



Annual Capacity Building Plan 2023-24

Pune 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
AIIISG	All India Institute of 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
CSCU	Cabinet Secretariat Coordination Unit
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
MMCA	Maharashtra Municipal Corporation Act
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Operations and Maintenance
PMAY	Pradhan Mantri Awas Yojana
PMC	Pune 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

¹ Press Information Bureau

- 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 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 formal 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 Plan for Urban Local Bodies

India is one of the fastest-growing economies in the world today. Much of the economic developments 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 7933², the Urban Local Bodies (ULBs) are facing a serious challenge of effectively providing 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 reforms³ were prioritised however, many cities, either were unable implement these reforms or

² As per Census 2011, the urban system of India consists of 7933 settlements, classified broadly as statutory towns (4041) and census towns (3892).

³ Governance and Institutional Reforms, Fiscal Reforms, Process Reforms, Citizen Centric Reforms, Process Reforms, etc.

unable to leverage available funds because of lack of capacity and technical expertise (Planning Commission, 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 build 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.

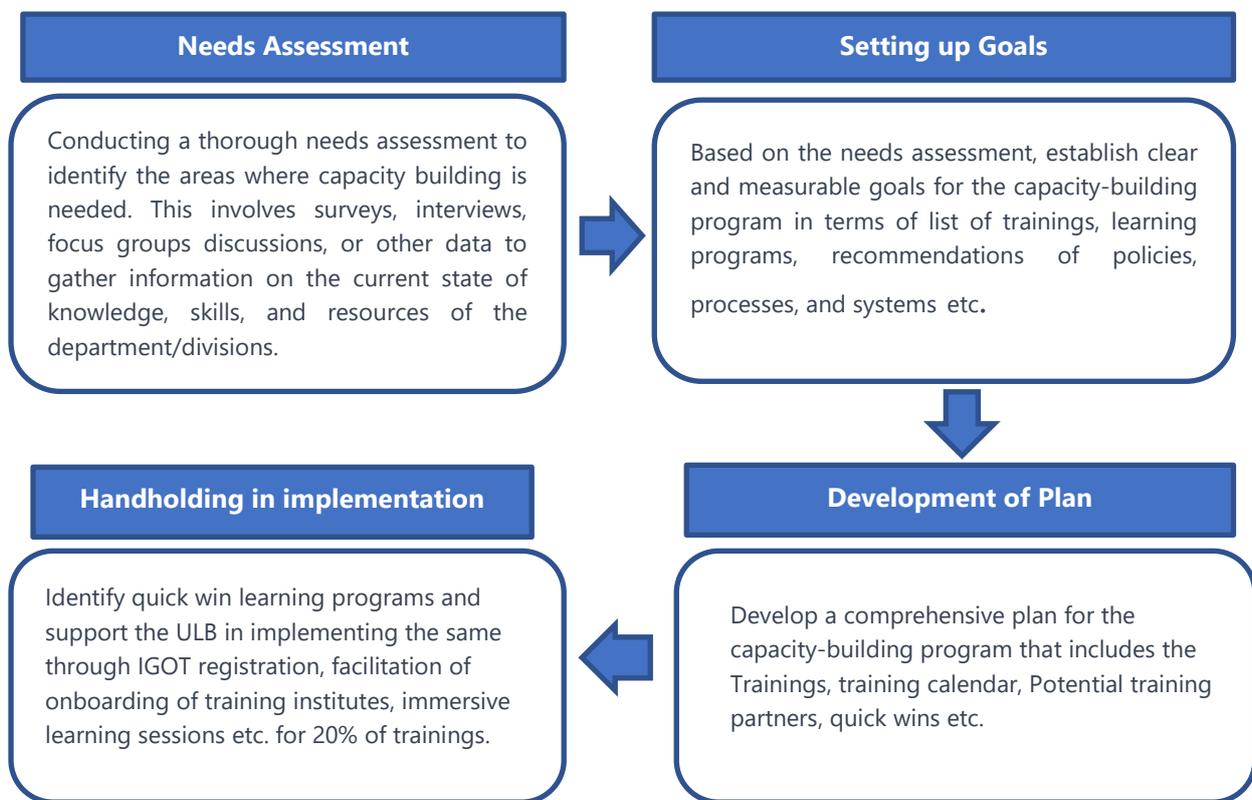
2.3 Our Approach

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 upgradation (Jha, <https://www.orfonline.org/>, 2018).

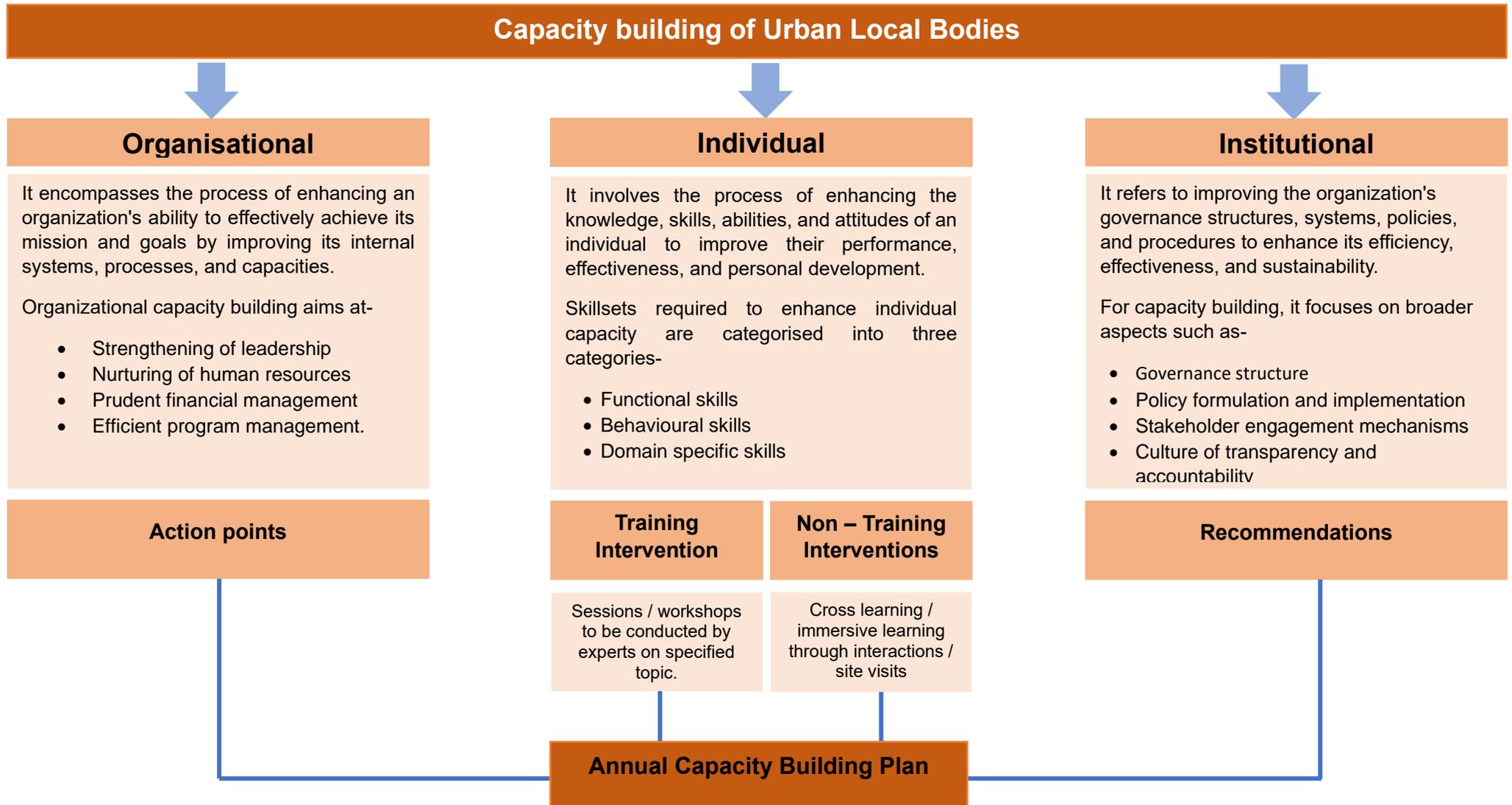
Drawing on the insights from the distinctive features of Indian cities and learnings gained from the legacy capacity building initiatives, this Capacity Building Commission envisions establishment of a municipal capacity building management system wherein emphasis is being laid on Demand Driven approach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



2.5 Our Methodology

01

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)

02

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

03

Proposed Intervention s

- 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

04

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



**Pune
Municipal Corporation**

3. Pune City

3.1 Profile

Pune, located in the western state of Maharashtra, India, is a vibrant city known for its rich history, diverse culture, and rapid development. With a population of over 4 million people, Pune stands as the second-largest city in the state and has witnessed significant demographic changes in recent years. The city has experienced a steady influx of people from various parts of the country, contributing to its cosmopolitan nature. This influx can be attributed to Pune's thriving education sector, renowned for its numerous educational institutions and research centers.

In terms of urbanization, Pune has transformed into a bustling metropolis, with its skyline adorned by modern high-rise buildings and commercial complexes. The city has seen a remarkable growth in residential areas, catering to the needs of its expanding population. Additionally, the development of special economic zones and industrial parks has attracted numerous multinational companies, making Pune a prominent hub for IT, automotive, manufacturing, and service sectors.

The growth of infrastructure in Pune has been remarkable and has played a crucial role in the city's overall progress. The transportation network has witnessed significant improvements, with an extensive network of roads, flyovers, and bridges connecting various parts of the city. The Pune Metro, a rapid transit system, is under construction and is expected to further enhance the city's transportation infrastructure. Pune's airport has also undergone expansion, providing better connectivity to domestic and international destinations.

Furthermore, Pune boasts a robust healthcare system, with world-class hospitals and medical facilities, ensuring quality healthcare services for its residents. The city is also known for its recreational spaces, with numerous parks, gardens, and lakes providing a welcome escape from the bustling urban environment. Pune's cultural heritage is preserved through its historical landmarks, museums, and art galleries, reflecting the city's deep-rooted traditions and artistic expressions.

In conclusion, Pune's profile showcases a dynamic city that has experienced significant demographic changes, urbanization, and remarkable growth in infrastructure. With its diverse population, thriving economy, and focus on education and technology, Pune continues to attract individuals from all walks of life, contributing to its vibrant and progressive character.

3.2 Civic Administration

The Pune Municipal Corporation is the civic body responsible for the local government of the metropolis that spreads over an area of 484.61 sq. km. and houses 3.4 million residents. It comprises two branches, the executive branch, headed by the Municipal Commissioner,

appointed by the Government of Maharashtra, and an elected deliberative branch, the general body, headed by the Mayor of Pune.

The Pune Municipal Corporation is divided into 15 administrative wards, each headed by an Assistant Municipal Commissioner (AMC). Pune Municipal Corporation is responsible for ensuring the efficient delivery of public services and the city's overall development through various departments and initiatives.

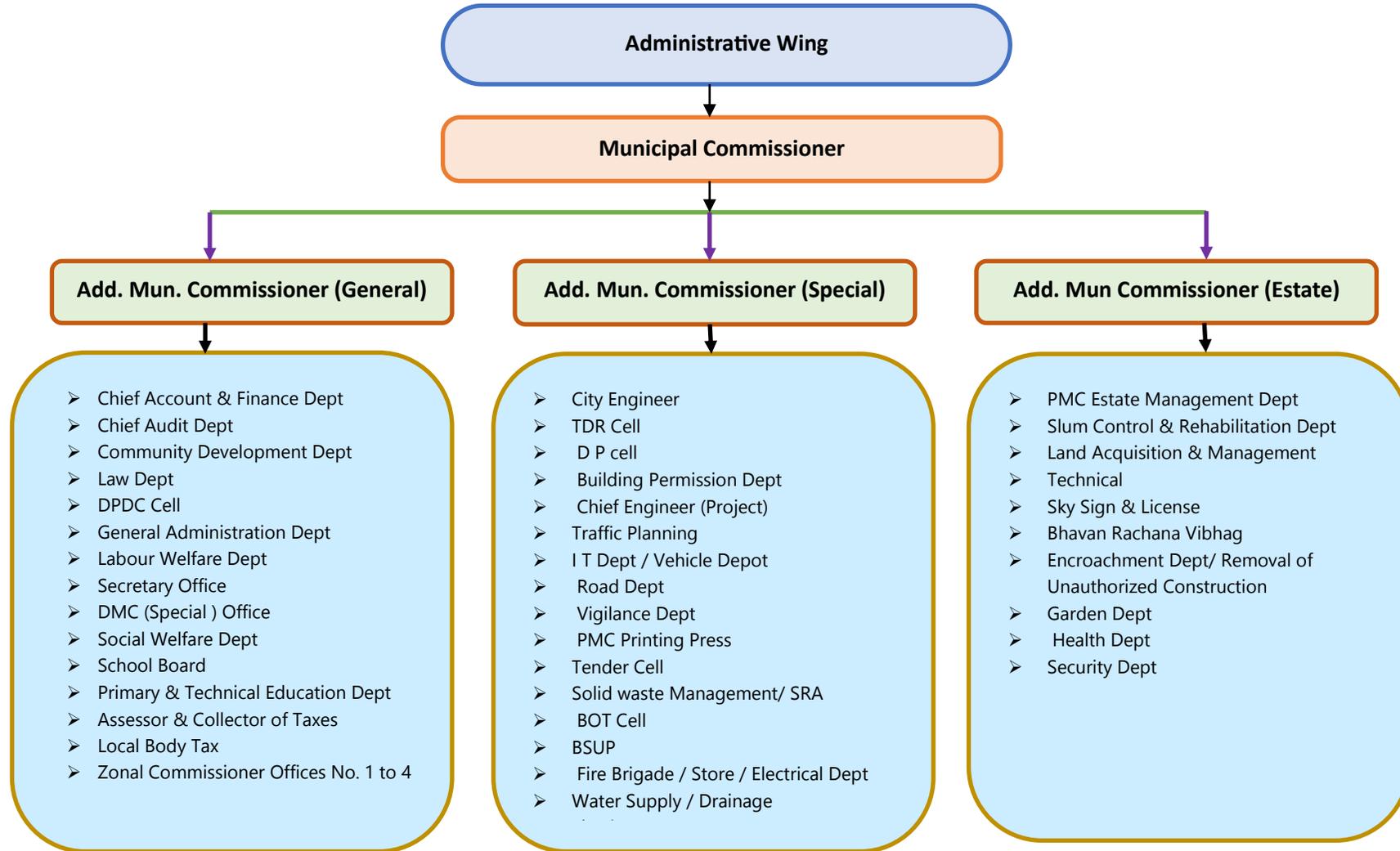
With the annual budget of INR 8,592 crores for the FY 2022-2023⁴, the Pune Municipal Corporation has undertaken a range of initiatives, projects, and activities to provide a quality service delivery for its citizens.

Key Achievement/Features of Pune City

- Pune ranked ninth in the country in the Swachh Survekshan Survey, 2022, conducted by MoHUA.
- In the Ease of Living Index 2022, released by the Ministry of Housing and Urban Affairs, Pune was ranked the second-best city in India in the "most liveable city of India" category.
- Pune was awarded as the best city in the Smart City Mission in 2018 by MoHUA, GoI.
- Pune won the Global Sustainable Transport Award for the year 2019.
- Pune Was Recently Awarded Platinum Certification (ISO 37120) By World Council on City Data Under "City Data For India" Initiative.
- PMC Also Became First City Administration in India To Integrate E-Sign And Digital Locker Using Aadhaar Eco-System.
- PMC Is First City Administration in India To Launch Doorstep Collection Of Services And Payments.
- Pune houses several prestigious educational institutes like IISER, IIT, NDA, and FTII, among others.

