



Annual Capacity Building Plan

2023-24

New Delhi Municipal Council

Capacity Building Commission, Govt. of India



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List of Abbreviations

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
AILSG	All India Local Self Government
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CNA	Capacity Needs Assessment
DOPT	Department of Personnel and Training
DPR	Detailed Project Report
Goi	Government of India
HR	Human Resource
IT	Information Technology
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Operations and Maintenance
PMAY	Pradhan Mantri Awas Yojana
NDMC	New Delhi Municipal Council
SBM	Swachh Bharat Mission
ULB	Urban Local Body



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. Mission Karmayogi proposes to bridge this gap through the capacity building process.
- 2. An ecosystem of shared learning landscape:** Government offices have traditionally been structured to work with a singular domain-based focus, risking the creation of ‘silos. In such a situation, the staff is often not able to catch up or relate to matters that they have conventionally not been able to relate to their functional domain. As India’s understanding of developmental issues improves with understanding interrelationships between domains, the ability to relate as well as respond to such concerns takes considerable priority in terms of skills needed for job descriptions. A shared learning platform, which

¹ Press Information Bureau

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

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

1.2 Capacity Building Commission

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

The Commission is mandated to perform the following key functions-

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

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



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

2. Approach and Methodology

2.1 Need for Capacity Building of Urban Local Bodies

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

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

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

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

2.2 Why Annual Capacity Building Plans for the ULBs?

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

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

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

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

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

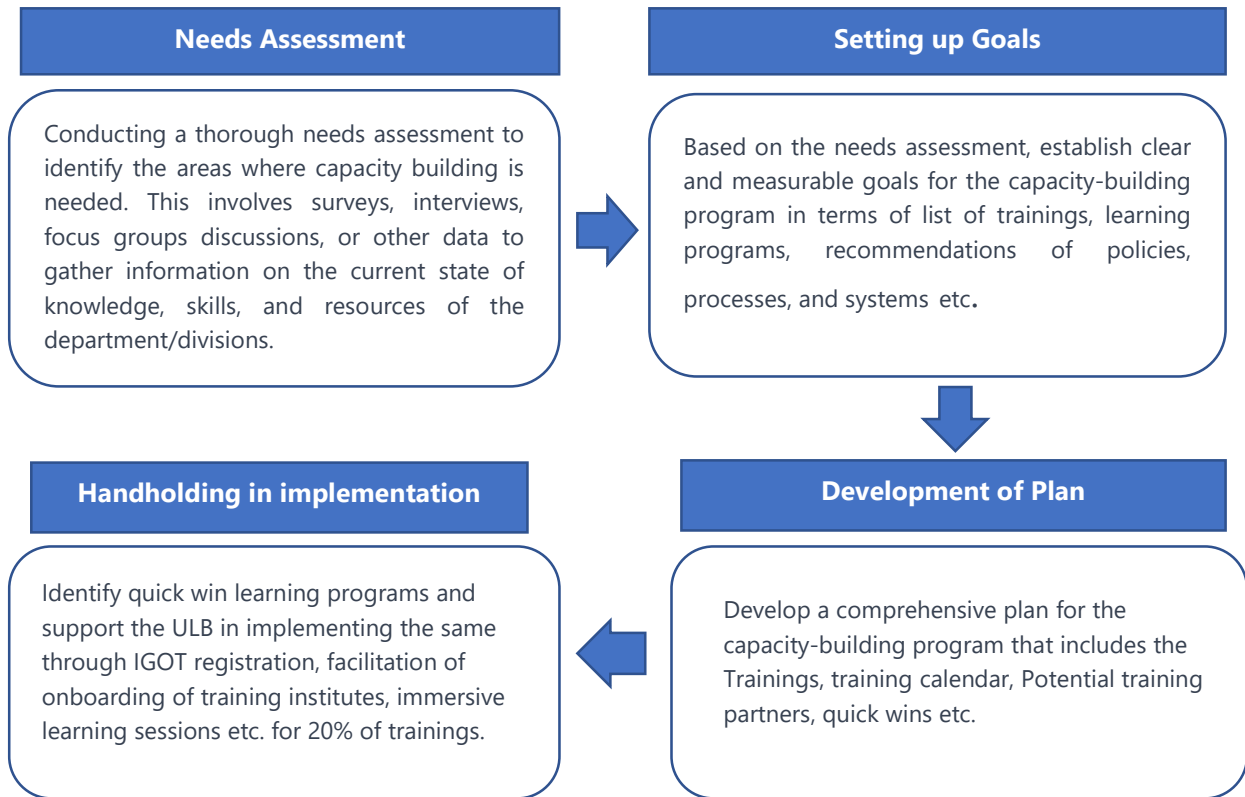
2.3 Our Approach

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

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

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

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



2.4 Framework of capacity Building of ULB

Capacity building of Urban Local Bodies

Organisational

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

Organizational capacity building aims at-

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

Action points

Individual

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

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

- Functional skills
- Behavioural skills
- Domain specific skills

Training Intervention

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

Non – Training Interventions

Cross learning / immersive learning through interactions / site visits

Annual Capacity Building Plan

Institutional

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

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

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

Recommendations

2.5 Our Methodology

As – is Analysis

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

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

Gap Assessment

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

OUTCOME: Competency Gap = Capacity Need analysis – Competencies possessed

Proposed Interventions

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

OUTCOME: Training and non – training interventions

Action points for Capacity Building

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

OUTCOME: Annual Capacity Building Plan



New Delhi Municipal Council

3. New Delhi

3.1 Brief Profile

New Delhi, often referred to as the National Capital Territory (NCT) of Delhi, is a district within the larger territory of Delhi and serves as the capital of India. New Delhi is the political heart of India and houses the key government institutions, including the Parliament of India, the Rashtrapati Bhavan (Presidential Residence), and the Supreme Court. As a major economic hub, the city hosts corporate offices, international embassies, and various businesses across multiple industries, including information technology, finance, tourism, and manufacturing.

New Delhi is rich in history and boasts numerous historical landmarks and monuments, including the India Gate, Humayun's Tomb, and Qutub Minar. It is home to a variety of cultural institutions, museums, and art galleries, such as the National Museum and the National Gallery of Modern Art.

New Delhi is also known for its prestigious educational institutions, including the University of Delhi, Jawaharlal Nehru University (JNU), and the Indian Institutes of Technology (IIT Delhi). It attracts students from across India and around the world, making it a hub for academic and research activities.

In addition to its political, economic, and cultural significance, New Delhi also boasts a well-developed transportation infrastructure that facilitates connectivity within the city and beyond. Indira Gandhi International Airport serves as a major global gateway, linking the city to international destinations. The Delhi Metro, a sophisticated rail network, ensures swift and convenient intra-city travel, while interstate bus terminals and extensive railway connectivity provide efficient links to neighbouring states. The city's road network, including expressways and flyovers, facilitates seamless travel within the metropolis and to satellite cities in the National Capital Region. New Delhi's commitment to sustainable transport is evident in dedicated cycle tracks and pedestrian-friendly zones.

3.2 Civic Administration

The civic administration of New Delhi presents a distinctive profile, characterized by its close association with the central government due to the city's status as the capital of India. The administrative structure is centred around the New Delhi Municipal Council (NDMC), where a chairman, appointed by the central government, assumes a leadership role. In contrast to traditional mayoral leadership in other cities, the chairman plays a pivotal role in coordinating with various central government departments and agencies.

Functioning as the civic authority for the New Delhi district, the NDMC is responsible for overseeing essential services such as sanitation, water supply, road management, parks, and local infrastructure. This administrative setup is unique, reflecting the capital's strategic importance and its distinct governance needs.

A noteworthy aspect of New Delhi's civic administration is its international dimension, given the city's hosting of numerous foreign embassies, high commissions, and consulates. The NDMC holds the responsibility of maintaining and providing services to these diplomatic areas, adding a layer of complexity to its functions. This includes managing diplomatic protocols and ensuring the efficient operation of diplomatic missions within the city.

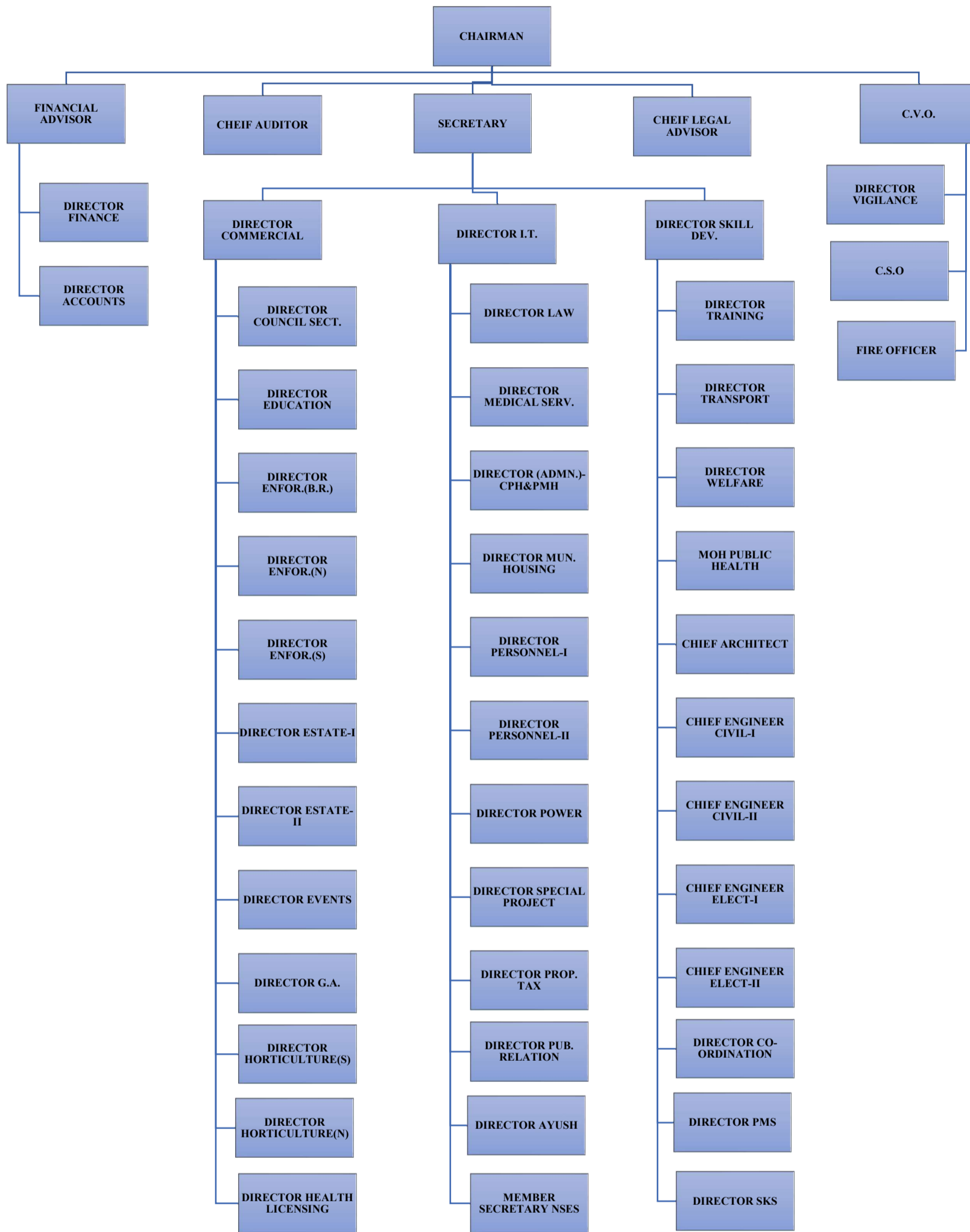
Key Achievements of NDMC-

- **Successful Hosting of G-20 Summit:** NDMC achieved a milestone in preparing New Delhi for the G-20 summit. Through a dedicated beautification drive, including the installation of sculptures, greening of roads, and development of G-20 park, the city showcased Indian hospitality and commitment to international cooperation under the theme of "One Earth, One Family, One Future."
- **Achievement in IT Governance:** NDMC achieved significant milestones in IT governance, digitizing civic services, adopting GPMS, establishing Palika Net for secure data access, integrating Blockchain for record-keeping, conducting a 360-degree cyber security audit, and deploying a new ERP-based Electricity and Water Billing System. Recognized with the Prime Minister's Award for Excellence, NDMC continues its commitment to innovation by incorporating Artificial Intelligence into the NDMC 311 mobile app for an enhanced user experience.
- **Reliable Power Supply by NDMC:** The Electricity Distribution Strategic Business Unit ensures 24x7 high-quality power. Achievements include successful IPDS project implementation, 60,000+ smart meters, and 100 EV charging stations. Ongoing efforts involve infrastructure upgrades, fault locating vans, and replacing obsolete panels for enhanced reliability.
- **Reliable Roads and Recreation:** In the past fiscal year, the New Delhi Municipal Council (NDMC) has demonstrated a steadfast commitment to enhancing urban infrastructure and recreational spaces. Notable achievements include the implementation of Smart Roads at Minto Road, marked by modern amenities and a user-centric design, with plans for expansion in the upcoming year. Concurrently, initiatives such as synthetic rubber tracks in Nehru Park, artistic embellishments through the "Art with Heart" scheme, and the integration of cycling-friendly paths underscore NDMC's dedication to fostering a dynamic, reliable, and culturally enriched urban environment. Looking ahead, the council aims to continue this trajectory of innovation, ensuring the city remains a beacon of efficiency, aesthetics, and quality of life for its residents and visitors.
- **Reliable Water Supply:** In the pursuit of ensuring a reliable and uninterrupted water supply, NDMC has undertaken significant initiatives to enhance water infrastructure. A pivotal project focuses on the implementation of Advanced Metering Infrastructure (AMI) Water Meters, leveraging cutting-edge technology to reduce Non-Revenue Water (NRW). This strategic move aims to guarantee 24x7 access to clean water for

NDMC residents. The ongoing process of appointing a consultant, with a forward-looking vision for the next 25 years, underscores NDMC's dedication to embracing new technologies and long-term planning to meet the water needs of the community effectively.

