Annual Capacity Building Plan 2023-24

Ahmedabad Municipal Corporation, Govt. of Gujrat

Capacity Building Commission, Govt. of India

Table of Contents

List of Abbreviations ..... **Error! Bookmark not defined.**
1. Mission Karmayogi 1
1.1 About the Mission 1
1.2 Capacity Building Commission 2
2. Approach and Methodology 5
2.1 Need for Capacity Building Plan for Urban Local Bodies 5
2.2 Why Annual Capacity Building Plans for the ULBs? 5
2.3 Our Approach 6
2.4 Framework of capacity Building of ULB 8
2.5 Our Methodology 9
3. Ahmedabad City 11
3.1 Profile 11
3.2 Civic Administration 11
3.3 Organogram: Ahmedabad Municipal Corporation 12
3.4 Key Challenges Observed 14
4. Key Observations and Analysis 17
4.1 Categorization of Training Needs and Competencies 17
4.2 Categorization of Trainings based on Priorities / Objectives 18
5. Individual Capacity Building 23
5.1 Self-Assessment of Capacity Needs 23
5.2 Mapping of Roles, Responsibilities, Competencies, and Training Requirements 24
5.3 Identified Training Universe 25
5.4 Training Curriculum Expectation 29
5.5 Tentative Annual Training Calendar 44
6. Recommendations for Organizational and Institutional capacity Building 48
7. Capacity Building Unit-Role and Responsibilities 53
8. Potential Training Partners 55
9. Opportunities for Immersing Learning 57
10. Quick Win Plans 59
11. Annexures 61
Annexure I- Self Assessment of Capacity Needs 61
Annexure II- Mapping of Roles, Responsibilities, Competencies, and Gaps 64
Annexure III- Potential Training Partners 76

12. References.....82

List of Abbreviations

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
AIILSG	All India Institute of Local Self Government
AMC	Ahmedabad Municipal Corporation
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
GPMCA	Gujrat Provincial Municipal Corporation Act
MC	Municipal Commissioner
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Operations and Maintenance
PMAY	Pradhan Mantri Awas Yojana
PMHRC	Prime Minister's Public Human Resource Council
SBM	Swachh Bharat Mission
ULB	Urban Local Body

Introduction to Mission Karmayogi

1. Mission Karmayogi

1.1 About the Mission

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

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

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

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

[1] Press Information Bureau

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

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

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

1.2 Capacity Building Commission

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

learning opportunities for each public functionary with the objective to build an agile and future-ready civil service.

The Commission is mandated to perform the following key functions-

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

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

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

2. Approach and Methodology

2.1 Need for Capacity Building Plan for Urban Local Bodies

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

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

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

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

2.2 Why Annual Capacity Building Plans for the ULBs?

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

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

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

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

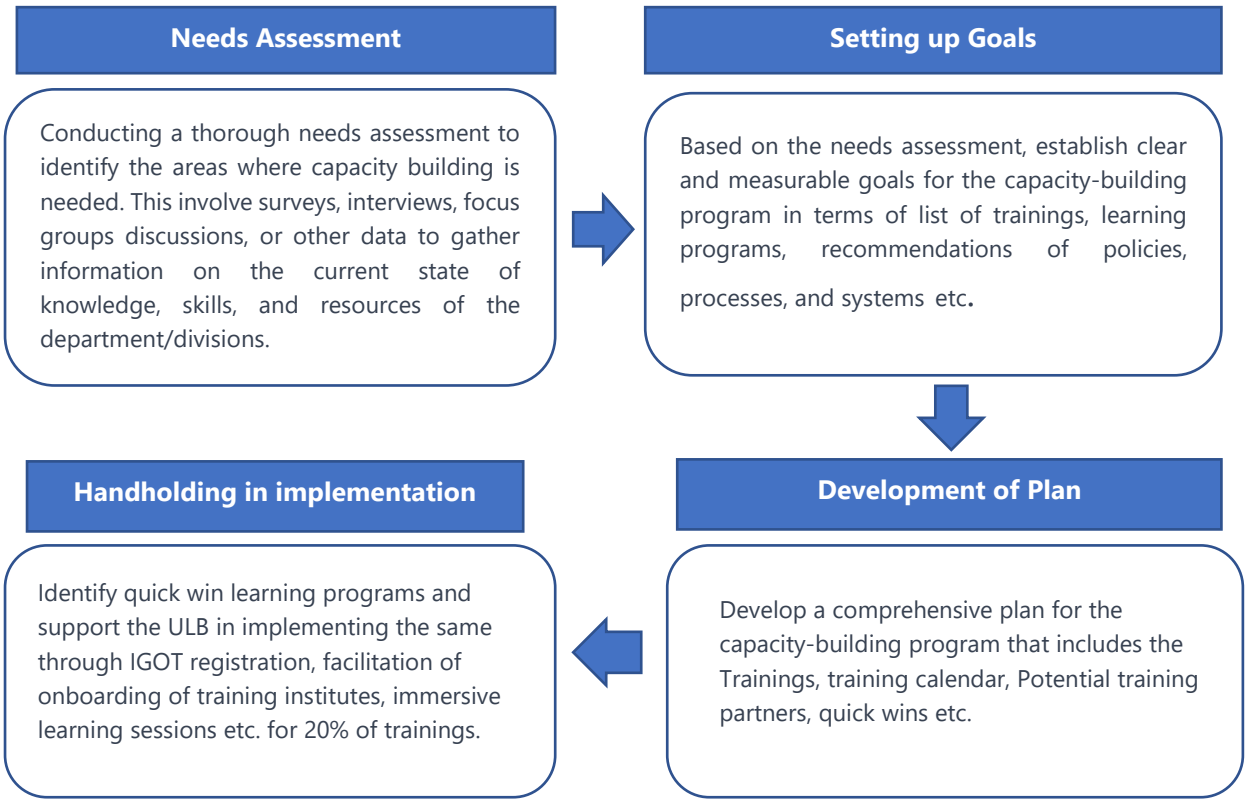
2.3 Our Approach

Strengthening urban local governments through capacity building and better financial management is identified as a key strategy for urban development in the 11th Plan. Similarly, Administrative Reforms Commission has also proposed urban governance. Accordingly, many initiatives have been undertaken for capacity building of urban local bodies.

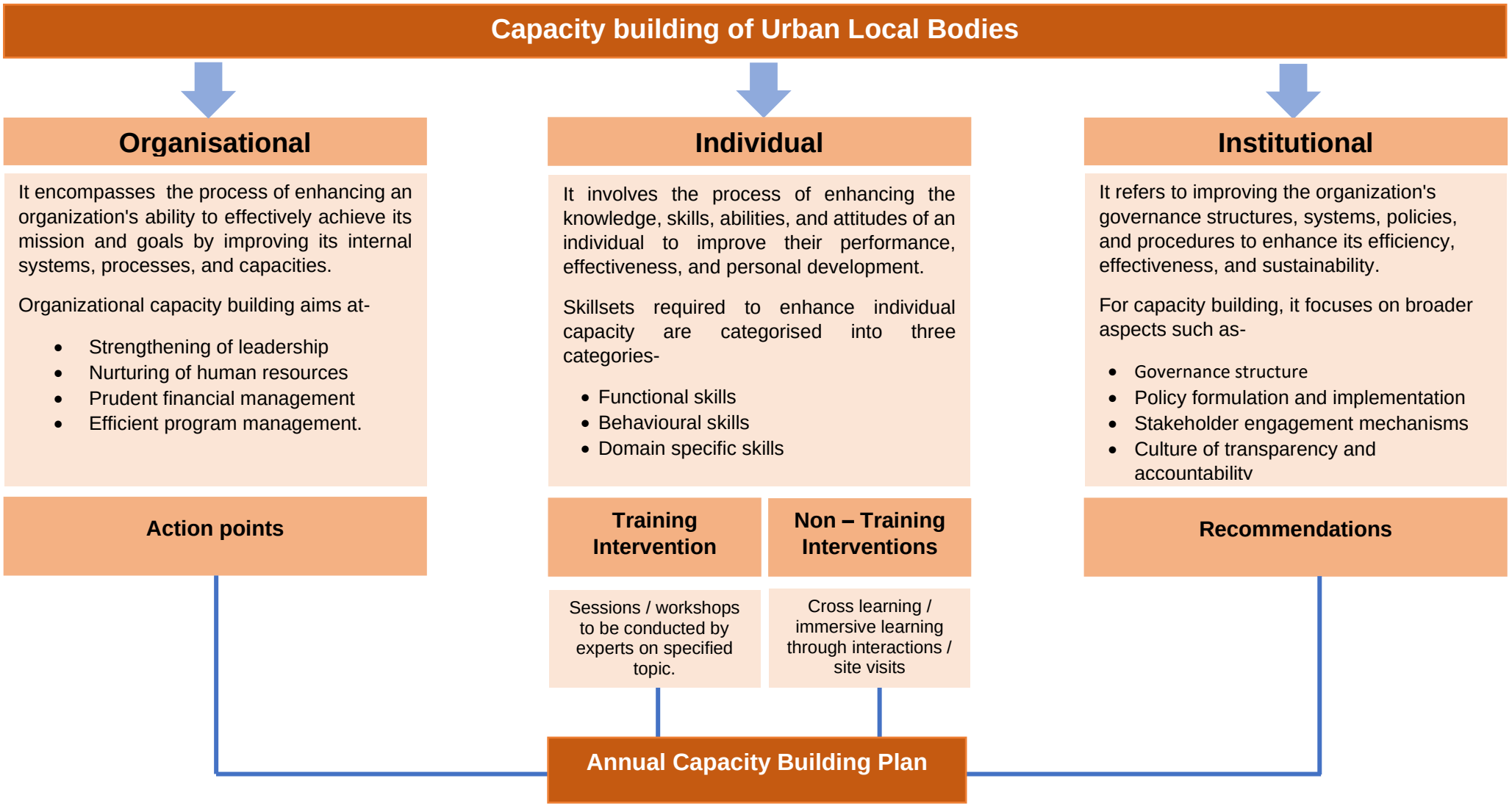
Ministry of Housing and Urban Affairs has undertaken several initiatives under JNNURM, AMRUT, SBM, Smart Cities and other schemes to augment the capacity of urban local bodies to implement projects and reforms. However, these initiatives and attempts are identified with shortcomings. Most of these initiatives are scheme specific capacity building program which is a top-down approach and lacks training need analysis at the ground level. In addition to this, as these initiatives were attached with particular scheme or program, they lacked systematic approach and ended up running capacity building programs in silos. The process of urbanisation is dynamic and as cities are growing faster, their issues and challenges are becoming more complex. In such circumstances, any capacity building program is prone to quick depletion unless it is being launched as an on-going process with constant updation (Jha, 2018) .

Drawing on the insights from the distinctive features of Indian cities and learnings gained from legacy capacity building initiatives, the Program 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.

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 Interventions

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

OUTCOME: Training and non – training interventions

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

Ahmedabad Municipal Corporation

3. Ahmedabad City

3.1 Profile

Ahmedabad is the seventh largest city in India and the second biggest trade centre in the western region. As the commercial capital of Gujarat state, it acts as the powerful growth engine for economic prosperity. Known for its rich history, cultural heritage, and thriving economy, Ahmedabad is a bustling metropolis that seamlessly blends the old and the new. The city is renowned for its majestic architecture, including the iconic Sabarmati Ashram, which was once the residence of Mahatma Gandhi and served as the epicentre of India's freedom struggle. Ahmedabad is also famous for its markets, such as Manek Chowk and Law Garden, where one can find an array of textiles, crafts, and local delicacies. Ahmedabad is a prominent industrial and business hub, with a flourishing textile and garment industry, as well as a growing IT and education sector.

Today, Ahmedabad is a major economic centre of India with commerce, industry and services that cater to national and global businesses. The city is also home to several prestigious educational institutions, including the Indian Institute of Management (IIM) and the National Institute of Design (NID).