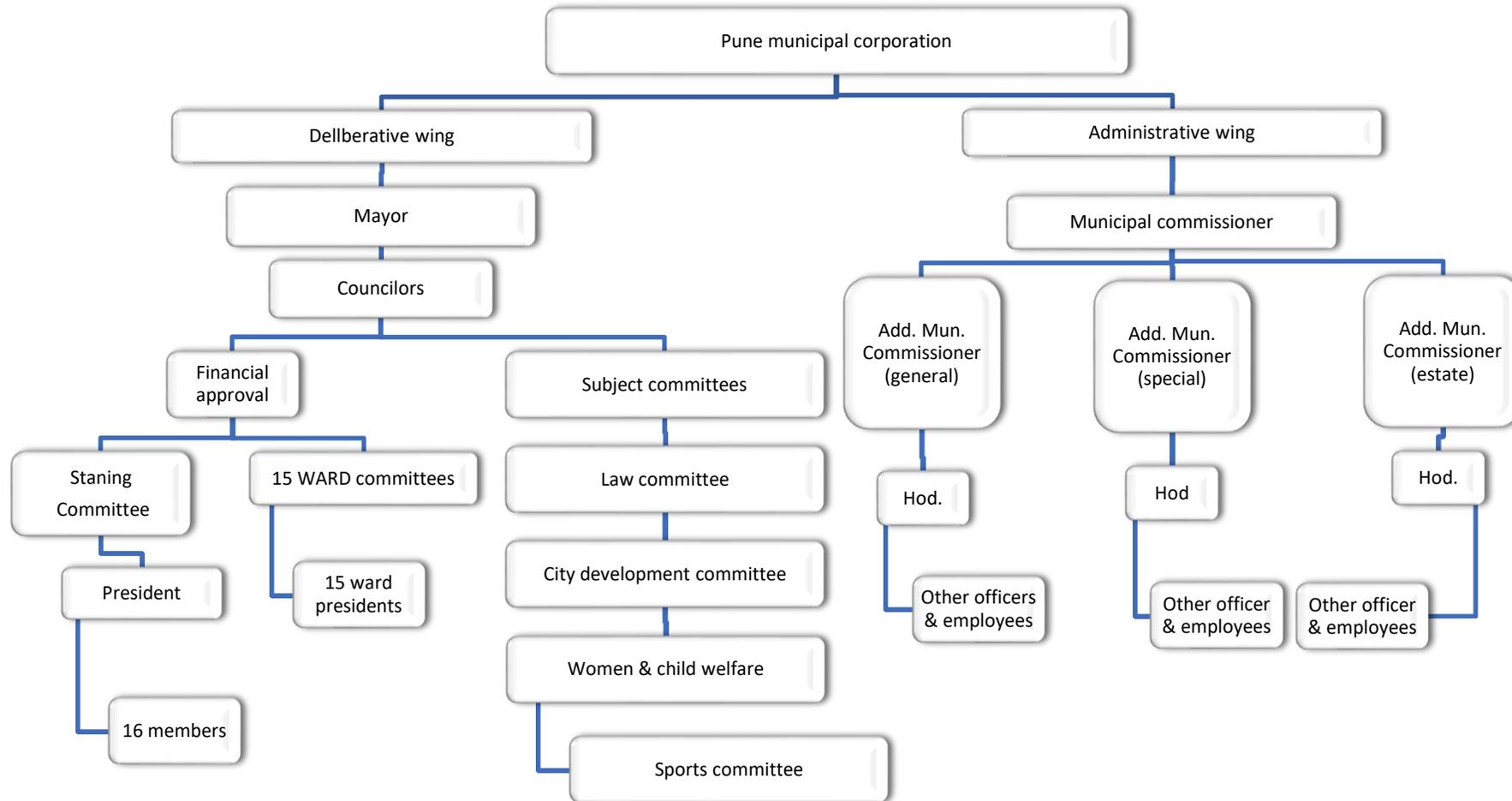
⁴ <https://timesofindia.indiatimes.com/city/pune/presentation-of-pune-municipal-corporation-budget-may-be-delayed-this-year/articleshow/96839954.cms>

3. 3 Organogram: Pune Municipal Corporation



(Source: Website of Pune Municipal Corporation)

Organogram: Zonal Administrative Structure (PMC)



(Source: Website of Pune 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 PMC to improve service delivery. However, the PMC 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 non-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

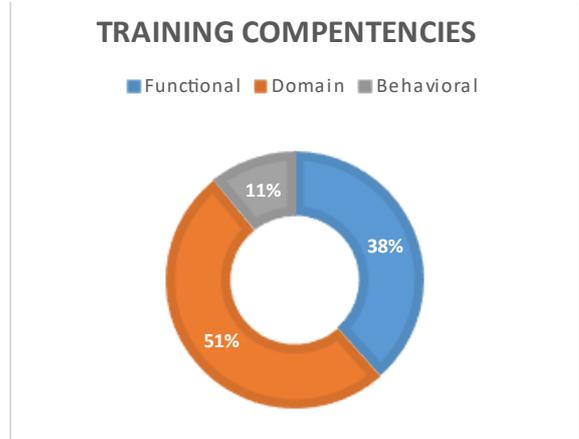
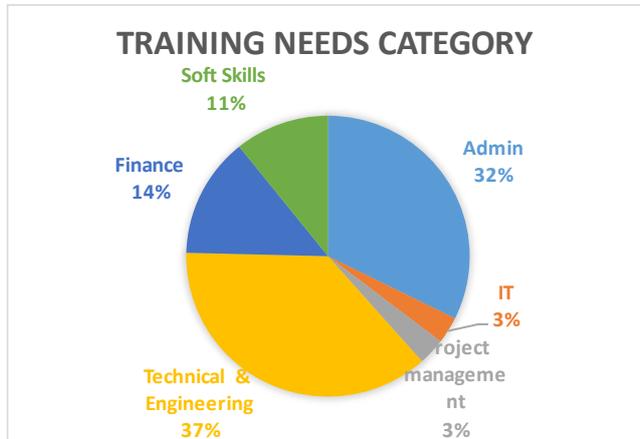
In the course of preparation of ACBP, As-Is study for the ULB was conducted. This included surveys, data collection, focus group discussions as well as individual interactions with the municipal staff belonging to various departments. During the study, a range of questions were asked to the staff members understand and gauge clarity on their job roles and responsibilities, major challenges they face and 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 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 department is understaffed and therefore overburdened with workload. In addition to this, number of HoDs and deputy heads were identified who were given additional charge of another department/function about which they have limited knowledge or domain expertise or any previous experience. This has resulted into inefficiencies, inactions, delays and eventually creation of stress and frustration at all stakeholder levels.

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 65 training 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. According to the data collated and survey conducted, the Administration & Governance Module and Technical and Engineering modules cover more than 60% of trainings. And in the identified universe of trainings for PMC, 51% of trainings came under Domain Knowledge Competency, 38% under Functional Competency and 11% under Behavioural Competency category.

4. 2 Categorization of Trainings based on Priorities / Objectives

Keeping in mind the 3 lenses of capacity building prescribed by CBC covering, 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 under Construction, engineering, governance, economics and regulatory, environment etc. categories.

Identified Trainings supporting National Priorities	
1	Refresher course on Solid Waste Management Rules- 2016
2	Refresher Course on General Finance Rules and Procurement Policies
3	Refresher course - e-Procurement Systems and Process
4	Refresher course -RTI Act and Rules
5	Refresher Course on RERA Act and Rules
6	Refresher on Recruitment Rules
7	Refresher on Disaster Management Act, 2005
8	Refresher course on Environmental Protection Act, 1986
9	Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007
10	Refresher course - Central Goods and Services Tax Act, 2017
11	Refresher Course on Maharashtra Treasury Rules, 1968
12	Refresher Course on Maharashtra Municipal Corporations Act, 1949

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.

Identified Trainings for emerging technologies	
1	Training on Building Information Modelling (BIM)
2	Training on AutoCAD, STAAD Pro
3	Training on - SCADA Systems
4	Training on Wireless communication
5	Refresher Course on GIS
6	Cyber Security - Basic & Advance
7	Cloud Computing - Basic & Advance
8	ERP Systems
9	HMRS
10	Website and App development - Basic & Advance

3) Citizen Centricity – This refers to the 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 facilities that meet citizen expectations. This category includes trainings on behavioural skills, community engagement abilities, communication and collaboration etc.

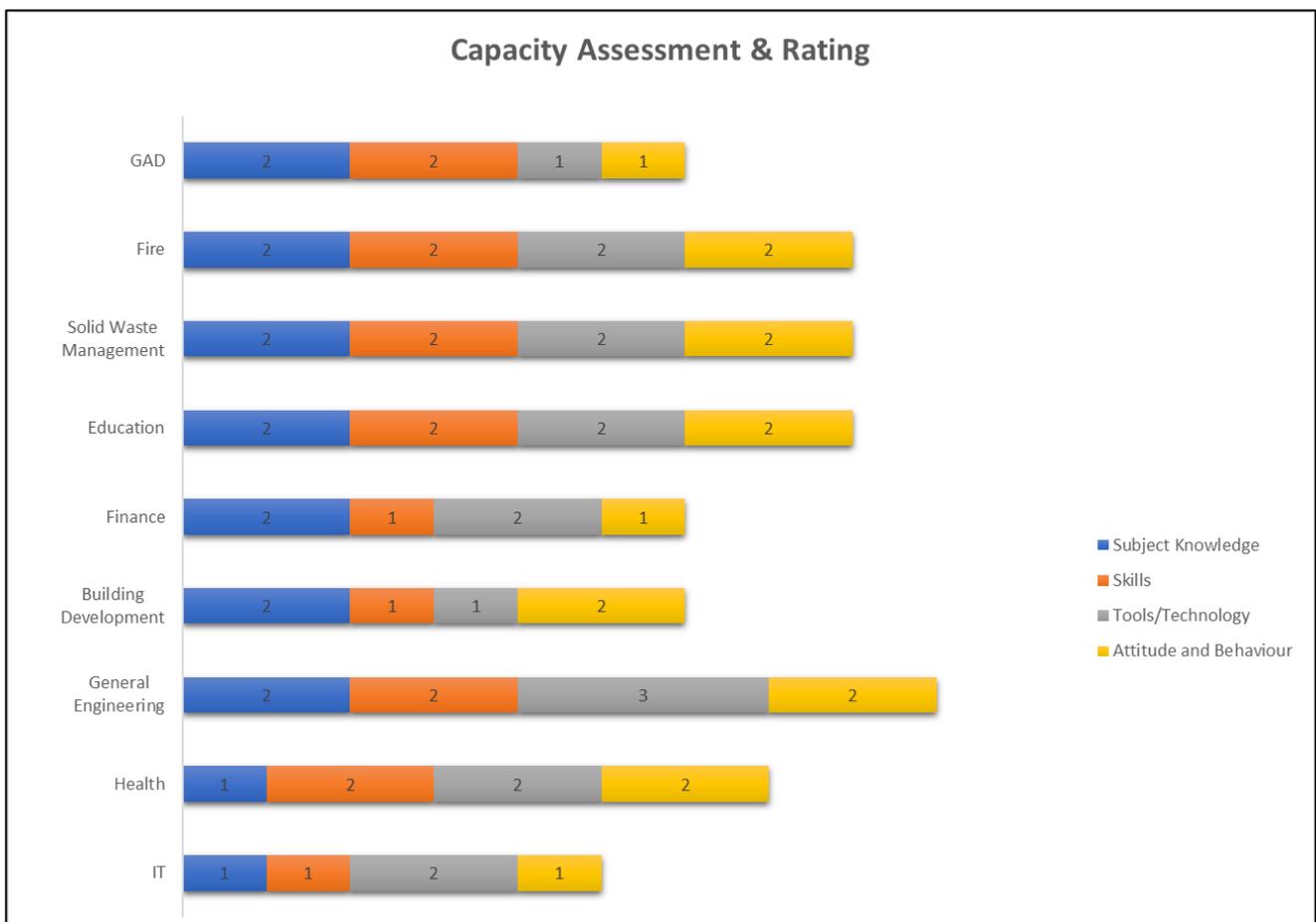
Identified Trainings for Citizen Centricity	
1	Training on leadership Development
2	Training on Dealing with Public
3	Training on effective communication skills (verbal and non-Verbal)
4	Training on improving language proficiency
5	Training on stress Management

6 Training on Time Management

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



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 and focused group discussions, 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 and design the right set of trainings (from beginner to advance level). 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 [Annexure II](#).

5.3 Identified Training Universe

Based on mapping of functional vis-à-vis competencies requirement of each department of Pune Municipal Corporation and subsequent training needs assessment of individual roles, a total of 64 topics/areas of trainings has 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 - Functional, Domain and Behavioural.

#	Topics, Themes, Areas identified for Capacity Augmentation of Pune Municipal Corporation	IT	Finance	Primary Education	Garden / Horticulture	General Administration	Solid Waste Management	Building Development Department	Health	Fire	Security & Disaster Management	Social Welfare	General Engineering Department	Priority Level
Administration and Governance Module														
	Refresher Course on Maharashtra Municipal Corporation Act, 1949.	SYM, SYA, DS	CAO, DAO, AO, S, DS	EO, DEO, M	ECO, PCO, DS	DC, AO, DS	DC, AC, ACH, CHI, SHI, AO, DS	JD, DD, AC	HO, DHO, AHO, MS, JE, MAO, AMS, HS, AO	CHFO, SDO	DC, CSO, SO, ASO, DMO	DC, AO, DS	CE, AE	CRITICAL
	Refresher Course on Maharashtra Civil Services Rules- 1979	SYM, SYA, DS	CAO, DAO, AO, A, DS	EO, DEO, M, SV	ECO, PCO, DS	DC, AO, DS	DC, AC, ACH, AO, DS	JD, DD, AC	HO, DHO, AHO, MS, JE, MAO, AMS, HS, AO	CHFO, SDO	DC, CSO, SO, ASO, DMO	DC, AO, DS	CE, AE	CRITICAL
	Refresher Course on Maharashtra Regional and Town Planning Act- 1966							JD, DD, AC						CRITICAL
	Refresher course on Municipal Solid Waste (Management and Handling) Rules- 2000						AC, ACH, EM, CHI, DHI, SHI, HI							MEDIUM
	Refresher course - e-Procurement Systems and Process	SYM, SYA, DS	AO, DS			DC, AO, DS								CRITICAL
	Refresher course -RTI Act and Rules				HCLK, CLK	AO, DS, HCLK, CLK	AC, AO, DS, HCLK, CLK	AC, D, HCLK, CLK		SDO, LF	HCLK, CLK	DS, HCLK, CLK, STN	HCLK, CLK,	HIGH
	Training on RERA Act and Rules							JD, DD, AC, UA, CSO, SV						MEDIUM
	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017							JD, DD, AC, UA, CSO, SV						MEDIUM
	Refresher course for Enhancing Skills in Note Drafting and Report Writing	HCLK, CLK	HCLK, CLK	HCLK, CLK	HCLK, CLK	HCLK, CLK	EE, DE, JE, AO, DS, HCLK, CLK	D, HCLK, CLK	HCLK, CLK	SDO, LF	HCLK, CLK	HCLK, CLK, STN, DE, JE		MEDIUM
	Refresher course on National Health Programme								HO, DHO, AHO, MS, JE,					MEDIUM

									MAO, AMS, HS, AO					
Training on Basic Legal Proceedings Applicable to Municipal Corporation	HCLK, CLK			PI, DS	AO, DS	DC, AC, AO, DS, HCLK, CLK	CSO, SV, D, HCLK, CLK			SDO, LF	HCLK, CLK			CRITICAL
Refresher Course in The Maharashtra Slum Areas (Improvement, Clearance and Redevelopment) Act, 1971					DC, AO, DS									CRITICAL
Refresher Course on IT Act, 2000	SYM, SYA, JE, CP, CD, DS,											HCLK, CLK, DE, JE		HIGH
Refresher Course on Maharashtra Land Revenue Code, 1966							JD, DD, AC, UA							HIGH
Refresher Course on Environmental Protection Act, 1986				ECO, PCO, PI, DS		EE, DE, JE, ACH, EM, CHI, DHI, SHI, HI	DD, AC, UA, CSO, SV							HIGH
Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007							JD, DD, AC, UA, CSO, SV							HIGH
Refresher Course on Unified Development Control and Promotion Regulation for Maharashtra State.							JD, DD, AC, UA						CE, AE	HIGH
Training on Document Management System & Office Procedure	HCLK, CLK	AO, HCLK, CLK	DEO, SV, ASE, M, HCLK, CLK	DS, HCLK, CLK	AO, DS, HCLK, CLK	AO, DS, HCLK, CLK	HCLK, CLK, D	AO, HCLK, CLK	SDO, LF	HCLK, CLK	HCLK, CLK, DE, JE			CRITICAL
Refresher Course on DM Act, 2005 and Maharashtra State Disaster Management Plan									SDO, LF	SO, ASO, DMO, SJ, SV, G HCLK, CLK				CRITICAL
Refresher Course on New Education Policy, 2020			DEO, HS, AH, P, SV, D, ASL, ST											MEDIUM
Refresher Course on Maharashtra (Urban Areas) Protection and Preservation of Trees (Amendment) Act, 2015				ECO, PCO, PI, DS			DD, AC, UA							CRITICAL
IT and Computer Skills														
Refresher course and Advanced Training -MS Office	JE, DS, HCLK, CLK, STN	AO, S, DS, HCLK, CLK	HS, AH, P, SV, D, M, HCLK, CLK	HCLK, CLK		ACH, EM, CHI, DHI, SHI, HI, AO, DS, HCLK, CLK	DE, JE, CSO, SV, HCLK, CLK, D	AO, HCLK, CLK	SDO, LF	ASO, HCLK, CLK, SV	HCLK, CLK, STN, DE, JE			CRITICAL
Training on Surveillance Systems (CCTV , Access Control Systems, Alarm Systems, Facial Recognition Systems)										CSO, SO, ASO, DMO, SV, HCLK, CLK				CRITICAL
Project Management														
Training on- Basic principles of Project management, PM Tools and Techniques	SYM, SYA, DS	CAO, DAO,			AO, DS, HCLK, CLK		DD, AC, UA							CRITICAL