- **Advanced Public Health:** In its commitment to advancing healthcare services and public health, NDMC's Medical Services Department oversees major hospitals, including Charak Palika Hospital in Moti Bagh and Palika Maternity Hospital in Lodhi Colony. These facilities offer a range of specialties and services, from medicine and surgery to gynaecology, paediatrics, and more. The department extends its reach with 13 allopathic dispensaries, a chest clinic/poly clinic, a dental care clinic, seven Maternal and Child Welfare (MCW) centres, eight School Health Programs, and a mobile van dispensary for community healthcare. NDMC's emphasis on leveraging modern health systems underscores its commitment to providing comprehensive and accessible medical services to the community.

3.2 Organogram: New Delhi Municipal Council



Source – Website of New Delhi Municipal Council

3.3 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 NDMC to improve service delivery. However, the NDMC is suffering from severe shortage of qualified workforce. Currently, many vacant posts have been filled by giving additional charges to the existing employees. This has impacted over all capacity to perform and resulted into increasing instances of in-efficient service delivery, delays, and unaddressed grievances.

2. Limited Documentation towards Defining Job Descriptions and Standard Operating Procedures

There are no defined processes or documentations for understanding roles and responsibilities for most of the designations under different departments. As understanding about roles and responsibilities is not clear, it is difficult, for the council staff, to assess 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 a judgement call or no call at all in day-to-day operations. It, eventually, results into substandard decision making or ineffective service delivery in the department.

3. Fragmented Approach towards Capacity Building

Capacity building initiatives are mostly organised for implementation of schemes/programs and thus only the department associated with it are part of such trainings. Limited awareness about significance of capacity building training, excessive task load, dynamic priorities might be the reasons behind limited adoption of capacity building activities in the council.

The domain of capacity building and related activities such as induction training, refresher courses, training of new technologies, Knowledge Tours, etc. are not mainstreamed. This has resulted into inadequate knowledge base, poor resource use efficiency and reluctance in adoption of new technologies and processes among the municipal staff.

4. Behavioural Training/Soft Skills Enhancements are not a priority

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

5. External Factors

The council functions within a dynamic environment shaped by external factors like policy shifts, political involvement, frequent personnel transfers, and resource limitations. Given its unique role in New Delhi along with the presence of Central and State government offices, Supreme Court of India, Head Quarters of Defence Forces, etc., the council frequently grapples with protocol duties, face-to-face commitments, and resource constraints. These external elements affect the efficient execution of service delivery, daily operations, and any ongoing capacity-building initiatives.



Key Observations & Analysis

4. Key Observations and Analysis

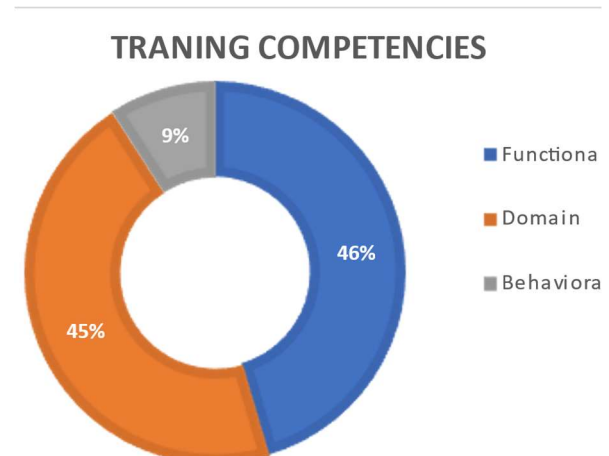
During preparation of ACBP, As-Is study of the ULB was conducted. This included surveys, data collection, focus group discussions as well as interactions with the municipal staff belonging to various departments. During the study, a range of questions were asked to the staff members understand and gauge 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 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 updating in the knowledge base is the only alternative. Accordingly, further to As-Is study, mapping of job roles with required competencies and self-assessment w.r.t to the required competencies were carried out. Based on the requirement of competencies, a training need analysis was conducted. Salient features of this exercise are mentioned below-

4.1 Categorization of Training Needs and Competencies

We have performed surveys and assessments through personal interviews, focused group discussions (FGDs) and Department wise round table discussions. Their inputs and suggestions were recorded and analysed to identify key capacity augmentation areas. With respect to Individual Capacity Building, **total 68 trainings** have been identified which are grouped into six broad categories 1) Administration & Governance Module, 2) Technical & Engineering Module, 3) Project Management Module, 4) IT & Computer Skills Module, 5) Finance Module and 6) Soft/Behavioural Skills Module.



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

According to the data collated and survey conducted, 46% of trainings are under Domain Knowledge Competency, 45% are under Functional Competency and 9% trainings are under Behavioural Competency category. On the other hand, Administration and Governance Module along with Technical and Engineering Module together consist of 46% of training needs.

National Priority

Strengthening the skills/knowledge/competencies essential for effectively addressing infra development and citizen service delivery

Emerging Technology

Developing skills to effectively adopt, implement, and utilize new and innovative technologies



Citizen Centricity

Enhancing the ability of individuals to prioritise and focus on the needs/expectations of the citizens and providing excellent customer service, and delivering high-quality services

4.2 Categorization of Trainings based on Priorities / Objectives

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

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

Identified Trainings supporting National Priorities	
1	Refresher Course on NDMC Act & Rules (Specific module on Tax)
2	Refresher Course for Service Rules
3	Refresher Course for Financial Rules
4	Refresher Course on RTI
5	Refresher Course on Public Procurement (Tendering Process, GFR, Manual for consultancy Services, Procurement of Goods etc.)
6	Refresher Course on Legal proceedings (Registering FIR)
7	Training on Checking Compliance for Health Licensing (GoI)
8	Training on GeM Portal
9	Refresher Course on CPWD Manual for Finance
10	Refresher Course on IT Act with Compliance of ISO 27000
11	Training on Management of ESCROW Account
12	Training on POSH Act
13	Refresher Course on CVC Guidelines
14	Training on National Municipal Accounts Manual
15	Training on Arbitration and Conciliation- Rules and Practices
16	Refresher Course on Pension Rules & Procedures
17	Training on Revenue Augmentation for Urban Local Bodies
18	Training on Compliance (Audit of GST)
19	Training on Audit of Contracts and MoUs (Standard Practices, Rules and Guidelines)
20	Refresher Course on Health Licensing (Processes and Guidelines)
21	Training for Procedure of Rules and Regulations in Building Regulations
22	Refresher Course on Unified Building Bylaws
23	Refresher Course on Energy Conservation Building Code (ECBC) 2017

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

Identified Trainings for Emerging Technologies	
1	Training on BIM Modelling
2	Training on use of Surveillance Systems
3	Training on Landscape Modelling
4	Training on Energy Efficient Buildings (Green building concept, energy efficient practices, optimization techniques etc.)
5	Refresher Course on Online Building Plan Approval System
6	Training on Introduction to Sketchup (Basic Concepts, Use Case)
7	Training on Data Analytics - Basic principles & use cases for ULBs
8	Refresher Course on e-office
9	Refresher Course on JAVA
10	Refresher Course on .NET
11	Refresher Course on Oracle
12	Refresher Course on Postgres
13	Training on Block Chain (Basic concept, use cases)
14	Training on Machine Learning (Basic concept, use cases)
15	Training on Artificial Intelligence (Basic concept, use cases)
16	Training on IoT (Basic concept, use cases)
17	Training on Cyber Security Awareness
18	Training on Datacentre Management (storage management, server management, security appliance management, networks etc.)

19 Training on Datacentre Management and Cloud Computing (Procurement, Deployment and Management)

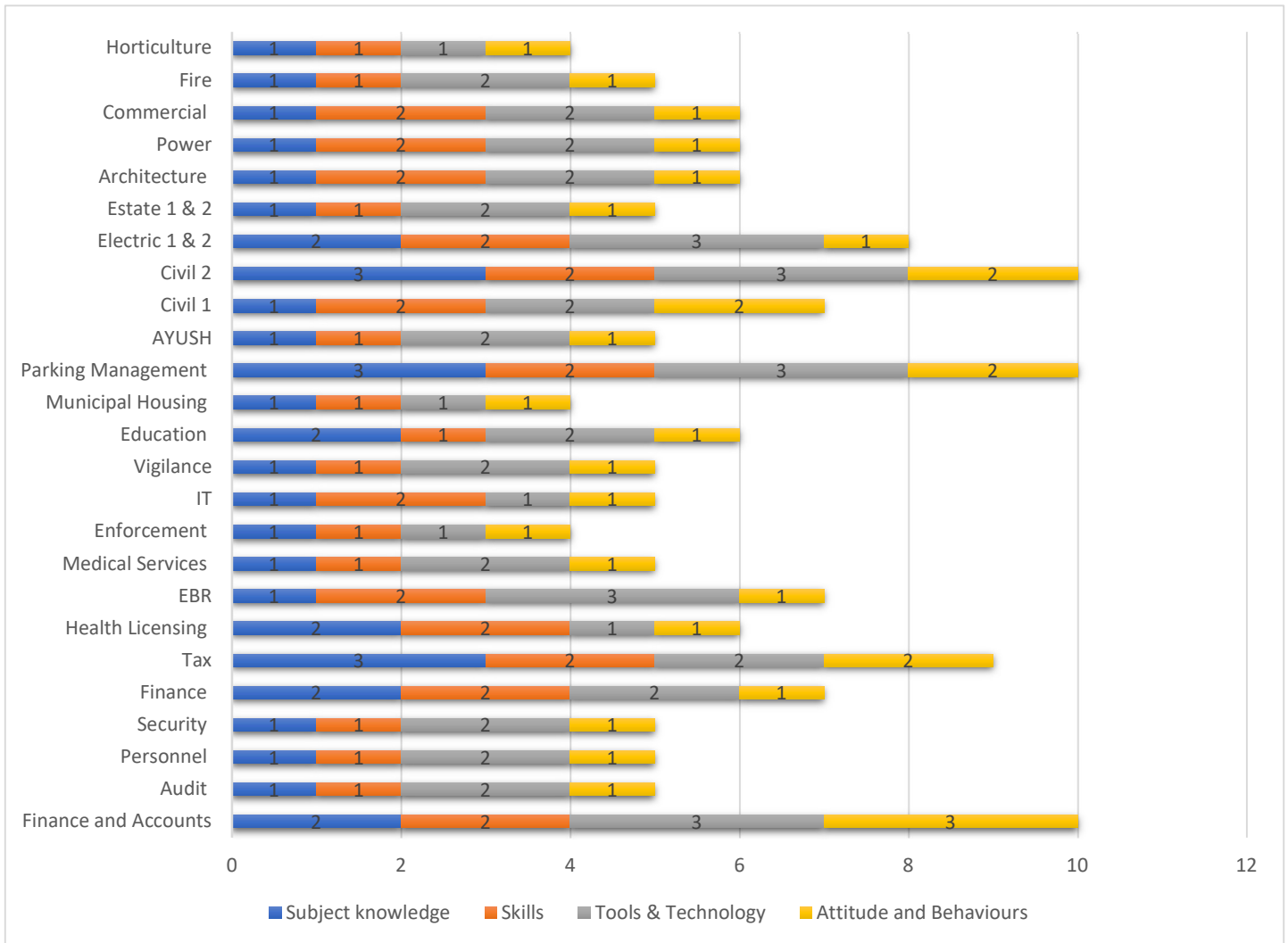
3) Citizen Centricity – This refers to the capacity needs identified for enhancing the ability of individuals to prioritize and focus on the needs/preferences/expectations of citizens and providing excellent customer service and delivering high-quality services that meet citizen expectations. This category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

