial for NMC.
5. **Partnering with Private firms who are providing IT or Construction solutions as training providers:** NMC can consider exploring opportunities to partner with reputed industry players offering training on solutions or technologies such as AutoCAD, BIM, SCADA, Property Taxation, and other relevant areas. The NMC can avail the benefits of its expertise, resources, and experience to equip its staff with the necessary skills and knowledge in these identified technologies, contributing to the city's overall development.

Annexures

11. Annexures

Annexure I Self-Assessment of Capacity Needs

CURRENT LEVEL	*SELF-ASSESSMENT OF EFFICIENCIES*	DESIRED LEVEL
1 2 3 4 5 6 **7** **8** 9 10	Refresher Course on City of Nagpur Corporation Act, 1948 (CNC Act)	1 2 3 4 5 6 7 8 **9** **10**
1 2 3 4 5 6 **7** **8** 9 10	Refresher Course on Maharashtra Civil Services Rules- 1979	1 2 3 4 5 6 7 8 **9** **10**
1 2 3 4 5 6 **7** **8** 9 10	Refresher Course on Maharashtra Municipal Corporations Act, 1949	1 2 3 4 5 6 7 8 **9** **10**
1 2 3 4 5 6 **7** **8** 9 10	Refresher Course on Maharashtra Regional and Town Planning Act- 1966	1 2 3 4 5 6 7 **8** **9** 10
1 2 3 4 **5** **6** 7 8 9 10	Refresher course on Solid Waste Management Rules- 2016	1 2 3 4 5 6 7 8 **9** **10**
1 2 3 4 5 6 **7** **8** 9 10	Refresher Course on General Finance Rules and Procurement Policies	1 2 3 4 5 6 7 8 **9** **10**

1	2	3	4	5	6	7	8	9	10	Refresher course - e-Procurement Systems and Process	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course- GeM Portal	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Bid Process Management (Tendering)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course -RTI Act and Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on RERA Act and Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Leading practices in Human Resource Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on Report-Writing, Note-Taking, Drafting mails	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher on Recruitment Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Unified Development Control and Promotion Regulations (UDCPR) Building Rules for Maharashtra State	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Refresher on Disaster Management Act, 2005	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Maharashtra Land Revenue Code, 1966	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on Environmental Protection Act, 1986	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course - Central Goods and Services Tax Act, 2017	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Maharashtra Treasury Rules, 1968	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Public Administration	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course and Advanced Training -MS Office	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on E- File Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on MS Excel (Dashboard, VLOOKUP, Formulas and Basic Analysis)	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Training on- Basic principles of Project management, PM Tools and Techniques	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Contract Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Building Information Modelling (BIM)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on AutoCAD, STAAD Pro	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on new equipment and Machinery in Civil Works	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Advance Construction Methodologies (Global Best Practices)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Construction Quality Control Testing, Systems and Standards	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - SCADA Systems	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Leading technologies in SWM	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Public Private Partnership models in Infrastructure Projects	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Training on Preparation of DPR (Detailed Project Report)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Handling special fire-fighting equipment	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Underwater Operations	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Fire safety	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Designing IEC Campaigns	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on High Rise Building Rescue	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Dealing with Industrial Emergencies	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Dealing with Chemical Disasters	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Wireless communication	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Training on Breathing Apparatus Training Gallery (simulations and models)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Service Book Filling	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Health and Safety Measures	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Document Management System (MIS) & Office Procedure	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on GIS	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Scuba Diving	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Legal Drafting	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on vertical garden	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Principles of Public Bus Transport	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Leading practice in public bus transport	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Training on HRMS Software	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Designing Sewerage and storm water drainage	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Inventory Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on lawn and landscape development	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Operations and Maintenance - Roads, Sewerage, Drainage	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher Course on Basics of Finance and Accounts	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Internal Audit	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on transactions under the PPP model (Accounts specific)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on ESCROW account opening and its operations	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Leadership Development	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Effective communication skills (Verbal and Non-Verbal)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on improving Language Proficiency	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Stress Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Workshop on Time Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Team Building	1	2	3	4	5	6	7	8	9	10

nnexure-II Mapping of Roles, Responsibilities, Competencies, and Gaps

Education Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Education Officer	• To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities and staff training. • To work as an Administrative Officer and oversee all administrative tasks and management of all schools under the jurisdiction. • To undertake activities aimed at improving the quality of schools.	• Knowledge of the Right to Education Act and other relevant Acts. • Educational leadership Skills. • Knowledge of educational policies. • Administrative and organizational skills. • Communication and interpersonal skills. • Problem-solving and decision-making.	• Refresher Course on Right to Education Act (Provisions and Enforcement) • Workshop on New Education Policy Implementation • Refresher course on Report-Writing, Note-Taking, Drafting mails. • Training on Effective Communication (Verbal and Non-Verbal)
Deputy Education Officer	• To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities (Infrastructure) and staff training. • Obtain information about the urgent tasks and requirements of schools.	• Knowledge of the Right to Education Act and other relevant Acts. • Leadership skills. • Communication Skills. • Problem-solving Skills. • Policy development	• Refresher Course on Right to Education Act (Provisions and Enforcement) • Workshop on New Education Policy Implementation • Refresher course on Report-Writing, Note-Taking, Drafting mails.