		AO, S, DS												
	Training on Contract Management	CAO, DAO, AO, S, DS					DD, AC, UA						HIGH	
Technical and Engineering Module														
	Training on Building Information Modelling (BIM)						UA, DE, JE, CSO, SV						MEDIUM	
	Training on Computer Aided Design (AutoCAD)						UA, DE, JE, CSO, SV						MEDIUM	
	Training on Geographical Information System Integration						UA, JE, DE, CSO, SV						HIGH	
	Training on Operations and Maintenance - Water supply and Pump Stations											CE, AE, DEE, JE	HIGH	
Domain competencies	Training on Construction and Maintenance- Drainage systems											CE, AE, DEE, JE	HIGH	
	Training on Green Building						UA, DE, JE, CSO, SV						MEDIUM	
	Training on Construction Quality Control Testing, Systems and Standards											CE, AE, DEE, JE, WA	MEDIUM	
	Training on - SCADA Systems											CE, AE, DEE	HIGH	
	Training on - Latest technologies in waste collection and processing						EE, DE, JE, EM, AO, DS						MEDIUM	
	Training on Public-Private Partnerships (PPPs)						AC, EE, DE, JE, AO, DS, HCLK, CLK	AC, UA, DE, JE, CSO, SV, HCLK, CLK						HIGH
	Training on- Leading technologies in Traffic and Transport management												CE, AE, DEE, JE, WA	MEDIUM
	Training on Disaster Management and Fire Safety									SDO, LF, F	SO, ASO, DMO, HCLK, CLK, SJ, G			HIGH
	Training on Leading Practices of Women and Child Development (Approaches, Practices, Policies, Success Stories)											DS, HCLK, CLK, STN		HIGH
	Training on leading zoo Management practices - Animal welfare , Breeding , Staff Training					DS								HIGH
	Training in Conducting Surveys (Slum and Squatter settlements)						AO, DS, HCLK, CLK							HIGH
	Training on Weapon Handling and Safety											SO, ASO,DMO, SJ, G		
	Training on Basic Life Support Skills									LF, F				CRITICAL
	Training on Cloud Computing (Basic principles, AWS, Sales force, SAP etc.)	JE, CP, CD												CRITICAL

Refresher Course on Open-Source Programming Languages	JE, CP, CD													MEDIUM
Training on New Technologies (AI & Blockchain) and use cases	JE, CP, CD													HIGH
Training on - Cyber Security and use cases	SYA, JE, CP, CD													
Training on Database Fundamentals	SYA, DS			DS, HCLK, CLK	DS, HCLK, CLK	AO, DS, HCLK, CLK	HCLK, CLK	AO, HCLK, CLK	SDO	ASO, HCLK, CLK	DS, HCLK, CLK, STN, DE, JE			HIGH
Training on Bio Medical Audit								AHO, MS, JE, MAO, AO, RMO, HSV, CGI, GI						CRITICAL
Training in Open Space and Landscape Management (Maintenance and Conservation)				PCO, DS, HCLK, CLK										CRITICAL
Finance														
Refresher course on- Municipal Accounting & Finance (Oracle ERP)		CAO, DAO, AO, HCLK, CLK		DS, HCLK, CLK			AC, HCLK, CLK	MAO, AO, MS, AMS, HCLK, CLK			AO, DS, HCLK, CLK			CRITICAL
Refresher course on- National Municipal Accounts Manual		CAO, DAO, AO, HCLK, CLK						MAO, AO, MS, AMS, HCLK, CLK						CRITICAL
Training on Debt and Investment management		AO, HCLK, CLK												CRITICAL
Refresher course - GST Rules		AO, S, DS, HCLK, CLK												CRITICAL
Refresher course on-Government Budgeting principles and processes		AO, S, DS, HCLK, CLK		ECO, PCO, DS	DS, HCLK, CLK			MAO, AO, MS, AMS, HCLK, CLK			AO, DS, HCLK, CLK			CRITICAL
Refresher course - Income Tax Rules		AO, S, DS, HCLK, CLK												CRITICAL
Refresher course on- PF and Pension Rules		HCLK, CLK	HCLK, CLK											CRITICAL
Training on - Audits (Applicable Acts/Rules/Processes)	SYM, SYA, DS,	AO, S, DS			AO, DS, HCLK, CLK									CRITICAL

		HCLK, CLK												
	Training on Revenue Augmentation		AMC			AMC		AMC	AMC					CRITICAL
Behavioural Competencies	Soft Skills													
	Training on Leadership Development	SYM, SYA	CAO, DAO, AO	EO DEO, HS, P, D	ECO, PCO	DC, AO, DS	DC, AC, ACH, CHI, SHI, AO	JD, DD, AC	HO, DHO, AHO, MS, JE, MAO, AMS, HS, AO	CHFO, SDO	DC, CSO, SO, DMO	DC, AO, DS	CE, AE	HIGH
	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)			EO DEO, HS, P, D	PCO, PI, DS	DC, AO, DS		DD, AC, CSO, SV	HO, DHO, MS, RMO, HSV, CGI	SDO, LF, F	CSO, SO, ASO, SJ, G, DMO	AO, DS	JE, WA	HIGH
	Training on Effective communication skills (Verbal and Non-Verbal)	JE, DCP, CD, HCLK, CLK	AO, S,, DS, HCLK, CLK	AH, SV,ASE, ASL,M, ST, HCLK, CLK	PI, DS, HCLK, CLK	HCLK, CLK, STN	EE, DE, JE, EM, HCLK, CLK	DE, JE, CSO, SV, D, HCLK, CLK	BT, HCLK, CLK	SDO, LF, F	ASO, SJ, SV, DMO, G, HCLK, CLK	HCLK, CLK, STN, DE, JE	AE, DEE, JE, WA	CRITICAL
	Training on improving Language Proficiency			ST, HCLK, CLK	HCLK, CLK	HCLK, CLK, STN	HCLK, CLK, STN	DE, JE, CSO, SV, D, HCLK, CLK	HCLK, CLK	LF, F	SJ, SV, G, HCLK, CLK	HCLK, CLK, STN, DE, JE	AE, DEE, JE, WA	HIGH
	Training on Stress Management	SYM, SYA	CAO, DAO, AO	EO, DEO, HS, P, D	ECO, PCO, PI	DC, AO, DS	DC, AC, ACH, CHI, SHI, AO	JD, DD, AC	k	CHFO, SDO	DC, CSO, SO, DMO, ASO	DC, AO, DS	CE, AE	HIGH
	Training on Time Management	SYM, SYA, DS	CAO, DAO, AO	EO, DEO, HS, P, D	ECO, PCO, PI	DC, AO, DS	DC, AC, ACH, CHI, SHI, AO	JD, DD, AC	HO, DHO, AHO, MS, JE, MAO, AMS, HS, AO	CHFO, SDO	DC, CSO, SO, ASO	DC, AO, DS	AE, DEE, JE, WA	MEDIUM
	Training on Crowd Management									LF, F	SO, ASO, DMO, SJ, SV, G		AE, DEE, JE, WA	MEDIUM

***Designations & Abbreviations**

Designations	Abbreviations	Designations	Abbreviations	Designations	Abbreviations
System Manager	SYM	Principal (ITI)	P	Disaster Management Officer	DMO
System Analyst	SYA	Supervisor (Group Director)	SV	Chief Health Inspector	CHI
Junior Engineer	JE	Director (ITI)	D	Deputy Health Inspector	DHI
Computer Programmer	CP	Assistant Superintendent of Engineering	ASE	Senior Health Inspector	SHI
Computer Driver	CD	Assistant Lecturer/ Junior Lecturer	ASL	Health Inspector	HI
Deputy Superintendent	DS	Manager	M	Deputy Executive Engineer	DEE
Senior Clerk	HCLK	Secondary Teacher	ST	Joint Director (Urban Planning)	JD
Junior Clerk	CLK	Environment Conservation Officer	ECO	Deputy Director (Urban Planning)	DD
Stenographer	STN	Pollution Control Officer	PCO	Assistant Commissioner (Urban Planning)	AC
Assistant Engineer	AE	Pollution Inspector	PI	Urban Architect	UA
Chief Accountant and Finance Officer	CAO	Deputy Commissioner	DC	Chief Surveyor	CSO
Accounts Officer/Deputy Accountant (Treasury)	ACO	Work Assistant	WA	Surveyor	SV
Administration Officer	AO	Assistant Commissioner	AC	Draftsman	DF
Superintendent	S	Executive Engineer	EE	Health Officer	HO
Education officer	EO	Deputy Engineer	DE	Deputy Health Officer	DHO
Deputy Education Officer	DEO	Junior Engineer	JE	Assistant Health Officer	AHO
Head of School	HS	Assistant Chief of Health	ACH	Medical Superintendent	MS
Assistant Headmaster	AH	Environment Manager	EM	Jurisprudence Expert	JRE
Assistant Medical Superintendent	AMS	Leading Fireman	LF	Medical Administrative Officer	MAO
Health Supervisor	HS	Fireman	F	Security Jamadar	SJ
Chief Fire Officer	CHFO	Chief Security Officer	CSO	Supervisor	SPV
Station Duty Officer	SDO	Security Officer	SO	Guard	G
Chief Engineer	CE	Assistant Security Officer	ASO	Draftsman/Tracker	D

5.4 Training Curriculum Expectation

Keeping in mind the different level of proficiencies and varied nature of roles and responsibilities of municipal staff at PMC, 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 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. These potential training institute either have the relevant course in their curriculum or can help PMC in curation of customized courses. 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 Municipal Corporations Act, 1949		
Course Objective	To improve comprehensive understanding of the MMC 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			
<ol style="list-style-type: none"> Brief overview on municipal authority, elections, powers and functions, procedures etc. Summary of organizational structure, appointments, essential services, Understanding of Finance, Accounts and Audits, Property and relevant sections of the act Regulation of Buildings, Licenses and fee, Taxes, by-laws Penalties, procedures and miscellaneous. 			
Targeted Department- All departments			
Online Courses: NA	Potential Training Institutes: <ul style="list-style-type: none"> YASHADA, Pune All India Local Self Government, Pune 		

Topic/Area/Theme	Refresher course on Maharashtra Civil Services Rules, 1979		
Course Objective	To improve comprehensive understanding of the MCs 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			
<ol style="list-style-type: none"> Basic overview of Maharashtra Civil Service Rules and their relevance to ULBs. Understanding the constitutional framework and legal provisions governing civil services in Maharashtra. Understanding the rules and procedures for appointment, promotion and transfer. Study of rules related to leaves, promotion, probation, and retirement. Examination of administrative powers, delegation of authority, and decision-making processes within ULBs. 			
Targeted Departments- All departments			
Online Courses: NA	Potential Training Institutes: <ul style="list-style-type: none"> YASHADA, Pune All India Local Self Government, Pune 		

Topic/Area/Theme	Refresher course on Maharashtra Regional and Town Planning Act- 1966		
Course Objective	To improve comprehensive understanding of the MRTPA 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			
<ol style="list-style-type: none"> Brief overview of Maharashtra Regional and Town Planning Act. Understanding the role of PMC in the planning process. Understanding the planning process, preparation of development plans, control rules, and zoning regulations. Examination of the principles and techniques of land use planning, infrastructure development, and environmental considerations. Understanding permissions, licenses, and clearances required for development projects of different kinds. 			
Targeted Departments- Building Development Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> YASHADA, Pune CEPT University, Ahmedabad 		

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			
<ol style="list-style-type: none"> 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- Building Development Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> Maharashtra Real Estate Regulatory Authority, Mumbai YASHADA, Pune 		

Topic/Area/Theme	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017		
Course Objective	To improve comprehensive understanding of the MSE 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			
<ol style="list-style-type: none"> Brief overview of Maharashtra Shops and Establishments Act, its scope, and objectives. Understanding the key provisions, definitions under the Act and the applicability of the Act to different types of establishments. Understanding the process and documentation required for obtaining licenses and registrations under the Act. Understanding record-keeping and maintenance requirements. Practical knowledge on implementing the Act in different types of establishments. 			
Targeted Departments- Administration Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> YASHADA, Pune All India Local Self Government, Pune 		

Topic/Area/Theme	Refresher course on National Health Programme		
Course Objective	To improve comprehensive understanding of the National Health Programmes 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			
<ol style="list-style-type: none"> Brief overview of National Health Programmes implemented in India. Understanding the objectives, target population, and key features of National Health Programmes. Understanding the guideline and permissible components of the programmes. Understanding implementation strategies for ensuring effective preventive healthcare. Understanding collaboration strategies with NGOs, community-based organisations for effective implementation of health programmes. 			
Targeted Departments- Health Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> State Health Society (National Health Mission), Mumbai 		

Topic/Area/Theme	Training on Basic Legal Proceedings Applicable to Municipal Corporation		
Course Objective	To understand of the legal framework and processes relevant to their work in a municipal corporation		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding of legal framework applicable with respect to municipal corporation 2. Understanding of knowledge of legal proceedings and its implications 3. Understanding of various legal risks, including lawsuits, contract disputes, or violations of legal rights with case studies 4. Understanding of preparation of legal documentations with corporations' perspective. 			
Targeted Departments- IT, Garden , General Administration, Solid Waste Management , Works , Fire, Security, Social Welfare			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • Maharashtra Judicial Academy and Indian Mediation Centre and Training Institute, Mumbai • YASHADA, Pune 		

Topic/Area/Theme	Refresher Course in The Maharashtra Slum Areas (Improvement, Clearance, and Redevelopment) Act, 1971		
Course Objective	To improve comprehensive understanding of the Maharashtra Slum Areas Act 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			
<ol style="list-style-type: none"> 1. Brief overview of Maharashtra Slum Areas (Improvement, Clearance and Redevelopment) Act, 1971. 2. Understanding the evolution of slum development policies and the role of the Act in addressing slum-related challenges. 3. Understanding procedures for identifying slum areas and classifying them under the Act. 4. Understanding the rights, entitlements and rehabilitation process for slum residents. 5. Understanding approvals, clearances and legal aspects of slum redevelopment projects. 			
Targeted Departments- General Administration, Engineering			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • School of Habitat Studies, TISS, Mumbai 		

Topic/Area/Theme	Refresher Course on IT Act, 2000		
Course Objective	To improve comprehensive understanding of the IT Act 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			
<ol style="list-style-type: none"> 1. Brief overview of the IT Act and subsequent amendments. 2. Understanding the provisions related to cybersecurity and data protection under the IT Act. 3. Measures for preventing and addressing cyber threats, including cybercrime and data breaches. 4. Ensuring compliance of IT Act in implementing e-governance systems. 5. Legal procedures for enforcing the IT Act and cooperating with law enforcement agencies. 			
Target Departments – IT Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • All India Local Self Government , Pune 		

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			
<ol style="list-style-type: none"> Brief overview of the historical context and the purpose of Land Revenue Act, its provisions, and structures. Understanding the different forms of land tenure and ownership rights recognised under the Act. Understanding leasehold, freehold, rent agreements. Understanding the role and significance of cadastral surveys, land measurements and demarcation. Understanding calculation and assessment of land revenue, including rates, assessments, and exemptions. 			
Target Departments – Building Development Department, Estate Management, Revenue Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> YASHADA, Pune All India Local Self Government, Pune 		

Topic/Area/Theme	Refresher Course on Environmental Protection Act, 1986		
Course Objective	To provide comprehensive details 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			
<ol style="list-style-type: none"> Brief overview of EPA, 1986. Understanding Importance and relevance of the Act in the context of environmental conservation and sustainable development. Understanding EIA process, including scoping, baseline studies, impact assessment, and public consultation. Understanding waste management regulations, including hazardous waste, e-waste, and municipal solid waste management. Understanding environmental clearances and permits required for activities impacting natural resources. 			
Target Departments – Horticulture/Garden, SWM, Engineering, Health			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> TISS, Mumbai Maharashtra Pollution Control Board, Mumbai 		

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			
<ol style="list-style-type: none"> Brief overview of the Maharashtra Building and Other Construction Workers Rules. Understanding the procedures and requirements for the registration of construction workers under the rules. Understanding the implementation of social security schemes, such as pension, disability benefits, and maternity benefits. Understanding provisions related to employment conditions, working hours, wages, and leave entitlements for construction workers. Understanding contractual arrangements, labour rights, and dispute resolution mechanisms for construction workers. 			
Target Departments- Building Development Department, Engineering, General Administration			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> YASHADA, Pune 		