3.2 Civic Administration

The civic administration in the city of Ahmedabad is overseen by the Ahmedabad Municipal Corporation (AMC), which is responsible for providing a range of essential services to the residents of the city. The Ahmedabad Municipal Corporation or the AMC, established in July 1950 under the Bombay Provincial Corporation Act, 1949 and covers an area of 466 square kilometres (2012) with a population of 5.5 million (Census, 2011). The AMC, for the year 2023-23, has estimated annual budget of around Rs. 8400 Cr. with an increase of approximately Rs. 300 Cr. from last year.

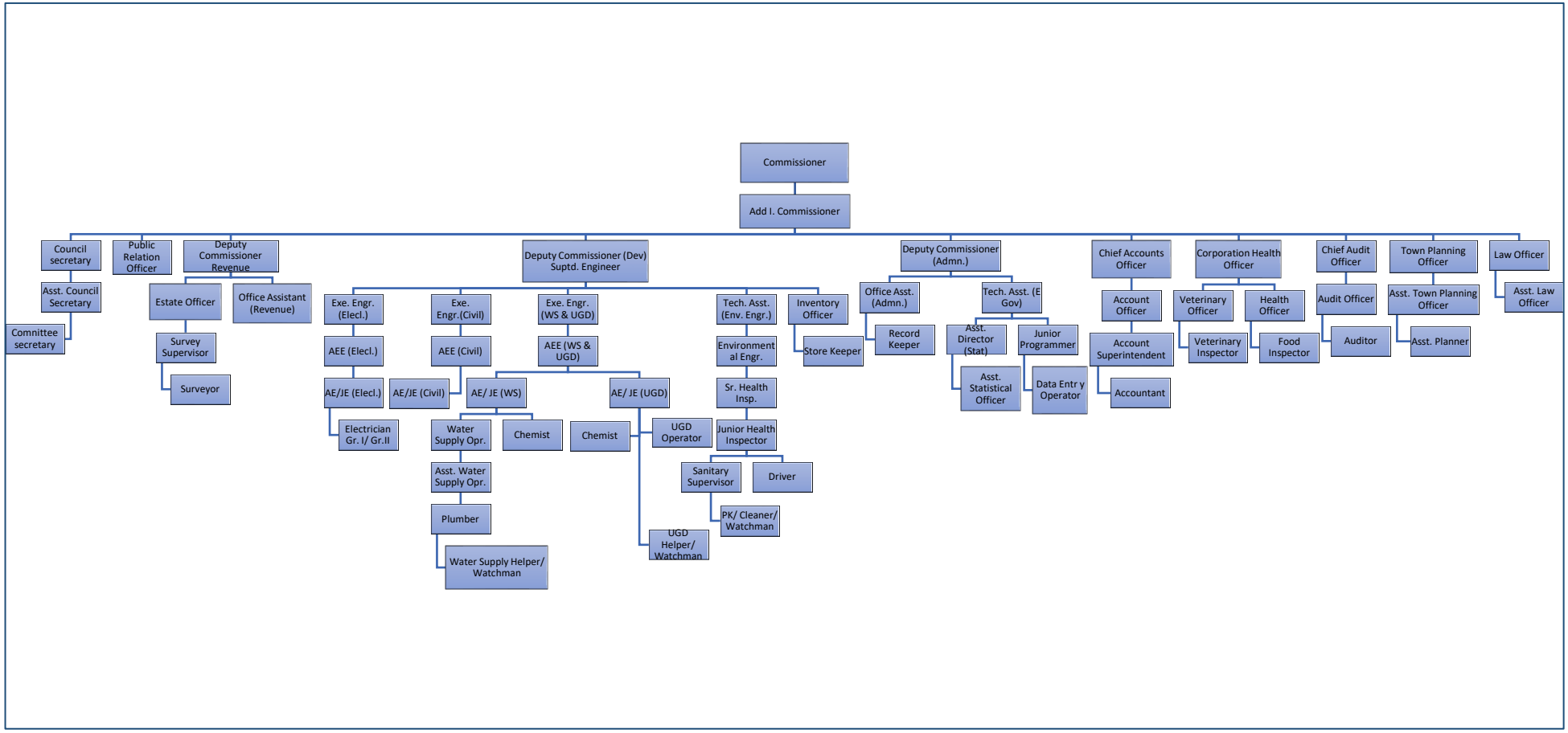
The Municipal Corporation is headed by the Mayor of Ahmedabad, who is an elected representative. The administration or executive wing of the AMC is headed by a Municipal commissioner, an IAS officer appointed by the government of Gujarat.

The administration of municipal corporation is divided into different departments which are run by respective heads of the departments with the support of technical and non-technical staff. For administrative purposes, the city ,at present, is divided into 7 zones - Central, East, West, North, South, Southwest zone and Northwest zone. Each zone is further split into wards. At present, there are total 48 wards.

Key Achievement/Features of the Ahmedabad City

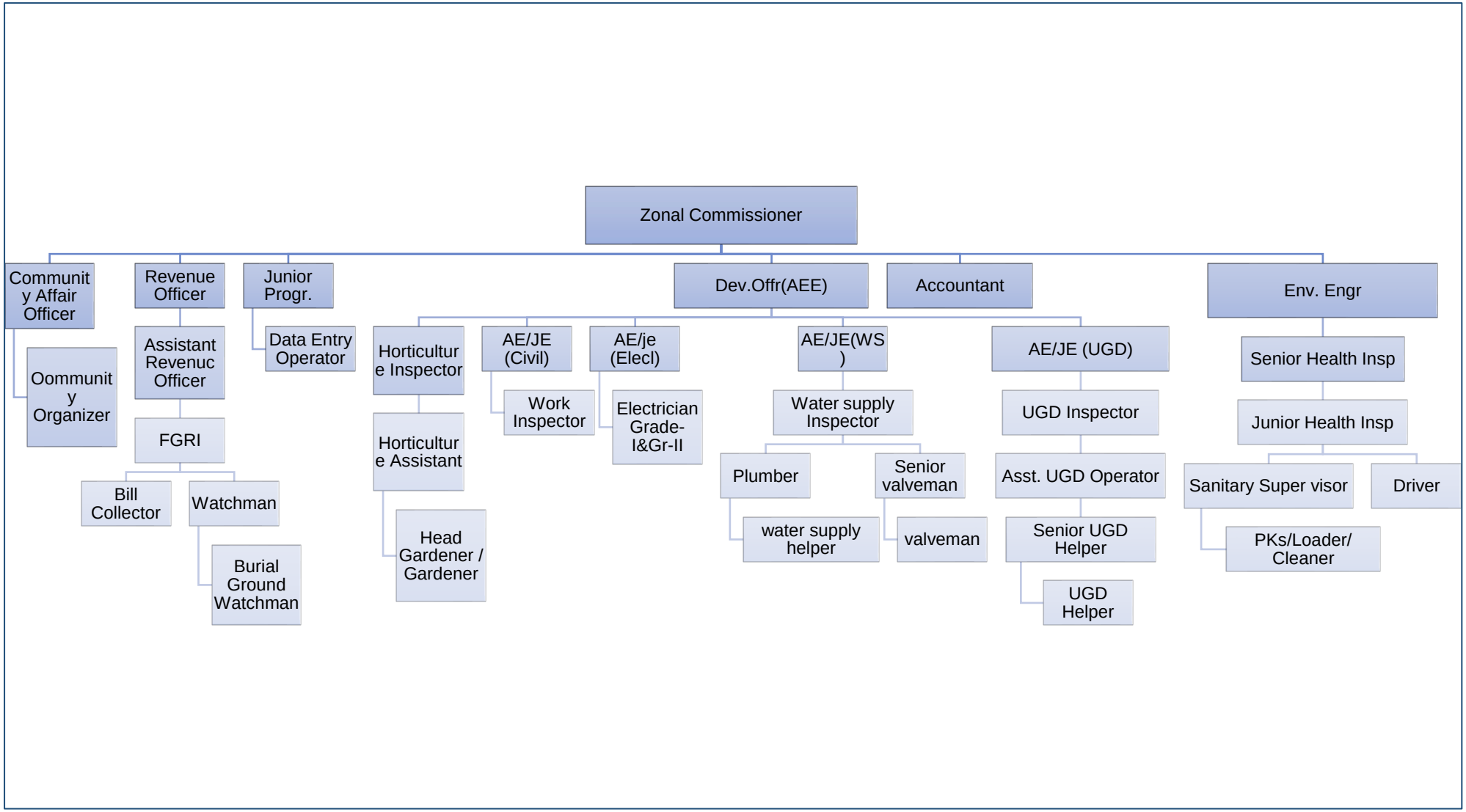
- Declared as India’s first World Heritage City in 2017
- The City has approximately 88 km of BRTS network
- Ahmedabad stood at 6th rank for its Smart City Plan
- The city score 10th rank in Swachh Survekshan 2021
- The city scored 3rd rank at national level in Ease of Living Index 2020

3.3 Organogram: Ahmedabad Municipal Corporation



(Source: Website of Ahmedabad Municipal Corporation)

Organogram: Zonal Administrative Structure (AMC)



(Source: Website of Ahmedabad 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 AMC to improve service delivery. However, the AMC is suffering from 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 Defined 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. Indifferent Attitude towards Capacity Building

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

4. Behavioural Training / Soft Skills is a Neglected Domain

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

5. Inter-departmental Synergy needs to be Enhanced

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

6. External Factors

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

Key Observations & Analysis

4. Key Observations and Analysis

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

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

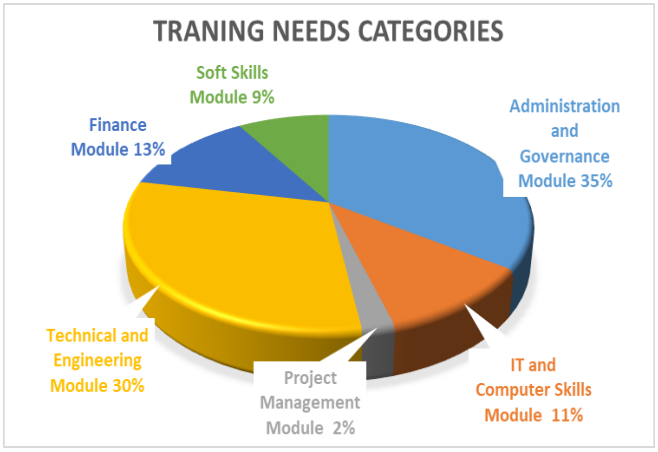
Although shortage of staff as well as qualified workforce hampers the capacity of the ULB severely, mere its availability in sufficient number doesn't ensure the augmentation in the capacities of the ULB to perform and deliver. Capacity building is a long term and continuous process and owing to complex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

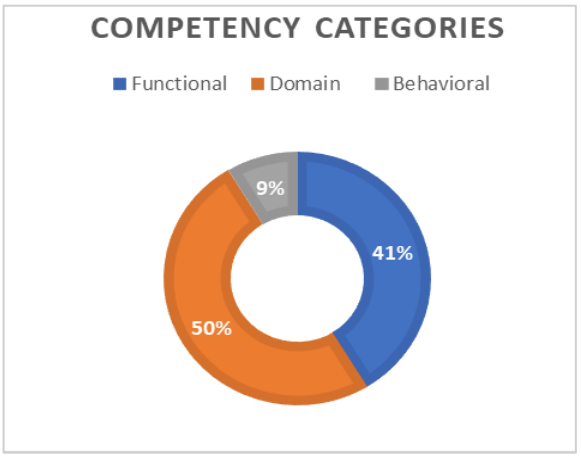
4.1 Categorization of Training Needs and Competencies

To identify training needs and required competencies, surveys and assessments were conducted through 1 on 1 interviews, Focused Group Discussions and department wise round table discussions with the staff of the municipal corporation. For this, a sample set of 250 employees from A, B and C group including head office and zonal offices was considered[2]. Their inputs and suggestions were recorded and analysed to identify key capacity augmentation areas. With respect to Individual Capacity Building, total 53 training have been identified which are grouped into six broad categories 1) Administration & Governance Module, 2) Technical & Engineering

[2] The total establishment of Ahmedabad Municipal Corporation is of 22,977(sanctioned posts) and at present (Nov 22), the working strength consists of Class 1 -274, Class 2- 926, class 3- 4633 , class 4- 17144 employees. Method of purposive sampling was adopted to carry out training needs assessment.