Identified Trainings for Citizen Centricity	
1	Training on Effective communication skills (Verbal and Non-Verbal)
2	Training on English Language Proficiency
3	Training on Stress Management
4	Training on Team Building
5	Training on Leadership Development
6	Training on Public Dealing

4.3 Self-Assessment of Existing Competencies

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

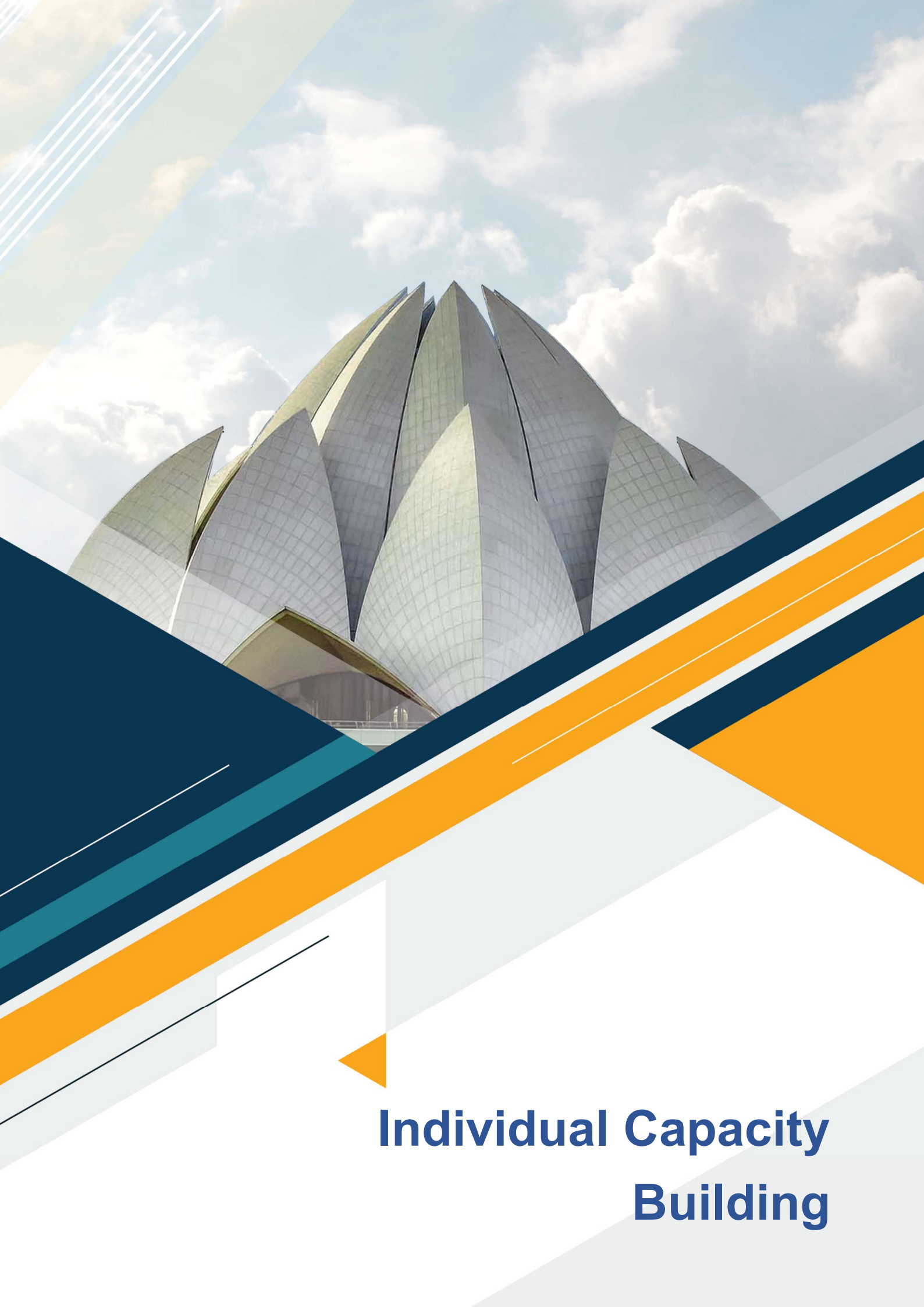
- Subject Knowledge
- Skills
- Tools/Technology
- Attitude and Behaviour



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

Subject Knowledge - Skills - Tools/Technology- Attitude & behaviour

Good-1 # Satisfactory but needs attention - 2 # Needs immediate attention - 3



Individual Capacity Building

5. Individual Capacity Building

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

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

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

5.1 Self-Assessment of Capacity Needs

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

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

During the survey, employees were asked to rate the current level and desired level of proficiency in identified skills on scale of 1 to 10. The objective was to understand the

different levels of efficacies to design the right set of trainings covering beginner to advance level of target efficiencies.

5.2 Indicative 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 Council.

Department wise indicative mapping is attached in Annexure II.

5.3 Identified Training Universe

Based on mapping of functional vis-à-vis competencies requirement of each department of New Delhi Municipal Council and subsequent training needs assessment of individual roles, a total 68 topics/areas of trainings have been identified for different designations and levels. We have sub-categorized these training into 6 themes including 1) Administrative and Governance, 2) Technical and Engineering, 3) Project Management 4) IT and Computers 5) Finance and 6) Soft skills. However, the broad categories are still Functional, Domain and Behavioural.

Topics/ Themes/ Areas identified for Capacity Development	Finance & Accounts	Audit	Personnel	Security	Finance	Tax	Health Licensing	Enforcement Building Regulation	Medical Services and Sanitation	Enforcement	IT	Vigilance	Education	Municipal Housing	Parking Mgmt System	Ayush	Civil-I	Civil-II	Electric I & II	Estimate I & II	Architecture	Commercial	Power	Fire
Administration and Governance Module																								
Refresher Course on NDMC Act & Rules (Specific module on Tax)	Dir, JD,AAO, AO, Tax ins, SAO	Sr. AU, AAU	Dir, ASO, SO		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO		CVO, Dir., DDV, TOV,IOV	DIR,D D, AO, Prog		EO, DEO, JEO				CE, EE, SE, JE	CE, EE, SE, JE	CE, EE, SE, JE	CE, AE, EO	Arch, JA, E,			
Refresher Course on Noting and Drafting	SAO	AAU	SO	ASO	AHO	JE	AMO	SO	AMO	Steno	Steno	Steno	JEO	Steno			JE	JE	JE	JE	E			
Refresher Course on Service Rules	Dir, JD,AAO, AO, Tax ins, SAO	Sr. AU, AAU	Dir, ASO, SO		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO		CVO, Dir., DDV, TOV,IOV														
Refresher Course for Financial Rules	Dir, JD,AAO, AO, Tax ins, SAO	Sr. AU, AAU			JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO			CVO, Dir., DDV, TOV,IOV														
Refresher Course on RTI	Dir, JD,AAO, AO, Tax ins, SAO	Sr. AU, AAU	Dir, ASO, SO		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO		CVO, Dir., DDV, TOV,IOV	DIR,D D, AO, Prog		EO, DEO, JEO				CE, EE, SE, JE	CE, EE, SE, JE	CE, EE, SE, JE	CE, AE, EO	Arch, JA, E,			
Refresher Course on Public Procurement (Tendering Process,	Dir, JD,AAO, AO, Tax ins, SAO	Sr. AU, AAU	Dir, ASO, SO		JD, Dir, AHO	Dir, EE, AE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO		CVO, Dir., DDV, TOV,IOV	DIR,D D, AO, Prog		EO, DEO, JEO				CE, EE, SE, JE	CE, EE, SE, JE	CE, EE, SE, JE	CE, AE, EO	Arch, JA, E,	SE, EE, AE, JE, AA	Dir, SE, EE, AE, JE, Sr. AO, AAO	

GFR, Manual for consultancy Services, Procurement of Goods etc.)																							
Training on Contract Management	AAO, AO		ASO	ASO, CSO			Dir, CMOM, CMOA, AMO	Dir, DD, Prog., AO	Dir, CMOM, CMOA, AMO	CVO, Dir., DDV, TOV, IOV	DIR, D, AO, Prog	CVO, Dir, DDV, TOC, IOV	EO, DEO, JEO			EE, SE, JE	EE, SE, JE	EE, SE, JE	DD, SO, ASO	Arch, JA, E,	SE, EE, AE, JE, AA	Dir, SE, EE, AE, JE, Sr. AO, AAO	
Refresher Course on Legal proceedings (Registering FIR)				ASO						Dir, JD, DD													
Training on Checking Compliance for Health Licensing (GoI)					AFO		JD, Dir, AHO																
Training on GeM Portal	Dir, JD, AAO, AO, Tax ins, SAO	Sr. AU, AAU	Dir, ASO, SO		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO		CVO, Dir., DDV, TOV, IOV	DIR, D, AO, Prog		EO, DEO, JEO			CE, EE, SE, JE	CE, EE, SE, JE	CE, EE, SE, JE	CE, AE, EO	Arch, JA, E,			
Refresher Course on CPWD Manual for Finance	AAO, AO										DIR, D, AO, Prog												
Refresher Course on IT Act with Compliance of ISO 27000																							
Training on Management of ESCROW Account	AAO, AO																		DD, SO, ASO				
Training on POSH Act	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Refresher Course on CVC Guidelines												CVO, Dir, DDV, TOC, IOV											
Computer Skills																							

Refresher Course -MS Office (Word, Excel, PPT)	AO, CLK	AAU	ASO, SO	ASO	AFO	AE, JE	AHO	JE, Steno	AMO	TOV	Prog, AO	CVO, Dir, DDV, TOC, IOV	JEO	Steno				JE	JE	JE	EO	E			
Training on Data Analytics - Basic principles & use cases for ULBs	Dir, JD			ASO	AFO		AHO				Prog, AO														
Refresher Course on e-office	AAO, AO	AAU	SO	ASO	AFO	JE	AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO	Prog, AO	CVO, Dir, DDV, TOC, IOV	JEO					JE	JE	JE	EO	E			
Refresher Course on JAVA											Prog, AO														
Refresher Course on .NET											Prog, AO														
Refresher Course on Oracle											Prog, AO														
Refresher Course on Postgres											Prog, AO														
Training on Block Chain (Basic concept, use cases)											Prog, AO														
Training on Machine Learning (Basic concept, use cases)											Prog, AO														
Training on Artificial Intelligence (Basic concept, use cases)											Prog, AO														
Training on IoT (Basic concept, use cases)											Prog, AO														
Training on Cyber Security Awareness											Prog, AO														

Training on Datacentre Management (storage management, server management, security appliance management, networks etc.)											Prog,, AO											
Training on Datacentre Management and Cloud Computing (Procurement, Deployment and Management)											Prog, AO											
Project Management																						
Training on Project Management (Process, tools, techniques, best practices, model documents)	Dir, JD, AAO, AO, Tax ins, SAO	Sr. AU, AAU	Dir, ASO, SO		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AMO	Dir, JD, DD, SO			CVO, Dir., DDV, TOV, IOV	DIR, D D, AO, Prog			EO, DEO, JEO			CE, EE, SE, JE	CE, EE, SE, JE	CE, EE, SE, JE	CE, AE, EO	Arch, JA, E,
Technical and Engineering Module																						
Training on Utility Management (Design, O&M, Planning etc.)																		CE, SE, EE, AE, JE, WA	CE, EE, SE, JE			
Training on Drainage Design and Effective management: Urban Regions																		CE, SE, EE, AE, JE, WA				
Training on Road Maintenance																		CE, SE, EE, AE, JE, WA				

Training on Operation and Maintenance of Buildings (Preventive & corrective)																					JE, SUP, FS
Training on BIM Modelling																					CE, SE, EE, AE, JE
Training on use of Surveillance Systems				ASO, CSO																	
Refresher Course on Disciplinary Proceedings (Rules, Guidelines and Procedures)												CVO, Dir, DDV, IOV									
Refresher Course on Health Licensing (Processes and Guidelines)							JD, Dir, AHO														
Training for Procedure of Rules and Regulations in Building Regulations								Dir, EE, AE, JE				Dir, CMOM, CMOA, AMO									
Refresher Course on Unified Building Bylaws																					CA, DCA, AA, AE, JE
Training on Landscape Modelling																					CA, DCA, AA, AE, JE
Training on Energy Efficient Buildings (Green building concept, energy efficient practices,																					CA, DCA, AA, AE, JE