Topic/Area/Theme	Refresher Course on Disaster Management Act, 2005 and Maharashtra State Disaster Management Plan		
Course Objective	To attain better understanding of the Disaster Management Act, 2005, and the Maharashtra State Disaster Management Plan, ensuring they are well-versed in framework and guidelines.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Brief overview of the Disaster Management Act, 2005, its purpose, scope and objectives. 2. Understanding the organisational setup and structure of disaster management at the national, state, and local levels. 3. Understanding the different types of disasters, their impact on urban areas. 4. Understanding the strategies and measures for disaster risk reduction, early warning signs, infrastructure development, land-use planning. 5. Understanding the provisions related to disaster declarations, evacuation, requisitioning of resources, and enforcement of measures for disaster management. 			
Target Departments- All Departments			
Online Courses: https://nidm.gov.in/tcalendar.asp	Potential Training Institutes: <ul style="list-style-type: none"> • National Institute of Disaster Management, Delhi • Jamsetji Tata School of Disaster Studies, TISS, Mumbai 		

Topic/Area/Theme	Refresher Course on New Education Policy, 2020		
Course Objective	To develop understanding of objective, changes and admissible components of new policy for effective implementation.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Brief overview of the objectives, and vision of New Education Policy. 2. Understanding the policy in context of holistic and multidisciplinary education. 3. Understanding the structural change proposed in NEP, curricular flexibility, vocational education etc. 4. Understanding the strategies proposed for improving the quality of teaching, learning materials and assessment. 5. Understanding the provisions of digital infrastructure development for quality education. 			
Target Departments- Primary education Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • School of Education, TISS, Mumbai 		

Topic/Area/Theme	Refresher Course on Maharashtra (Urban Areas) Protection and Preservation of Trees (Amendment) Act, 2015		
Course Objective	To understand the key provisions, objectives, and scope of the Maharashtra (Urban Areas) Protection and Preservation of Trees (Amendment) Act, 2015		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Brief overview of the objective of the Maharashtra (Urban Areas) Protection and Preservation of Trees Act. 2. Understanding the roles, and responsibilities of PMC in tree protection and preservation. 3. Understanding the guidelines for tree planting, transplantation, and maintenance. 4. Understanding strategies for promoting community engagement in tree preservation. 5. Understanding the process of conducting inspections, monitoring, and taking necessary actions against unauthorized tree cutting. 			
Target Departments- Garden Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • Maharashtra State Tree Authority, Mumbai • YASHADA, Pune 		

Topic/Area/Theme	Training on Surveillance Systems (CCTV, Access Control Systems, Alarm Systems, Facial Recognition Systems) Operations		
Course Objective	The objective of this course is to enhance the knowledge and skills of professionals working with surveillance systems, specifically focusing on CCTV (Closed-Circuit Television), access control systems, alarm systems, and facial recognition systems.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Brief overview of the surveillance systems and their importance in public safety. 2. Understanding the different types and components of surveillance systems, including CCTV, access control systems, alarm systems etc. 3. Understanding the principles of CCTV system configurations, installation, positioning, and maintenance practices. 4. Understanding the principles of access control, authentication, and authorization in security buildings, premises and restricted areas. 5. Understanding the ethical considerations, privacy concerns, and legal frameworks related to surveillance systems. 			
Target Department – Security Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune can curate the course 		

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			
<ol style="list-style-type: none"> 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, and Building Development Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • Indian Institute of Public Administration, Delhi 		

Topic/Area/Theme	Refresher course on e-Office		
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			
<ol style="list-style-type: none"> 1. Electronic Document Management – Covers the process of creating, managing, storing and sharing digital documents 2. Email Management – Covers best practices for managing email communications, including organizing & archiving email messages 3. Digital Communication Tools – Covers use of digital communication tools, such as instant messaging, video conferencing etc. 4. Information Security – Covers strategies and techniques for securing digital information & preventing unauthorized access 5. Workflow Automation – Covers the automation of administrative & bureaucratic processes using digital tools & technologies such as workflow management systems, to improve efficiency and reduce errors. 			
Targeted Departments – All Departments			
Online Courses: https://igotkarmayogi.gov.in/digitalindia	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • ASCI, Hyderabad 		

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			
<ol style="list-style-type: none"> 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 – Engineering Department			
Online Courses: https://igotkarmayogi.gov.in/Digital India https://gem.gov.in/training	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • Indian Institute of Public Administration, Delhi 		

Topic/Area/Theme	Hands-on Training in MS Excel, MS Word, and MS PowerPoint		
Course Objective	To achieve proficiency in the usage of MS Office and learn the application of MS Office 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			
<ol style="list-style-type: none"> 1. MS Word, MS Excel, MS PowerPoint, MS Access and Database, E-Mail. 2. Step-by-step process of working with different files and understanding the functions and commands 3. Advanced MS Excel Master Spreadsheets - Advanced charts, graphs, formulas, macros, and data analysis 4. How to use charts to visualize data 5. 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://igotkarmayogi.gov.in/Power Point https://igotkarmayogi.gov.in/Word https://support.microsoft.com/en-us/training	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune 		

Topic/Area/Theme	Waste Management Policies and Rules in Maharashtra		
Course Objective	Imparting training on waste management policies and rules enforced in the state of Maharashtra		
Expected Duration	1 day	Mode: Onsite/Offsite	Exposure visit-Applicable
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 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: NA	Potential Training Partner: <ul style="list-style-type: none"> • AILSG, Pune • YASHADA, Pune 		

Topic/Area/Theme	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			
<ol style="list-style-type: none"> 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 – Engineering Department			
Online Courses: https://igotkarmayogi.gov.in/Project Management	Potential Training Institutes: <ul style="list-style-type: none"> • National Institute of Construction Management and Research, Pune 		

Topic/Area/Theme	Drafting of Administrative Notes, Official Reports and Proposals – Refresher & Advance		
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			
<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • YASHADA, Pune • All India Local Self Government, Pune 		

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			
<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • YASHADA, Pune 		

Topic/Area/Theme	Training on Introduction to Data Analytics - Basic principles & Use Cases		
Course Objective	To provide an understanding on concepts, principles, and methodologies of Data Analytics		
Expected Duration	1-2 days	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Data Analytics and the key steps in the Data Analytics process 2. Different types of data structures, file formats, and sources of data 3. Differentiate between different data roles such as Data Engineer, Data Analyst, Data Scientist, etc. 4. Understanding of data analysis processes involving collecting, wrangling, mining, and visualizing data 5. Data protection and security policies, protocols, etc. 			
Targeted Departments – All Departments			
Online Courses: https://archive.nptel.ac.in/courses/110/106/110106072/ https://ifacet.iitk.ac.in/professional-certificate-course-in-data-analytics/	Potential Training Institutes: <ul style="list-style-type: none"> • National Institute of Urban Affairs, New Delhi • IIPA, Delhi • CDAC, Pune 		

Topic/Area/Theme	Training on Computer Aided Design (AutoCAD)		
Course Objective	To upskill for accurate digital design and drawing for various urban planning and infrastructure projects.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 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- Building Development Department			
Online Courses: https://nptel.ac.in/courses/112102101	Potential Training Institutes: <ul style="list-style-type: none"> • National Institute of Construction Management and Research, Pune • COEP, Pune 		

Topic/Area/Theme	Building Information Modelling		
Course Objective	To enable officials 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)			
<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • National Institute of Construction Management and Research, Pune 		

Topic/Area/Theme	Latest Technology in Traffic and Transport Management		
Course Objective	To enhance the capacity of PMC official in effectively plan, manage and operate Traffic and Transport of the city.		
Expected Duration	2 days	Mode: Onsite/Offsite	Exposure visit-Applicable
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding urban traffic system: traffic flow theory, traffic characteristics, and traffic signal timing, and network analysis. 2. Traffic management technologies: Basics of Intelligent Transportation Systems (ITS), and its application in traffic management such as traffic control systems, advanced traveller information systems, real-time traffic information systems. 3. Introduction to sustainable transportation options such as electric vehicles, bike-sharing systems, pedestrian-friendly infrastructure, and the latest developments in green transportation technology. 4. Introduction to the latest technologies and best practices in managing public transportation systems, such as bus rapid transit (BRT), and fleet management systems. 5. Introduction to smart ticketing systems. 			
Targeted Department – Engineering Department			
Online Courses: https://onlinecourses.nptel.ac.in/noc23_ce29/preview	Potential Training Institutes: <ul style="list-style-type: none"> • MCGM Centre of Municipal Capacity Building and Research, Mumbai • Institute for Transportation and Development Policy 		

Topic/Area/Theme	Training on Operations and Maintenance - Water supply and Pump Stations		
Course Objective	To enhance capacity in effective planning, operations, and maintenance of water supply infrastructure.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 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 – Engineering Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • MCGM Centre of Municipal Capacity Building and Research, Mumbai 		

Topic/Area/Theme	Training on Construction and Maintenance- Drainage systems		
Course Objective	To enhance capacity in effective planning, operations, and maintenance of Drainage Systems		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 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 – Engineering Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • MCGM Centre of Municipal Capacity Building and Research, Mumbai 		

Topic/Area/Theme	Training on Green Buildings		
Course Objective	To build capacity in understanding the concept of green buildings, provisions and standards for construction and certifications of green buildings		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> Brief overview on benefits of green building practices, features and components. Understanding the local/national policies/regulations/incentives promoting green building initiatives. Understanding sustainable site selection for green building planning. Understanding the principles and strategies for energy-efficient building design and operations, including insulation, efficient HVAC systems, lighting etc. Understanding of green building certifications. 			
Targeted Department – Building Development Department			
Online Courses: N.A https://igbc.in/igbc/redirectHtml.htm?redVal=showGreenEducationRatingsystemNosignin	Potential Training Institutes: <ul style="list-style-type: none"> Indian Green Building Council, CII, Hyderabad National Institute of Construction Management and Research, 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			
<ol style="list-style-type: none"> Brief overview on construction quality control in ensuring project success. Recapitulation of the various methods used in construction quality control, such as material testing, concrete testing, soil testing etc. Hands on training on conducting construction quality tests. Understanding various relevant national and international standards of construction quality control. Understanding quality control audits to assess compliance with established rules and standards. 			
Targeted Department – Engineering Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> National Institute of Construction Management and Research, Pune MCGM Centre of Municipal Capacity Building and Research, Mumbai 		

Topic/Area/Theme	Training on - SCADA Systems		
Course Objective	To enhance the understanding of SCADA systems and its operations and maintenance.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> Brief overview of SCADA systems and their role. Understanding the principles of designing and configuring SCADA systems to meet specific requirements. Understanding SCADA Communication protocols. Understanding operating and monitoring SCADA systems. Understanding the importance of cybersecurity in SCADA systems and protecting critical infrastructure. 			
Targeted Department – Engineering Department			
Online Courses: https://gotkarmayogi.gov.in/smart metering	Potential Training Institutes: <ul style="list-style-type: none"> MCGM Centre for Municipal Capacity Building and Research, Mumbai 		

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			
<ol style="list-style-type: none"> Brief overview of waste management in urban areas. Recapitulation of waste collection methods. Understanding latest recycling technologies and processes for different types of wastes. Understanding the potential for generating energy from waste. 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/courses/105/106/105106056/ https://www.worldbank.org/en/olc/course/58078	Potential Training Institutes: <ul style="list-style-type: none"> MCGM Centre for Municipal Capacity Building and Research, Mumbai CEE Pune Centre for Science and Environment, Delhi 		

Topic/Area/Theme	Training on Public-Private Partnerships (PPPs)		
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			
<ol style="list-style-type: none"> Brief overview on PPP projects, benefits, and Challenges of PPP in municipal Governance PPP Project Lifecycle Overview of relevant laws, regulations, and policies governing PPPs. Financial modelling and feasibility studies for PPP projects. Case Studies and Best Practices in PPP 			
Targeted Department – Solid Waste Management			
Online Courses: https://www.worldbank.org/en/programs/icp/brief/e-learning https://portal.igotkarmayogi.gov.in/app/globalsearch?primaryCategory=Program&q=PPP	Potential Training Institutes: <ul style="list-style-type: none"> Indian Institute of Public Administration, New Delhi YASHADA, Pune 		

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	1 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> Roles and responsibilities of municipal corporation employees in disaster response and mitigation. Understanding the impact of disasters on infrastructure, environment, and public safety. Training on search and rescue techniques, first aid, and evacuation procedures. Fire prevention measures in buildings, public spaces, and industrial areas. Planning and implementing post-disaster recovery and rehabilitation programs 			
Targeted Department – Security Department, Fire Department			
Online Courses: https://mahafireservice.gov.in/academic-course.php	Potential Training Institutes: <ul style="list-style-type: none"> Maharashtra State Fire Academy National Fire Service College, Nagpur 		

Topic/Area/Theme	Training on Leading Practices of Women and Child Development (Approaches, Practices, Policies, Success Stories)		
Course Objective	To improve understanding of gender equality, and women and child welfare concepts in officials of municipal corporation so that they can be sensitive in planning, designing and implementation of various related interventions.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -No
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding gender concepts and the importance of gender mainstreaming. 2. Introduction to child rights and the Convention on the Rights of the Child. 3. Awareness to maternal and child health programs and services. 4. Understanding the socio-economic and cultural factors influencing women and child development. 			
Targeted Department- Social Welfare Department			
Online Courses:	Potential Training Institutes: <ul style="list-style-type: none"> • Maharshi Karve Stree Shikshan Samstha, Pune • Tata Institute of Social Sciences, Mumbai 		

Topic/Area/Theme	Training on leading zoo Management practices - Animal welfare, Breeding, Staff Training		
Course Objective	To enhance their knowledge and skills related to animal welfare, breeding programs, and staff training.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Handling and behavioural management techniques for different species. 2. Knowledge on proper nutrition, healthcare, and habitat management for zoo animals. 3. Introduction to zoo management principles and practices. 4. Knowledge on Animal handling and safety protocols for staff and visitors. 5. Best practices in animal acquisition, transportation, and quarantine. 			
Targeted Department – Garden			
Online Courses: https://cza.nic.in/page/en/national	Potential Training Institutes: <ul style="list-style-type: none"> • Central Zoo Authority , GOI • CEE, Pune • Wildlife Research and Training Centre, Gorewada 		

Topic/Area/Theme	Training in Conducting Surveys (Slum and Squatter settlements)		
Course Objective	To equip municipal corporation employees with the necessary skills and knowledge to collect data accurately and effectively in slums and squatter settlements		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Knowledge regarding survey methods, including household surveys, interviews, and questionnaires. 2. Knowledge on Sampling techniques and sample size determination. 3. Introduction to data analysis software and tools. 4. Techniques of addressing cultural sensitivities and building rapport with survey respondents 			
Targeted Department – Administration			
Online Courses: N.A.	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • TISS, Mumbai • CEE, Pune 		

Topic/Area/Theme	Training on Weapon Handling and Safety		
Course Objective	To achieve proficiency and skills to safely handle and operate weapons for security operations and interventions.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Developing marksmanship skills, including proper stance, grip, and sight alignment 2. Knowledge of local and national firearm laws and regulations. 3. Understanding the use of force continuum and guidelines for weapon deployment. 4. Response protocols and procedures in emergency situations. 5. Communication and coordination with law enforcement and other emergency personnel. 			
Targeted Department – Security			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • State Police Academy, Nashik 		

Topic/Area/Theme	Training on Basic Life saving techniques in medical emergencies		
Course Objective	To Provide knowledge and skills necessary to provide immediate assistance and support in emergency situations where basic life-saving techniques are required.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding the signs and symptoms of medical emergencies. 2. Understanding the importance of early CPR in maintaining blood circulation and oxygenation. 3. Learning the correct techniques for performing CPR on adults, children, and infants. 4. Identifying signs of choking in conscious and unconscious individuals. 5. Effective communication skills during emergencies. 			
Targeted Department- Health			
Online Courses: N. A	Potential Training Institutes: <ul style="list-style-type: none"> • B J Government Medical College, Pune 		

Topic/Area/Theme	Training on Cloud Computing (Basic principles, AWS, Sales force, SAP etc.)		
Course Objective	To provide a foundational understanding of cloud computing principles and services such as AWS , Sales Force , SAP etc		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to cloud computing concepts. 2. Understanding the essential components and architecture of cloud computing 3. Introduction to AWS and its services, such as EC2, S3, RDS, and Lambda 4. Understanding how Salesforce can be utilized in municipal operations, such as citizen services, case management, and data analysis. 5. Exploring how SAP can integrate with cloud computing to enhance organizational efficiency and scalability. 			
Targeted Department – IT Department			
Online Courses: https://onlinecourses.nptel.ac.in/noc21_cs14/preview	Potential Training Institutes: <ul style="list-style-type: none"> • CDAC, Pune • NEGD, New Delhi • Administrative Staff College of India, Hyderabad 		