	• Verify whether the Headmaster/Principal has completed the required formalities for secondary students/non-grant teachers or not. • Provide timely information to the Educational Officer. • Perform assigned tasks within the set deadlines.	• Educational administration • Data analysis • Interpersonal skills • Strategic thinking • Knowledge of educational systems	• Training on Effective Communication (Verbal and Non-Verbal)
Deputy Director	• To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities and staff training. • Overseeing all administrative tasks and office management at the headquarters. • Coordinating the reconciliation of salary advances, provident fund accounts, income tax details (Form No. 16), property certificates, and salary-related documents. • Informing all officers and staff in the department about government decisions and municipal corporation orders through departmental circulars	• Well versed with Right to Education Act and other related Acts • Relationship building • Decision-making • Problem-solving • Organization and time management	• Refresher Course on Right to Education Act (Provisions and Enforcement) • Workshop on New Education Policy Implementation • Training on Effective Communication (Verbal and Non-Verbal) • Training on Leadership Development • Training on Team Building • Training on New Approaches in Pedagogy

Deputy Program Officer District/Mission Head	• To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities and staff training. • Organizing various types of training workshops and programs, including arranging expert trainers for training. • Conducting pre-skill training programs. • Developing annual work plans and estimates for the inclusive education program and conducting comprehensive studies and preparing estimates. • Discussing with senior officials under the inclusive education program and planning and organizing programs and training. • Recording the progress of ongoing programs and preparing plans and implementing appropriate measures	• Effective communication skills • Relationship building • Monitoring and evaluation of the schemes/programs being implemented	•Refresher Course on Right to Education Act (Provisions and Enforcement) •Workshop on New Education Policy Implementation •Training on Effective Communication (Verbal and Non-Verbal) • Training on Team Building • Refresher course on Report-Writing, Note-Taking, Drafting mails.
School Inspector	• To provide quality primary education to children aged six to fourteen in the working area.	• Possessing knowledge of the Right to Education Act and other related Acts	•Refresher Course on Right to Education Act (Provisions and Enforcement)

	• Provide physical facilities and staff training. • Conduct regular visits and inspections of schools, assess their physical facilities, infrastructure quality, and school feeding programs. • Maintain detailed information about closed and operating schools. • Gather information on teachers' salary disbursement and forward bills. • Consolidate and provide information on received grants to senior officials (under the Comprehensive Education Grant). Conduct compassionate job interviews. • Provide schools with information regarding various student scholarships and assist education officers and assistant education officers in performing tasks within specified deadlines.	• Strong observation and assessment skills for conducting school visits and inspections. • Knowledge of educational policies, regulations, and standards. • Ability to interpret data and evaluate school performance. • Familiarity with educational programs and initiatives.	•Workshop on New Education Policy Implementation •Training on Effective Communication (Verbal and Non-Verbal) • Training on Team Building • Refresher course on Report-Writing, Note-Taking, Drafting mails.

Junior Clerk	• To carry out the tasks assigned to the department of the establishment's private school under the heading of accounting. • Employee Accessibility • Components of the body training for supporting work	• Knowledge in Accounts and Finance • Knowledge of the Right to Education Act and other Acts.	• Refresher course on Report-Writing, Note-Taking, Drafting mails. • Refresher Course on Right to Education Act (Provisions and Enforcement)

Finance Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Accounts and Finance Officer	• Controller of finance dept. • Custodian & treasurer of NMC • All type of financial report to commissioner and government • Preparation of budget submit to commissioner for further. • Issue cheque • Maintenance of government grant & exp. • GPF maintenance • Finalise pension and payment. • All type establishment exp (salary, pension)	• Business and organisational expertise, including understanding of allied fields including accounting, auditing, finance, and taxation. • Knowledge regarding GST, IT, and related laws, as well as establishment, PF, and pension requirements.	• Refresher course on CNC Act, MCS Rules, MMC Act. • Refresher Course on GST Act and Rules • Refresher Course on Maharashtra Treasury Rules 1968 • Ability for Leadership Development, Team Building • Training on Stress Management, Time Management