Technical Trainings provided by NTPI																					EE,AE,JE		
Introductory Course on SCADA																						SE,EE,AE,JE	
Course on SAP for utility billing																						Dir, SE, EE, AE, JE, AA	
Course on Data Analytics and Advanced Excel																						Dir, SE, EE, AE, JE, AA	
Training on PPP Modelling and purchasing																						Dir, SE, EE, AE, JE, AA	
Course on Regulatory and Legal Compliances																						Dir, SE, EE, AE, JE, AA	
All technical courses provided by Department of Delhi Fire Services Training Centre																							Field Staff
Finance																							
Training on National Municipal Accounts Manual							AFO,																
Training on Debt and Investment management							AFO																
Training on Arbitration and Conciliation - Rules and Practices							AFO															Dir, JD	Dir, EE, AE, JE
Training on Basics of Municipal Accounting																						JD, AAO, AO, CLK	

Training on Basics of Municipal Finance	JD, AAO, AO, CLK																				
Refresher Course on Pension Rules & Procedures	JD, AAO, AO, CLK																				
Training on Revenue Augmentation for Urban Local Bodies	JD, AAO, AO, CLK																				
Training on Emerging Financial Instruments - Green Bonds, Carbon Credits, etc.	Dir, JD																				
Training on Preparation of Local Audit Report and Annual Audit Report	Sr. Au, AAU																				
Training on Compliance (Audit of GST)	Sr. Au, AAU																				
Training on Audit of Contracts and MoUs (Standard Practices, Rules and Guidelines)	Sr. Au, AAU																				
Training on Audit of Office Administration and Establishment (Standard Practices)	Sr. Au, AAU																				
Training on Audit of Works under Civil Engineering and	Sr. Au, AAU																				

Electricity Departments																									
Training on Audit of Frauds and Evidence Gathering - Rules, Guidelines and Procedures		DAU, Sr. Au, AAU																							
Training on Audit of Procurement, Storage and Distribution		Sr. Au, AAU																							
Soft Skills																									
Training on Effective communication skills (Verbal and Non-Verbal)	Dir, JD,AAO, AO, CLK	Sr. AU, AAU	Dir, ASO, SO	JD, CSO, ASO,	AFO, JD		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AOM	Dir, JD, DD, SO	Dir, DD, Prog, AO	CVO, Dir, DDV, TOV, IOV	EO, DEO, JEO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	EE, AE, JE, AA	SE, EE, AE, JE, Sr. AO, AAU	Dir, JD, SO
Training on English Language Proficiency	AO, CLK	Sr. AU, AAU	Dir, ASO, SO	JD, CSO, ASO,	AFO		JD, Dir, AHO	Dir, EE, AE, JE	AOM	Dir, JD, DD, SO	Dir, DD, Prog, AO	CVO, Dir, DDV, TOV, IOV	EO, DEO, JEO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	EE, AE, JE, AA	EE, AE, JE, Sr. AO, AAU	Dir, JD, SO
Training on Stress Management	Dir, JD,AAO, AO, CLK	DAU, Sr. Au, AAU	Dir, ASO, SO	JD, CSO, ASO,	AFO, JD		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AOM	Dir, JD, DD, SO	Dir, DD, Prog, AO	CVO, Dir, DDV, TOV, IOV	EO, DEO, JEO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	EE, AE, JE	EE, AE, JE, Sr. AO, AAU	Dir, JD, SO
Training on Team Building	Dir, JD	DAU, Sr. Au, AAU	Dir, ASO, SO	JD, CSO, ASO,	AFO, JD		JD, Dir, AHO	Dir, EE, AE, JE	Dir, CMOM, CMOA, AOM	Dir, JD, DD, SO	Dir, DD, Prog, AO	CVO, Dir, DDV, TOV, IOV	EO, DEO, JEO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, SE, EE, AE, JE, AA	Dir, SE, EE, AE, JE, Sr. AO, AAU	Dir, JD, SO
Training on Leadership	Dir, JD	DAU, Sr. Au, AAU	Dir, ASO, SO	JD,CSO	JD	JD	JD, Dir	Dir, EE, AE, JE	Dir, CMOM, CMOA	Dir, JD, DD, SO	Dir, DD, Prog, AO	CVO, Dir.	EO, DEO, JEO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, SE, EE, AE, JE, AA	Dir, SE, EE, AE, JE, Sr. AO, AAU	Dir, JD, SO
Training on Public Dealing								Dir, EE, AE, JE		Dir, JD, DD, SO	Dir, Prog, AO		EO, DEO, JE	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Dir, JD, SO	Field Staff: Meter readers	AE, JE, Sr. AO, AAU,	Dir, JD, SO	

Designations & Abbreviations

AAO	Assistant Account Officer	DAU	Deputy chief Auditor	IOV	Investigating Officer Vigilance	TOV	Technical Officer Vigilance
AAU	Assistant Audit Officer	DDIT	Deputy Director IT	JD	Joint Director	VP	Vice Principal
AE	Assistant Engineer	DDV	Deputy Director Vigilance	JE	Junior Engineer		
AO	Account Officer	DEO	Deputy Education Officer	P	Principal		
AO	Assistant Officer	Dir	Director	PH	Primary Headmaster		
ASO	Assistant Security Officer	Dir (IT)	Director IT	Prog.	Programmer		
CMOA	Chief Medical Officer (Admin)	Dir EBR	Director (EBR)	PT	Primary Teacher		
CMOM	Chief Medical Officer (Medical)	Dir Medical	Director (Medical Services)	Sr. AO	Senior Account Officer		
CSO	Chief Security Officer	DV	Director (Vigilance)	Sr. Au	Senior Audit Officer		
CVO	Chief Vigilance Officer	EE	Executive Engineer EBR	Tax Insp	Tax Inspector		

5.4 Training Curriculum Expectation

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

As given in the tables below, for each topic, details of desired training/course have been mentioned covering key topics to be covered, probable duration of the course, requirement of site visit, etc. The links of the available and relevant online courses have also been provided in each table to facilitate trainings. In addition to this, for each topic, names of the potential training institutions have been listed. The Capacity Building Unit at the Municipal Council 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 NDMC Act & Rules		
Course Objective	To provide comprehensive understanding of NDMC Act (and amendments), Rules, Provisions, etc. and its usage in day-to-day operations		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Brief overview of the ULB's functions, authority, power, procedures etc. 2. To provide comprehensive details of the Act, its rules, guidelines, and procedures. 3. Understanding of Finance, Accounts and Audits, Property, and relevant sections of the act 4. Regulations regarding Building permissions, Licenses and fee, Taxes, by-laws. 5. Penalties, Procedures and miscellaneous. 			

Targeted Department: Finance & Accounts, Audit, Personnel, Finance, Tax, Health Licensing, Enforcement Building Regulations, Enforcement, IT, Education, Civil 1, Civil 2, Electric 1 & 2, Estate 1 & 2, Architecture

Online Courses – N. A

Potential Training Institutes:

- Indian Institute of Public Administration

Topic/Area/Theme	Refresher Course on Noting and Drafting		
Course Objective	Hands on training on drafting of file notes, submission of remarks/comments, preparation of official reports and proposals		
Expected Duration	Two Days	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Standard procedures to be followed while drafting file note/preparing official reports/proposals. 2. Use of administrative language- improving vocabulary 3. Use of different MS office tools to improve efficiency. 4. Techniques and procedures for sequencing, storage, etc. 5. Compliances to be checked- RTI information/Audit norms/etc. 			
Targeted Department-			
Finance and Accounts, Audit, Personnel, Security, Finance, Tax, Health Licensing, EBR, Medical Services and Sanitation, Enforcement, IT, Vigilance, Education, Municipal Housing, Civil 1 & 2, Electric 1 & 2, Estate 1 & 2, Architecture			
Online Courses –iGOT		Potential Training Institutes:	
https://portal.igotkarmayogi.gov.in/app/toc/do_1135948071783301121144/overview?primaryCategory=Course&batchId=0135949651763609600		<ul style="list-style-type: none"> • AILSG, Delhi 	

Topic/Area/Theme	Refresher Course on Service Rules		
Course Objective	Update knowledge and improve comprehensive understanding of the service rules for enhanced compliance and effective execution of official duties.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Basic overview of Service Rules and their relevance to ULBs. 2. Understanding the constitutional framework and legal provisions governing civil services in NDMC 3. Understanding the rules and procedures for appointment, promotion, and transfer. 4. Study of rules related to leaves, promotion, probation, and retirement. 5. Examination of administrative powers, delegation of authority, and decision-making processes within ULBs. 			
Targeted Department- Finance and Accounts, Audit, Personnel, Finance, Tax, Health Licensing, EBR, Enforcement			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration • AIILSG, Delhi 		

Topic/Area/Theme	Refresher Course on Financial Rules and related provisions		
Course Objective	Update and reinforce officials' knowledge regarding financial rules and related provisions for NDMC		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Basic overview of delegation of financial powers to NDMC 2. Understanding the hierarchy and administrative structure of the dept- Finance units, Budget section and audit section 3. Basics of Budgeting and Fund utilization 4. Study of guidelines for formulation, implementation & monitoring of schemes 5. Understanding of statutory compliances and revenue generation 			
Targeted Department- Finance and Accounts, Audit, Finance, Tax, Health Licensing, Enforcement,			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration • AILSG, Delhi 		

Topic/Area/Theme	Refresher Course on Right to Information Act		
Course Objective	Revisit and strengthen government officials' understanding regarding Right to Information (RTI) Act, Rules and related compliances		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>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</p> <p>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</p> <p>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</p> <p>4. Ethical and Legal Implications of RTI – Covers the ethical and legal implications of exercising the RTI</p> <p>5. Best Practices in RTI Implementation – Covers best practices in implementing and enforcing the RTI Act</p>			
Targeted Department- Finance & Accounts, Audit, Personnel, Finance, Tax, Health Licensing, Enforcement Building Regulations, Enforcement, IT, Education, Civil 1, Civil 2, Electric 1 &2, Estate 1 & 2, Architecture			
Online Courses – <ul style="list-style-type: none"> • https://igotkarmayogi.gov.in/Right to Information 2005 • https://nptel.ac.in/courses/129106001 	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration 		

Topic/Area/Theme	Refresher Course on Public Private Partnership		
Course Objective	Update and enhance understanding of Public-Private Partnership (PPP) principles for effective collaboration and implementation in public projects and initiatives.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 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 structuring and procurement – covers process of structuring and procurement PPP projects including contract negotiations, financing arrangements, and risk allocation. 3. PPP Procedures- Covers a brief on tendering process and procedures, GFR Manual, Manual for consultancy services. 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. 			
Targeted Department- Finance and Accounts, Audit, Personnel, Finance, Tax, Health Licensing, EBR, Enforcement, IT, Education, Civil 1 & 2, Electric 1 & 2, Estate 1 & 2, Architecture			
Online Courses – https://portal.igotkarmayogi.gov.in/app/toc/do_1134128837234933761200/overview?primaryCategory=Course&batchId=0134358061202636808		Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration 	

Topic/Area/Theme	Training on Contract Management		
Course Objective	Develop comprehensive skills in effective contract management for efficient execution and oversight of contractual obligations in government projects/tasks		
Expected Duration	Two days	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Contract Management: Basics of contract lifecycle, types of contracts, and key stakeholders involved. 2. Contract Creation and Negotiation: Techniques for drafting contracts, negotiating terms, and understanding legal implications. 3. Risk Management in Contracts: Identifying, assessing, and mitigating risks associated with contracts. 4. Contract Administration and Compliance: Procedures for monitoring contracts, ensuring adherence to terms, and managing modifications. 5. Dispute Resolution and Contract Closure: Strategies for resolving conflicts, closing contracts, and post-contract evaluation. 			
Targeted Department- Finance and Accounts, Personnel, Security, Health Licensing, EBR, Medical services and sanitation, Enforcement, IT, Vigilance, Education, Civil 1 & 2, Electric 1 & 2, Estate 1 & 2, Architecture			
Online Courses: https://portal.igotkarmayogi.gov.in/app/toc/do_1138976417550663681373/overview?primaryCategory=Course	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration • AILSG, Delhi 		