Topic/Area/Theme	Refresher Course on Open-Source Programming Languages		
Course Objective	To enable IT teams to develop and maintain applications that are tailored to the unique requirements of the organization		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Overview of open-source software, language types, its benefits, and its significance in the IT industry. 2. Introduction to the basics of programming, covering core concepts such as variables, data types, control structures (loops and conditionals), functions, and basic algorithm design 3. Cover the language's syntax, data types, variables, operators, and basic programming constructs 4. Cover web development concepts using the open-source language(s) 5. Introduce database concepts and demonstrate how to interact with databases using the open-source language(s) 6. Process of developing applications using the open-source language(s) 			
Targeted Department – IT Department			
Online Courses: https://opensourcetraining.negd.in/	Potential Training Institutes: <ul style="list-style-type: none"> • CDAC, Pune • Administrative Staff College of India, Hyderabad • NEGD, New Delhi 		

Topic/Area/Theme	Training on New Technologies (AI & Blockchain) and use cases		
Course Objective	To Provide understanding of AI technologies and their potential applications in the local governance sector.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Providing an overview of emerging technologies like AI and Blockchain. 2. Understanding the basics, benefits, and challenges associated with these technologies. 3. Exploring how AI can be leveraged in various municipal services such as waste management, transportation, and citizen services. 4. Addressing the ethical implications and privacy concerns associated with AI and Blockchain technologies. 5. Discussing challenges related to data availability, infrastructure requirements, and stakeholder engagement. 			
Targeted Department – IT Department			
Online Courses: https://onlinecourses.nptel.ac.in/noc22_cs44/preview	Potential Training Institutes: <ul style="list-style-type: none"> • CDAC, Pune • ASCI, Hyderabad • NEGD, New Delhi 		

Topic/Area/Theme	Training on - Cyber Security and use cases		
Course Objective	To create awareness about the importance of cybersecurity, potential threats, and effective measures to protect against cyber attacks		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to cybersecurity concepts, terminology, and best practices. 2. Recognizing the significance of cybersecurity in protecting municipal systems and data. 3. Understanding the potential risks and consequences of cyber-attacks. 4. Identifying common cyber threats, including malware, phishing, social engineering, and ransomware. 5. Educating employees on safe browsing habits, email security, and recognizing suspicious activities. 			
Targeted Department – IT Department			
Online Courses: https://igotkarmayogi.gov.in/cyber_security	Potential Training Institutes: <ul style="list-style-type: none"> • CDAC, Pune • National Cybercrime Training Centre, New Delhi 		

Topic/Area/Theme	Training on Database Management Fundamentals		
Course Objective	To provide them with a foundational understanding of databases, their importance, and practical use cases in managing and organizing data within the municipal corporation.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introducing the concept of databases and their significance in data management. 2. Exploring the process of database design and data modelling. 3. Learning about common data integrity issues, such as constraints, data validation, and referential integrity. 4. Understanding normalization techniques to ensure data integrity and efficiency. 5. Learn to mitigate challenges 			
Targeted Department- IT Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • CDAC, Pune 		

Topic/Area/Theme	Training on Bio Medical Audit		
Course Objective	To achieve proficiency to conduct audits of biomedical equipment and systems in healthcare facilities		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding the importance of biomedical audits in healthcare facilities. 2. Learning policies, and procedures related to biomedical equipment management. 3. Methods for collecting data during the audit process. 4. Learning comprehensive audit reports with clear findings and recommendations. 			
Targeted Department – IT Department			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • Medical Council of India 		

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			
<ol style="list-style-type: none"> 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- Engineering Department			
Online Courses: https://igotkarmayogi.gov.in/Geographical Information system https://www.esri.com/training/certification/	Potential Training Institutes: <ul style="list-style-type: none"> • MCGM Centre for Municipal Capacity Building and Research (MCMCR), Mumbai 		

Topic/Area/Theme	Training in Garden 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	1Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 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 – Garden			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • Institute of Horticulture Technology, New Delhi • MCGM Centre for Municipal Capacity Building and Research (MCMCR), Mumbai 		

Topic/Area/Theme	Refresher course on- National Municipal Accounts Manual		
Course Objective	To enhance the knowledge and capacity of finance department officials in Municipal accounting practices under National Municipal Accounts Manual.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Gaining an in-depth understanding of the guidelines and procedures outlined in the manual. 2. Understanding the importance of adhering to the manual's principles for effective financial management. 3. Reviewing the process of budget preparation and execution as outlined in the manual. 4. Learning about the audit process and its role in ensuring accountability and transparency. 5. Discussing any new guidelines or procedures introduced in the manual. 			
Targeted Department – Finance			
Online Courses: https://igotkarmayogi.gov.in/Finance and accounts	Potential Training Institutes: <ul style="list-style-type: none"> • Regional Training Institute -CAG, Mumbai • Arun Jaitley National Institute of Financial Management ,Haryana 		

Topic/Area/Theme	Training on Debt and Investment Management		
Course Objective	To enhance the understanding and capacity of trainees in leading practices and processes of raising funds through different instruments.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Learning the basics of municipal debt, including types of debt instruments and their characteristics. 2. Understanding the process of issuing and managing debt, including legal requirements and regulations. 3. Developing strategies for debt planning, budgeting, and debt service management. 4. Analysing revenue streams, expenditures, and cash flow management. 5. Learn to analyse risk and return considerations in investment decision-making 			
Targeted Department – Finance			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • Arun Jaitley National Institute of Financial Management ,Haryana 		

Topic/Area/Theme	Refresher course - Income Tax Rules		
Course Objective	To enhance the understanding of upgraded income tax rules and their applicability		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Overview of the latest amendments, updates, and changes in income tax laws. 2. Understanding the process of filing income tax returns and associated documentation. 3. Compliance requirements for municipal corporation employees, including the submission of investment declarations and proofs. 4. Comprehensive coverage of tax deductions and exemptions available under various sections of the Income Tax Act 			
Targeted Department – Finance			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • Regional Training Institute -CAG, Mumbai • Arun Jaitley National Institute of Financial Management ,Haryana 		

Topic/Area/Theme	Refresher course on- PF and Pension Rules		
Course Objective	To understand the rules and regulations related to employee provident funds and pensions.		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding the basics of the Employee Provident Fund (EPF) scheme and the Employee Pension Scheme (EPS) 2. Understanding the calculation of provident fund contributions, both from the employee and employer's perspectives 3. Understanding the eligibility criteria for receiving a pension under the Employee Pension Scheme (EPS). 4. Highlighting recent amendments and changes in PF and Pension Rules. 5. Exploring the compliance requirements and responsibilities of both employers and employees. 			
Targeted Department – Finance			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • Regional Training Institute -CAG, Mumbai 		

Topic/Area/Theme	Training on - Audits (Applicable Acts/Rules/Processes)		
Course Objective	To achieve proficiency in understanding of applicable acts, rules, and processes related to audits in municipal corporation.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding the relevant acts, rules, and regulations governing audits in municipal governance. 2. Understanding financial statements 3. Understanding techniques of conducting municipal audits 4. Understanding internal audit 5. Developing skills in preparing audit reports 			
Targeted Department -Finance			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • Regional Training Institute -CAG, Mumbai 		

Topic/Area/Theme	Training on Revenue Augmentation		
Course Objective	Training on different methodologies and best practices for municipal revenue augmentation		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Best Practices in Revenue Augmentation: Covers effective strategies for increasing municipal revenue, including innovative models, improved tax administration, and public-private partnerships. 2. Successful Case Studies: Presents examples of successful revenue augmentation in municipalities, examining measures implemented, challenges faced, and outcomes achieved. 3. Property Tax Collection: Covers best practices for enhancing property tax collection using digital tools, GIS mapping, data analytics, and taxpayer education. 4. Diversifying Revenue Streams: Explores additional revenue sources such as advertisement revenue, licensing and permits, user charges, and leveraging municipal assets. 5. Financial Management and Accountability: Covers measures to strengthen financial management and accountability in revenue generation. 			
Targeted Department – Finance			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • Janaagraha, Bangalore 		

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			
<ol style="list-style-type: none"> 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	Potential Training Institutes: <ul style="list-style-type: none"> • YASHADA, Pune • Regional Training Institute -CAG, Mumbai 		

Topic/Area/Theme	Training on Municipal Finance and Raising Funds		
Course Objective	To provide officials with an understanding of the principles and practices of municipal finance, including the various sources of funds and investments available to municipal corporations.		
Expected Duration	2 days	Mode: Online / Offline	Exposure visit - NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Municipal Finance – Covers the principles and practices of municipal finance, including revenue sources, expenditures, budgeting, accounting and reporting. 2. Financial Planning & Budgeting – Covers the principles and techniques used for financial planning and budgeting in municipal corporations, including forecasting, performance measurement, and scenario analysis. 3. Fundraising and Investments – Covers various sources of funds and investments available to municipal corporations, such as grants, loans, bonds, and equity. 4. Debt Management – Covers the principles and practices of municipal debt management, including debt issuance, repayment, and refinancing. 5. Financial Reporting and Auditing – Covers the principles and practices of financial reporting and auditing in municipal corporations, including the preparation and presentation of financial statements & the role of auditor. 			
Target Department – Finance			
Online Courses: N.A	Potential Training Institutes: <ul style="list-style-type: none"> • National Institute of Financial Management, New Delhi • Administrative Staff College of India, Hyderabad • Janaagraha, Bangalore 		

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			
<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • Chanakya International Institute of Leadership Studies, Mumbai 		

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			
<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • Indian Institute of Management, Ahmedabad • 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			
<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> • Isha Foundation, Pune Center • Art of Living, Pune Chapter 		

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			
<ol style="list-style-type: none"> Learn techniques for setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and aligning them with the organization's objectives. Prioritization and Task Management Learning to plan and creating schedules to manage time effectively. Time-Saving Techniques Managing Distractions and Procrastination. 			
Targeted Department – All Departments			
Online Courses: https://igotkarmayogi.gov.in/Time Management	Potential Training Institutes: <ul style="list-style-type: none"> IIM, Ahmedabad National Productivity Council (NPC), New Delhi 		

Topic/Area/Theme	Training on Interpersonal & Public Dealing Skills		
Course Objective	To enhance the ability of trainees in verbal communication and interpersonal skills to effectively communicate, negotiate, and avoid conflict with people		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> Active Listening – Covers the principles and techniques used to actively listen and understand the needs of the stakeholders. Conflict Resolution – Covers principles and techniques used to manage conflicts and resolve disputes in a professional and effective manner. Cultural Awareness – Covers principles and techniques used to communicate and interact with people from different cultures, background, and identities. Professionalism - Covers principles and techniques used to maintain professional image and demeanour in all interactions with the public. 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: <ul style="list-style-type: none"> IIM, Ahmedabad 		

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

5.5 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	Jun-23	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 Municipal Corporations Act, 1949.										
2	Refresher Course on Maharashtra Civil Services Rules- 1979										
3	Refresher Course on Maharashtra Regional and Town Planning Act- 1966										
4	Refresher course on Municipal Solid Waste (Management and Handling) Rules- 2000										
5	Refresher course - e-Procurement Systems and Process										
6	Refresher course -RTI Act and Rules										
7	Training on RERA Act and Rules										
8	Refresher course on The Maharashtra Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2017										
9	Refresher course for Enhancing Skills in Note Drafting and Report Writing										
10	Refresher course on National Health Programme										
11	Training on Basic Legal Proceedings Applicable to Municipal Corporation										
12	Refresher Course in The Maharashtra Slum Areas (Improvement, Clearance and Redevelopment) Act, 1971										
13	Refresher Course on IT Act, 2000										

Sr. no.	Course	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course											
14	Refresher Course on Maharashtra Land Revenue Code, 1966										
15	Refresher Course on Environmental Protection Act, 1986										
16	Refresher Course on Maharashtra Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Rules, 2007										
17	Refresher Course on Unified Development Control and Promotion Regulation for Maharashtra State.										
18	Training on Document Management System & Office Procedure										
19	Refresher Course on DM Act, 2005 and Maharashtra State Disaster Management Plan										
20	Refresher Course on New Education Policy, 2020										
21	Refresher Course on Maharashtra (Urban Areas) Protection and Preservation of Trees (Amendment) Act, 2015										
22	Refresher course and Advanced Training -MS Office										
23	Training on Surveillance Systems (CCTV , Access Control Systems, Alarm Systems, Facial Recognition Systems)										
24	Training on- Basic principles of Project management, PM Tools and Techniques										
25	Training on Contract Management										

Sr. no.	Course	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course											
26	Training on Building Information Modelling (BIM)										
27	Training on Computer Aided Design (AutoCAD)										
28	Training on Geographical Information System Integration										
29	Training on Operations and Maintenance - Water supply and Pump Stations										
30	Training on Construction and Maintenance- Drainage systems										
31	Training on Green Building										
32	Training on Construction Quality Control Testing, Systems and Standards										
33	Training on - SCADA Systems										
34	Training on - Latest technologies in waste collection and processing										
35	Training on Public-Private Partnerships (PPPs)										
36	Training on- Leading technologies in Traffic and Transport management										
37	Training on Disaster Management and Fire Safety										
38	Training on Leading Practices of Women and Child Development (Approaches, Practices, Policies, Success Stories)										
39	Training on leading zoo Management practices - Animal welfare, Breeding, Staff Training										

Sr. no.	Course	Online/offline Training Course										
		Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	
40	Training in Conducting Surveys (Slum and Squatter settlements)											
41	Training on Weapon Handling and Safety											
42	Training on Basic Life Support Skills											
43	Training on Cloud Computing (Basic principles, AWS, Sales force, SAP etc.)											
44	Refresher Course on Open Source Programming Languages											
45	Training on New Technologies (AI & Blockchain) and use cases											
46	Training on - Cyber Security and use cases											
47	Training on Database Fundamentals											
48	Training on Bio Medical Audit											
49	Training in Open Space and Landscape Management (Maintenance and Conservation)											
50	Refresher course on- Municipal Accounting & Finance											
51	Refresher course on- National Municipal Accounts Manual											
52	Training on Debt and Investment management											
53	Refresher course - GST Rules											
54	Refresher course on-Government Budgeting principles and processes											

Online/Offline training  Workshop  Exposure visit/Immersive learning 

Sr. no.	Course	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course											
55	Refresher course - Income Tax Rules										
56	Refresher course on- PF and Pension Rules										
57	Training on - Audits (Applicable Acts/Rules/Processes)										
58	Training on Revenue Augmentation										
59	Training on Leadership Development										
60	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)										
61	Training on Effective communication skills (Verbal and Non Verbal)										
62	Training on improving Language Proficiency										
63	Training on Stress Management										
64	Training on Time Management										
65	Training on Crowd Management										



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	Need	Responsibility
<p>Induction/Orientation Program for new joiners or Internal Transfers - "Know your corporation"</p>	<p>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.</p> <p>It is important that the municipal staff is well-informed, prepared, and equipped to</p>	<p>Municipal Corporation</p>

	<p>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</p>	
<p>Policy of 'Knowledge Transfer'</p>	<p>Inter service and inter departmental transfers is a common practise identified in the ULBs. Due to absence of practise of 'Knowledge 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.</p> <p>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.</p>	<p>Municipal Corporation</p>
<p>Documentation of Roles and Responsibility for each designation</p>	<p>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.</p>	<p>Municipal Corporation</p>

	<p>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.</p>	
<p>Update and revise the internal Standard Operating Procedures of each department</p>	<p>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.</p> <p>Although the corporation has SoPs for each department, there is a need for upgradation to include new tools , techniques and procedures.</p>	<p>Municipal Corporation</p>
<p>Formation of HR Cell</p>	<p>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.</p> <p>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.</p>	<p>Municipal Corporation</p>

<p>Diversion of Crematorium from medical to electrical Department.</p>	<p>Diversion of crematorium to the Electrical department can provide technical expertise regarding the cremation process, rather than medical support.</p>	<p>Municipal Corporation</p>
<p>Mainstreaming of Disaster Management</p>	<p>Urban areas, due to their complex and compact nature, are prone to disaster and thus disaster management becomes a critical function to save lives and damages to the properties.</p> <p>It is critical that while conceptualising, planning and execution of projects, aspect of disaster management needs to be considered. Engagement of technical staff from other departments with the Fire Department of the municipal corporation can be very useful to augment capacity of the municipal corporation in tackling emergency situations effectively.</p>	<p>Municipal Corporation</p>
<p>Database Management Policy for IT Department</p>	<p>Due to ever increasing penetration of information technology into each domain, huge data sets are getting collected and compiled on daily basis. To use these datasets effectively in decision making as well as ensuring regulatory and legal compliances, database management has become a very critical function. In addition to this, database security has become extremely important to prohibit misuse of the data.</p> <p>To address this, a database management Policy is needed to provide a secure access to data, to data accuracy, to ensure the data is available when needed and have safe and secure backup & disposal.</p> <p>The policy can also help in managing of huge volume of data along with its efficient use to improve governance.</p>	<p>Municipal Corporation</p>
<p>A single Integrated Building Permission system</p>	<p>Regulating and monitoring real estate development in the city limits is one of the key activities of the ULB and providing building permissions is one of the critical services provided by the municipal corporation.</p>	<p>Municipal Corporation</p>

	<p>Implementation of single integrated building permission system can improve service delivery effectively. The system can maintain a centralized database of building permits issued, applications, approvals, and inspections, providing accurate and timely information to stakeholders, such as applicants, officials, and the public. This can help prevent delays due to outdated or incomplete data as well as plug malpractices if any.</p>	
<p>RFID-based waste collection system</p>	<p>Municipal Waste Management is an important function performed by the corporation. As it a daily activity and will have to performed throughout the year, a care must be taken to use resources optimally.</p> <p>RFID based waste management system one such measure which can ensure reduced travel time, optimum use of vehicle fleet and timely collection and disposal of waste. It also helps in plugging lapses and malpractice by bringing transparency and efficiency. A few examples of municipalities that have implemented RFID-based waste collection systems in India include Hyderabad and Vijayawada in Telangana, Surat in Gujarat, and Bengaluru in Karnataka. These municipalities have reported increased efficiency in waste management operations and higher levels of compliance with user charge payments.</p>	<p>Municipal Corporation</p>
<p>Developing a Culture of Recognition and Awards for High-Performing Employees</p>	<p>Motivated and dedicated workforce is a backbone of any organisation and therefore it is important that their contribution and service need to be recognised and appreciated.</p> <p>Recognising and awarding high-performing individuals can lead to higher productivity, better quality of work, and a positive work environment, ultimately</p>	<p>Municipal Corporation</p>

	leading to an overall improvement in organizational performance.	
Dedicated Grievance Redressal Cell	A Grievance Redressal Cell can help address complaints and grievances of citizens in a timely and effective manner, leading to improved citizen satisfaction. This can help to enhance the reputation of the ULB and improve citizen trust. It would improve governance, increase citizen participation in civic matters, and identify areas of improvement for the ULB.	Municipal Corporation
Dedicated IEC cell	IEC cell can help to build a strong relationship between the Municipal Corporation and the public, increase awareness and participation in municipal initiatives, and achieve better outcomes for the community as a whole.	Municipal Corporation
HMIS Software Updation	By updating the HMIS software can help to improve the quality of care, increase efficiency, and enhance security in the medical department of a Municipal Corporation.	Municipal Corporation
Multiple Payment - UPI - Medical	The implementation of Multiple Payment options, including UPI, can make the payment process more convenient, secure, cost-effective, transparent, and faster for patients and the Municipal Corporation. It can also contribute to the overall digitalization efforts of the Corporation, leading to improved efficiency and better 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 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

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 such indicators as mentioned in the point above.
- 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.