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 AMC, 50% of trainings came under Domain Knowledge Competency, 41% under Functional Competency and 9% 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 – Gujarat Provincial Municipal Corporations Act
2	Refresher Course – The Gujarat Civil Services Rules, 2002
3	Refresher Course – BPMC Act, 1949
4	Refresher Course – The Indian Contract Act
5	Refresher Course- Centralised Public Grievance Redressal and Monitoring System
6	Basic of Banking – Regulations, Reconciliation, Rules etc.
7	Refresher Course- SWM and PWM Rules
8	Refresher Course – e-procurement Systems and process
9	Training on Bid Process Management (Tendering)
10	Refresher Course – RTI Act and Rules
11	Training on Preparation and Management of Roster Register

12	Training on RERA Act and Rules
13	Training on Leading Practices in Human Resource Management
14	Refresher Course – Writing Noting and Reports
15	Training on Document Management System & Office Procedure
16	Training on Project Management
17	Refresher Course – Preparation of Detailed Project Report
18	Training on Construction Quality Control Testing, Systems and Standards
19	Training on Urban Flood Management
20	Training on Handling Special Fire Fighting Equipment
21	Training on High Rise Building Rescue Operations
22	Training on Building Collapse Rescue Operation
23	Training on Industrial and Chemical Emergencies
24	Training on New Technologies in Heritage Building Conservation
25	Training on Under Water Operations
26	Course on – Basics of Circular Economy
27	Training on- Dump Site Management
28	Training on- Safety Protocols related to Hazardous Waste Management / Sewage Line Maintenance

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 New Tech-Web Applications
2	Training on New Tech- Mobile Applications
3	Training on Data Analytics – Basic Principles & use cases for ULBs
4	Training on – Computer Aided Design (AutoCAD)
5	Training on Building Information Modelling (BIM)
6	Training on Latest Machinery, Tools and Technologies for Civil works
7	Training on Energy Efficient Machinery
8	Training on Advance Construction Methodologies, Design (Global Best Practices)
9	Training on Digital Health and New Practices
10	Training on New Technologies in Waste Management

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

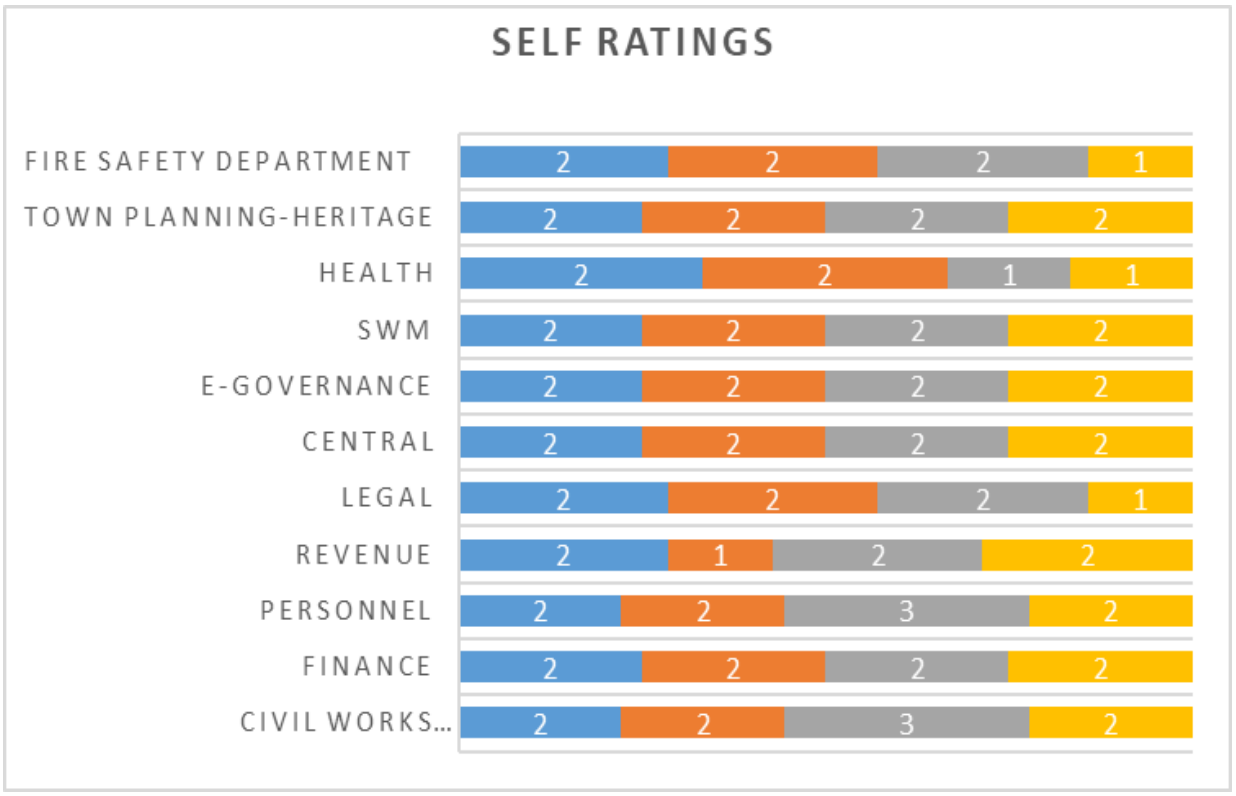
Identified Trainings for Citizen Centricity	
1	Training on Dealing with Public
2	Training on effective communication skills (verbal and non-Verbal)
3	Training on Story Telling and Boarding
4	Training on stress Management
5	Training on Grievances Redressal Mechanisms

4.3 Self-Assessment of Existing Competencies

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

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

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



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

Page left blank Intentionally.

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 mapping is attached in **Annexure II.**

5.3 Identified Training Universe

Based on mapping of functional vis-à-vis competencies requirement of key departments of Ahmedabad Municipal Corporation and subsequent training needs assessment of individual roles, a total of 40 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 still Functional, Domain and Behavioural.

#	Topics, Themes, Areas identified for Capacity Augmentation of Ahmedabad Municipal Corporation	Civil Works (Roads, Drains, Buildings etc.)	Finance	Personnel	Revenue	Legal	Central	E-Governance	SWM	Health	Town Planning -Heritage	Fire Safety Department	Priority Level
FUNCTIONAL COMPETENCIES	**Administration and Governance Module**												
	Refresher course - Gujarat Provincial Municipal Corporations Act	HoD, CE,ACE,SCE,DCE, AE	ACA, DCA	MLA, MYR, MLC,MC,AMC,DMC	RO,ARO, TC, M,AM	LWO, LA	OS, HCLK						**CRTITICAL**
	Refresher course -The Gujarat Civil Services Rules	HoD, CE		MLA, MYR, MLC,MC,AMC,DMC		LWO, LA	OS, HCLK						**HIGH**
	Refresher course -BPMC Act, 1949							HCLK, CLK					**MEDIUM**
	Refresher course -Financial Rules-Gujarat Civil Services Rules, 2002				HCLK, CLK		OS, HCLK						**MEDIUM**
	Basic of Banking – Reconciliation, Rules etc.		ACA, DCA, AM,HCLK, CLK		HCLK, CLK								**MEDIUM**
	Refresher Course - The Indian Contract Act							AM					**MEDIUM**
	Refresher Course-CPGRAM -Centralised Public Grievance Redress and Monitoring System							AM					**MEDIUM**
	Refresher course on SWM & PWM rules								EnE, WDI, SI,				**MEDIUM**
	Training on New Technologies in Waste Management								EnE, AE, SI,SS, PHS				**MEDIUM**
	Course on – Basics of Circular Economy								EnE, AE				**MEDIUM**
	Training on- Dump Site Management								EnE, AE				**HIGH**
	Training on- Safety Protocols related to Hazardous Waste Management / Sewage Line Maintenance								EnE, AE				**MEDIUM**
	Refresher Corse - e-Procurement Systems and Process					LWO, LA			EnE, AE		ACE,AM, AE		**HIGH**
	Refresher course on GeM Portal												
	Training on Bid Process Management (Tendering)	HoD, CE,ACE,SCE,DCE, AE				LWO, LA		AM	EnE, AE				**MEDIUM**
	Training on Design of PPP Projects and Models												

	Refresher course -RTI Act and Rules			AMC,DMC	RO,ARO, TC, M,AM		OS, HCLK			DYHO	ACE,AM, AE		**HIGH**
	Preparation and Management of Roster register						OS, HCLK, CLK						**MEDIUM**
	Training on RERA Act and Rules						OS						**MEDIUM**
	Training on Leading practices in Human Resource Management			HoD, M, AM									**MEDIUM**
	Training on Digital Health and New Practices									DYHO,HO, HI			**HIGH**
	Refresher Corse - Writing Noting and Reports			CO				HCLK, CLK	AD, SWS, OS, HCLK, CLK, IC				**HIGH**
	Training on Document Management System & Office Procedure			CO		LA		HCLK, CLK		DYHO			**HIGH**
	IT and Computer Skills												
	Refresher Course -MS Office (Word, Excel, PPT)		HCLK, CLK	CO		LA	HCLK, CLK	M	SS, PHS, SI, SSI, MKM				**CRITICAL**
	Training on Data Analytics - Basic principles & use cases for ULBs							AM					**MEDIUM**
	Training on New Tech- Web Application							M					**MEDIUM**
	Training on New Tech- Mobile Application							SA, JP, SE					**MEDIUM**
	Refresher course on PFMS Software – Refresher		ACA, DCA, AM,HCLK, CLK							HCLK, CLK			**MEDIUM**
	Project Management												
	Basic principles of Project management, PM Tools and Techniques	HoD, CE,ACE,SCE,DCE, AE											**MEDIUM**
DOMAIN COMPETENCIES	**Technical and Engineering Module**												
	Training on-Computer Aided Design (AutoCAD)	ACE,SCE,DCE, AE							EnE		ACE, AM, DRTM		**MEDIUM**
	Training on Building Information Modelling (BIM)	CE,ACE,SCE,DCE, AE									ACE, AM, DRTM		**MEDIUM**
	Training on Latest machinery, tools and technologies for Civil works	CE,ACE,SCE,DCE, AE											**MEDIUM**
	Training on Advance Construction Methodologies, Design (Global Best Practices)	CE,ACE,SCE,DCE, AE											**MEDIUM**
	Training on Energy Efficient Machinery - Basic concept & Products in Market - Sector Specific								EnE				**MEDIUM**