Topic/Area/Theme	Refresher Course on Legal proceedings (Registering FIR)		
Course Objective	Revisit and update procedural expertise in legal proceedings, focusing on FIR registration, to ensure adherence to legal protocols within governmental jurisdictions.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding Legal Proceedings: Overview of legal procedures, focusing on the process of registering a First Information Report (FIR). 2. FIR Filing Process: Detailed steps and documentation required for initiating an FIR. 3. Role of Authorities and Legal Rights: Understanding the roles of law enforcement, rights of the complainant, and responsibilities during the FIR registration. 4. Evidence Collection and Documentation: Techniques for collecting evidence, maintaining proper documentation, and presenting information effectively. 5. Challenges and Resolution: Addressing common challenges in FIR registration and methods to navigate through legal complexities. 			
Targeted Department- Security, Enforcement			
Online Courses – NA	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration • AILSG, Delhi 		

Topic/Area/Theme	Training on Checking Compliance for Health Licensing (GoI)		
Course Objective	Equip officials with skills to effectively check compliance for health licensing, adhering to Government of India (GoI) guidelines for regulatory health standards.		
Expected Duration	Two Days	Mode: Online/Onsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. GoI Health Licensing Framework Overview: Understanding Government of India's (GoI) health licensing regulations and their relevance to NDMC's licensing procedures. 2. Alignment with GoI Guidelines: Ensuring NDMC's licensing processes adhere to specific GoI criteria, standards, and regulations. 3. Compliance with GoI Standards: Implementing and maintaining adherence to comprehensive health compliance standards mandated by the GoI. 4. Interpreting GoI Inspections: Understanding and preparing for GoI inspections, aligning NDMC practices with GoI health standards. 5. Collaborating with stakeholders: to improve and develop a robust system for compliance and to ensure quality health care is delivered. 			
Targeted Department- Finance, Health Licensing			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Institute of Public Administration 		

Topic/Area/Theme	Training on GeM Portal		
Course Objective	Acquire expertise in navigating and utilizing the Government e-Marketplace (GeM) platform for streamlined procurement and efficient government purchasing processes.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to the GEM Portal 2. Guidelines and best practices recommended for public procurement. 3. Online Bid preparation and evaluation process 4. Contract Award: Preparation of bid evaluation report, Award of contract 5. Use of GeM support centre to address grievances 			
Targeted Department- Finance & Accounts, Audit, Personnel, Finance, Tax, Health Licensing, Enforcement Building Regulations, Enforcement, IT, Education, Civil 1, Civil 2, Electric 1 &2, Estate 1 & 2, Architecture			
Online Courses https://portal.igotkarmayogi.gov.in/app/to/c/do_1139274381103841281141/overview?primaryCategory=Course	Potential Training Institutes: <ul style="list-style-type: none"> • AIILSG, Delhi 		

Topic/Area/Theme	Refresher Course on CPWD Manual for Finance		
Course Objective	Enhance familiarity and proficiency in CPWD Manual for Finance, ensuring adept application and compliance with financial guidelines within governmental projects and operations.		
Expected Duration	Two Days	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Overview of CPWD Finance Manual: Understanding the structure and key components of the Central Public Works Department (CPWD) Manual for Finance.</p> <p>2. Financial Procedures and Guidelines: Detailed exploration of financial procedures, budgeting, accounting, and procurement protocols outlined in the CPWD Finance Manual.</p> <p>3. Compliance and Audit Standards: Understanding compliance requirements and audit standards specified by CPWD for financial processes and transactions.</p> <p>4. Financial Reporting and Accounting Standards: Participants would learn about financial reporting requirements, accounting principles, and standards applicable to the relevant projects</p> <p>5. Ethics and Professionalism in Financial Management: Participants would explore ethical considerations and professional standards relevant to financial management. They would learn about ethical decision-making, integrity, and accountability in financial practices.</p>			
Targeted Department- Finance & Accounts, IT			
Online Courses - NA	Potential Training Institutes: <ul style="list-style-type: none"> Indian Institute of Public Administration 		

Topic/Area/Theme	Refresher Course on IT Act		
Course Objective	Update the understanding of the IT Act, focusing on its provisions, legal compliance, and security protocols within governmental frameworks.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Overview of IT Act: Understanding the key components, provisions, and objectives of the Information Technology (IT) Act in India. 2. Legal Framework and Cyber Law: Exploring the legal framework, regulations, and cyber laws outlined in the IT Act. 3. Compliance and Enforcement: Understanding compliance requirements, penalties, and enforcement mechanisms specified by the IT Act for ensuring adherence to its provisions. 			
Targeted Department- IT			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AILSG, Delhi 		

Topic/Area/Theme	Training on Management of ESCROW Account		
Course Objective	Acquire proficient management skills for handling ESCROW accounts, ensuring secure and compliant financial management within regulatory frameworks.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Escrow Accounts: Understanding the purpose, function, and significance of escrow accounts in financial transactions. 2. Escrow Management Principles: Learning principles and guidelines for managing escrow accounts, including fund handling and disbursement procedures. 3. Legal and Compliance Aspects: Understanding legal requirements, regulatory compliance, and documentation associated with escrow account management. 4. Risk Mitigation and Security Measures: Techniques for risk assessment, implementing security measures, and ensuring the safety of funds held in escrow. 5. Accounting and Reporting: Procedures for maintaining accurate records, periodic reconciliation, and generating reports for escrow transactions and balances. 			
Targeted Department- Finance and Accounts			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • The Institute of Chartered Accountants of India 		

Topic/Area/Theme	Training on POSH Act		
Course Objective	Enhance understanding and application of the Prevention of Sexual Harassment (POSH) Act for fostering safe and respectful work environments within organizational settings.		
Expected Duration	One Day	Mode: Online/Onsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding POSH Act: Overview of the Prevention of Sexual Harassment (POSH) Act, its objectives, and scope in workplace settings. 2. Roles and Responsibilities: Clarification of roles and responsibilities of employers, employees, and the Internal Complaints Committee (ICC) under POSH. 3. Complaints Handling Procedures: Detailed guidance on procedures for filing complaints, investigations, and resolutions under POSH, including safety measures for victims during the investigation. 4. Safety Guidelines for Victims: Providing safety guidelines, safeguards, and support mechanisms for victims during the complaint process, ensuring confidentiality, and outlining the available resources for assistance. 5. Awareness, Sensitization, and Prevention: Training on creating a respectful and safe workplace culture, raising awareness about sexual harassment, promoting sensitivity, and preventing incidents through proactive measures. 			
Targeted Department- All Departments			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_113569878939262976132/overview?primaryCategory=Course&batchId=0136039422685102083	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AILSG 		

Topic/Area/Theme	Refresher Course on CVC Guidelines		
Course Objective	Revisit and reinforce adherence to the Central Vigilance Commission (CVC) guidelines for promoting integrity and transparency within governmental operations.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to CVC Guidelines: Overview of the Central Vigilance Commission (CVC) guidelines, their purpose, and significance in governance and compliance.</p> <p>2. Ethical Practices and Integrity: Understanding the principles of ethical conduct, integrity, and transparency as outlined in the CVC guidelines.</p> <p>3. Preventive Vigilance Measures: Exploring measures for preventing corruption, promoting good governance, and ensuring compliance with CVC directives.</p> <p>4. Compliance and Implementation Strategies: Techniques for implementing and maintaining compliance with CVC guidelines within organizational frameworks and practices.</p> <p>5. Case Studies and Best Practices: Analyzing real-life case studies of corruption scandals and successful anti-corruption initiatives to understand the root causes of corruption and identify best practices for preventing and combating corruption</p>			
Targeted Department- Vigilance			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AIILSG 		

Topic/Area/Theme	Refresher Course on MS Office		
Course Objective	Update and refine skills in MS Office applications for enhanced productivity and proficiency in everyday office tasks.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. MS Word, MS Excel, MS PowerPoint, MS Access and Database, E-Mail. 2. Step-by-step process of working with different files and understanding the functions and commands 3. Advanced MS Excel Master Spreadsheets - Advanced charts, graphs, formulas, macros, and data analysis 4. Use of Microsoft outlook and features within 5. Use of power point for preparing presentations. 			
Targeted Department- All departments			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_113712902127919104114/overview?primaryCategory=Program	Potential Training Institutes: <ul style="list-style-type: none"> • AIILSG • ASCI 		

Topic/Area/Theme	Training on Data Analytics - Basic principles & use cases for ULBs		
Course Objective	Explore foundational principles and practical use cases of Data Analytics tailored for Urban Local Bodies (ULBs) to foster informed decision-making and efficient governance.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Data Analytics and the key steps in the Data Analytics process 2. Different types of data structures, file formats, and sources of data 3. Differentiate between different data roles such as Data Engineer, Data Analyst, Data Scientist, etc. 4. Understanding of data analysis processes involving collecting, wrangling, mining, and visualizing data 5. Data protection and security policies, protocols, etc. 			
Targeted Department- Finance & Accounts, Security, Finance, Health Licensing, IT,			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_1136258909109616641481/overview?primaryCategory=Course&batchId=0136260184764088326	Potential Training Institutes: <ul style="list-style-type: none"> • ASCI • IIIT Bangalore 		

Topic/Area/Theme	Refresher Course on e-office		
Course Objective	Revisit and update proficiency in e-Office systems, focusing on advanced features and best practices to optimize workflow efficiency and digital governance.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Electronic Document Management – Covers the process of creating, managing, storing and sharing digital documents 2. Email Management – Covers best practices for managing email communications, including organizing & archiving email messages 3. Digital Communication Tools – Covers use of digital communication tools, such as instant messaging, video conferencing etc. 4. Information Security – Covers strategies and techniques for securing digital information & preventing unauthorized access 5. Workflow Automation – Covers the automation of administrative & bureaucratic processes using digital tools & technologies such as workflow management systems, to improve efficiency and reduce errors. 			
Targeted Department- All Departments			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_113838483462897664175/overview?primaryCategory=Course	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AIILSG 		