Nigam Auditor	• Internal audit • Compliance of fund audit report	• Audit and Accounting Knowledge: Proficiency in auditing principles, accounting standards, financial analysis, and reporting procedures • Ability to analyse financial data, identify discrepancies or irregularities, and draw logical conclusions based on the findings. • IT Proficiency • Interpersonal Skills • Knowledge of Accounting, Finance, Maharashtra Municipal Corporation Act, MCSR	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher Course on GST Act and Rules • Refresher Course on Maharashtra Treasury Rules 1968 • Refresher Course on RTI Act and provisions • Training on Stress Management
Accounts Officer	• Assist to CAFO • Pay verification. • Scrutiny of pension cases	• Technical expertise in fundamental areas such as accounting, finance, taxation, law, the Maharashtra Municipal Corporation Act MCSR, property tax, vehicle tax, professional tax, and similar Acts and Laws pertaining to the Local Government Body. • Leadership abilities, problem-solving abilities, conflict resolution abilities, communication abilities, Human Resource Management, Team Management, and interacting with the public Letter drafting (e.g., Notice drafting, Notice Reply, etc.), Stress Management	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher Course on GST Act and Rules • Refresher Course on Maharashtra Treasury Rules 1968 • Refresher Course on RTI Act and provisions • Training on Stress Management

		• Letter drafting (for example, notice drafting, notice reply, and so on).	
Budget Officer	• Preparation of budget & submission to CA&FO • Control of budgetary provision • Submission of budget to CA&FO	• To analyse and interpret financial data, perform budget forecasting, and make informed recommendations based on financial insights. • Proficiency in developing, implementing, and monitoring budgets, ensuring adherence to financial targets and effective allocation of resources. • Knowledge of various financial Resources	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher Course on GST Act and Rules • Refresher Course on Maharashtra Treasury Rules 1968 • Refresher Course on RTI Act and provisions
Assistant Auditor	• Pre audit of payment for sanction • Maintenance of head wise ledger • Control of budgetary distribution	• Various tools and software used for auditing work. • Knowledge of Accounting, Finance, Maharashtra Municipal Corporation Act, MCSR	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher Course on GST Act and Rules • Refresher Course on Maharashtra Treasury Rules 1968

			• Refresher Course on RTI Act and provisions • Training on Stress Management
Assistant. Superintendent	• Office management • Report to CA&FO • Monitor of all establishment matter	• Knowledge of Accounting, Finance, Maharashtra Municipal Corporation Act, MCSR, etc. is required. • Knowledge of Accounting, Finance, • Computer Skills	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher Course on RTI Act and provisions • Training on leading practices in Human Resource Management
Cashier	• Maintenance of cash book and cheque writing	• File / Data Management • Knowledge of accounting and finance	• Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis)

Bazar Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Deputy secretory	• Supervising and monitoring departmental employees • After inspection by the concerned zone inspector, approving the proposed proposals and sending them to the Market Superintendent. • Attending the meetings of the Nagpur Municipal Corporation, standing committees, and other scheduled gatherings. • Granting permission in accordance with Note 81-B of the Maharashtra Municipal Corporation Act, 1949	• Administrative Knowledge • Knowledge of Rules & Regulations • Knowledge of Provisions of Shop & Estate Act • Act noting & Drafting Skills • Preparation of Modules for Dept. • Communication Skill • Computer & IT Skills	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher course on The Maharashtra Shops and Establishments Act, 2017 • Refresher Course on GST Act and Rules • Refresher Course on Public Administration • Training on- Basic principles of Project management, PM Tools and Techniques • Training on Contract Management

			• Training on Leadership Development and Team Building • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management • Training on Time Management
Market Superintendent	• Supervising and monitoring departmental staff, ensuring their performance, and maintaining control over their activities. • Inspecting incoming and outgoing mail/files received through correspondence and assigning them to respective employees. • Ensuring proper organization and maintenance of records and files in accordance with prescribed methods, conducting periodic audits or inspections. • Granting approval for proposals and permits related to market department reforms and document standardization.	• Administrative Knowledge • Knowledge of Rules & Regulations • Knowledge of Provisions of Shop & Estate Act • Act noting & Drafting Skills • Preparation of Modules for Dept. • Communication Skill Computer & IT Skills • Management skills	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies • Refresher course on The Maharashtra Shops and Establishments Act, 2017 • Refresher Course on GST Act and Rules • Refresher Course on Public Administration