Refresher course- Preparation of Detailed Project Reports	ACE,SCE,DCE, AE												**MEDIUM**
Training on Construction Quality Control Testing, Systems and Standards	CE,ACE,SCE,DCE, AE												**MEDIUM**
Training on Urban Flood Management	HoD, CE,ACE,SCE,DCE, AE												**MEDIUM**
Training on Handling special firefighting equipment	HoD, CE,ACE,SCE,DCE, AE											CFO,DCFO, DO-F,SO-F,SubO-F,J,DRVR,FRMN	**MEDIUM**
Training on High Rise Building Rescues Operations												CFO,DCFO, DO-F,SO-F,SubO-F,J,DRVR,FRMN	**MEDIUM**
Training on Building Collapse Rescue Operations												CFO,DCFO, DO-F,SO-F,SubO-F,J,DRVR,FRMN	**MEDIUM**
Training on Industrial and Chemical Emergencies												CFO,DCFO, DO-F,SO-F,SubO-F,J,DRVR,FRMN	**MEDIUM**
Training on New Technology in heritage building conservation											ACE,AM, AE		**MEDIUM**
Training on under water operations												CFO,DCFO, DO-F,SO-F,SubO-F,J,DRVR,FRMN	**MEDIUM**
Finance													
Training on Fund Raising Instruments for ULBs		ACA, DCA, AM		RO,ARO, TC, M,AM									**MEDIUM**
Training on Debt and Investment management				RO,ARO, TC, M,AM									**MEDIUM**
Refresher course on Municipal Finance		ACA, DCA, AM											**MEDIUM**
Refresher Course – ESI / PPF/ GST Rules		ACA, DCA, AM,HCLK, CLK		RO,ARO, TC, M,AM									**MEDIUM**
Refresher Course - Income Tax Rules		ACA, DCA, AM,HCLK, CLK		RO,ARO, TC, M,AM									**MEDIUM**
Training on Revenue Augmentation for Urban Local Bodies				RO,ARO, TC, M,AM									**MEDIUM**

BEHAVIORAL COMPETENCIES	**Soft Skills**												
	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	SE,JE,AE			TC,M,AM	LW0, LA			AD, SS, PHS, SI, SSI, SWS, OS, HCLK, CLK, IC				**HIGH**
	Training on Effective communication skills (Verbal and Non-Verbal)	HoD, CE, DCE, EE,SE,JE,AE	ACA, DA CO, OS, CLK		RO,ARO, TC, M,AM	LA	HCL K, CLK	HCLK, CLK	AD, SS, PHS, SI, SSI, SWS, OS, HCLK, CLK, IC				**CRITICA L**
	Training on Stress Management	HoD, CE, DCE, EE,SE,JE,AE	ACA, DA CO, OS, CLK	MLA, MYR,MLC, MC,AMC,D MC, M,AM, CO	RO,ARO, TC, M,AM	LW0, LA	OS, HCL K, CLK		SS, OS, HCLK, CLK, IC	DYHO, CLK,HO,HI, WDI,SK		CFO,DCFO, DO-F, SO-F, SubO-F, J,DRVR,FRM N	**CRITICA L**
	Training on Story Telling and Boarding			MLA,MLC, MYR					PHS, SI, SSI, MKM				**MEDIU**M

**Designations*

1	Additional Chief Accountant	ACA	19	Deputy Health Officer	DHO	37	Junior Health Inspector	JHI	55	Senior Town Planner	STP
2	Additional Chief fire officer	ACFO	20	Deputy Health Officer	DYHO	38	Junior Programmer	JP	56	Solid Waste Superintendent	SWS
3	Additional Municipal Commissioner	AMC	21	Deputy Municipal Commissioner	DMC	39	Lab Technician	LT	57	Station officer -fire	SO-F
4	Admin Officer	AO	22	Deputy Town Planner	DTP	40	Law Officer	LWO	58	Stretcher bearer	SB
5	Assistant Director	AD	23	Divisional fire officer	DO-F	41	Legal Assistant	LA	59	Sub officer-fire	SubO-F
6	Assistant Engineer	AE	24	Driver cum pump operator	DRVR	42	Manager	M	60	Superintendent Engineer	SE
7	Assistant Manager	AM	25	Environment Engineer	EnE	43	Mukadam	MKM	61	Supervisor	SVR
8	Assistant Revenue Officer	ARO	26	Executive Engineer	EE	44	Municipal Commissioner	MC	62	System Engineer	SE
9	Assistant Security Officer	ASO	27	Fireman	FRMN	45	Office Superintendent	OS	63	Work Inspector	WI
10	Chief Engineer	CE	28	Guard	GRD	46	Public Health Supervisor	PHS			
11	Chief Fire Officer	CFO	29	Head Clerk	HCLK	47	Revenue Officer	RO			
12	Chief Security Officer	CSO	30	Head of The Department	HoD	48	Safai Karmachari	SK			
13	Chief Town Planner	CTP	31	Health Inspector	HI	49	Sanitary Inspector	SI			
14	Clerk	CLK	32	Health Officer	HO	50	Sanitary Sub-Inspector	SSI			
15	Computer Operator	CO	33	I/C System Analyst	SA	51	Sanitation Superintendent	SS			
16	Deputy Accountant	DA	34	Inward Clerk	IC	52	Security Jamadar	SJ			
17	Deputy Chief fire officer	DCFO	35	Jamadar	J	53	Security Officer	SO			
18	Deputy City Engineer	DCE	36	Junior Engineer	JE	54	Senior Health Inspector	SHI			

5.4 Training Curriculum Expectation

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

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

Topic/Area/Theme	**Refresher course on Gujarat Provincial Municipal Corporations Act. 1949**		
Course Objective	To provide comprehensive details of GPMC Act for better understanding of the law and its provisions.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview on municipal authority, elections, powers and functions, procedures etc. 2. Summary of organizational structure, appointments, essential services, 3. Understanding of Finance, Accounts and Audits, Property, and relevant sections of the act 4. Regulation of Buildings, Licenses and fee, Taxes, by-laws. 5. Penalties, procedures and miscellaneous.			
Target Department: Civil Works, Finance, Personnel, Revenue, Legal, and Central Departments.			
Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • All India Local Self Government, Gujrat		

Topic/Area/Theme	**Refresher course on Gujarat Civil Services Rules**		
Course Objective	To provide comprehensive details of the GCS Rules to better understand the law and its provisions.		
Expected Duration	**1 Day**	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
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.**			
Target Department: Civil Works, Personnel, Legal, and Central Departments			
Online Courses: NA	**Potential Training Institutes:** • **Sardar Patel Institute of Public Administration, Gujarat** • **Indian Institute of Public Administration, New Delhi**		

Topic/Area/Theme	**Refresher course on Basics of Banking-Reconciliation, Rules**		
Course Objective	To better understand the Banking Reconciliation Rules for financial transactions, effective financial management and accountability in banking operations.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview on Banking Reconciliation. 2. Understanding the process of reconciling bank statements with internal financial records. 3. Understanding the preparation and interpretation of bank reconciliation statements. 4. Understanding reconciliation procedures for electronic transactions, digital payments etc. 5. Understanding strategies to maintain accurate financial records and prevent discrepancies.			
Target Department: Finance, and Revenue Departments			
Online Courses: NA	**Potential Training Institutes:** • The Institute of Chartered Accountants of India, New Delhi • Indian Institute of Management, Ahmedabad		

Topic/Area/Theme	Refresher course on Indian Contract Act		
Course Objective	To understand the provisions of the Indian Contract Act for better application of contract law principles.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of the Indian Contract Law. 2. Understanding the essential elements of a contract, key definitions and concepts. 3. Understanding the different types of contracts-sale, lease, agency, partnership, government contracts etc. 4. Understanding the contractual rights and obligations. 5. Understanding the strategies and methods to apply contract law principles to real world scenario.			
Target Department: e-Governance Department			
Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • Indian Institute of Management, Ahmedabad		

Topic/Area/Theme	Refresher course on Centralised Public Grievance Redress and Monitoring System (CPGRAM)		
Course Objective	To understand the CPGRAMS better for effective monitor, analysis and resolution of public grievances.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of CPGRAMS, its objective and significance. 2. Understanding the workflow of CPGRAMS, from registration to resolution and feedback mechanism. 3. Understanding the ways to effectively handle and manage grievances. 4. Understanding data analysis and reporting in CPGRAMS to improve grievance redressal processes. 5. Providing timely updates and ensuring transparency in the grievance redressal process.			
Target Department: e-Governance Department			
Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • All India Local Self Government, Gujrat		

Topic/Area/Theme	Training on New Tech- Mobile and Web Applications		
Course Objective	To develop technical skills in mobile and android applications		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of mobile and web application development. 2. Understanding best design practices for user-friendly and intuitive interfaces for mobile/web applications. 3. Basics of relevant programming languages. 4. Understanding the importance of security in mobile and web applications like data encryption, authentication etc. 5. Understanding app maintenance for optimal performance and user satisfaction.			
Target Department: e-Governance Department			
Online Courses: NA	**Potential Training Institutes:** • Indian Institute of Public Administration, New Delhi		

Topic/Area/Theme	Refresher course on Solid Waste Management and Plastic Waste Management Rules		
Course Objective	To provide a comprehensive understanding of the principles, regulations, and best practices of solid waste management and plastic waste management.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. All rules, guidelines, and laws applicable to Waste Management in Gujrat 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 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 impact			
Target Department: Solid Waste Management Department			
Online Courses: https://nptel.ac.in/courses/105103205	**Potential Training Institutes:** • All India Local Self Government, Gujrat • Centre for Science & Environment, 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			
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.			
Target Department: All Departments			
• **Online Courses:** • https://igotkarmayogi.gov.in/Word Advanced • https://igotkarmayogi.gov.in/Microsoft Word Beginners • https://igotkarmayogi.gov.in/Microsoft Excel for Beginners • https://igotkarmayogi.gov.in/Microsoft PowerPoint Beginners • https://igotkarmayogi.gov.in/PowerPoint Advance • https://igotkarmayogi.gov.in/Excel Advanced	**Potential Training Institutes:** • All India Local Self Government, Gujrat • Sardar Patel Institute of Public Administration, Gujarat		

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			
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.			
Target Department: e-Governance Department			
Online Courses: https://onlinecourses.nptel.ac.in/noc21_mg02/preview	**Potential Training Institutes:** • Administrative Staff College of India, Hyderabad • Indian Institute of Public Administration, New Delhi		

Topic/Area/Theme	Public Procurement through GeM Portal		
Course Objective	Training on use of GeM portal for the public procurement		
Expected Duration	1 Day	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Introduction to the GEM Portal 2. Guidelines and best practices recommended for public procurement. 3. Online Bid preparation and evaluation process 4. Contract Award: Preparation of bid evaluation report, Award of contract 5. Use of GeM support centre to address grievances			
Target Department: Civil Works, Town Planning, Finance, Revenue Departments			
Online Courses: • https://gem.gov.in/training • **https://igotkarmayogi.gov.in/Procurement Process** • https://igotkarmayogi.gov.in/Mode of Procurement (Service) • https://igotkarmayogi.gov.in/Mode of Procurement (Product) https://igotkarmayogi.gov.in/Buyer Dashboard • https://igotkarmayogi.gov.in/Government E Marketplace • https://igotkarmayogi.gov.in/Introduction to Government eMarketplace • https://igotkarmayogi.gov.in/Vendor Registration	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • Administrative Staff College of India, Hyderabad		

Topic/Area/Theme	Training on Bid Process Management (Tendering)		
Course Objective	To effectively manage the bidding process for procurement or project contracting in municipal Corporation		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the legal and regulatory framework governing public procurement. 2. Differentiating between various procurement methods, such as open tenders, restricted tenders, and request for proposals (RFPs). 3. Knowledge on contract Management. 4. Understanding the principles of evaluating bids, such as technical evaluation, financial evaluation, and determining the most advantageous bid. 5. Pre- Paring Bid Documents			
Target Department: Civil Works, Solid Waste Management, e-Governance, and Legal Departments			
Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • YASHADA, Pune		

Topic/Area/Theme	Public Private Partnerships		
Course Objective	To understand the concept, types and frameworks of Public Private Partnerships		
Expected Duration	2 days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. PPP fundamentals – basics principles and concepts of PPPs, including the different types of PPP structures, roles and responsibilities of public and private partners. 2. PPP project identification and screening – covers process of identifying and screening potential PPP projects. 3. PPP project structuring and procurement – covers process of structuring and procurement PPP projects including contract negotiations, financing arrangements, and risk allocation. 4. PPP project implementation and management – covers process of implementing and managing PPP projects, including monitoring and evaluation, contract management, and dispute resolution. 5. PPP policy and regulatory frameworks – covers broader policy and regulatory frameworks that govern PPP projects, including legal and institutional frameworks, public sector capacity building, and stakeholder engagement			
Target Department: Town Planning, Civil Works, Solid Waste Management Departments			
Online Courses: • **https://www.worldbank.org/en/programs/icp/brief/e-learning** • **https://onlinecourses.swayam2.ac.in/imb21_mg02/preview** • https://igotkarmayogi.gov.in/Public Private Partnerships (PPP) for Infrastructure Projects	**Potential Training Institutes:** • Indian Institute of Management, Ahmedabad • Administrative Staff College of India, Hyderabad		