Topic/Area/Theme	Refresher Course on JAVA		
Course Objective	Revisit and update Java programming skills, focusing on advanced concepts and modern applications to enhance development proficiency.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Java: Basics of Java programming language, its syntax, and fundamental concepts like variables, data types, and control structures. 2. Handling Data in Java: Working with arrays, collections, and understanding input/output operations in Java. 3. Introduction to Java APIs and Frameworks: Overview of Java APIs (Application Programming Interfaces) and popular frameworks like Java Standard Edition (SE) or Enterprise Edition (EE) for developing applications. 4. Object-Oriented Programming (OOP) in Java 5. Exception Handling and Debugging in Java 			
Targeted Department- IT			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Refresher Course on .NET		
Course Objective	Revisit and update .NET programming skills, emphasizing advanced techniques and contemporary applications for enhanced development expertise.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to .NET: Basics of the .NET framework, its architecture, and key components such as Common Language Runtime (CLR) and Framework Class Library (FCL). 2. Data Management in .NET: Working with data structures, database connectivity, and input/output operations using .NET. 3. Introduction to .NET Framework Tools and Libraries: Overview of .NET tools, libraries, and frameworks used for developing applications, including ASP.NET for web development or WinForms for desktop applications. 4. Building a simple CRUD (Create, Read, Update, Delete) application. 5. Deploying an application to a local server. 			
Targeted Department- IT			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Refresher Course on ORACLE		
Course Objective	Revisit and update Oracle database management skills, focusing on advanced functionalities and modern applications for enhanced database proficiency.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Oracle: Basics of Oracle Database, its architecture, and fundamental concepts like tables, queries, and SQL. 2. Data Handling in Oracle: Managing data using SQL, including data retrieval, manipulation, and database operations in Oracle. 3. Oracle Tools and Utilities: Overview of Oracle tools, utilities, and frameworks used for database development, administration, and application building. 4. Delve into advanced SQL concepts and techniques, including subqueries, joins, indexing, and optimization strategies for efficient data retrieval and manipulation in Oracle databases. 5. Introduction to PL/SQL, Oracle's procedural language extension for SQL. Explore the basics of PL/SQL programming, stored procedures, functions, triggers, and exception handling to enhance database functionality and performance. 			
Targeted Department- IT			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Refresher course on Postgres		
Course Objective	Revisit and update Postgres database management skills, emphasizing advanced functionalities and modern applications for enhanced database proficiency.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to Postgres: Basics of PostgreSQL Database, its architecture, and fundamental concepts like tables, queries, and SQL in Postgres. 2. Data Management in Postgres: Hands-on practice with data handling in Postgres, covering data retrieval, manipulation, and database operations using SQL.. 3. Postgres Tools and Extensions: Overview of Postgres tools, extensions, and utilities used for database development, administration, and optimizing performance. 4. Advanced Querying and Optimization. 5. Security and Access Control in Postgres. 			
Targeted Department- IT			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on Block Chain (Basic concept, use cases)		
Course Objective	Explore fundamental concepts and practical use cases of Blockchain technology for comprehensive understanding and potential application in various domains.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Understanding Blockchain Technology: Introduction to blockchain, decentralized ledgers, cryptographic principles, and the concept of distributed consensus.</p> <p>2. Blockchain Components and Architecture: Exploring the fundamental components, data structure, and architecture of blockchain networks.</p> <p>3. Blockchain Use Cases: Analysing real-world applications and use cases of blockchain technology across various industries like finance, supply chain, healthcare, and more.</p> <p>4. Security and Privacy in Blockchain: Understanding the security measures, encryption techniques, and privacy considerations within blockchain systems.</p> <p>5. Hands-on Practical Applications: Engaging in practical exercises, demonstrations, or simulations to understand the functioning of blockchain and its potential applications.</p>			
Targeted Department- IT			
Online Courses – https://portal.igotkarmayogi.gov.in/app/toc/do_1138190209832796161262/overview?primaryCategory=Course&batchId=0138531465716121600	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on Machine Learning (Basic concept, use cases)		
Course Objective	Discover foundational concepts and practical applications of Machine Learning for comprehensive understanding and real-world implementation across diverse use cases.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Machine Learning: Understanding the basics of machine learning, types of machine learning (supervised, unsupervised, reinforcement learning), and its applications.</p> <p>2. Machine Learning Algorithms: Exploring popular machine learning algorithms like linear regression, decision trees, support vector machines, and neural networks.</p> <p>3. Use Cases of Machine Learning: Analysing real-world applications of machine learning in various fields such as healthcare, finance, marketing, image recognition, natural language processing, and recommendation systems.</p> <p>4. Data Preprocessing and Feature Engineering: Techniques for data cleaning, preprocessing, feature selection, and transformation to prepare data for machine learning models.</p> <p>5. Practical Implementation and Projects: Engaging in hands-on projects or practical exercises to apply machine learning algorithms to datasets and solve real problems.</p>			
Targeted Department- IT			
Online Courses https://portal.igotkarmayogi.gov.in/app/to/c/do_11393728121764249615/overview?primaryCategory=Course	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on IoT (Basic concept, use cases)		
Course Objective	Discover fundamental IoT concepts and explore practical use cases for a comprehensive understanding and real-world application across diverse industries.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding IoT: Introduction to IoT, its components, architecture, and the interconnected network of physical devices and sensors. 2. IoT Devices and Technologies: Exploring IoT devices, communication protocols (such as MQTT, CoAP), and technologies like RFID, sensors, actuators used in IoT ecosystems. 3. Use Cases and Applications of IoT: Analysing real-world applications of IoT across industries including smart homes, healthcare monitoring, industrial automation, smart cities, agriculture, and transportation. 4. Security and Privacy in IoT: Understanding the security challenges, encryption techniques, and privacy considerations essential for safeguarding IoT networks and data. 5. Practical Implementations and Demonstrations: Engaging in hands-on demonstrations, case studies, or practical exercises to understand IoT device interactions and create simple IoT-based projects. 			
Targeted Department- IT			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_113965713168392192170/overview?primaryCategory=Course	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on Artificial Intelligence (Basic concept, use cases)		
Course Objective	Explore foundational AI concepts and practical use cases to gain a comprehensive understanding and real-world application across various domains.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Introduction to AI: Basics of Artificial Intelligence, including machine learning, neural networks, and the fundamental concepts behind AI technologies. 2. AI Applications and Use Cases: Exploration of real-world AI applications and use cases across various industries such as healthcare, finance, autonomous vehicles, and natural language processing (NLP). 3. Ethics and Bias in AI. 4. AI in Cybersecurity. 5. AI and the Future of Work. 			
Targeted Department- IT			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_113918250035544064151/overview?primaryCategory=Course https://portal.igotkarmayogi.gov.in/app/toc/do_1136258909109616641481/overview?primaryCategory=Course&batchId=0136260184764088326	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on Cyber Security Awareness		
Course Objective	Develop foundational knowledge in Cyber Security, emphasizing awareness and best practices for safeguarding digital assets and mitigating cyber threats.		
Expected Duration-	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Cybersecurity: Basics of cybersecurity, covering key concepts such as threats, vulnerabilities, and the importance of security measures.</p> <p>2. Cybersecurity Regulations and Acts: Understanding relevant laws and regulations like IT Act 2000, IT Amendment Act 2008, IT Rules 2011, National Cyber Security Policy 2013, IT Rules 2021, DPDP 2023 and other data protection acts depending on the region.</p> <p>3. Safeguards and Best Practices: Exploring best practices, security measures, and safeguards in cybersecurity, including encryption methods, access controls, incident response plans, and security policies.</p> <p>4. Compliance Standards and Frameworks: Overview of industry standards and frameworks like ISO 27001, NIST Cybersecurity Framework, and their role in ensuring compliance and cybersecurity best practices.</p> <p>5. Best Practices and use cases for ULBs</p>			
Targeted Department- IT			
Online Courses https://portal.igotkarmayogi.gov.in/app/toc/do_113814138061455360187/overview?primaryCategory=Course&batchId=0138176433611571209	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore • CDAC 		

Topic/Area/Theme	Training on Datacentre Management (storage management, server management, security appliance management, networks etc.)		
Course Objective	Explore comprehensive Data Centre Management covering storage, server, security appliance, and network management for efficient data handling and security protocols.		
Expected Duration- 2-4 hrs	Two Days	Mode: Phygital	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Data Centre Fundamentals: Introduction to data centres, understanding their architecture, functions, and the significance of effective management.</p> <p>2. Storage Management: Techniques for managing storage systems, data backups, data retrieval, and ensuring data integrity within data centres.</p> <p>3. Server Management: Understanding server infrastructure, server deployment, configuration, maintenance, and performance optimization within data centres.</p> <p>4. Security Appliance Management: Managing security appliances, firewalls, intrusion detection systems, and implementing security protocols to safeguard data.</p> <p>5. Network Management: Strategies for network configuration, monitoring, troubleshooting, and ensuring optimal network performance within data centre environments.</p>			
Targeted Department- IT			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on Datacentre Management and Cloud Computing (Procurement, Deployment and Management)		
Course Objective	Gain insights into Data Centre Management and Cloud Computing, focusing on procurement, deployment, and efficient management strategies for enhanced operational efficiency.		
Expected Duration	Two Days	Mode: Phygital	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Overview of Data Centre and Cloud Computing: Understanding data centre infrastructure and the principles of cloud computing, including deployment models and service types.</p> <p>2. Procurement Strategies: Techniques for evaluating cloud service providers, comparing offerings, negotiating contracts, and selecting appropriate services.</p> <p>3. Deployment Techniques: Understanding deployment methodologies, migration strategies, and transitioning to cloud-based services effectively.</p> <p>4. Management in Cloud Environment: Managing cloud resources, configuring services, monitoring performance, and optimizing cloud infrastructure for efficiency.</p> <p>5. Integration and Security Measures: Integrating on-premises systems with cloud services, implementing security protocols, and ensuring data protection within cloud environments.</p>			
Targeted Department-IT			
Online Courses -NA	Potential Training Institutes: <ul style="list-style-type: none"> • IIT Delhi • IIIT Bangalore 		

Topic/Area/Theme	Training on Project Management (Process, tools, techniques, best practices, model documents)		
Course Objective	Comprehensive training covering project management processes, tools, techniques, best practices, and model documents for effective project execution.		
Expected Duration	Two Days	Mode: Phygital	Exposure visit-NA
Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Overview of Project Management principles 2. Project life cycle and planning 3. Prioritization of project activities and workload, adaption and shifting of planning strategies, staffing models and goals, project scheduling methodologies and tools 4. Risk Management, Contract Administration, Project Documentation 5. Tools for effective project monitoring (Physical and Financial) 6. Templates, formats for project management 			
Targeted Department- Finance & Accounts, Audit, Personnel, Security, Finance, Tax, Health Licensing, EBR, Enforcement, IT, Education, Civil 1 & 2, Electric 1 & 2, Estate 1 & 2, Architecture.			
Online Courses – iGot	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • IIT Delhi 		

Topic/Area/Theme	Training on Drainage Design and Effective management: Urban Regions		
Course Objective	Comprehensive training focusing on drainage design and effective management tailored for urban regions, ensuring efficient urban water management.		
Expected Duration	Two Days	Mode: Offsite	Exposure visit: Applicable
Main Subjects/Activities to be covered in the Curriculum			
<p>1. Urban Drainage Fundamentals: Understanding principles and components of urban drainage systems, including collection, conveyance, and storage of stormwater.</p> <p>2. Design and Planning: Learning methods for designing efficient drainage systems, considering urban infrastructure, land use, and flood control measures.</p> <p>3. Maintenance and Operation: Techniques for effective operation, regular maintenance, and inspection of urban drainage systems to ensure functionality.</p> <p>4. Sustainable Practices: Exploring sustainable drainage solutions, green infrastructure, and techniques for managing stormwater runoff in urban areas.</p>			
Targeted Department- Civil 1			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • MCGM Centre for Municipal Capacity Building & Research 		

Topic/Area/Theme	Training on Road Maintenance		
Course Objective	Comprehensive training on road maintenance encompassing best practices, techniques, and strategies for effective and sustainable road infrastructure management.		
Expected Duration	Two Days	Mode: Offsite	Exposure visit-NA
Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Road Infrastructure Overview: Understanding components of road infrastructure, pavement types, and basic principles of road construction. 2. Maintenance Planning and Strategies: Learning maintenance planning techniques, preventive maintenance, and rehabilitation strategies for different road types. 3. Surface Repair and Maintenance: Techniques for surface repair, pothole filling, crack sealing, and routine maintenance to ensure road safety. 4. Road Safety and Quality Standards: Understanding safety measures, compliance with road quality standards, and implementing measures for traffic safety. 			
Targeted Department- Civil 1			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • MCGM Centre for Municipal Capacity Building & Research 		

Topic/Area/Theme	Training on BIM Modelling		
Course Objective	Comprehensive training on Building Information Modelling (BIM), covering modelling techniques, best practices, and applications for efficient architectural design and collaboration."		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Basic knowledge of building information modelling techniques 2. Building Information Modelling and Technology Trends in Construction – Digital transformations such as 3D models in architecture, engineering, and construction to plan, design and deliver more scalable and sustainable civil infrastructure. 3. BIM for sustainability analysis – To understand how to use BIM for sustainability analysis, including energy performance analysis, daylight analysis, and thermal analysis 4. BIM Software tools and applications – learn to use BIM software for creating and managing digital models, as well as for coordinating project teams and visualizing design and construction processes 5. BIM for cost estimation and facility management – To understand how to use BIM for cost estimation, including quantity take-off and cost tracking, as well as for facility management, such as maintenance scheduling and asset tracking 			
Targeted Department- Civil 2			
Online Courses – N. A	Potential Training Institutes: -		

Topic/Area/Theme	Training on use of Surveillance Systems		
Course Objective	Comprehensive training on the utilization of surveillance systems, encompassing operational techniques, best practices, and applications for effective monitoring and security.		
Expected Duration	One Day	Mode: Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Surveillance System Overview: Understanding types of surveillance systems, including CCTV, drones, and sensor-based systems, and their applications.</p> <p>2. Installation and Setup: Techniques for installing, configuring, and setting up surveillance systems for various environments and purposes.</p> <p>3. Monitoring and Analysis: Training on real-time monitoring, data analysis, and interpretation of surveillance footage for security and decision-making.</p> <p>4. Maintenance and Troubleshooting: Learning maintenance protocols, routine checks, and troubleshooting methods for surveillance systems.</p> <p>5. Privacy and Legal Compliance: Understanding privacy considerations, legal regulations, and ethical aspects related to the use of surveillance systems.</p>			
Targeted Department- Civil 2			
Online Courses – N. A	Potential Training Institutes:-		

Topic/Area/Theme	Refresher Course on Disciplinary Proceedings (Rules, Guidelines and Procedures)		
Course Objective	Revisit and update knowledge on disciplinary proceedings, focusing on rules, guidelines, and procedural updates for fair and compliant administrative actions.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Understanding Disciplinary Procedures: Overview of disciplinary rules, the importance of adherence, and their significance in maintaining organizational discipline.</p> <p>2. Guidelines and Regulatory Framework: Learning disciplinary guidelines, legal frameworks, and compliance requirements governing disciplinary actions.</p> <p>3. Disciplinary Hearing Process: Understanding the procedures for conducting disciplinary hearings, presenting evidence, and allowing for a fair defence.</p> <p>4. Decision Making and Penalties: Techniques for fair judgment, imposing appropriate penalties, and ensuring consistency in disciplinary decisions.</p> <p>5. Documentation and Record-Keeping: Understanding the importance of documentation, maintaining records, and ensuring confidentiality in disciplinary proceedings.</p>			
Targeted Department- Civil 2			
Online Courses –	Potential Training Institutes:		
	<ul style="list-style-type: none"> • IIPA 		