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.

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 ([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

8. Opportunities for Immersing Learning

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

Best Practices	Features
Municipal Bonds	Pune Municipal Corporation is among the few municipal corporations in India that has issued bonds to finance its infrastructure projects. The issuance of municipal bonds has enabled PMC to access long-term capital at a lower cost than other sources of finance, such as bank loans or grants. The experience of PMC in issuing municipal bonds can be a valuable learning opportunity for other municipal corporations in India, especially those that are looking for innovative sources of finance to support their infrastructure projects.
Public Gardens in Pune	Pune is home to several beautiful public gardens that can serve as excellent examples for other cities looking to develop their own green spaces. Here are some examples Pune-Okayama Friendship Garden: This garden is a symbol of the long-standing friendship between Pune and Okayama, Japan. It features a beautiful pond, walking paths, and a range of plants and flowers from both countries. It can serve as an excellent example of how public gardens can be designed to promote cultural exchange and friendship. Empress Garden: Spread across 59 acres, Empress Garden is one of the largest public gardens in Pune. It features a variety of plants and trees, a children's park, and a zoo. It can serve as an example of how public gardens can be designed to showcase biodiversity and support environmental education.
Solid Waste Treatment	By adopting innovative solid waste management methods like those implemented in Pune, other cities can efficiently manage their waste while also promoting environmental sustainability and reducing pollution. 1. Pune has implemented a vermicomposting project in which earthworms are used to decompose organic waste. This project has been highly successful, with the earthworms converting the waste into nutrient-rich vermicompost that can be used as a soil conditioner.

2. Pune has also set up garbage-to-energy plants to convert waste into electricity. These plants use technology such as incineration and gasification to convert waste into energy.
3. Pune has also implemented a project to manage plastic waste by setting up a plastic waste collection and recycling centre. The project involves collecting plastic waste from various sources and recycling it into useful products such as road tiles and benches.
4. The 'Sarathi' initiative can serve as an excellent example for other cities looking to improve their waste management systems. By empowering and training garbage collectors, cities can not only improve the working conditions of these essential workers but also ensure that waste is managed more efficiently and sustainably.



Quick Win Plans

9. Quick Win Plans

- 1. Partnering with Local Mentor Training Institution:** To enhance the skills and knowledge of the PMC 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 PMC 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 PMC 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, IIIT, Pune, and IIM Nagpur, among others. We recommend the collaboration of CBC with these institutes and other nationally acclaimed institutes, such as the NICMAR- Pune, IIHS, AIILSG, IIT Bombay, TISS Mumbai, Centre for Environment and Education, etc. to design courses per the PMC's 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 PMC have provided list of around 150 employees for registration. 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 PMC.
- 5. Partnering with Private firms who are providing IT or Construction solutions as training providers:** PMC 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 PMC 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

10. 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	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	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	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	1	2	3	4	5	6	7	8	9	10	Refresher course on Municipal Solid Waste (Management and Handling) Rules- 2000		
1	2	3	4	5	6	7	8	9	10	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	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	1	2	3	4	5	6	7	8	9	10	Training 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	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	1	2	3	4	5	6	7	8	9	10	Refresher course for Enhancing Skills in Note Drafting and Report Writing		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Refresher course on National Health Programme		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Training on Basic Legal Proceedings Applicable to Municipal Corporation		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Refresher Course in The Maharashtra Slum Areas (Improvement, Clearance, and Redevelopment) Act, 1971		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Refresher Course on IT Act, 2000		
1	2	3	4	5	6	7	8	9	10	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	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	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	1	2	3	4	5	6	7	8	9	10	Refresher Course on Unified Development Control and Promotion Regulation for Maharashtra State.		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Training on Document Management System & Office Procedure		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Refresher Course on DM Act, 2005 and Maharashtra State Disaster Management Plan		
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	Refresher Course on New Education Policy, 2020		

1	2	3	4	5	6	7	8	9	10	Refresher Course on Maharashtra (Urban Areas) Protection and Preservation of Trees (Amendment) Act, 2015	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 Surveillance Systems (CCTV, Access Control Systems, Alarm Systems, Facial Recognition Systems)	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 Computer Aided Design (AutoCAD)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Geographical Information System Integration	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 - Water supply and Pump Stations	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Construction and Maintenance- Drainage systems	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Green Building	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 - Latest technologies in waste collection and processing	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Public-Private Partnerships (PPPs)	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 Traffic and Transport management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Disaster Management and Fire Safety	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Leading Practices of Women and Child Development (Approaches, Practices, Policies, Success Stories)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on leading zoo Management Practices - Animal welfare, Breeding, Staff Training	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training in Conducting Surveys (Slum and Squatter settlements)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Weapon Handling and Safety	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Basic Life Support Skills	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Cloud Computing (Basic principles, AWS, Sales force, SAP etc.)	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Refresher Course on Open-Source Programming Languages	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on New Technologies (AI & Blockchain) and use cases	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Cyber Security and use cases	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Database Fundamentals	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Bio Medical Audit	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training in Open Space and Landscape Management (Maintenance and Conservation)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on- Municipal Accounting & Finance	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on- National Municipal Accounts Manual	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Debt and Investment management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course - GST Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on-Government Budgeting principles and processes	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course - Income Tax Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on- PF and Pension Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Audits (Applicable Acts/Rules/Processes)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Revenue Augmentation	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	Training 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 crowd Management	1	2	3	4	5	6	7	8	9	10

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

Roles and Responsibilities: Pune Municipal Corporation

I.IT Department

The IT department of the Pune Municipal Corporation plays a crucial role in implementing and maintaining the municipality's technological infrastructure. It leverages the power of ubiquitous communication networks, highly distributed wireless technology, and intelligent management systems to solve current and future challenges and create exciting new services.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Computer Programmer	1. To do technical work relating to different PMC software programmes and procedures.	1. To oversee the deployment of Finance software (SAP). 2. Supervise the e-Office implementation. 3. Administration and upkeep of the cloud. 4. In charge of pension software upkeep. 5. Supervise the creation and upkeep of numerous application databases. 6. To work with a variety of vendors. 7. Manage new and old processes. 8. In charge of CFC and labour management	1. IT Act Refresher Course, 2000 2. Advanced IT Application Training. 3. Instruction in good communication skills (verbal and digital). 4. Refresher course on user guides, process flow papers, and user manuals to help new staff understand procedures. 5. Cloud computing training.
Computer Driver (IT)	1. To carry out technical tasks linked to different PMC software programmes and procedures.	1. To assist with the execution of the E-Governance initiative. 2. To oversee main phase cloud planning, implementation, and management. 3. Create the PMC website, collect data, and assist with go-live. 4. Supervise software development, maintenance, and support. 5. supervising marriage registration applications.	1. IT Act Refresher Course, 2000 2. Advanced IT application training 3. Cloud Computing Training 4. Instruction in good communication skills (verbal and digital). 5. Refresher course on user guides, process flow papers, and user manuals to help new staff understand procedures.
Deputy Superintendent	1. To carry out technical tasks linked to different PMC software programmes and procedures.	1.To assist with the execution of an e-government initiative. 2. Oversee the creation, maintenance, and upgrade of software. 3. Managing file tracking software. 4. Supervise the application for Grievance Redressal. 5. Maintain the PMC website. 6. To oversee Social Media Management. 7. Oversee domain and subdomain administration. 8. Supervise email handling	1.MMC Act and MCS Rules Refresher Course 2. E-procurement System Refresher Course 3. RTI Act and IT Act Refresher Course 4. Advanced MS Office Training 5. Database basics training 6. Project Management Training (Tools and Techniques) 7. Public Relations Education 8. Time Management Training
Senior Clerk	1.To carry out general administrative tasks linked to different administrative procedures within PMC.	1.To oversee file management and tendering. 2. To supervise the drafting of letters and communications.	1. MS Office Refresher Course 2. Workflow refresher course through the parent department.

		<ol style="list-style-type: none"> 3. Supervise administrative activities related to the right to information services. 4. Oversee all inbound and outbound processes. 5. Manage Pay bill processing. 6. Supervise vendor bill processing. 7. Participation in various events (elections, polls, and so on). 8. Assist higher-level officials with day-to-day administrative tasks. 	<ol style="list-style-type: none"> 3. Language proficiency training (Marathi and English). 4. Communication skills training (both verbal and nonverbal). 5. Refresher Course on Improving Note-Drafting and Report Writing Skills
Junior Clerk	<ol style="list-style-type: none"> 1. To carry out general administrative tasks associated with different administrative procedures within PMC. 	<ol style="list-style-type: none"> 1. To oversee file management. 2. To oversee Tendering. 3. Oversee the production of letters and correspondence. 4. Supervise the administrative activities related to the Right to Information Services. 5. Oversee all inbound and outbound processes. 6. Overseeing the processing of Pay invoices. 7. Oversee vendor bill processing. Participation in a wide range of activities (elections, polls, etc.) 9. Assist upper management with day-to-day administrative chores. 	<ol style="list-style-type: none"> 1. MS Office Refresher Course 2. Workflow refresher course through the parent department. 3. Language proficiency training (Marathi and English). 4. Communication skills training (both verbal and nonverbal). 5. Refresher Course on Improving Note-Drafting and Report Writing Skills

II. Slum Eradication and Rehabilitation

Slum eradication & rehabilitation department is working for providing basic services to declared / undeclared slum around Pune Municipal Corporation area.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Deputy Commissioner	<ol style="list-style-type: none"> 1. To supervise the administrative work and the establishment's mail, as well as to supervise the work of all the staff in the department. 	<ol style="list-style-type: none"> 1 to understand slum restoration plans, processes, and appropriate legislation. 2The ability to plan, arrange, and execute projects successfully while following to schedules, budgets, and quality standards. 3.Positive connections with diverse stakeholders, such as local communities, government agencies, non-governmental organisations, and private organisations, are critical. 4.Policy Development and Implementation: To review existing policies, identify gaps, and devise effective solutions to solve difficulties, strong analytical and research abilities are required. 5.Understanding of land purchase, tenancy rights, urban development restrictions, and any regional legislation. 6.It is advantageous to be familiar with financing sources, grants, and budgeting methods. 7.Community participation, empowerment, and participatory techniques are all highly regarded skills. 8.Data analysis and reporting skills are 	<ol style="list-style-type: none"> 1. MMC Act and MCS Rules Refresher Course. 2. An RTI Act refresher course. 3. Microsoft Office advanced training. 4. Training in project management (tools and procedures). 5. Instruction in public dealing. 6. Time Management Instruction. 7. Stress Management Education.

		required for monitoring and assessing progress.	
Superintendent	1.To carry out administrative tasks such as managing and monitoring.	1. Has strong communication and collaboration ability.	1. Review of the MMC Act, MCS Rules, and MRTP Act. 2. RTI and IT Act Refresher Course. 3. Advanced Microsoft Office training. 4. Database basics training. 5. Project Management Training (Tools and Techniques). 6. Public dealing training. 7. Time management training. 8. Effective Communication Skills Training
Deputy Engineer	1.Checking the communication received from the department about slum rehabilitation at the establishment. 2. Work as an appellate on starred unstarred Q&A. 3. To carry out RTI (2005)-related tasks	1. Communication Ability 2. strong communication and teamwork ability.	1. Refresher Course on the MMC Act, the MCS Rules, and the MRTP Act. 2. RTI and IT Act Refresher Course. 3. Advanced Microsoft Office training. 4. Database basics training. 5. Project Management Training (Tools and Techniques). 6. Public relations training. 7. Time Management Training 8. Effective communication skills training.
Junior Engineer	1.Checking the communication received from the department about slum rehabilitation at the establishment. 2. Work as an appellate on starred unstarred Q&A. 3. To carry out RTI (2005)-related tasks. 4. Employment as a jan mahiti adhikari	1.Has strong communication and teamwork ability.	1.Refreshers Course on the MMC Act, the MCS Rules, and the MRTP Act. 2. RTI and IT Act Refresher Course. 3. Advanced Microsoft Office training. 4. Database basics training. 5. Project Management Training (Tools and Techniques). 6. Public speaking instruction. 7. Time management training. 8. Effective Communication Skills Training
Senior Clerk	1.To do out administrative tasks. 2. To carry out RTI (2005)-related tasks	1.Has strong communication and teamwork ability.	1. RTI 2005 Act Refresher Course. 2. MMC Act and MCS Rules Refresher Course. 3. Linguistic training and communication skills training.
Junior clerk	1. To carry out administrative tasks as given by the Department head. 2. To serve as the Bill Clerk. 3. To send forth files and mails. 4. Keep records. 5. Oversee the flow of files and messages.	1. Has excellent communication and collaboration skills.	1. RTI 2005 Act Refresher Course. 2. MMC Act and MCS Rules Refresher Course. 3. Linguistic training and communication skills training
Draftsman/Tracker	1.To carry out technical tasks as given by the Department head and Technical in charge.	1.Has strong communication and teamwork ability.	1. RTI 2005 Act Refresher Course. 2. MMC Act and MCS Rules Refresher Course. 3. Linguistic training and communication skills training

III.Accounts Department

Finance is one of the most crucial aspects of urban governance. It deals with the generation of revenue, expenditure, and utilization of financial resources. The Roles include Double-entry accounting system managing financial accounting and reporting, budgeting, and Asset Management.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Accounts & Finance Officer	1. Preparation, Finalization, and Publication of the Budget. 2. To keep tracking accruals and keeping track of costs	1. Business and organisational expertise, including understanding of allied fields including accounting, auditing, finance, and taxation.	1. Review of the MMC Act and MCS Rules. 2. Training on Leadership Development.