Topic/Area/Theme	Refresher Course on Preparation and Management of Roster Register		
Course Objective	To provide officials with the skills to prepare and maintain roster register		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of the concepts of roster maintenance. 2. Understanding legal and regulatory frameworks related to roster management. 3. Preparation of balanced and efficient rosters that meets the needs of the corporation 4. Understanding different rostering methods and tools 5. Learning roster management software and technical tools.			
Target Department: Central Department			
Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat		

Topic/Area/Theme	Training on RERA Act and Rules		
Course Objective	To enhance their understanding and application of the legislation, ensuring effective implementation and compliance with the regulations governing the real estate sector.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of RERA Act, its objectives, and applicability. 2. Understanding the legal framework and regulatory authorities established under RERA Act. 3. Understanding documentation, disclosure requirements, and timelines for registration. 4. Understanding the provisions related to project management, quality assurance, and timely delivery of real estate projects. 5. Understanding penalties, liabilities, etc. on non-compliance with RERA provisions.			
Target Department: Civil Works, Central, Town Planning, Legal Departments			
Online Courses: NA	**Potential Training Institutes:** • All India Local Self Government, Gujrat • CEPT University, Gujrat		

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

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

Topic/Area/Theme	Refresher Course on PFMS Software		
Course Objective	To provide officials with the functioning and use of PFMS Software for efficient public finance management		
Expected Duration	2 days	**Mode: Onsite / Offsite**	**Exposure visit - Preferred**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of PFMS Software and its role in public financial management 2. Understanding the implementation of PFMS in an organisation. 3. Understanding the integration of PFMS with existing financial systems. 4. Understanding creation of budgets with PFMS Software. 5. Understanding tracking and evaluating projects in PFMS Software.			
Target Department: Finance and Health Departments			
Online Courses: **https://www.meity.gov.in/training-videos-pfms-public-financial-management-system-modules**	**Potential Training Institutes:** • Arun Jaitley National Institute of Financial Management, Haryana		

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			
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.			
Target Department: All Departments			
Online Courses: • https://igotkarmayogi.gov.in/Noting and Drafting	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • All India Local Self Government, Gujrat		

Topic/Area/Theme	Document Management System & Office Procedure		
Course Objective	To provide them with the necessary skills and knowledge to effectively manage and organize documents within the organization.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Best practices for creating and formatting documents, including templates, styles, and formatting guidelines. 2. Creating professional and standardized documents using word processing software. 3. Developing a systematic approach to document organization and filing. 4. Understanding different methods of document classification, such as hierarchical folder structures or metadata tagging 5. Addressing the importance of document security and confidentiality in a municipal corporation.			
Target Department: Personnel, Legal, E-Governance, and Health Departments			
Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • All India Local Self Government, Gujrat		

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			
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.			
Target Department: Personnel Department			
Online Courses: • https://igotkarmayogi.gov.in/Basics of e-Governance & Digital India • https://eoffice.gov.in/Training/trainingDetail.php?id=MTM1NWp1c3R0ZXN0aW5n	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat		

Topic/Area/Theme	Refresher Course on RTI Act and Rules		
Course Objective	To provide officials with an understanding of RTI Act and its rules		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the RTI Act – Covers basic principles and objectives of the RTI Act, including the right to access information, the role of public authorities, and the procedures for submitting and processing RTI requests. 2. RTI Rules and Regulations – Covers the legal and regulatory framework governing the implementation and enforcement of the RTI Act, including the rules and regulations governing the processing of RTI requests, the timelines for response, and the grounds for denial of information. 3. Public Records Management – Covers the principles and practices of managing public records, including the creation, maintenance, and disposition of records, and the procedures for accessing and preserving records in accordance with the RTI ACT 4. Ethical and Legal Implications of RTI – Covers the ethical and legal implications of exercising the RTI 5. Best Practices in RTI Implementation – Covers best practices in implementing and enforcing the RTI Act			
Target Department: All Departments			
Online Courses: • https://igotkarmayogi.gov.in/Right to Information 2005 • **https://nptel.ac.in/courses/129106001** • IIPA : Indian Institute of Public Administration	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • YASHADA, 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			
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: Civil Works , Solid Waste Management, and Town Planning Departments			
Online Courses: NA	**Potential Training Institutes:** • CEPT University, Gujrat		

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)			
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		
Target Department: Civil Works and Town Planning Departments			
Online Courses: NA	**Potential Training Institutes:** • National Institute of Urban Affairs, New Delhi • National Institute of Construction Management and Research, Pune		

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

Topic/Area/Theme	Urban Flood Management		
Course Objective	To enhance the knowledge of official towards urban floods and their causes		
Expected Duration	2 days	Mode: Onsite/Offsite	Exposure visit-Applicable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding urban water system (river, drains): Concept of basin, sub basins and catchments 2. Flood risk assessment and mapping – Identifying factors contributing to urban flooding, create flood risk maps with GIS. 3. Flood mitigation and control measures – Structure and non-structural flood mitigation strategies. 4. Emergency response planning and management – Emergency response plans and protocols, coordinate with other agencies and stakeholders, and incorporate new technologies (such as social media or drones) into emergency response efforts.			
Target Department: Civil Works Department			
Online Courses: NA	Potential Training Institutes: • CEPT University, Gujrat • National Institute of Construction Management and Research, Pune • National Institute of Disaster Management, GOI		

Topic/Area/Theme	Training on Debt and Investment management		
Course Objective	To achieve proficiency to effectively manage debt and investments of municipal corporation.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
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			
Target Department: Finance and Revenue Departments			
Online Courses: • https://igotkarmayogi.gov.in/Finance and Accounts • IIPA : Indian Institute of Public Administration	Potential Training Institutes: • Arun Jaitley National Institute of Financial Management , Haryana • Indian Institute of Public Administration, Delhi		

Topic/Area/Theme	Training on GST Rules		
Course Objective	To update professionals on latest changes and updates to the GST regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. GST Compliance – Covers the legal and regulatory requirements for GST compliance, such as registration, invoicing payment, and filing of returns. 2. GST Registration – Covers process and requirements for GST registration, including the eligibility criteria, registration procedures, and documentation requirements. 3. GST Returns – Covers the requirements and procedures for filing GST returns, including the frequency, due dates, and formats of returns. 4. GST Refunds – Covers process and requirements for claiming GST refunds, including the eligibility criteria, documentation and requirements, and timelines. 5. GST Audits – Covers the procedures and techniques used by tax authorities to audit and investigate GST compliance and transactions			
Target Department: Finance and Revenue Departments			
Online Courses: • https://igotkarmayogi.gov.in/A COURSE ON TDS UNDER GST ACT • https://igotkarmayogi.gov.in/GST APPLICABILITY ON GOVERNMENT RELATED ACTIVITIES	Potential Training Institutes: • Indian Institute of Management, Ahmedabad • Administrative Staff College of India, Hyderabad		

Topic/Area/Theme	**Training on Revenue Augmentation**		
Course Objective	To implement revenue generation strategies to increase revenue streams for the municipal corporation		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of effective revenue generation strategies. 2. Understanding financial analysis to assess revenue potential, investment opportunities, and develop long term financial plans. 3. Understanding taxation. 4. Understanding innovative revenue sources. 5. Understanding monitoring revenue performance.			
Target Department: Revenue Department			
Online Courses: NA	**Potential Training Institutes:** • National Institute of Urban Affairs , Delhi • Janaagraha, Bangalore		

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			
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 Department			
Online Courses: • IIPA : Indian Institute of Public Administration https://igotkarmayogi.gov.in/ Finance and Accounts • https://igotkarmayogi.gov.in/ ACCRUAL ACCOUNTING	**Potential Training Institutes:** • National Institute of Urban Management, Hyderabad • Janaagraha, Bangalore		

Topic/Area/Theme	**Training on Advance Methodologies in Conservation of Heritage Buildings**		
Course Objective	To provide officials with an understanding of global best practices in heritage conservation methodologies and innovations		
Expected Duration	2 days	**Mode: Onsite / Offsite**	**Exposure visit – Preferred**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Heritage Conservation: an overview and changes in methodologies over the years 2. Knowledge of new standard, procedures, protocols to be adopted 3. Preparation of conservation master plan 4. Rehabilitation Planning 5. Best practices in recording and documentation			
Target Department: Town Planning Department			
Online Courses: https://onlinecourses.nptel.ac.in/noc22_ar08/preview	**Potential Training Institutes:** • CEPT University, Gujrat • RCUES, Lucknow		

Topic/Area/Theme	Refresher course - Income Tax Rules		
Course Objective	To enhance the understanding of income tax rules		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
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			
Target Department: Finance and Revenue Departments			
Online Courses: NA	**Potential Training Institutes:** • National Academy of Direct Taxes (NADT), Nagpur		

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

Topic/Area/Theme	Training on Latest Machineries/Tools/Techniques for Civil Works		
Course Objective	To deepen the understanding of civil works among staff for better constructions		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -Preferable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of the latest machinery and tools used in civil works. 2. Understanding the safety guidelines and best practices for operating and maintaining the latest machinery and tools. 3. Understanding innovative construction practices. 4. Introduction to digital technologies and automation solutions for civil works. 5. Analysing real-life case studies, practical demo to grasp concepts.			
Target Department: Civil Works, and Town Planning Departments			
Online Courses: **https://onlinecourses.nptel.ac.in/noc23_ce46/preview** • https://igotkarmayogi.gov.in/Pavement Design Construction and Maintenance https://igotkarmayogi.gov.in/Concrete Technology • https://igotkarmayogi.gov.in/Concrete Mix Design	**Potential Training Institutes:** • NICMAR, Pune • CEPT University, Gujrat		

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

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

Topic/Area/Theme	Training on Building Collapse Rescue Operations		
Course Objective	To effectively respond to building collapse incidents and minimise injuries		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit - Preferable
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of rescue operations. 2. Understanding structural components of buildings for rescue purposes such as safe entry point etc. 3. Understanding search methodologies, and tools for the same. 4. Understanding safe extrication of trapped individuals from debris. 5. Understanding the proper use of safety equipment for rescue of survivors.			
Target Department: Fire Safety Department			
Online Courses: NA	Potential Training Institutes: • National Fire Academy, Vadodara • National institute of Disaster Management, Delhi		

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

Topic/Area/Theme	**Training on Underwater Operations**		
Course Objective	To enhance the capabilities of the staff for effective emergency response in aquatic environments		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit – Preferable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of various water rescue techniques, including swift water and still water rescues. 2. Training on Diving Fundamentals, scuba-diving, equipment usage, underwater navigation, etc. 3. Understanding search and recovery techniques. 4. Understanding hazards in underwater environments and managing strategies. 5. Developing skills in emergency response planning.			
Target Department: Fire Safety Department			
Online Courses: NA	**Potential Training Institutes:** • National Fire Academy, Vadodara		

Topic/Area/Theme	**Training on Energy-Efficient Machinery- Basic Concepts and Products in Market (Sector Specific)**		
Course Objective	To adapt sustainable machinery for energy conservation		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview on the importance of energy efficiency in machinery. 2. Understanding various latest energy-efficient machinery technologies available in the market. 3. Developing capabilities to assess energy efficiency requirements and make informed decisions during machinery selection. 4. Understanding principles of energy optimisation and management. 5. Understanding financial incentives/ regulations related to energy-efficient machinery.			
Target Department: Civil Works and Solid Waste Management Departments			
Online Courses: **https://igotkarmayogi.gov.in/New Technology Vision 2022**	**Potential Training Institutes:** • NICMAR, Pune • CEPT, University		