			• Training on- Basic principles of Project management, PM Tools and Techniques • Training on Contract Management • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Service Book Filling • Refresher Course on Document Management System (MIS) & Office Procedure • Training on Legal Drafting
Deputy Market Superintendent	• Conducting a thorough examination of submitted applications for permit renewals and proposing them to the Market Superintendent with recommendations. • Submitting court cases received from the Prosecution Department to the concerned	• Strong organizational skills to oversee tasks and ensure smooth operations. • Knowledge of market department procedures and regulations	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on GFR and Procurement Policies

	inspectors for further processing along with recommendations. • Verifying the register of daily collections prepared by the department for market dues. • Maintaining the record of the fine collected from the shops. • Conducting inspections along with the relevant inspectors/sealers in the market areas under Zones 1 to 10, • Maintaining the attendance record of the employees	• Effective communication and coordination skills with internal and external stakeholders • Administrative proficiency for managing documents and approving proposals	• Refresher course on The Maharashtra Shops and Establishments Act, 2017 • Refresher Course on GST Act and Rules • Refresher Course on Public Administration • Training on- Basic principles of Project management, PM Tools and Techniques • Training on Contract Management • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Service Book Filling • Refresher Course on Document Management System (MIS) & Office Procedure

			• Training on Legal Drafting • Training on improving Language Proficiency • Training on Effective communication skills (Verbal and Non-Verbal)
Junior Inspector	• Assisting market inspectors and officers in office-related tasks. • Recovering unpaid dues of defaulting permit holder • Cross-checking the daily/weekly rent collection receipts issued for ground rent by market department constables and informing the concerned inspectors accordingly. • Monitoring the daily/weekly collection from contractors under the jurisdiction of the respective market and municipal corporation. • Performing tasks assigned by market department authorities in a timely manner	• Knowledge of market regulations and policies. • Ability to conduct inspections and enforce compliance with market rules. • Strong observation and analytical skills to identify violations and irregularities. • Effective communication and interpersonal skills to interact with market stakeholders. • Attention to detail in documenting inspection findings and preparing reports. • Proficiency in using relevant technology and software for data management and reporting.	• Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency
Junior clerk	• To put up files related to their table. • Fee Collection/rent Record Keeping • Preparing RTI / CM Portal /PM Portal	• Knowledge of market regulations and policies.	• Refresher course - e-Procurement Systems and Process

	• information expense approval matters • Payment of Light bills, Contract agency's bills, Contingency bills • Establishment work Inward & Outward offices & letters Preparing files for various subjects. • Overall responsibility of the allotted table work	• Computer skills, record keeping, file movement, basic office procedures, and e-procurement is required	• Training on Leading practices in Human Resource Management • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis)
Assistant	• Collecting permit fees from permit holders within the designated zone of the market department. • Issuing application letters and notices to relevant permit holders within the designated zone under the market department. • Depositing the money collected money in the banks. • Display the monthly collection statement prominently in the office. • Ensure the maintenance of a register for revenue stamp usage	• Record-keeping • Basic knowledge of computer applications and software for data entry, document processing, and record management • Familiarity with market-related laws, regulations, and procedures to ensure compliance and provide accurate information to market participants. • Communication skill.	• Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course and Advanced Training -MS Office • Training on Effective communication skills (Verbal and Non-Verbal)

Health Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Medical Health Officer	• Lead all the public health-related activity in the UHC area. • Assist the director of health in all the matters relating to provision of quality of urban health services and provide technical & managerial support to grass root functionaries. • Visit health facilities for supervision and provide supportive supervision and feedback Provide regular report on programme implementation to the Medical Officer of Health (MOH). • Monitor various health & family welfare programme and take measures for the improvement of quality of programme outputs. • Prepare monthly reports of activities of UHC in the prescribed format and shall submit the reports timely to higher authorities. • Carry out need assessment for training, prepare training curriculum and plan training activity in collaboration with training institutes. • Monitor the implementation of all National Health Programmes effectively. • General administration, record and maintenance of Drugs, equipment's, Vaccines & other logistics.	• M.B.B.S.- Must have registered name with the Maharashtra medical council. • Doctors in Municipal Corporations should understand public health issues and be able to provide guidance and recommendations to the public and other stakeholders. • Possess Effective Communication Skills	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher course on Report-Writing, Note-Taking, Drafting mails • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Health and Safety Measures • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management, Time Management • Training on Team Building

Additional District Health Officer	• Assisting the District Health Officer • Supervising Healthcare Programs • Managing Health Facilities • Policy Development and Implementation • Emergency Preparedness and Response	• Public Health Knowledge • Policy Development and Implementation • Data Analysis and Interpretation • Communication and Interpersonal Skills • Strategic Planning and Resource Management	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher course on Report-Writing, Note-Taking, Drafting mails • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Health and Safety Measures • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Team Building
Medical Officer	• Conducting examinations of patients coming to the hospital/clinic for diagnosis • Conducting medical examinations, evaluations, and assessments. • Prescribing medications and providing necessary medical treatments. • Interpreting medical tests and diagnostic results • Maintaining accurate and updated medical records	• Proficient knowledge of medical principles, practices, and procedures • Ability to perform medical procedures, diagnose illnesses, and interpret test results. • Capable of making critical decisions promptly and prioritizing patient needs.	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher course on Report-Writing, Note-Taking, Drafting mails