	<ol style="list-style-type: none"> 3. To work with the bank and other financial institutions' operations relating to External Borrowing, Loan transfer, and repayment. 4. To sanction employees' Pensions, Withdrawals, PF Loans, Home Loans, Vehicle Loans, etc. To ensure statutory compliances in respect of IT, GST, Labour cess, EPF, ESIC Etc 5. All payment-related work of PMC 6. Arrange to pay the salary of PMC's staff, sweepers, and labourers every month 7. Supervision over income/expenditure and deposits of the corporation 8. Finalize the income-expenditure accounts of the entire corporation and prepare the annual accounts. 9. To fulfil the function of an internal auditor. 	<ol style="list-style-type: none"> 2. Capability to lead HR management 3. Open Dealing 4. Module for Employer-Employee Conflict Resolution 5. Involve all employees in government accounting, GST, IT, and related laws, as well as establishment, PF, and pension requirements. 	<ol style="list-style-type: none"> 3. Training on Stress Management. 4. Basics of ICT tools and technologies Training on Time Management
Accounts Officer / Deputy Accountant (Treasury)	<ol style="list-style-type: none"> 1. To execute and carry out the tasks delegated by the Head of Accounts in the absence of the Hon'ble Municipal Commissioner, Chief Accounts, and Finance Department. 2. Managing municipal money and deposit expenses. 3. To perform audit tests as needed, such as inspections and report presentations. 4. Work linked to IT/GST compliance Supervision in the following areas: PMC collection, daily collection supervision, and cheque disbursement 5. Work performed by the account branch's cashier and cheque clerks - Estate Clerk Work 6. Budget and yearly accounting work. 7. Collaborate with financial organisations such as banks. 	<ol style="list-style-type: none"> 1. Technical expertise in fundamental areas such as accounting, finance, taxation, law, the MMC Act, the MCS Rules, property tax, vehicle tax, professional tax, and similar Acts and Laws pertaining to the Local Government Body. 2. 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 3. Leadership abilities 4. Troubleshooting 5. Conflict Resolution 6. Communication abilities 7. Human Resource Administration 8. Team Management 9. Dealing with the Public 10. Stress Reduction 11. Letter drafting (for example, notice drafting, notice reply, and so on). 	<ol style="list-style-type: none"> 1. Fundamentals of ICT tools and technology 2. MS training 3. Oracle ERP Training - National Municipal Accounting Manual 4. Debt and investment management training (for government agencies) 5. General Financial Rules 6. RERA Act and Rules Training 7. Audit Training- Rules and Procedures
Administration Officer	<ol style="list-style-type: none"> 1. Supervise tenders received by the Assistant Internal Economist and reviewed by the Auditor 2. Monitor tender approval, recommendations, bid cancellation cases, and tender/medical/gazette bills. 3. To ensure that tenders have been verified and signed. 4. Plan and oversee the overall functioning of the Internal Audit Department. 	<ol style="list-style-type: none"> 1. Knowledge of Accounting, Finance, MMC Act, MCS Rules 2. Computer Skills and administrative procedures are required 	<ol style="list-style-type: none"> 1. MMC Act and MCS Rules Refresher Course. 2. e-Procurement System and Process Refresher Course. 3. Document Management System and Office Procedures Refresher Course. 4. MS Office Refresher and Advanced Training. 5. Project management training. 6. Municipal Accounting and Finance Refresher Course. 7. A refresher course on the ideas and methods of government budgeting. 8. Audit training is provided.
Superintendent	<ol style="list-style-type: none"> 1. Oversee the work of juniors and seniors. 2. Check invoices, charges, and other chores as given by seniors. 3. Take command of the department's activities 4. Keeping a receipt register 5. Drawing for Bill Payment 	<ol style="list-style-type: none"> 1. Make PMC Income and Deposit Collection. 2. Maintaining receipt register Bill Payment Drawing Budget Data Entry 3. Knowledge of Accounting, Finance, MMC Act, MCS Rules, and Computer is required 	<ol style="list-style-type: none"> 1. Review of the MMC Act and MCS Rules. 2. Microsoft Office Refresher and Advanced Training. 3. A refresher course in the principles and processes of government budgeting.

	6. Budget Information Entry.	4. Knowledge of Accounting, Finance, MMC Act, MCS Rules 5. Computer Skills	4. Audit training (applicable laws/rules/processes). 5. Communication skills training.
Computer Operator	1. Maintain the deposit register of the Corporation and process its refund Deposit bill verification and draw operations	1. Knowledge of Accounting, Finance, MMC Act, MCS Rules 2. Computer skills 3. Knowledge Enhancement in the following area/field is advisable: - Basic Accounting & Finance - GST - Income Tax - Auditing	1. Refresher courses on: - MMC Act & MCS Rules - PF & Pension Rules - Computer and Technology 2. Training on Oracle ERP 3. Training on Effective communication skills
Jr. Clerk	1. Maintain dead stock, stationery, stamp, Inward- outward Letters, and File register classification and Extermination of account records. Operations relating to bill verification. 2. Maintain income-expenditure register, Grant register, abstract bill register, etc. 3. Preparation of partial/final PF withdrawal files of employees (staff/sweeper). 4. Maintain provident fund, register for PE deducted from pay bills of staff Operations relating to vendor registration. 5. Maintain IT TDS- GST TDS, TCS, Labour cess registers & remittance of the same by challan. To issue certificate tax deduction certificates to the Vendors 6. Process PF Loan applications and maintain PF Loan Register. To prepare and get processed various Bills and to do other allied work related to the establishment of the branch operations related to the branch Bill preparation and maintaining Branch Bill Register to maintain Branch Bill Register	1. Knowledge of Accounting, Finance, MMC Act, MCS Rules 2. Computer Skills, record keeping, file movement, basic administrative procedures, and e-procurement 3. Anger Management 4. File / Data Management 5. Communication 6. Accuracy 7. Change management 8. Lack of Reporting 9. self-discipline 10. Stress Management 11. Teamwork 12. Public dealing	1. Refresher courses on: - MMC Act & MCS Rules - PF & Pension Rules - Computer and Technology 2. Training on Oracle ERP 3. Training on Effective communication skills 4. Refresher Course on Writing and drafting of file notes/letters

IV. Security Department

Establishment Department falls within the portfolio of the Social Transformation, Human Resource Development. The major Roles/ Key Activities of Establishment Branch is reviewing the remuneration payable to employees. Manage Leave Passage entitlement. Recruitment and placement of new employees.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Security Officer	1. To perform Administrative and Financial Duties. 2. To supervise operations, decisions in cases, implementation of all plans, completion of court cases, guidance, etc. 3. To lead the Municipal security department.	1. In-depth understanding of Gujarat civil services rules, Gujarat provincial municipal corporation act, and Labour laws 2. Communication skills, IT skills for HR database management, leadership skills, stress management	1. Training on Effective Communication skills 2. Refresher course on use of IT tools in HR database management 3. Leadership skills 4. Training on Stress management
Security Officer	1. To perform Administrative and Financial duties under the Head of Accountant. 2. To supervise all the work in the security department, decision-making, implementation of plans, completion of various cases, and guidance. 3. To perform duties as assigned by the CSO.	1. Working with various security systems and technologies such as surveillance cameras, access control systems, and alarm systems is required. 2. Working with various security systems and technologies such as surveillance cameras, access control systems, and alarm systems is required. 3. To ensure security, employees must be able to assess their surroundings, detect possible dangers or hazards, and make educated judgements.	1. Refresher course on Noting/ drafting reports/letters 2. Training on Office procedures 3. Refresher Course on financial rules. 2. Training on Effective communication. 3. Refresher course on use of IT tools in day-to-day work 4. Training on E-procurement.

		4. Access control, surveillance systems, emergency response methods, risk assessment, and security technologies are all covered.	
Senior Clerk	<ol style="list-style-type: none"> To resolve starred questions To follow up on pension and account queries To follow up on court cases To correspond with trade unions, government, and other departments To oversee the implementation of the RTI Act and fulfilment of various cases. To monitor and supervise cases and office work 	<ol style="list-style-type: none"> Knowledge of Accounting and Finance Rules Knowledge of MMC Act and MCR Rules Knowledge in IT, record keeping, file movement, basic office procedures, and e-procurement is required. 	<ol style="list-style-type: none"> Refresher Course on RTI Act and Rules Refresher Course on Enhancing skills in Note Drafting and Report writing Training on Basic Legal Proceedings applicable to Municipal Corporation Training on Document Management System and Office Procedure Refresher Course and Advanced Training in MS Office Training on Surveillance Systems Training on Database Fundamentals Training on Effective Communication skills Training on Improving Language Proficiency Refresher Course on MMC Act and MSC Rules
Clerk Typist	<ol style="list-style-type: none"> To scrutinize heir cases, indemnity bonds, working of stores, confidential register, and heir grants To oversee the work regarding the roster of security servants, overtime pay, labour welfare fund, etc. To maintain records of incoming and outgoing barnishi etc 	<ol style="list-style-type: none"> Have outstanding typing abilities, including accuracy and speed. They should be able to use word processing software, spreadsheets, and other computer programmes. They should be able to enter data fast and precisely while paying close attention to detail. Writing letters, emails, and other documents requires clear and efficient written communication. Should be able to collaborate well with co workers, bosses, and other departments to contribute to a pleasant and supportive work environment. 	<ol style="list-style-type: none"> Refresher Course on RTI Act and Rules Refresher Course on Enhancing skills in Note Drafting and Report writing Training on Basic Legal Proceedings applicable to Municipal Corporation Training on Document Management System and Office Procedure Refresher Course and Advanced Training in MS Office Training on Surveillance Systems Training on Database Fundamentals Training on Effective Communication skills Training on Improving Language Proficiency
Soldier/Jamadar	<ol style="list-style-type: none"> To oversee office procedures To fulfil duties assigned by superior officers 	<ol style="list-style-type: none"> Must be able to communicate effectively and efficiently through verbal, nonverbal, and written approaches. In dynamic and possibly risky settings, assess hazards and maintain situational awareness. Should have great collaboration abilities, including the ability to obey commands, help fellow troops, and contribute to the team's success. 	<ol style="list-style-type: none"> Refresher Course on DM Act, and Maharashtra State Disaster Management Plan Training on Weapon Handling and Safety Training on Dealing with Public Training on Effective Communication skills Training on Crowd Management Refresher Course in MS Office
Security Guard	<ol style="list-style-type: none"> To perform the duties of the Department To protect the property of the Pune Municipal Corporation To protect dispensaries, water centres, cultural centres, playgrounds, crematoriums, markets, waste transfer centres, sewage treatment centres 	<ol style="list-style-type: none"> Must have strong observational skills and be constantly alert to detect any suspicious activities, potential security threats, or breaches of high ethical standards Demonstrate integrity in handling confidential information, respecting privacy, and adhering to organisational policies and procedures. 	<ol style="list-style-type: none"> Refresher Course in DM Act, and Maharashtra Disaster Management Plan Training on Effective Communication skills Training on Weapon Handling and Safety Training on Dealing with Public

	4. To oversee security arrangements		5. Training on Crowd Management 6. Refresher Course in MS Office
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V. Garden/Horticulture

The department is responsible for planning and designing new gardens and parks in various areas of the city. They ensure the regular maintenance and upkeep of existing gardens and parks As well as oversee the construction and maintenance of garden infrastructure, including pathways, seating areas, gazebos, fountains, and other amenities. They ensure that these facilities are well-maintained and accessible to the public. As well as collaborate with other departments, agencies, and NGOs to implement various initiatives related to urban forestry, biodiversity conservation, and environmental sustainability.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Environment Conservation Officer	<ol style="list-style-type: none"> To manage and supervise the Parks and Zoo Department. To organise meetings and provide instructions and direction for the Parks Department's work to be more dynamic. Carry out all obligations imposed by the Bombay Provincial Municipalities Act, 1949. 	<ol style="list-style-type: none"> Has strong communication and teamwork ability. Understanding budgeting methods, financial analysis, and resource allocation is advantageous. Strong leadership abilities are required, including the ability to inspire and encourage people, allocate duties efficiently, and give advice and mentorship 	<ol style="list-style-type: none"> MMC Act, MCS Rules, MRTP Act, -Refresher Course RTI Act and IT Act Refresher Course Advanced MS Office Training Database Fundamentals Training Project Management Training (Tools and Techniques) Public Relations Training Time Management Training Effective Communication Skills (Verbal and Nonverbal).
Pollution Control Officer	<ol style="list-style-type: none"> Controlling and monitoring administrative tasks. 	<ol style="list-style-type: none"> Possesses good communication skills and teamwork abilities Strong leadership abilities are required, including the ability to inspire and encourage people, allocate duties efficiently, and give advice and mentorship. 	<ol style="list-style-type: none"> MMC Act, MCS Rules, MRTP Act, and MSAICR Act Refresher Course RTI Act and IT Act Refresher Course Advanced MS Office training. Database foundation training Project Management Training (Tools and Techniques) Public Relations Training Time Management Training Effective Communication Skills Training
Pollution	<ol style="list-style-type: none"> Establishment, monitoring the department's correspondence related slum redevelopment, working on starred unstarred Q&A, and acting as appellate RTI 2005 Related work 	<ol style="list-style-type: none"> Has strong communication and teamwork ability. Strong leadership abilities are required, including the ability to inspire and encourage people, allocate duties efficiently, and give advice and mentorship 	<ol style="list-style-type: none"> Refresher Course on the MMC Act, MCS Rules, MRTP Act, and MSAICR Act Refresher Course on the RTI Act and IT Act Advanced MS Office Training Database basics training Project Management Training (Tools and Techniques) Public Relations Education Time Management Training Effective Communication Skills Training (Verbal and Nonverbal)
Director (Zoo)	<ol style="list-style-type: none"> Establishment, examining the department's communications addressing slum restoration, and working on starred unstarred Q&A Employment as jan mahite Adhikari Finance refresher course Communication and interpersonal skill development. Advanced Zoo Management Training RTI Compliance 	<ol style="list-style-type: none"> Has strong communication skills and teamwork abilities. Zoo management expertise. Understanding of CZA rules and the Wildlife Protection Act of 1972 Knowledge of safety and security regulations, as well as stress management skills in caged wild animals. 	<ol style="list-style-type: none"> Refresher Course on MMC Act, MCS Rules, MRTP Act, and MSAICR Act Refresher Course on RTI Act, IT Act Training in Advanced MS Office Training in Database fundamentals Training in Project Management (Tools and Techniques) Training on Dealing with Public Training on Time Management Training on Effective Communication skills (Verbal and Non-verbal)

<p>Deputy Director (Zoo)</p>	<p>1. Administrative work related to RTI 2005</p>	<p>1. Possesses good communication skills and teamwork abilities 2. Strong leadership abilities are required, including the ability to inspire and encourage people, allocate duties efficiently, and give advice and mentorship.</p>	<p>1. Training regarding RTI 2005 Act 2. Refresher Course on MMC Act and MCS Rules 3. Linguistic Training and Training in Effective communication skills</p>
<p>Educational Officer</p>	<p>1.Oversee day to day upkeep of captive animals 2.Plan and execute nature and Education activities and awareness programs. 3.Implementation of research activities 4.Supervise centre management 5.Administrative duties delegated by the Department Head 6.BILL CLERK 7.Files and mail distribution 8. Record keeping 9.File and letter movement</p>	<p>1. Animal section Management Knowledge of Nature awareness programs 2. Knowledge of various safety guidelines of zoo.</p>	<p>1. Advanced training in Animal enrichment and management 2. Training in latest scientific management and research of captive animals 3. Training for latest techniques in Education and Awareness programs 4.Training on the RTI Act of 2005 5. MMC Act and MCS Rules Refresher Course 6. Linguistic training and communication skills training</p>
<p>Executive Engineer (Civil/Electrical)</p>	<p>1.Technical work assigned by the Department head & Technical in charge</p>	<p>1. A profound grasp of engineering concepts, norms, standards, and practises related to the sector. 2.Project management skills are essential for organising resources, managing timetables, monitoring progress, and assuring project completion within budget and quality restrictions. 3.Strong leadership abilities are required, including the ability to inspire and encourage people, allocate duties efficiently, and give advice and mentorship. 4.Understanding budgeting methods, financial analysis, and resource allocation is advantageous. 5.It is essential to be able to clearly express technical knowledge and engage in discussions. 6.Critical thinking, problem-solving abilities, and the capacity to weigh risks and advantages are required. 7. Maintaining project integrity requires ensuring compliance with safety, environmental, and regulatory criteria. Knowledge of quality assurance and quality control methods, such as inspections, testing, and documentation, is required.</p>	<p>1. Education on the RTI Act of 2005 2. MMC Act and MCS Rules Refresher Course 3. Linguistic training and communication skills training.</p>

VI. Primary Education

The primary education department is in charge of creating and maintaining school infrastructure. It is in charge of the admissions procedure for elementary schools within its control. It is in charge of the admissions procedure for elementary schools within its control. Regular inspections,

comments from students and parents, and academic tests are used to check the operation of elementary schools. Points out the need for new schools or the expansion of current schools in response to population growth and educational demand.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Education Officer	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training. 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course in New Education Policy, 2020 Training on Leadership development and Team Building
Deputy Education Officer	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training. 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course in New Education Policy, 2020 Training on Leadership Development and Team Building.
Head of School	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training. 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course in New Education Policy, 2020 Training on Leadership Development and Team Building.
Assistant Headmaster	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training. 	<ol style="list-style-type: none"> Knowledge of the Shops and Establishment Act Accounting and finance expertise Knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher on the MMC Act and the MCS Rules. Refresher Course on 2020 Education Policy Leadership development and team building training.
Principal (ITI)	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training. 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course in New Education Policy, 2020 Training on Leadership Development and Team Building.
Supervisor (Group Director)	<ol style="list-style-type: none"> To provide a high-quality elementary education to children aged six to fourteen in the working environment. Provide physical facilities and training for employees 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course in New Education Policy, 2020 Training on Leadership Development and Team Building
Director (ITI)	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course in New Education Policy, 2020 Training on Leadership Development and Team Building
Assistant Superintendent of Engineering	<ol style="list-style-type: none"> To provide quality primary education to children aged six to fourteen in the working area. Provide physical facilities and staff training. 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Education Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules New Education Policy, 2020
Assistant Lecturer/Junior Lecturer	<ol style="list-style-type: none"> To do the work related to student educational tools and materials under the establishment accounting building private school department. Personnel Availability Physical Aspects Training To do ancillary work 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Acts. 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course on New Education Policy, 2020 Refresher Course on MS Office Refresher Course on Report-writing and Note Drafting. Training in Effective Communication skills.