Topic/Area/Theme	Training on Interpersonal & Public Dealing Skills		
Course Objective	To enhance the communication and interpersonal skills of the officials who interact with public.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA

5 Main Subjects/Activities to be covered in the Curriculum

1. Active Listening – Covers the principles and techniques used to actively listen and understand the needs of the stakeholders.
2. Conflict Resolution – Covers principles and techniques used to manage conflicts and resolve disputes in a professional and effective manner.
3. Cultural Awareness – Covers principles and techniques used to communicate and interact with people from different cultures, background, and identities.
4. Professionalism - Covers principles and techniques used to maintain professional image and demeanour in all interactions with the public.
5. Emotional Intelligence – Covers the principles and techniques used to understand and manage one's own emotions of others to build effective relationships

Target Department: All Departments

Online Courses:	Potential Training Institutes:
• IIPA : Indian Institute of Public Administration • **https://igotkarmayogi.gov.in/Citizen Centric Communication** • https://igotkarmayogi.gov.in/Effective Communication • https://igotkarmayogi.gov.in/Self Leadership • https://igotkarmayogi.gov.in/Managing Personal Relationships • https://igotkarmayogi.gov.in/People politics and Change	• SPIPA, Ahmedabad • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Training on Storytelling and Boarding		
Course Objective	To enhance the narrative power of staff/officials for effective communication		
Expected Duration	2 days	Mode: Onsite / Offsite	Exposure visit - Preferred

5 Main Subjects/Activities to be covered in the Curriculum

1. Basic overview of the fundamentals of storytelling, such as narrative structure, idea presentation etc.
2. Analysis successful storytelling structures from various sectors, such as government or private.
3. Understanding the key stakeholders and assessing needs, interests, requirements to frame stories.
4. Understanding visual narrative techniques,
5. Understanding principles of accuracy, transparency, and fairness in storytelling.

Target Department: All Departments

Online Courses: NA	Potential Training Institutes: • Indian Institute of Management, Ahmedabad

Topic/Area/Theme	Training on Stress Management		
Course Objective	To effectively manage workplace stress and enhance organization performance		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA

5 Main Subjects/Activities to be covered in the Curriculum

1. Brief overview of stress, symptoms, impact of stress and recognition of stressors.
2. Understanding stress management techniques, and relaxation methods.
3. Understanding personal resilience and developing skills for it.
4. Understanding strategies to achieve healthy work-life balance.
5. Understanding the importance of supportive work environment and open communication methods.

Target Department: All Departments

Online Courses:	Potential Training Institutes:
• https://igotkarmayogi.gov.in/Stress Management • https://igotkarmayogi.gov.in/Y-Break 5 minute Yoga at Workplace	• All India Local Self Government, Gujrat

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 Exposure Visits/Immersive Leaning Workshop

Sr. no.	Course	Medium	Focus Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
1	Refresher course - Gujarat Provincial Municipal Corporations Act	Online/Onsite Training	All Departments HoDs and Second in line									
2	Refresher course -The Gujarat Civil Services Rules 2002	Online/Onsite Training										
3	Refresher course -BPMC Act, 1949	Online/Onsite Training										
4	Refresher course -The Financial Powers (Delegation) Rules, 1998	Online/Onsite Training	All HoDs, All lelevl of commssioners and Finance Department									
5	Basic of Banking – Reconciliation, Rules etc.	Online/Onsite Training	Finance									
6	Refresher course-CPGRAM -Centralised Public Grievance Redress and Monitoring System	Online/Onsite Training	Zonal offices and other citizen facing departments									
7	Refresher course on SWM & PWM rules	Online/Onsite Training	Health & SWM									
8	Training on New Technologies in Waste Management	Online/Onsite Training	Health & SWM									
9	Course on – Basics of Circular Economy	Online Training	Health & SWM									
10	Training on- Dump Site Management	Online/Onsite Training	Health & SWM									
11	Training on- Safety Protocols related to Hazardous Waste Management / Sewage Line Maintenance	Online/Onsite Training	Health & SWM									
12	Refresher course - e-Procurement Systems and Process	Online Training	All departments									
13	Refresher course - GeM Portal and Public Procurement	OnlineTraining	All departments									
14	Training on Bid Process Management (Tendering)	Online/Onsite Training	All departments									
15	Training on PPP Projects and Differenet Models	Online/Onsite training, Immersive learning	All departments									
16	Refresher course -RTI Act and Rules	Online/Onsite Training	All departments									
17	Preparation and Management of Roster register	Online training	All departments									
18	Training on RERA Act and Rules	Online training	Town Planning									
19	Training on Leading practices in Human Resource Management	Online/Onsite Training	Pesonnel									
20	Training on Digital Health and New Practices	Online training	Health									

Sr. no.	Course	Medium	Focus Department	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Online/offline Training Course												
21	Refresher course - Writing Noting and Reports	Online/Onsite Training	All departments									
22	Training on Document Management System & Office Procedure	Online/Onsite Training	All departments									
23	Refresher Course -MS Office (Word, Excel, PPT)	Online/Onsite Training	Civil works Department									
24	Training on Data Analytics - Basic principles & use cases for ULBs	Online/Onsite Training	HoDs of all departments and scond in line									
25	Training on New Tech- Web Application	Online/Onsite Training	E-Governance/IT									
26	Training on New Tech- Mobile Application	Online/Onsite Training	E-Governance/IT									
27	Refresher course on PFMS Software	Online/Onsite Training	Finance									
28	Basic principles of Project management, PM Tools and Techniques	Online/Onsite Training, Workshop	All deparrtment									
29	Training on-Computer Aided Design (AutoCAD)	Online/Onsite Training	Civil works									
30	Training on Building Information Modelling (BIM)	Online/Onsite Training	Civil Works and Town planning									
31	Refresher & Advance course - Geographical Information System (GIS)	Online/Onsite Training	Civil Works and Town planning									
32	Training on Latest machinery, tools and technologies for Civil works	Online/Onsite Training	Civil works									
33	Training on Advance Construction Methodologies, Design (Global Best Practices)	Online/Onsite Training, Immersive learning	Civil works									
34	Training on Energy Efficient Machinery - Basic concept & Products in Market - Sector Specific	Online/Onsite Training	Environment									
35	Refresher course- Preparation of Detailed Project Reports	Online/Onsite Training	Civil works									
36	Training on Construction Quality Control Testing, Systems and Standards	Online/Onsite Training, Immersive learning	Civil works									
37	Training on Urban Flood Management	Online/Onsite Training, immersive learning	Civil works, Planning									
38	Training on Handling special fire fighting equipment	Online/Onsite Training, immersive learning	Fire Fighting									
39	Training on High Rise Building Rescues Operations	Online/Onsite Training, immersive learning	Fire Fighting									
40	Training on Building Collapse Rescue Operations	Online/Onsite Training, immersive learning	Fire Fighting									
41	Training on Industrial and Chemical Emergencies	Online/Onsite Training, immersive learning	Fire Fighting									
42	Training on New Technology in heritage building conservation	Online/Onsite Training, immersive learning	Town Planning-Heritage									
43	Training on under water operations	Online/Onsite Training	Fire Fighting									
44	Training on Fund Raising Intruments for ULBs	Online/Onsite training, Immersive learning	Finance and Revenue									
45	Training on Debt and Investment management	Online/Onsite Training	Finance and Revenue									

Sr. no.	Course	Medium	Focus Department	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Online/offline Training Course												
46	Refresher course on Municipal Finance	Online/Onsite Training	Finance and Revenue				✓					
47	Refresher Course - GST Rules	Online/Onsite Training	Finance and Revenue		✓					✓		
48	Refresher Course - Income Tax Rules	Online/Onsite Training	Finance and Revenue		✓					✓		
49	Training on Revenue Augmentation for Urban Local Bodies	Online/Onsite Training, Workshop	Finance and Revenue					✓				
50	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	Online/Onsite Training	All Departments		✓						✓	
51	Training on Effective communication skills (Verbal and Non Verbal)	Online/Onsite Training	All Departments			✓						
52	Training on Stress Management	Online/Onsite Training	All Departments	✓				✓				✓
53	Training on Story Telling and Boarding	Online/Onsite Training	All Departments			✓						✓

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

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

Recommendations	Need	Responsibility
	enables organizations to adapt and thrive in a rapidly changing environment.	
Integrated project management and monitoring tool	As a third-tier of governance, the Corporation undertakes number of activities, executes projects and implements schemes for the citizens. It includes some of the crucial activities such as drinking water, health and sanitation, transportations, etc. With the advent of technologies, new projects are being designed and implemented with state-of-the-art technologies and complex methods. Owing to this, the corporation and its departments need to work tandem to achieve efficient use of resources, reduce delays and unnecessary overlaps and achieve desired levels of service efficiency. As cities are expanding, the nature and scope of these projects is also expanding making them more and more complex. In such scenario, a project monitoring tool with an integrated online platform which covers all the stages of a project starting from DPR, Procurement, Project Planning, Monitoring and supervision, etc. is essential for successful execution of the projects/implementation of schemes.	Municipal Corporation
Adoption of new modules of report generation and integrated data entries	In the era of data-based decision making and governance, there is requirement of data sets/reports/figures/etc. for number of purposed frequently. Manual collection, collation and representation of data becomes cumbersome and leads to delays. There is requirement of mapping of all the departments in one integrated network of e-office or an ERP module where frequently used reports and data sets can be automatically fetched from the system in predefined formats. This will help in optimize the efforts and time taken in approvals, reporting and transactions.	Municipal Corporation
IT enabled system for tracking and monitoring of waste management vehicles	Municipal Waste Management is an important function performed by the corporation. As it a daily activity and will	Municipal Corporation

Recommendations	Need	Responsibility
	have to performed throughout the year, a care must be taken to use resources optimally. IT based tracking and monitoring of waste carrying vehicle is 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.	
Update and revise the internal Standard Operating Procedures of each department	Standard Operating Procedures (SOPs) play a critical role in organizations across various industries. They are documented guidelines that outline the steps, processes, and best practices required to perform specific tasks or activities. SoPs are important for consistency & quality, efficiency & productivity and training & onboarding of new employees. Although the corporation has SoPs for each department, there is a need for upgradation to include new tools , techniques and procedures.	Municipal Corporation/ State Government
Data Collection, Collation and Analysis	It is recommended that AMC could be provided with a Data Analytics Cell, which can help different departments in getting insights and information from analysing respective data sets. This will be helpful in effective planning, channelizing the efforts and effective resource use. This will lead to better understanding of the situation, better resolution and improved service levels. The Municipal Corporation may start a pilot activity with the departments such as Property Tax/Town Planning/Water Supply.	Municipal Corporation/ State Government/Central Government

Capacity Building Unit

7. Capacity Building Unit-Role and Responsibilities

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

Implementation of the Annual Capacity Building Plan of the Municipal Corporation

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

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

9. Opportunities for Immersing Learning

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

Best Practices	Features
Bus Rapid Transit System	The Bus Rapid Transit System (BRTS) in Ahmedabad, India is one of the most successful BRTS systems in the country. Some Features are - 1. Dedicated Bus Lanes 2. High Frequency Service 3. Bus Station with modern facilities 4. Intelligent Transport System GPS based 5. Integrated with other modes of Transport
Waste to energy	Ahmedabad is one of the leading cities in India in implementing Waste-to-Energy projects. The city has gained significant experience in setting up and running of waste to energy plants over the period of years and is well versed with the challenges and issues with respect to sustainability of these plants.
Disposal of Construction Waste	The Ahmedabad Municipal Corporation (AMC) has set up C&D waste recycling facilities to recycle and reuse construction waste. The recycled materials are then used in the construction of roads and other infrastructure projects.
Sabarmati Riverfront Project	The Riverfront Development Project in Ahmedabad is one of the most ambitious urban development projects in India. Revitalization of Sabarmati Riverfront has been done and converted the Riverfront into a vibrant Public Space Creating a Model for other cities
Fix firefighting installation in high rise buildings	Ahmedabad has implemented several innovative ideas to fix fire-fighting installations in high-rise buildings, which have significantly improved fire safety in the city's high-rise buildings. Some of them are Smart Fire Fighting System , Helipad on High Rise Building , Smoke Extraction Systems , Vertical Evacuation Systems, Automatic Fire Suppression Systems.