Topic/Area/Theme	Training for Procedure of Rules and Regulations in Building Regulations		
Course Objective	Comprehensive training on building regulations, covering procedures, rules, and regulatory compliance for effective adherence and implementation in construction practices.		
Expected Duration-	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding Building Regulations: Overview of local and national building codes, zoning laws, and regulatory frameworks. 2. Compliance and Permitting Process: Understanding the process of obtaining permits, adhering to regulations, and compliance requirements for construction projects. 3. Building Plan Review: Techniques for conducting thorough plan reviews, ensuring compliance with regulations, and addressing discrepancies. 4. Inspections and Code Enforcement: Understanding inspection protocols, conducting inspections, and ensuring adherence to building codes and regulations. 			
Targeted Department- EBR, Medical Services and Sanitation			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • SPA Delhi • Institute Of Town Planners, India 		

Topic/Area/Theme	Refresher Course on Unified Building ByLaws		
Course Objective	Revisit and update understanding of Unified Building ByLaws, focusing on recent amendments and compliance measures for streamlined building regulations.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Unified Building ByLaws (UBBL): Overview of UBBL, its objectives, and significance in regulating construction and development.</p> <p>2. Understanding UBBL Regulations: Exploring the key regulations, zoning provisions, and building standards outlined in the Unified Building ByLaws.</p> <p>3. Compliance and Permitting Procedures: Understanding the procedures for obtaining permits, compliance requirements, and regulatory adherence according to UBBL.</p> <p>4. Plan Approval and Review Process: Techniques for reviewing building plans, ensuring conformity with UBBL regulations, and addressing compliance issues.</p>			
Targeted Department- Architecture			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • SPA Delhi • Institute Of Town Planners, India 		

Topic/Area/Theme	Training on Landscape Modelling		
Course Objective	Comprehensive training on Landscape Modelling, encompassing design principles, techniques, and applications for effective architectural landscaping.		
Expected Duration	One Day	Mode: Online/offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Landscape Modelling: Basics of landscape design principles, elements, and their integration within architectural projects.</p> <p>2. Software and Tools: Familiarization with relevant software and tools for landscape modelling in architecture, such as AutoCAD, SketchUp, or specialized landscape design software.</p> <p>3. Design Techniques and Concepts: Learning design techniques, including terrain modelling, vegetation placement, water features, and hardscape elements within architectural landscapes.</p> <p>4. Integration with Architectural Designs: Techniques for integrating landscape models with architectural plans, considering aesthetics, functionality, and sustainability.</p> <p>5. Project Implementation and Visualization: Application of landscape modelling skills to create visualizations, presentations, and detailed models for architectural projects.</p>			
Targeted Department- Architecture			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • SPA Delhi • Institute Of Town Planners, India 		

Topic/Area/Theme	Training on Energy Efficient Buildings (Green building concept, energy efficient practices, optimization techniques etc.)		
Course Objective	Comprehensive training on Energy-Efficient Buildings, including green building concepts, energy-efficient practices, optimization techniques, and sustainable design strategies		
Expected Duration	One day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Green Building Concepts: Understanding principles of green building design, sustainability, and environmental impacts in construction. 2. Energy Efficient Practices: Learning energy-saving measures, passive design techniques, and renewable energy integration within building designs. 3. Optimization Techniques: Exploring optimization methods for HVAC systems, lighting, insulation, and materials to enhance energy efficiency. 4. Building Rating Systems: Understanding and implementing building rating systems like LEED (Leadership in Energy and Environmental Design) or BREEAM (Building Research Establishment Environmental Assessment Method). 5. Implementation and Case Studies: Applying energy-efficient practices through case studies, practical applications, and real-world examples in building design and construction. 			
Targeted Department- Architecture			
Online Courses	Potential Training Institutes: <ul style="list-style-type: none"> • Centre for Science & Environment, New Delhi • Indian Green Building Council 		

Topic/Area/Theme	Refresher Course on Energy Conservation Building Code (ECBC) 2017		
Course Objective	Revisit and update knowledge on Energy Conservation Building Code (ECBC) 2017, focusing on recent developments and best practices for energy-efficient building standards.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Overview of ECBC 2017: Understanding the objectives, scope, and key provisions outlined in the Energy Conservation Building Code. 2. ECBC Compliance Requirements: Exploring the specific requirements, standards, and guidelines for energy-efficient building design and construction as per ECBC 2017. 3. Energy Efficient Practices: Learning practical strategies, technologies, and design methodologies to comply with ECBC standards, focusing on lighting, HVAC systems, insulation, and renewable energy integration. 4. Implementation and Enforcement: Understanding the process of implementing ECBC guidelines, compliance enforcement, and assessment procedures. 5. Case Studies and Best Practices: Analysing case studies, best practices, and successful examples of ECBC-compliant buildings to demonstrate effective energy conservation methods. 			
Targeted Department- Architecture			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • Indian Green Building Council • Centre for Science & Environment New Delhi 		

Topic/Area/Theme	Refresher Course on Online Building Plan Approval System		
Course Objective	Revisit and update expertise in the Online Building Plan Approval System, focusing on recent enhancements and efficient implementation for streamlined approval processes.		
Expected Duration	Two Days	Mode: Online	Exposure visit- Applicable
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Online Approval Systems: Understanding the fundamentals and objectives of online building plan approval systems.</p> <p>2. Navigating Online Platforms: Familiarization with the specific online platforms and software used for submitting, reviewing, and approving building plans.</p> <p>3. Submission Process: Guidelines and procedures for uploading, submitting, and managing building plans online, ensuring compliance with regulations.</p> <p>4. Review and Approval Process: Understanding the workflow, review mechanisms, and steps involved in the online approval process for building plans.</p> <p>5. Troubleshooting and Support: Techniques for handling common issues, troubleshooting errors, and utilizing support resources within the online approval system.</p>			
Targeted Department- Architecture			
Online Courses – N. A	Potential Training Institutes:-		

Topic/Area/Theme	Training on Introduction to Sketchup (Basic Concepts, Use Case)		
Course Objective	Comprehensive training introducing SketchUp, covering basic concepts and practical use cases for effective application in architectural design.		
Expected Duration	Two Days	Mode: Phygital	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Basic Concepts of SketchUp: Introduction to SketchUp interface, tools, and basic navigation for creating architectural models. 2. Modelling Techniques: Learning fundamental modelling techniques in SketchUp for architectural designs, including creating shapes, using groups/components, and applying textures. 3. Architectural Applications: Understanding how SketchUp is used in architectural design, such as creating floor plans, 3D models, and presenting design concepts. 4. Visualization and Rendering: Exploring visualization techniques, applying materials, and basic rendering options within SketchUp for architectural presentations. 5. Project Use Cases: Applying SketchUp skills to practical architectural use cases, demonstrating the creation of models for different architectural elements or structures. 			
Targeted Department- Architecture			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • SPA Delhi 		

Topic/Area/Theme	Training on National Municipal Accounts Manual		
Course Objective	Comprehensive training on the National Municipal Accounts Manual, covering guidelines and best practices for efficient municipal financial management and reporting.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Overview of Municipal Accounting: Introduction to the National Municipal Accounts Manual (NMAM) and its significance in local government accounting practices.</p> <p>2. NMAM Framework and Guidelines: Understanding the structure, principles, and guidelines outlined in the NMAM for municipal financial management.</p> <p>3. Accounting Procedures: Learning specific accounting procedures, chart of accounts, and financial reporting standards as per NMAM guidelines.</p> <p>4. Budgeting and Fund Management: Understanding budget preparation, fund management, and financial control mechanisms specified in the NMAM.</p> <p>5. Application and Implementation: Applying NMAM principles to practical scenarios, exercises, and case studies to demonstrate effective municipal accounting practices.</p>			
Targeted Department- Finance, Finance & Accounts, Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AILSG 		

Topic/Area/Theme	Training on Debt and Investment management		
Course Objective	Comprehensive training on Debt and Investment Management, encompassing strategies and best practices for effective financial planning and portfolio optimization.		
Expected Duration-	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Fundamentals of Debt Management: Understanding debt instruments, borrowing mechanisms, and strategies for managing debt effectively.</p> <p>2. Investment Principles: Learning investment strategies, risk assessment, portfolio diversification, and optimizing returns on investments.</p> <p>3. Debt Analysis and Planning: Techniques for analysing debt structures, evaluating repayment schedules, and developing effective debt management plans.</p> <p>4. Investment Evaluation and Decision-making: Understanding investment evaluation criteria, asset allocation strategies, and making informed investment decisions.</p> <p>5. Risk Management and Compliance: Exploring risk management practices, regulatory compliance, and ensuring alignment with financial regulations in debt and investment management.</p>			
Targeted Department- Finance, Finance & Accounts, Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • The Institute of Chartered Accountants of India 		

Topic/Area/Theme	Training on Arbitration and Conciliation- Rules and Practices		
Course Objective	Comprehensive training on Arbitration and Conciliation, covering rules, practices, and procedures for effective dispute resolution and conflict management.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Arbitration and Conciliation Overview: Understanding the fundamental concepts, objectives, and significance of arbitration and conciliation in dispute resolution.</p> <p>2. Arbitration Rules and Procedures: Learning the rules, procedures, and legal frameworks governing arbitration, including arbitration agreements, selection of arbitrators, and conducting hearings.</p> <p>3. Conciliation Techniques: Exploring the techniques, principles, and methods used in conciliation processes for resolving disputes amicably.</p> <p>4. Case Studies and Mock Exercises: Analysing case studies and engaging in mock exercises to simulate real arbitration and conciliation scenarios for practical understanding.</p> <p>5. Ethics and Best Practices: Understanding ethical considerations, confidentiality, and best practices in arbitration and conciliation proceedings for fair and effective dispute resolution.</p>			
Targeted Department- Finance, Finance & Accounts, Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AIILSG 		

Topic/Area/Theme	Training on Basics of Municipal Accounting		
Course Objective	Comprehensive training on the Basics of Municipal Accounting, covering fundamental principles and practices for accurate and efficient financial management within municipal operations.		
Expected Duration-	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Municipal Accounting: Understanding the fundamental concepts, objectives, and importance of accounting in municipal governance.</p> <p>2. Accounting Principles: Learning basic accounting principles and practices applicable to municipal accounting, including double-entry bookkeeping and financial recording.</p> <p>3. Budgeting in Municipalities: Understanding budget preparation, revenue and expenditure recording, and financial reporting in municipal settings.</p> <p>4. Financial Statements and Reports: Exploring the preparation and interpretation of basic financial statements like balance sheets, income statements, and cash flow statements for municipalities.</p> <p>5. Compliance and Regulations: Understanding compliance requirements, auditing processes, and adherence to governmental accounting standards applicable to municipal accounting practices.</p>			
Targeted Department- Finance, Finance & Accounts, Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AIILSG 		

Topic/Area/Theme	Training on Basics of Municipal Finance		
Course Objective	Comprehensive training on the Basics of Municipal Finance, covering fundamental principles and practices for accurate and efficient financial management within municipal operations.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Overview of Municipal Finance: Understanding the fundamental concepts, objectives, and significance of finance in municipal governance.</p> <p>2. Revenue Sources and Management: Exploring various revenue sources for municipalities, including taxes, grants, fees, and strategies for revenue management.</p> <p>3. Expenditure Management: Learning about budgeting, financial planning, and expenditure control in municipal finance.</p> <p>4. Debt Management: Understanding debt instruments, borrowing practices, and debt management strategies applicable to municipal finance.</p> <p>5. Financial Reporting and Compliance: Exploring financial reporting requirements, auditing procedures, and compliance with governmental financial regulations in municipal finance.</p>			
Targeted Department- Finance, Finance & Accounts, Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • Janaagraha • NIUA 		