		• Excellent communication skills to interact effectively with patients and colleagues. • Empathy	• Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Health and Safety Measures • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management, Time Management • Training on Team Building
Senior/Junior Clerk	• Undertake Clerical and establishment work. • Preparation of salary and other bills • Reporting to AM	• Knowledge of accounting • Knowledge about MCSR Act • Knowledge of MS Office • Knowledge of Record Keeping	• Refresher Course on General Finance Rules and Procurement Policies

		• Knowledge of File Movement • Knowledge of Basic Administrative Procedures • Knowledge of E-procurement.	• Refresher course -RTI Act and Rules • Training on Leading practices in Human Resource Management • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Training on Designing IEC Campaigns • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software • Refresher Course on Basics of Finance and Accounts • Training on Effective communication skills (Verbal and Non-Verbal

General Administration Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Commissioner	• Analyse and resolve cases referred by all departments and the establishment department under the jurisdiction of the Municipal Corporation and propose solutions to senior officials. • Act on complaints received from citizens. • Perform duties according to the position assigned by employees. • Coordinate with the Commissioner. • Approve promotions of employees as proposed by senior officials. • Supervise all work in the General Administration Department and maintain control over the employees.	• Knowledge of MCS Rules and Recruitment and Promotion policies, rules and related regulations • Well versed with administrative provisions regarding • Effective redressal of grievances • Leadership • Human Resource Management	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher Course on Public Administration • Training on Leadership Development • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management, Time Management • Training on Team Building
Superintendent	• Approve, revoke, and transfer appointments of other departments under the control of the central office, as well as handle related matters such as promotions and transfers.	• Knowledge of MCS Rules and Recruitment and Promotion policies, rules and related regulations	• Refresher course on CNC Act, MCS Rules, MMC Act

	• Provide information under the Right to Information Act. • Handle departmental inspections and matters related to establishment subjects. • Prepare responses to questions under Section 44 of the RTI Act. • Prepare confidential reports. • Conduct correspondence as required by the government	• Well versed with administrative provisions regarding establishment of municipal corporation • Drafting of reports, administrative notes and proposals • Handle Documentation and Correspondence efficiently • Knowledge of RTI Act and its provisions	• Refresher course -RTI Act and Rules • Refresher Course on Public Administration • Training on Leadership Development • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management, Time Management • Training on Team Building
Assistant Superintendent	• Handle correspondence and resolution of complaints for the Maharashtra Government and Subordinate Offices. • Submit reports regarding complaints on Public Service Day. • Collect documents related to notified services under the Maharashtra Right to Public Services Act. • Prepare departmental estimates. • Receive complaints in departmental inspection cases and grant permissions.	• Knowledge of MCS Rules and Recruitment and Promotion policies, rules and related regulations • Handle Documentation and Correspondence efficiently • Drafting of reports, administrative notes and proposals • Knowledge of MS Office	• Training on Bid Process Management (Tendering) • Refresher course -RTI Act and Rules • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis)

	• Supervise and control office employees		• Training on HRMS Software • Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency
Senior Divisional Clerk	• Perform administrative tasks related to establishment matters. • For roster-related work, submit promotion and appointment orders to the concerned department in a timely manner, maintain confidential reports, property statements, and responsibility statements before the promotion committee meeting. • Manage the administrative work related to officers and employees in grades 1 to 4. • Work on scheduled promotions. • For roster-related work, submit promotion and appointment orders to the concerned department in a timely manner, maintain confidential reports, property statements, and responsibility statements before the promotion committee meeting	• Knowledge of clerical work and supervision. • Knowledge of MCSR, MMC, CNC Act, Establishment Rules, Labour laws. • Drafting skill • Reporting skill	• Refresher course - e-Procurement Systems and Process • Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software

			• Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency
Upper Divisional Clerk	• Handle daily mail, registered post, and general correspondence, as well as receive and process all applications and their files in the office. • Maintain files related to relevant legal notices and complaints. • Monitor incoming and outgoing work. • Perform any assigned tasks as required.	• Knowledge of clerical work and supervision. • Knowledge of MCSR, MMC, CNC Act, Establishment Rules, Labour laws. • Drafting skill • Reporting skill	• Refresher course - e-Procurement Systems and Process • Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software • Training on Effective communication skills (Verbal and Non-Verbal)