Quick Win Plans

10. Quick Win Plans

1. **Partnering with Local Mento Training Institution**: To enhance the skills and knowledge of the AMC 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 AMC with the Sardar Patel Institute of Public Administration (SPIPA), Gujarat, to pursue this goal. SPIPA can offer cutting-edge training programs in key areas designed to optimize competence and enhance the skills of AMC employees to achieve the goal of ideal governance.

2. **Partnering with National Institutes:** Gujarat is known for its premier institutions in the field of Urban Studies and Planning. Additionally, it houses many Institutes of National Importance, such as IIM Ahmedabad, and IIT Gandhinagar, among others. We recommend the collaboration of CBC with these institutes along with other nationally acclaimed institutes, such as CEPT University, IIM Ahmedabad, Nirma University, IIHS, AIILSG, IIT Gandhinagar, TISS Mumbai, etc. to design courses per the AMC's skill needs. The CBC will facilitate the onboarding of these institutes by signing 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 AMC is requested to register its officials on this platform. It is advised that all the group A,B and C staff (non-contractual) to be registered on IGOT platform to undergo above 3 mentioned trainings.

4. **Leveraging Local NGOs/CSOs:** It has been observed that many NGOs/Thinktanks are working with urban communities. Since they have experience in citizen engagement and community participation, options of engaging them as training provider for training on dealing with public, awareness campaign designing etc, will be beneficial for AMC.

5. **Partnering with Private firms who are providing IT or Construction solutions as training providers:** AMC 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 AMC can avail the benefits of its expertise, resources, and experience to equip its staff with the necessary skills and knowledge in these identified technologies, contributing to the city's overall development.

Annexures

11. Annexures

Annexure I- Self Assessment of Capacity Needs

CURRENT LEVEL										*SELF-ASSESSMENT OF EFFICIENCIES*	DESIRED LEVEL									
1	2	3	4	5	6	7	8	9	10	Gujarat Provincial Municipal Corporations Act 1949	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	The Gujarat Civil Services Rules 2002	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Bombay Provincial Municipal Corporations Act, 1949	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Basic of Banking- Reconciliation and related Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	SWM Rules 2016 & PWM Rules 2022	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Public Procurement through GeM portal	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	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	RTI Act and Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Design of PPP Projects and Models	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Preparation and Management of Roster register	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	RERA Act and Rules	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Leading practices in Human Resource Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Writing Noting and Reports	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	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	New Tech- Web Applications and Mobile Applications	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on- MS Office	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Data Analytics - Basic principles & use cases for ULBs	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Use of PFMS Software	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	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	Computer Aided Design	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Building Information Modelling (BIM)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Geographical Information System - Refresher & Advance	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Latest Machinery, Tools and Technologies for Civil Works	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Advance Construction Methodologies, Design (Global Best Practices)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Energy Efficient Machinery - Basic concept & Products in Market	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	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	Disaster Management- Urban Flooding	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Handling of Specialised Firefighting Equipment	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Fire Safety and Emergency Procedures	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	High Rise Building- Rescues Operations	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Building Collapse-Rescue Operations	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Industrial and Chemical Emergencies	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	New Technologies in Conservation of Heritage Building	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Fund Raising Instruments for ULBs	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Debt And Investment Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	ESI / PPF / GST Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Inter-personal & Public dealing skills	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Effective communication skills (Writing & Speaking)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Language Proficiency	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Grievance Redressal	1	2	3	4	5	6	7	8	9	10

I. Engineering Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Additional City Engineer	Leads the technical wing of the corporation. 1.Responsible for planning and execution of all the civil works carried out by the municipal corporation. 2. He/she guides, supervise and monitor all the staff under engineering section	1. Knowledge of relevant municipal laws, acts, regulations & guidelines. 2. Understanding of NULM, PMAY-U & other on-going schemes and guidelines. 3. Expertise in Project Management and Project Finance 4. Well versed with civil works, tendering processes and methodologies within, etc. 5. Leadership skills 6. Skilled in urban planning	1. Training on Public Procurement 2. Workshop on Stress Management 3. Course on Leadership Skills and conflict management 4. Introduction to leading construction technologies and tools 5. Workshop on Sustainable Development Goals and its implementation 6. PPP Projects- Planning and execution
Deputy city engineer	Work under the guidance of City Engineer and Additional City Engineer. 1.Responsible for planning and execution of all the civil works carried out by the municipal corporation 2. Supervise and monitor the staff under engineering section	1. Knowledge of relevant municipal laws, acts, regulations & guidelines. 2. Understanding of NULM, PMAY-U & other on-going schemes and guidelines. 3. Expertise in Project Management and Project Finance	1. Training on Public Procurement 2. Workshop on Stress Management 3. Course on Leadership Skills and conflict management 4. Introduction to leading construction technologies and tools

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
		4. Well versed with civil works, tendering processes and methodologies within, etc. 5. Leadership skills 6. Skilled in urban planning	5. Workshop on Sustainable Development Goals and its implementation 6. PPP Projects- Planning and execution

II.Accounts Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Additional chief accountant	Supervision of all files related to accounts in corporation, AG and CA audits, etc. Responsible for municipal corporation's, budgeting process and finances.	1. Knowledge of relevant acts, rules regulations & guidelines. 2. Well versed with Double Entry System (FBAS) 3. In depth understanding of IT e filing GST e-filing, EPF, ESI issues. 4. Knowledge of RTI Acts and its provisions 5. Proficient in Municipal Budgeting 6. Skilled in Accounts keeping. 7. Well versed with Audits rules and procedures	1. Training on Municipal Finance 2. Training on Income tax rules and e-filing 3. Training o GST Rules 4. Refresher course on ESI and EPF Act 5. Workshop on Budgeting and Financial Management of Municipal Corporation 6. Training on Raising funds and investments. 7. Training on Double entry accounting system 8. Refresher course on Fund Based Accounting System

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Deputy Accountant	Work under the guidance of City Engineer and Additional City Engineer. 1.Responsible for planning and execution of all the civil works carried out by the municipal corporation 2. Supervise and monitor the staff under engineering section	1. Knowledge of relevant municipal laws, acts, regulations & guidelines. 2. Understanding of NULM, PMAY-U & other on-going schemes and guidelines. 3. Expertise in Project Management and Project Finance 4. Well versed with civil works, tendering processes and methodologies within, etc. 5. Leadership skills 6. Skilled in urban planning	1. Training on Public Procurement 2. Workshop on Stress Management 3. Course on Leadership Skills and conflict management 4. Introduction to leading construction technologies and tools 5. Workshop on Sustainable Development Goals and its implementation 6. PPP Projects- Planning and execution

III. Health Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Deputy Health Officer	Responsible for all zonal Urban Primary Health Centres (UPHC) & Urban Community Health Centres (UCHC). Key responsibilities are- 1.Review, monitor and supervise all health programmes running through all UPHC & UCHC. 2.To address administrative issues 3. Carry out work regarding staff salary and expense files, etc. 3. Drafting of replies to all RTI, court cases and legal matters. 4. To coordinate with other department for betterment of health activities and effective implementation of programmes.	1. Knowledge of Public Health principles, practices and policies 2. In depth Understanding of epidemiology & disease control 3. Strong Communication Skills 4. Leadership skills and ability to plan and implement public health programs & policies. 5. Ability to make informed decision based on sound scientific evidence & ethical considerations	1. Refresher course on Public Health policies and various health programs 2. Workshops on domain specific clinical practices 3. Training of Public Procurement 4. Basic course on Computer and new mobile technologies 5. Workshop on best practices in public health sector 6. Training on digital health and new practices
Senior Clerk	Responsible for clerical work regarding finances of UPHCs and CPHCs. 1. Maintain and update all registers 2.Do entry in PFMS software as per budgeting requirements	1. Hands on experience of managing PFMS software 2. well versed with accounting practices with respect to finances of UPHCs and CPHCs 3. Proficient in use of computer	1.Training on best practices in accounting/bookkeeping/etc. 2. Refresher course on PFMS software and its various functions

IV. Legal Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Law Officer	Responsible for all legal matters of the municipal corporation Key tasks involve- 1.Represent corporation in court matters/legal issues 2. Supervise and monitor legal compliances of departments of municipal corporation. 3. Collection of required data from the responsible departments, preparation of para-wise statements and submission of the same to advocates or govt. 2. Providing legal opinions on various matters where corporation is involved. 3.Drafting and issuing letters to the concerned departments regarding judgement received by the court.	1. Legal Expertise in Municipal Acts and related rules & regulations 2. Proficient in Case Management, communication and drafting. 3. Hands on experience of conflict management	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Training on Verbal and Non-Verbal Communications 4. Workshop on Negotiation & Persuasion/ Municipal Cases and landmark judgements
Legal Assistant	Work under the guidance of Law officer and assist him/her in preparation of opinions in the cases, handling summons issued , judgements/ petitions,/notices received, etc.	1. Proficiency in legal drafting 2. Ability to do research on legal matters, judgements, cases, etc. quickly 3. Office management	1. Training on improvement of research skills (in legal matters) 2.Workshop on drafting of legal notes/opinions/letters/etc. 3. Basic Computer skills

V.Personnel Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Computer Operator	Responsible for matters related to human resources such as- 1. Drafting of transfer orders 2. Drafting of office orders, circulars, app 3. Maintaining and Publishing data related to vacancies, promotions etc.	1.Proficient in drafting letters, administrative orders, circulars, etc. 2. Expertise in MS office	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes

VI. Central Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Office Superintendent	Responsible to address administrative matters of the department. It involves- 1. Acting as Public Information Officer for RTI 2.Management of Roster register 3. Supervise and guide subordinate staff	1. Knowledge of roster and reservation system in the municipal corporation 2. Well versed with the administrative rules and procedures of the ULB	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Training of roster management
Head clerk	Clerical Head of the department. Job roles involves- Supervision and scrutiny of roster register, roster entries and roster opinions	1. Proficient in roster management 2. Well versed with the administrative rules and procedures of the ULB	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Training of roster management

VII. Solid Waste Management Department

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Assistant Director	As a head of Solid Waste Management department, key responsibility is to ensure clean and hygienic public spaces, promoting public health, and maintaining a clean environment in the city. Main functions are- 1. Supervise and monitor daily activity of waste collection, segregation and processing and disposal 2. Enforcement of SWM rules and related regulation 3. Effective implementation of various schemes and missions such as Swachh Bharat Mission. 4. Policy and Planning of SWM and sanitation within the city limits. 5. Guide and supervise the staff (Class I to Class IV).	1.In depth knowledge of Solid Waste Management Rules, Plastic Waste Management Rules and relevant sections & provisions of GPMC Act 2002, Public Health Bylaws 2012 and Plastic waste bylaws of Ahmedabad City. 2.In depth knowledge of SBM 1.0 and SBM 2.0 and procedures and guidelines issued related to it. 3.Proficiency in Computer handing & IT tools 4.Hands on knowledge of GIS Mapping 5.Basic knowledge of labour laws, legal terms for essential services and circular published by Industrial Department 6. Understanding of policies and schemes for Safai Karmacharis	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Workshop on SWM/PWM Rules and their compliance 4. Training on new technologies in waste management 5. Courses on circular economy 6. Trainings on project planning/Dump site management/PPP models in waste management.