			6. Training in Improving Language Proficiency
Manager	<ol style="list-style-type: none"> To do the work related to student educational tools and materials under the establishment accounting building private school department. Personnel Availability Physical Aspects Training To do ancillary work 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Acts. 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course on New Education Policy, 2020 Refresher Course on MS Office Refresher Course on Report-writing and Note Drafting. Training in Effective Communication skills. Training in Improving Language Proficiency
Secondary Teacher	<ol style="list-style-type: none"> To do the work related to student educational tools and materials under the establishment accounting building private school department. Personnel Availability Physical Aspects Training To do ancillary work 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Acts. 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course on New Education Policy, 2020 Refresher Course on MS Office Refresher Course on Report-writing and Note Drafting. Training in Effective Communication skills. Training in Improving Language Proficiency.
Senior Clerk	<ol style="list-style-type: none"> To do the work related to student educational tools and materials under the establishment accounting building private school department. Personnel Availability Physical Aspects Training To do ancillary work 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Acts 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course on New Education Policy, 2020 Refresher Course on MS Office Refresher Course on Report-writing and Note Drafting. Training in Effective Communication skills. Training in Improving Language Proficiency
Junior Clerk	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> Possessing knowledge of the Shops and Establishment Act Possessing knowledge in Accounts and Finance Possessing knowledge of the Right to Education Act and other Acts. 	<ol style="list-style-type: none"> Refresher Course on MMC Act and MCS Rules. Refresher Course on New Education Policy, 2020 Refresher Course on MS Office Refresher Course on Report-writing and Note Drafting. Training in Effective Communication skills. Training in Improving Language Proficiency.

VII. Building Development Department

The Building Permission department of Pune Municipal Corporation is responsible for issuing the necessary permits and certificates for all kinds of buildings, new and old. The department was put in place to ensure that construction within the municipality's area of purview met all the laid out laws and standards of PMC, in other words, the department reviews all applications that seek building permits to ensure strict compliance with all applicable building/structural-laws and building code requirements

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
City Engineer	<ol style="list-style-type: none"> To oversee the Pune City Development Plan and construction works with/amnesty of Additional Mayor To attend city improvement meetings and other relevant meetings and take part in determining the interests of Pune Municipal Corporation To present the administrative side and carry the administrative work according to facts To keep control over all employees under the control of the City Inspector 	<ol style="list-style-type: none"> B.P.M.C.A.-1949 and U.D.C.P.R. - 2022 in-depth information. Communication skills. 	<ol style="list-style-type: none"> Training on Leadership skills development. Training in Project Management. Refresher course in MMC Act and MCS Rules Refresher course in IT.

	<p>5. To deal with salary reports and other confidential reports</p> <p>6. To oversee the work of PMC</p> <p>7. To work as the Head of Pune Municipal Corporation</p>		
Additional Engineer (Construction)	<p>1. To carry out all the works under the direction of the City Engineer</p> <p>2. Granting of hardship and medium charges for various types of construction as well as construction within 900 meters area of Pune Airport</p> <p>3. To authorize the approval of construction maps and plans</p> <p>4. To file High Court reply</p> <p>5. To provide redeployment accommodation</p>	<p>1. B.P.M.C.A.-1949 and U.D.C.P.R. - 2022 in-depth information.</p> <p>2. Communication skills.</p>	<p>1. Refresher course in IT.</p> <p>2. Basic training in Management.</p> <p>3. Refresher course in MMC Act and MCS Rules</p> <p>4. Training on rescue of stray animals</p>
Acting Engineer	<p>1. To address problems related to the work of food for the development of Pune city</p> <p>2. To keep control of the completion of the work as per the rules with the help of colleagues from all parts of the city (Deputy Engineer/Branch Engineer/Financial Engineer etc.)</p> <p>3. To oversee the Standard Development plan and Standard Development Control</p> <p>4. To act as the Appellate Authority under the Right to Information Act</p> <p>5. To measure the increased FSI increment height as per rules under the tenancy rehabilitation scheme in densely populated areas in the city.</p> <p>6. To give permission to rent houses as per laws</p> <p>7. To conduct a hearing on any dispute or regarding any matter while running the affairs of the department.</p> <p>8. Right to file a response to lower quota and high quota</p>	<p>1.Strong leadership and management abilities are required to successfully lead and organise team members, manage projects, and ensure task completion with quality and on schedule.</p>	<p>1.Well versed with The MRTP Act and the MMC Act</p> <p>2.Requires a sound knowledge of basics of civil engineering, structural engineering, construction management, transportation engineering, and geotechnical engineering.</p> <p>3. Bachelor's degree in civil engineering or a similar discipline is normally necessary. should be knowledgeable with engineering software and tools used in analysis, design, and project management.</p>
Deputy Engineer (Establishment)	<p>1. To oversee food-related work as per the instructions of the Executive Engineer</p> <p>2. To act as Information officer</p> <p>3. To take over the works from Branch Engineers/Purchase Engineers, Sixth Assistants etc. under the supervision of Deputy Engineers</p> <p>4. To issue Gunthewari Report, zone certificate, and zoning declaration</p> <p>5. To scrutinize layout, division, consolidation, and submit for approval</p> <p>6. To resolve issues of civil rights</p> <p>7. To implement attendance on Democracy Day</p> <p>8. To approve site inspection and construction, amend record maps, re-survey maps, tillage inspection certificate, and issue occupancy certificate</p> <p>9. To act against unauthorized constructions (in private land) as per rules, taking action against unauthorized use by giving notice, house granting permission as per rules.</p>	<p>1. B.P.M.C.A.-1949 and U.D.C.P.R. - 2022 in-depth information.</p> <p>2. Communication skills</p> <p>3. Strong leadership and management abilities are required to successfully lead and organise team members, manage projects, and ensure task completion with quality and on schedule.</p>	<p>1. Architectural Topics for smart cities</p> <p>2. Requires a sound knowledge of basics of civil engineering, structural engineering, construction management, transportation engineering, and geotechnical engineering. engineering.</p> <p>3. Bachelor's degree in civil engineering or a similar discipline is normally necessary. should be knowledgeable with engineering software and tools used in analysis, design, and project management.</p>

	<p>10. To check maps through computerized systems, revising or rejecting applications for inaccuracies.</p> <p>11. To enforce Right to Information</p>		
Junior Engineer	<p>1. To carry out work related to food as per the instructions of and the work done by the architect's servants</p> <p>2. To keep for inspection the documents and maps filed regarding layout, consolidation, division, etc.</p> <p>3. To issue Gunthewari Report, zone certificate, and zoning declaration</p> <p>4. To submit the layout for review, regimentation, integration, etc. of Pahani</p> <p>4. To oversee the planning of roads, planning of roads on the site as per the development plan</p> <p>5. To resolve citizen's grievances, responding to the Right to Information</p> <p>6. To implement attendance at Democracy Day</p> <p>7. To oversee City Improvement Committee to prepare the subject of various schemes and submit the required information.</p> <p>8. To oversee the inspection of documents, maps, and site inspection and keep the application for submission within the specified time period or in writing regarding rejecting the application</p> <p>9. To send maps of places along with said measurements</p> <p>10. To notice as per rules to those who carry out construction without taking an inspection certificate</p> <p>11. To take action by giving notice without inspection of dangerous construction</p> <p>12. To assist the volunteers in resolving venue checks and inquiries regarding Democracy Day preparation</p> <p>13. To respond to RTIs dealing with domestic complaints</p>	<p>1.Help with the creation of engineering designs, drawings, and specifications.</p> <p>2. Assist in the execution of tests, experiments, and data analysis.</p> <p>3. Communication skills</p> <p>3. Strong leadership and management abilities are required to successfully lead and organise team members, manage projects, and ensure task completion with quality and on schedule.</p>	<p>1. Requires a sound knowledge of basics of civil engineering, structural engineering, construction management, transportation engineering, and geotechnical engineering.</p> <p>2. bachelor's degree in civil engineering or a similar discipline is normally necessary. should be knowledgeable with engineering software and tools used in analysis, design, and project management.</p> <p>3.Creating reports, progress updates, technical manuals, and other project-related documentation is part of this. help with project deliverables, inspections, and ensuring that engineering standards and requirements are met.</p> <p>4.Aid in the identification of possible risks, the implementation of safety measures, and the observance of appropriate rules, laws, and industry standards.</p>
Deputy Engineer and Town Planning	<p>1. To carry out food-related work under the supervision of the Executive Engineer</p> <p>2. To issue the Gunthewari report, zone certificate, and zoning declaration</p> <p>3. To scrutinize layout, division, consolidation, and submit for approval</p> <p>4. To approve site inspection and construction, amend record maps, re-survey of maps, tillage inspection certificate, and occupancy certificate</p> <p>5. To take action against unauthorized constructions as per rules, and issue notices, house granting permission</p> <p>6. To check the maps through computerized systems and revise or reject applications for inaccuracies</p> <p>7. To oversee the enforcement of RTI Act</p>	<p>1.Town planners must be familiar with local, regional, and national planning rules and regulations.</p> <p>2..To successfully transmit planning principles, enable public engagement, and resolve issues, excellent communication, negotiating, and presenting skills are required.</p>	<p>1.GIS software and spatial analysis tools proficiency is frequently required for municipal planning employment. GIS aids in the analysis, mapping, and visual display of geographical data crucial to planning choices.</p> <p>2.Planning concepts, zoning rules, land-use policies, environmental impact assessments, and sustainable development practices are all required.</p> <p>3.Professionals should also be conversant with notions of urban design and transportation planning.</p>

VIII. Disaster Management Cell

Primary function of the disaster management cell is to respond and coordinate immediately as and when disasters occur, take effective actions by providing relief and aid to the affected and enlighten citizens about the functioning of the cell by instilling a sense of confidence in their minds.

Designation	Rules and responsibilities key activities / job Discretion	Competencies and skill sets.	Area of improvement /training Requirement
Disaster Management officer	<ol style="list-style-type: none"> 1) Managing and directing city disaster Management. 2) co-ordinating various. Department of in solved in disaster response. 3) Disaster management officer is responsible for managing operation of disaster management cell. And ensures the cell staffed equipped and operated deny mergences 4) Managing Purchase and distribution of equipment of disaster Management system 5)Managing the Workflows force disaster management 6) Managing work as declare by higher authorities 7) Organizing disaster Management traying as per requirement. 	<ol style="list-style-type: none"> 1) complete training of disaster management system 2) should have experiment in disaster management of government, musical corporate 3) Implemented of disaster management plan. 	<ol style="list-style-type: none"> 1) Training on Control Room Operations 2) Training on Use of equipment .

Administrative officer	Performing daily achieves of city disaster management activities	Expectance in administration work	Updated training of administration work
Senior clerk/ clerk	<ol style="list-style-type: none"> 1) Co-coordinating with administrative department 2) Doing work on the department of disaster management 3) All work of senior clerk, cleaves & path to dene properly 4) Document of disaster management dept. should be recorded, tendering H-R department work should be done with the help of higher authorities. 5) managing purchase and distribution of equipment of disaster management 6) managing the workflows disaster management force 7) managing work as check by higher authorities 8)Organizing disaster management training as-per requirement 	<ol style="list-style-type: none"> 1.) Capable of sending mail 2.) Capable of typing on mail 3.) Gathering information 4.) Can complete all duties assigned by the senior 	<ol style="list-style-type: none"> 1.) Updating and tracing of administration work.

Annexure-III List of Potential Training Partners*

Sr	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
1	AIILSG, Pune	<ul style="list-style-type: none"> • 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
2	ASCI, Hyderabad	<ul style="list-style-type: none"> • Economics and Finance • Environment, Urban Governance & Infrastructure Development • Human Resources Development • Public Policy, Governance and Performance. • Energy Studies • Innovations in Public Systems 	<ul style="list-style-type: none"> • 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/
3	Ashank Desai Centre for Policy Studies, IIT Bombay, Mumbai	<ul style="list-style-type: none"> • Digital Society and Governance • Urban Policy, Water, Sanitation, Health , Environment and Climate Change 	---	---
4	Azim Premji University, Bangalore	<ul style="list-style-type: none"> • Public Health • Remote Sensing and GIS • Climate Change and Sustainable Development • Local Democracy 	<ul style="list-style-type: none"> • 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 Local Democracy in India: Theory, Policy, and Practice 	https://azimpremjiuniversity.edu.in/certificate-courses
5	Centre for Science and Environment, New Delhi	<ul style="list-style-type: none"> • Climate • Energy • Waste Management • Habitat • Water and Wastewater • Food and Toxins 	<ul style="list-style-type: none"> • 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
6	CEPT, Ahmedabad	<ul style="list-style-type: none"> • Urban Planning • Urban Transport • Urban Design • Construction Management • Solid Waste Management • Surveying • Building Constriction 	<ul style="list-style-type: none"> • 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

Sr	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
7	Centre for Environment Education, Pune	<ul style="list-style-type: none"> • Climate Change • Environment Management • Urban Development • Waste Management • Disaster Management • Community Service 	<ul style="list-style-type: none"> • Green Teacher – Nigeria • Training in Education and Communication for Sustainable Development , three-month programme for in-service professional from around the world • Environmental Education Bank , a five-day training programme for environmental educators, teachers, etc • Capacity Building Programme for State Level Trainers in Uttar Pradesh 	https://www.ceeindia.org/training-networking-and-capacity-building
8	IIHS, Bangalore	<ul style="list-style-type: none"> • Urban Risk and Resilience • Planning and Housing • Land Governance and Management • Sustainable Urban Development 	<ul style="list-style-type: none"> • 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/
9	IIPA, New Delhi	<ul style="list-style-type: none"> • Urban Studies • Environment and Climate Change • Public Administration • Good Governance 	<ul style="list-style-type: none"> • Training Programme on “Public Administration and Governance cum Exposure Visit” • One Day Workshop on: “Policy Issues in Tech Spaces” • LEAs Programme on Cyber Security Strategy 	https://www.iipa.org.in/cms/public/page/about-iipa-trainings
10	Janaagraha, Bangalore	<ul style="list-style-type: none"> • Civic Participation • Municipal Finance • Urban Policy and Research 	----	----
11	MCGM Centre for Municipal Capacity building and Research (MCMCR)	<ul style="list-style-type: none"> • Capacity Building of ULBs 	<ul style="list-style-type: none"> • 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 • Project Management using ORACLE Primavera Software • Disaster Management • Occupational Safety & Health (OSH) Of Municipal Employees 	https://mcmcr.mcgm.gov.in/training.php
12	NIUA, New Delhi	<ul style="list-style-type: none"> • Climate Change • Urban Governance • Digital Governance • Municipal Finance • Inclusive Cities 	----	----
13	NICMAR University Pune	<ul style="list-style-type: none"> • Construction Project Management • Infrastructure Development and Management • Real Estate and Urban Development • Construction Contracts and Legal Aspects • Quantity Surveying and Cost Management 	----	

Sr	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
14	RCUES, Lucknow	<ul style="list-style-type: none"> • 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 	----	----
15	TERI University	<ul style="list-style-type: none"> • Water Science & Governance • Renewable Energy • Environmental Studies & Resource Management • Climate Science and Policy 	----	https://www.terisas.ac.in/index.php
16	The Urban Lab	<ul style="list-style-type: none"> • Transport and Mobility 	<ul style="list-style-type: none"> • Capacity Building Support for Urban Design Team of Pune Municipal Corporation • Training Workshop in Bus Operations Planning Gandhinagar 	https://theurbanlab.org/project/category/advisory
17	TISS, Mumbai	<ul style="list-style-type: none"> • Urban Policy • Climate Change and Sustainability • Public Participation and Engagement • Disaster Management 	----	----
18	WRI, India	<ul style="list-style-type: none"> • Sustainable Cities • Climate • Energy • Governance • Green Hydrogen • Transport and Mobility 	----	
19	YASHADA, Pune	<ul style="list-style-type: none"> • Public Administration • Urban Development • Information Technology • Disaster Management • E-Governance 	----	https://www.yashada.org/yashada_2019/

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

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