			• Training on improving Language Proficiency
Clerk	• Conduct an audit of the bill ledger to reconcile with the S.B.D. ledger and update all bill-related cases with the respective bill numbers. • Prepare memos for all G.A.D. establishment cases, including matters related to salary and cases referred to the G.A.D. establishment department from other departments. • Compile information received from all departments. • Prepare the G.A.U. estimates.	• Knowledge of clerical work and supervision. • Knowledge of MCSR, MMC, CNC Act, Establishment Rules, Labour laws. • Drafting skill • Reporting skill	• Refresher course - e-Procurement Systems and Process • Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software • Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency

Fire Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Fire Officer	• Administrative and Technical Head of the Fire Department • Ensure staff training and Mock drills and maintain cooperation with all multi-departmental approaches during an emergency. • Visiting typical buildings of the city to maintain fire and emergency plans and equipment to be maintained as per law. • Conduct fire-fighting rescue work in an emergency.	• Thorough knowledge of the CNC Act, MCS Rules and related provisions • In-depth Knowledge of Disaster Management Act and related provisions • In-depth knowledge of relevant sections & provisions pertaining to The Maharashtra Fire Prevention and Life Safety Measures Act, 2006 • Possess Computer & IT skills, MS Office, Google surfing , etc. • Basic knowledge of Contract Act, etc. • Leadership and Team Building • Efficient in People management/conflict management/crowd management	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher on Disaster Management Act, 2005 • Training on Handling special fire fighting equipment • Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management

			• Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Leadership Development • Training on Stress Management, Time Management • Training on Team Building
Deputy Chief Fire Officer	• Ensure staff training and Mock drills. • Maintain cooperation with all multi-departmental approaches during emergency, • Visiting typical building of the city to maintain fire and emergency plans and equipment to be maintained as per law. • Conduct fire-fighting rescue work in emergency. • Reports to the Chief Fire Officer • Takes reports from the subordinate fire station officers for the day to day and NOC related work. • Supervises the vehicles and machinery and ensures their proper working condition. • Ensure that all necessary fire charges or fire fees has been collected and deposited in respective accounts.	• Thorough knowledge of the Maharashtra Municipal Corporation Act and rules of Fire department a • Possessing Computer & IT skills, MS Office, Google surfing and suite, • Knowledge of GIS Mapping for Fire related man, machine, and Water supply • Basic knowledge of Contract act, etc. • Possessing Analytics skills from Microsoft word and Excel	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher on Disaster Management Act, 2005 • Training on Handling special firefighting equipment • Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters

			• Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Leadership Development • Training on Stress Management, Time Management • Training on Team Building
Divisional Fire Officer	• Developing and implementing fire safety policies, procedures, and protocols. • Conducting risk assessments and inspections to identify potential fire hazards. • Planning and coordinating emergency response strategies and operations. • Training and educating firefighters. • Investigating the cause and origin of fires and reporting findings.	• Firefighting expertise and knowledge • Leadership and management skills • Emergency response planning and coordination • Training and education capabilities • Risk assessment and prevention proficiency • Good physical fitness and health	• Refresher course on CNC Act, MCS Rules, MMC Act • Refresher on Disaster Management Act, 2005 • Training on Handling special firefighting equipment • Refresher course on Report-Writing, Note-Taking, Drafting mails • Training on Underwater Operations

			• Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models)
Assistant Divisional Fire Officer	• Assisting the Divisional Fire Officer in managing and leading firefighting operations • Supporting the development and implementation of fire safety policies and procedures. • Participating in risk assessments and inspections to identify fire hazards. • Monitoring and ensuring compliance with fire safety regulations.	• Knowledge of fire safety regulations • Emergency response planning and coordination • Training and education capabilities • Risk assessment and prevention proficiency • Good physical fitness and health	• Refresher on Disaster Management Act, 2005 • Training on Handling special firefighting equipment • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office

			• Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher course -RTI Act and Rules • Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models)
Station Officer	• Acts as the Station In charge of the fire station. • Ensure proper functioning of the fire station.	• Basic knowledge of Maharashtra Municipal Corporation Act and Rules	• Refresher on Disaster Management Act, 2005

	• Reports to the Deputy Chief Officer and Chief Fire Officer for the tasks assigned. • Supervise that station vehicle and machinery are in proper and working condition. • Take parade of staff every day and to give training to fellow staff about operating of fire instruments and familiarise with the new developments. • Take visit of his area for fire safety, inspect building and Issue notice whenever required. • Keep team ready for any emergency in case of fire breakout or natural calamities.	• Basic knowledge of Computer & IT Software • Skilled in MS office and MS Excel • Knowledge of new fire technology and instruments. • Physically fit • Communication skills	• Training on Handling special firefighting equipment • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher course -RTI Act and Rules • Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological,

			Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Effective communication skills (Verbal and Non-Verbal)
Assistant Station Officer	• Responding to emergency calls, including fires, accidents, and other incidents, and coordinating the deployment of resources • Conducting fire inspections, enforcing fire safety regulations • Assisting in incident command and control at the scene of emergencies, directing firefighting operations, and ensuring the safety of personnel • Ensuring that firefighting equipment is in proper working condition	• Basic knowledge of Maharashtra Municipal Corporation Act and Rules • Basic knowledge of Computer & IT Software • Skilled in MS office and MS Excel • Knowledge of new fire technology and instruments. • Physically fit • Communication skills	• Refresher on Disaster Management Act, 2005 • Training on Handling special firefighting equipment • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office

			• Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher course -RTI Act and Rules • Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Dealing with Public (Conflict

			Management/Anger Management/Difficult Conversations) • Training on Effective communication skills (Verbal and Non-Verbal)
Leading Fireman	• Station Fire in charge or Worker of the Fire station • Keep fire station working and well maintained and report to Station officer for the tasks assigned. • Supervise the station vehicle and machinery are ensure they are in proper and working conditions. • Operate vehicle and fire instruments in emergency as well as in mock drill. • Field person of the designated station where fire takes place, must be ready for any emergency like firefighting as well natural calamities. • Takes attendance of Junior Fire man, Security Guard etc • Keep record of Fire instruments and Vehicles and inform the higher authorities in case of any issue	• Basic knowledge of Maharashtra Municipal Corporation Act and Rules • Basic knowledge of Computer & IT Software • Skilled in MS office and MS Excel • Knowledge of new fire technology and instruments. • Physically fit • Ability to analyse complex situations.	• Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Dealing with Public (Conflict

			Management/Anger Management/Difficult Conversations) • Training on Effective communication skills (Verbal and Non-Verbal)
Fireman - Rescuer	• Firefighter of the Department. • Keep fire station working and well maintained. • Supervise station vehicle and machinery are check their proper working conditions, keep the fire station machinery and Premises clean. • Operate vehicle and fire instruments in emergency as well as in mock drill. • Field person of the designated station where fire takes place in the area then be prepared for any emergency like firefighting as well natural calamities. • Keep all registers at designated fire stations updated	• Possessing basic knowledge of new fire technology and instruments. • Possessing basic knowledge of prevention, controlling and rescue from fire. • Ability to analyse complex situations. • Should be Physically fit.	• Training on Underwater Operations • Training on Fire safety • Training on High Rise Building Rescue • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Dealing with Public (Conflict

			Management/Anger Management/Difficult Conversations) • Training on Effective communication skills (Verbal and Non-Verbal)
Driver	• Drive heavy fire vehicles. • Supervise that the station vehicle and machinery are in proper working conditions and keep the fire station machinery and Premises clean. • Operate vehicle and fire instruments in emergency as well as in mock drill. • To keep record of vehicle and maintain record of vehicle and to see that Vehicles was serviced regularly	• Knowledge of basic documentation and record keeping. • Possessing Drafting/Noting Skills. • Possessing basic knowledge of prevention, controlling and rescue from fire.	• Training on Fire safety • Training on Dealing with Industrial Emergencies • Training on Dealing with Chemical Disasters • Training on CBRN (Chemical, Biological, Radiation, Nuclear) under Disaster Management • Training on Wireless communication • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Effective communication skills (Verbal and Non-Verbal)

Annexure-III List of Potential Training Partners*

Institute	Focus Areas	Course Title	Links
YASHADA, Pune	Public Administration Urban Development Information Technology Disaster Management E-Governance	----	https://www.yashada.org/yashada_2019/
AIILSG, Nagpur	Urban Local Governance e-Governance Capacity Building GIS and Remote Sensing Fire Prevention	---	https://www.aiilsg.org/# https://www.aiilsg.org/fireman-course.html https://www.aiilsg.org/fire-prevention.html https://www.aiilsg.org/pgd-gis.html https://www.aiilsg.org/dhi.html https://www.aiilsg.org/sub-fire-officer-course.html