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Sanitation Superintendents	Second in command of Solid Waste Management department. Key functions are- 1. Supervise and monitor daily activity of sanitation management 2. Enforcement of rules and related regulations 3. Effective implementation of various schemes and missions such as Swachh Bharat Mission. 4. Policy and Planning of SWM and sanitation within the city limits. 5. Guide and supervise the staff (Class I to Class IV).	1.In depth knowledge of Solid Waste Management Rules, Plastic Waste Management Rules and relevant sections & provisions of GPMC Act 2002, Public Health Bylaws 2012 and Plastic waste bylaws of Ahmedabad City. 2.In depth knowledge of SBM 1.0 and SBM 2.0 and procedures and guidelines issued related to it. 3.Proficiency in Computer handing & IT tools 4.Hands on knowledge of GIS Mapping 5.Basic knowledge of labour laws, legal terms for essential services and circular published by Industrial Department 6. Understanding of policies and schemes for Safai Karmacharis	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Workshop on SWM/PWM Rules and their compliance 4. Training on new technologies in waste management 5. Courses on circular economy 6. Trainings on project planning/Dump site management/PPP models in waste management.

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Public Health Supervisor	Responsible for enforcement of rules and regulations regarding SWM & PWM rules. Key duties are- 1. Ensure adherence towards SWM and PWM rules 2. Imposition of penalties in the case of violation	1.In depth knowledge of Solid Waste Management Rules, Plastic Waste Management Rules and relevant sections & provisions of GPMC Act 2002, Public Health Bylaws 2012 and Plastic waste bylaws of Ahmedabad City. 2. Understanding of of SBM 1.0 and SBM 2.0 and procedures and guidelines issued related to it. 3. Various policies of the municipal corporation for jobs to the next of kin of safai karamcharis.	1. Refresher Course on MS Office 2. Course on e-Office Systems & Processes 3. Workshop on SWM/PWM Rules and their compliance 4. Strong Verbal and Non-verbal communication 5. Training on conflict management
Sanitary Inspectors	Supervision of sanitation workers at ward level	1.Knowledge of sanitation, hygiene and waste management practices 2.Ability to communicate to convey instructions and guidelines to workers 3.Basic computer skills for data entry	1. People Management - Conflict Management 2. Stress Management 3. Refresher Course on MS Office 4. Health & Safety 5. Verbal and Non-Verbal Communication

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Environment Engineer	Act as technical resource for the department. Key responsibilities/duties are- 1. Provide technical inputs with respect to tools and technologies to be used in SWM/PWM 2. Management of dumping sites 3. Compliance to the various rules and norms regarding SWM/PWM 4. Conduct technical scrutiny and provide technical sanctions to new projects	1. In-depth knowledge of waste management rules, regulations & best practices 2. Skilled in Project Management 3. Proficiency in GIS and Waste Management tools 4. Knowledge of technical equipment & machinery used 5. Well versed with safety protocols and related guidelines	1. Workshop on new tools and technologies in SWM/PWM 2. Courses on circular economy 3. Trainings on project planning/Dump site management/PPP models in waste management.
Office Superintendent	Responsible for administrative issues of the department. Key functions involve- 1. As an Administrative Head for bill payment-processing bills to agencies working for collection, transportation and disposal of solid waste. 2. Process applications for jobs given to the next of kin of safai karmacharis. 3. Address 'Awaas' related issues of safai karmacharis.	1. In depth knowledge of FAS System developed by AMC for bill payment 2.Knowledge about HRMS module developed by AMC 3. Basic knowledge of computer and MS office 4. Basic knowledge of Labour Act and circulars published by Industry Department 5. Policies of AMC for safai karmacharis	1. Refresher course on FAS system, HRMS system 2. Training on MS office and its functions 3. Training on conflict management

Designation	Roles and Responsibilities/ Key Activities/ Job Description	Competencies & Skillsets	Training Requirement / Capacity Needs
Safai Karmachari	Responsible for cleaning of public spaces, buildings, and other areas. Key functions are- 1.Street Cleaning 2. Waste Collection 3.Drain and Sewer Maintenance 4.Public Toilet Maintenance 5.Public Space Beautification 6. Emergency Response-safai karmacharis may respond to emergency situations, such as natural disasters or accidents, to clean up debris, manage waste, and restore cleanliness in affected areas.	1.Hands on experience in use of equipment to perform daily tasks. 2. Rules and guidelines regarding SWM/PWM 3. Techniques of waste segregation and waste management 4. Well versed with safety protocols while handling wastes/sewage clean-up/etc.	1. Training of safe protocols while handling hazardous waste/sewage clean up 2. Awareness of rights and legal provisions 3. Training on management of personal finance 4. Training on conflict management

Annexure III- Potential Training Partners

S.N.	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
1	AIILSG, Ahmedabad	• 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	• Economics and Finance • Environment, Urban Governance & Infrastructure Development • Human Resources Development • Public Policy, Governance and Performance. • Energy Studies • Innovations in Public Systems	• Infrastructure & Project Finance • Financial Modelling using Excel. • Advanced Data Analysis Method and Tools for Companies • Garbage Free Cities: Achieving Five-star Rating. • Public Procurement Principles and GeM • Project and Contract Management • Agile Leadership Today and Tomorrow • Indian Accounting Standards	https://asci.org.in/on-campus-announced-programmes-1/

S.N.	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
3	Ashank Desai Centre for Policy Studies, IIT Bombay, Mumbai	• Digital Society and Governance • Urban Policy, Water, Sanitation, Health , Environment and Climate Change	----	----
4	Azim Premji University, Bangalore	• Public Health • Remote Sensing and GIS • Climate Change and Sustainable • Development • Local Democracy	• Ethics in Public Health Practices • Introduction to Mapping and Geographical Information Systems using Quantum GIS • Introduction to Remote Sensing using Quantum GIS • Environmental Data Analytics using Local Democracy in India: Theory, Policy, and Practice	https://azimpremjiuniversity.edu.in/certificate-courses
5	Centre for Science and Environment, New Delhi	• Climate • Energy • Waste Management • Habitat • Water and Wastewater • Food and Toxins	• C&D Waste Management • Sustainable Waste Management • Advanced Residential Training Programme on Urban Groundwater Management • Role of Informal Sector in Material Recovery in Waste Management • Dumpsite Remediation and Landfill Management • New approaches to air quality data analytics and pollution source assessment for better air quality management • Understanding Traffic Impact Assessment	https://www.cseindia.org/online-training-courses?topic=school-of-sustainable-urbanization-and-air-pollution

S.N.	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
6	CEPT, Ahmedabad	• Urban Planning • Urban Transport • Urban Design • Construction Management • Solid Waste Management • Surveying • Building Constriction	• Accelerated Training Programs for Cities • Capacity Building of Cities as part of the Sanitation • Capacity Building Platform	https://crdf.org.in/center/center-for-urban-planning-and-policy https://crdf.org.in/training?center=9 https://crdf.org.in/project/capacity-building-of-cities-as-part-of-the-sanitation-capacity-building-platform
7	IIHS, Bangalore	• Urban Risk and Resilience • Planning and Housing • Land Governance and Management • Sustainable Urban Development	• Designing Net Zero Buildings • Context-based Solutions for Total and Inclusive Sanitation • Smart water management – including water audit. • Water Quality Monitoring and Surveillance – including WQMIS Grey Water Management • Webinar on geo-tagging of assets Participatory planning, implementation, and O&M for Har Ghar Jal	https://iihs.co.in/capacity-building/designing-net-zero-buildings/ https://iihs.co.in/capacity-building/context-based-solutions-for-total-and-inclusive-sanitation/ https://iihs.co.in/capacity-building/customised-courses/
8	IIPA, New Delhi	• Urban Studies • Environment and Climate Change • Public Administration • Good Governance	• Training Programme on "Public Administration and Governance cum Exposure Visit" • One Day Workshop on: "Policy Issues in Tech Spaces" • LEAs Programme on Cyber Security Strategy	https://www.iipa.org.in/cms/public/page/about-iipa-trainings

S.N.	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
9	Jaanagraha, Bangalore	• Civic Participation • City Finance • Urban Policy and Research	----	----
10	MCGM Centre for Municipal Capacity building and Research (MCMCR)	• Capacity Building of ULBs	• Basic Course on Water, Sewerage & Roads • Basic Course on G.I.S. for Property Tax and Town Planning Department of ULBs • National Clean Air Program • SCADA for Water & Wastewater • Project Management using ORACLE Primavera Software • Disaster Management • Occupational Safety & Health (OSH) Of Municipal Employees	https://mcmcr.mcgm.gov.in/training.php
11	NIUA, New Delhi	• Climate Change • Urban Governance • Digital Governance • Municipal Finance • Inclusive Cities	----	----
12	RCUES	• Urban & Regional Planning • Urban Transport • Urban Poverty Alleviation • Community Participation for promoting participatory Urban.	----	----

S.N.	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
		• 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		
13	TERI University	• Water Science & Governance • Renewable Energy • Environmental Studies & Resource Management • Climate Science and Policy	----	https://www.terisas.ac.in/index.php
14	The Urban Lab	• Transport and Mobility	• Capacity Building Support for Urban Design Team of Pune Municipal Corporation • Training Workshop in Bus Operations Planning Gandhinagar	https://theurbanlab.org/project/category/advisory
15	TISS, Mumbai	• Urban Policy • Climate Change and Sustainability • Public Participation and Engagement • Disaster Management	----	----

S.N.	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
16	World Resource Institute, India	• Sustainable Cities • Climate • Energy • Governance • Hydrogen	----	----
17	YASHADA, Pune	• Public Administration • Urban Development • Information Technology • Disaster Management • E-Governance	----	https://www.yashada.org/yashada_2019/
18	NICMAR University Pune	• Construction Project Management • Infrastructure Development and Management • Real Estate and Urban Development • Construction Contracts and Legal Aspects • Quantity Surveying and Cost Management	----	----
19	IIM Ahmedabad	• General Management and Leadership • Finance and Accounting • Marketing and Sales • Operations and Supply Chain Management • Entrepreneurship and Innovation	-----	https://iimi.simplilearn.com/executive-general-management-

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

12. References

Booklet, M. K. (2021, February 22). *https://dopt.gov.in/sites/default/files/Mission_KarmYogiBooklet.pdf.* Retrieved from https://dopt.gov.in/: https://dopt.gov.in/sites/default/files/Mission_KarmYogiBooklet.pdf

CapacityBuildingCommission. (2022). *Annual Capacity Building Plan Approach Paper.*

https://ahmedabadcity.gov.in/. (n.d.).

Jha, R. (2018, July 10). *https://www.orfonline.org/expert-speak/it-is-time-to-reimagine-capacity-building-of-ulbs/*. Retrieved from https://www.orfonline.org/.

KarmYogi, M. (n.d.). *https://dopt.gov.in/schemes/national-programme-civil-services-and-capacity-building-npcscb-mission-karmayogi*. Retrieved from https://dopt.gov.in/: https://dopt.gov.in/schemes/national-programme-civil-services-and-capacity-building-npcscb-mission-karmayogi

NITIAayog. (2022, May). *https://www.niti.gov.in/sites/default/files/2022-05/Mod_CEOG_Executive_Summary_18052022.pdf.* Retrieved from https://www.niti.gov.in/: https://www.niti.gov.in/sites/default/files/2022-05/Mod_CEOG_Executive_Summary_18052022.pdf

PIB. (2020, September 2). Retrieved from https://pib.gov.in: https://pib.gov.in/PressReleasePage.aspx?PRID=1650633

PIB. (2022, June 29). *https://pib.gov.in/PressReleasePage.aspx?PRID=1837860*. Retrieved from https://pib.gov.in/: https://pib.gov.in/PressReleasePage.aspx?PRID=1837860

AMDAVAD MUNICIPAL CORPORATION
અમદાવાદ મ્યુનિસિપલ કોર્પોરેશન
ઉદ્યોગ સ્વાશ્રય
સેવા
અ. મ્યુ. કો.

CAPACITY
BUILDING
COMMISSION