ASCI, Hyderabad	Economics and Finance Environment, Urban Governance & Infrastructure Development Human Resources Development Public Policy, Governance and Performance. Energy Studies Innovations in Public Systems	• Infrastructure & Project Finance • Financial Modelling using Excel • Advanced Data Analysis Method and Tools for Companies • Garbage Free Cities: Achieving Five-star Rating • Public Procurement Principles and GeM • Project and Contract Management • Agile Leadership Today and Tomorrow • Indian Accounting Standards	https://asci.org.in/on-campus-announced-programmes-1/
Ashank Desai Centre for Policy Studies, IIT Bombay, Mumbai	Digital Society and Governance Urban Policy Water, Sanitation, Health Environment and Climate Change	----	https://www.cps.iitb.ac.in/
Azim Premji University, Bangalore	Public Health Remote Sensing and GIS Climate Change and Sustainable Development Local Democracy	• Ethics in Public Health Practices • Introduction to Mapping and Geographical Information Systems using Quantum GIS • Introduction to Remote Sensing using Quantum GIS • Environmental Data Analytics using R Local Democracy in India: Theory, Policy, and Practice	https://azimpremjiuniversity.edu.in/certificate-courses

Centre for Science and Environment, New Delhi	Climate Energy Waste Management Habitat Water and Wastewater Food and Toxins	• C&D Waste Management • Sustainable Waste Management • Advanced Residential Training Programme on Urban Groundwater Management • Role of Informal Sector in Material Recovery in Waste Management • Dumpsite Remediation and Landfill Management • New approaches to air quality data analytics and pollution source assessment for better air quality management • Understanding Traffic Impact Assessment	https://www.cseindia.org/online-training-courses?topic=school-of-sustainable-urbanization-and-air-pollution
CEPT, Ahmedabad	Urban Planning Urban Transport Urban Design Construction Management Solid Waste Management Surveying Building Constriction	• Accelerated Training Programs for Cities • Capacity Building of Cities as part of the Sanitation • Capacity Building Platform	https://crdf.org.in/center/center-for-urban-planning-and-policy https://crdf.org.in/training?center=9 https://crdf.org.in/project/capacity-building-of-cities-as-part-of-the-sanitation-capacity-building-platform

IIHS, Bangalore	Urban Risk and Resilience Planning and Housing Land Governance and Management Sustainable Urban Development	• Designing Net Zero Buildings • Context-based Solutions for Total and Inclusive Sanitation • Smart water management – including water audit • Water Quality Monitoring and Surveillance – including WQMIS Grey Water Management • Webinar on geo-tagging of assets Participatory planning, implementation and O&M for Har Ghar Jal	https://iihs.co.in/capacity-building/designing-net-zero-buildings/ https://iihs.co.in/capacity-building/context-based-solutions-for-total-and-inclusive-sanitation/ https://iihs.co.in/capacity-building/customised-courses/
IIPA, New Delhi	Urban Studies Environment and Climate Change Public Administration Good Governance	• Training Programme on "Public Administration and Governance cum Exposure Visit" • One Day Workshop on: "Policy Issues in Tech Spaces" • LEAs Program on Cyber Security Strategy	https://www.iipa.org.in/cms/public/page/about-iipa-trainings
Janaagraha, Bangalore	Civic Participation City Finance Urban Policy and Research	----	https://www.janaagraha.org/what-we-do/
MCGM Centre for Municipal Capacity building and Research (MCMCR)	Capacity Building of ULBs	• Basic Course on Water, Sewerage & Roads • Basic Course on G.I.S. for Property Tax and Town Planning Department of ULBs • National Clean Air Program • SCADA for Water & Wastewater	https://mcmcr.mcgm.gov.in/training.php

		• Project Management using ORACLE Primavera Software • Disaster Management • Occupational Safety & Health (OSH) Of Municipal Employees	
NIUA, New Delhi	Climate Change Urban Governance Digital Governance Municipal Finance Inclusive Cities	----	https://niua.in/
RCUES	Urban & Regional Planning Urban Transport Urban Poverty Alleviation Community Participation for promoting participatory Urban Decision Making Urban Sanitation Solid Waste Management Water supply and Sewerage Management River Front Development Geographical Information System and MIS in Urban Governance IT & E-Governance	----	http://rcueslucknow.org/FunctionalArea.aspx

TERI University	Water Science & Governance Renewable Energy Environmental Studies & Resource Management Climate Science and Policy	----	https://www.terisas.ac.in/index.php
The Urban Lab	Transport and Mobility	• Capacity Building Support for Urban Design Team of Pune Municipal Corporation • Training Workshop in Bus Operations Planning Gandhinagar	https://theurbanlab.org/project/category/advisory
TISS, Mumbai	Urban Policy Climate Change and Sustainability Public Participation and Engagement Disaster Management	----	https://www.yashada.org/yashada_2019/
WRI, India	Sustainable Cities Climate Energy Governance Hydrogen	----	https://wri-india.org/
VNIT	Civil Engineering Information Technology Architecture & Planning		https://vnit.ac.in/
IIM Nagpur	Human Resource Management Strategy and Execution Project Management Leadership Development		https://www.iimnagpur.ac.in/

**The list is indicative only and non-exhaustive*

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