Topic/Area/Theme	Refresher Course on Pension Rules & Procedures		
Course Objective	Revisit and update understanding of Pension Rules & Procedures, focusing on recent changes and best practices for efficient pension management.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
Main Subjects/Activities to be covered in the Curriculum			
<p>1. Pension Fundamentals: Understanding the fundamental concepts, objectives, and significance of pension schemes in public service.</p> <p>2. Pension Rules and Regulations: Exploring the rules, regulations, and legal frameworks governing pension schemes, including eligibility criteria, contributions, and retirement benefits.</p> <p>3. Calculation and Disbursement: Learning methods for calculating pension benefits, understanding pension entitlements, and procedures for disbursement.</p> <p>4. Updates and Amendments: Staying updated with revisions, updates, or amendments in pension rules and procedures and their implications for pensioners.</p>			
Targeted Department- Finance, Finance & Accounts			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AIILSG 		

Topic/Area/Theme	Training on Revenue Augmentation for Urban Local Bodies		
Course Objective	Comprehensive training on Revenue Augmentation for Urban Local Bodies, focusing on strategies and best practices for optimizing revenue streams and fiscal sustainability.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Understanding Urban Revenue Sources: Overview of revenue sources available to urban local bodies, including property taxes, fees, licenses, and grants.</p> <p>2. Revenue Enhancement Strategies: Exploring strategies for increasing revenue, optimizing existing revenue streams, and identifying new sources of income for urban local bodies.</p> <p>3. Financial Planning and Budgeting: Techniques for effective financial planning, budget allocation, and forecasting to maximize revenue generation.</p> <p>4. Community Engagement and Awareness: Developing initiatives to engage the community, raise awareness about tax compliance, and encourage participation in revenue-enhancing programs.</p> <p>5. Performance Monitoring and Evaluation: Implementing methods for monitoring revenue collection, assessing performance, and adapting strategies for continuous improvement in revenue augmentation.</p>			
Targeted Department- Finance, Finance & Accounts			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • Janaagraha • NIUA 		

Topic/Area/Theme	Training on Emerging Financial Instruments- Green Bonds, Carbon Credits, etc.		
Course Objective	Comprehensive training on Emerging Financial Instruments such as Green Bonds, Carbon Credits, etc., covering insights and strategies for leveraging these instruments in contemporary finance.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Introduction to Emerging Financial Instruments: Understanding the concepts and significance of emerging financial instruments such as green bonds, carbon credits, and their role in sustainable finance.</p> <p>2. Green Bonds: Exploring the structure, issuance, and investment mechanisms related to green bonds, focusing on their use for financing environmentally friendly projects.</p> <p>3. Carbon Credits and Trading: Understanding carbon credits, emission reduction mechanisms, and the principles of carbon trading in mitigating climate change effects.</p> <p>4. Sustainable Investment Strategies: Learning about sustainable investment strategies, ESG (Environmental, Social, Governance) considerations, and the integration of environmental factors into financial decision-making.</p> <p>5. Case Studies and Practical Applications: Analysing case studies and practical applications of emerging financial instruments in financing green projects and achieving sustainability goals.</p>			
Targeted Department- Finance, Finance & Accounts			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • ICLEI • CEEW 		

Topic/Area/Theme	Training on Preparation of Local Audit Report and Annual Audit Report		
Course Objective	Comprehensive training on the Preparation of Local Audit Reports and Annual Audit Reports, covering methodologies and best practices for accurate and comprehensive financial reporting.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
Main Subjects/Activities to be covered in the Curriculum			
<p>1. Audit Report Fundamentals: Understanding the purpose, objectives, and significance of local and annual audit reports in ensuring financial transparency and accountability.</p> <p>2. Audit Planning and Procedures: Learning the planning process, audit methodologies, and procedures for conducting local and annual audits effectively.</p> <p>3. Report Compilation and Analysis: Techniques for compiling audit findings, analysing financial data, and presenting comprehensive reports in accordance with auditing standards.</p> <p>4. Compliance and Regulatory Requirements: Understanding compliance requirements, legal frameworks, and adherence to governmental auditing standards in preparing audit reports.</p>			
Targeted Department-Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • AIILSG 		

Topic/Area/Theme	Training on Compliance (Audit of GST)		
Course Objective	Comprehensive training on Compliance, focusing on the Audit of Goods and Services Tax (GST) regulations, procedures, and best practices for ensuring adherence and accuracy in financial auditing.		
Expected Duration-	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. GST Compliance – Covers the legal and regulatory requirements for GST compliance, such as registration, invoicing payment, and filing of returns.</p> <p>2. GST Registration – Covers process and requirements for GST registration, including the eligibility criteria, registration procedures, and documentation requirements.</p> <p>3. GST Returns – Covers the requirements and procedures for filing GST returns, including the frequency, due dates, and formats of returns.</p> <p>4. GST Refunds – Covers process and requirements for claiming GST refunds, including the eligibility criteria, documentation and requirements, and timelines.</p> <p>5. GST Audits – Covers the procedures and techniques used by tax authorities to audit and investigate GST compliance and transactions</p>			
Targeted Department-Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA • The Institute of Chartered Accountants of India 		

Topic/Area/Theme	Training on Audit of Contracts and MoUs (Standard Practices, Rules, and Guidelines)		
Course Objective	Comprehensive training on the Audit of Contracts and Memorandums of Understanding (MoUs), emphasizing standard practices, rules, and guidelines for effective audit procedures and compliance.		
Expected Duration-	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Understanding Contract and MoU Audits: Overview of auditing processes, methodologies, and objectives specific to contracts and Memorandums of Understanding (MoUs). 2. Audit Planning and Risk Assessment: Learning audit planning techniques, risk assessment methodologies, and identifying key areas for contract and MoU audits. 3. Compliance and Legal Review: Understanding compliance requirements, legal frameworks, and adherence to contractual terms, rules, and guidelines. 4. Financial Analysis and Cost Verification. 5. Exploring methods for assessing the performance of contracted services or MoU objectives, establishing key performance indicators (KPIs), and evaluating outcomes to ensure alignment with NDMC goals. 			
Targeted Department-Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA 		

Topic/Area/Theme	Training on Audit of Office Administration and Establishment (Standard Practices)		
Course Objective	Comprehensive training on the Audit of Contracts and Memorandums of Understanding (MoUs), emphasizing standard practices, rules, and guidelines for effective audit procedures and compliance.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Office Administration Audit Overview: Introduction to auditing methodologies, objectives, and practices specific to office administration and establishment audits.</p> <p>2. Audit Planning and Assessment: Learning audit planning techniques, evaluating office administration processes, and identifying key areas for assessment.</p> <p>3. Compliance and Policy Review: Understanding compliance requirements, policy adherence, and assessing office procedures against established standards and guidelines.</p> <p>4. Resource Management and Efficiency: Techniques for evaluating resource allocation, space utilization, equipment maintenance, and efficiency in office management.</p>			
Targeted Department-Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • AILSG 		

Topic/Area/Theme	Training on Audit of Works under Civil Engineering and Electricity Departments		
Course Objective	Comprehensive training on the Audit of Works under Civil Engineering and Electricity Departments, covering auditing methodologies and practices for ensuring quality and compliance in infrastructure projects.		
Expected Duration-	Two Days	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Works Audit Fundamentals: Understanding the objectives, methodologies, and specific considerations for auditing civil engineering and electricity department works.</p> <p>2. Audit Planning and Scope Definition: Learning audit planning techniques, scoping procedures, and identifying key areas for assessment in civil engineering and electricity projects.</p> <p>3. Compliance and Quality Control: Understanding compliance requirements, adherence to engineering standards, and assessing the quality of work in construction and electrical projects.</p> <p>4. Budget Utilization and Project Management: Techniques for evaluating budget utilization, project timelines, resource allocation, and effective project management practices.</p> <p>5. Risk Assessment and Mitigation: Identifying risks, evaluating safety measures, and recommending mitigation strategies to ensure safe and efficient civil engineering and electricity projects.</p>			
Targeted Department-Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> IIT Delhi 		

Topic/Area/Theme	Training on Audit of Frauds and Evidence Gathering - Rules, Guidelines and Procedures		
Course Objective	Comprehensive training on Audit of Frauds and Evidence Gathering, emphasizing rules, guidelines, and procedural aspects for effective fraud detection and evidence collection during audits.		
Expected Duration	Two Days	Mode: Online	Exposure visit-NA
Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Fraud Audit Fundamentals: Understanding the objectives, methodologies, and significance of fraud audits in identifying and preventing fraudulent activities. 2. Fraud Risk Assessment: Learning techniques for identifying potential fraud risks, assessing vulnerabilities, and developing strategies for fraud prevention. 3. Evidence Gathering and Examination: Understanding rules, guidelines, and procedures for gathering, preserving, and examining evidence related to fraudulent activities. 4. Fraud Audit Fundamentals: Understanding the objectives, methodologies, and significance of fraud audits in identifying and preventing fraudulent activities. 5. Fraud Risk Assessment: Learning techniques for identifying potential fraud risks, assessing vulnerabilities, and developing strategies for fraud prevention. 6. Evidence Gathering and Examination: Understanding rules, guidelines, and procedures for gathering, preserving, and examining evidence related to fraudulent activities. 			
Targeted Department- Audit			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA 		

Topic/Area/Theme	Training on Effective Communication Skills (Verbal and Non-Verbal)		
Course Objective	Comprehensive training on Effective Communication Skills, covering verbal and non-verbal communication techniques for fostering clear and impactful interpersonal interactions.		
Expected Duration	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Understanding Communication Basics: Introduction to the fundamentals of effective communication, emphasizing the importance of both verbal and non-verbal communication.</p> <p>2. Verbal Communication Techniques: Learning techniques for clear articulation, active listening, tone modulation, and structuring messages effectively.</p> <p>3. Non-Verbal Communication Mastery: Exploring non-verbal cues, body language, facial expressions, and gestures for enhancing communication impact.</p> <p>4. Interpersonal Skills Development: Developing skills in empathy, conflict resolution, and fostering positive relationships through effective communication.</p> <p>5. Practical Applications and Exercises: Engaging in role-plays, exercises, and real-world scenarios to practice and refine both verbal and non-verbal communication skills.</p>			
Targeted Department- All departments			
Online Courses – IGoT	Potential Training Institutes:		
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Topic/Area/Theme	Training on English Language Proficiency		
Course Objective	Comprehensive training on English Language Proficiency, encompassing grammar, vocabulary, and effective communication skills for enhanced linguistic proficiency.		
Expected Duration-4-8 hrs	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. English Language Basics: Understanding foundational elements of English grammar, vocabulary, and sentence structure. 2. Reading and Comprehension Skills: Developing reading strategies, comprehension techniques, and expanding vocabulary through reading exercises. 3. Writing Proficiency: Enhancing writing skills, focusing on grammar, sentence construction, essay writing, and formal communication. 4. Listening and Speaking Practice: Improving listening comprehension and spoken English through interactive exercises, discussions, and presentations. 			
Targeted Department- All departments			
Online Courses – iGot	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA 		

Topic/Area/Theme	Training on Team Building		
Course Objective	Comprehensive training on Team Building, focusing on fostering collaboration, trust, and effective communication among team members for enhanced productivity and synergy.		
Expected Duration-2-4 hrs	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<p>1. Understanding Team Dynamics: Introduction to team dynamics, roles, and the importance of cohesive teamwork in achieving goals.</p> <p>2. Communication and Collaboration: Developing effective communication skills, fostering collaboration, and building rapport among team members.</p> <p>3. Building Trust and Relationships: Techniques for fostering trust, respect, and positive relationships within the team to enhance productivity.</p> <p>4. Problem-Solving and Conflict Resolution: Learning problem-solving strategies, conflict resolution techniques, and managing disagreements within teams.</p> <p>5. Team-Building Activities and Exercises: Engaging in team-building activities, workshops, and exercises to promote teamwork, leadership, and mutual support among team members.</p>			
Targeted Department- All departments			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA 		

Topic/Area/Theme	Training on Leadership		
Course Objective	Comprehensive training on Leadership, covering principles, communication, and strategic thinking to enhance leadership skills for effective guidance and team development.		
Expected Duration- 4-8 hrs	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Leadership Fundamentals: Understanding the core principles, qualities, and styles of effective leadership in various contexts. 2. Communication and Influence: Developing strong communication skills, building influence, and effective persuasion as a leader. 3. Strategic Thinking and Decision-Making: Learning strategic planning, critical thinking, and decision-making skills for effective leadership. 4. Team Empowerment and Motivation: Techniques for empowering teams, motivating individuals, and fostering a positive work culture. 5. Adaptability and Change Management: Understanding change management strategies, adaptability, and resilience in leadership roles to navigate dynamic environments. 			
Targeted Department- All departments			
Online Courses – iGot	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA 		

Topic/Area/Theme	Training on Public Dealing		
Course Objective	Comprehensive training on Public Dealing, emphasizing effective communication, conflict resolution, and customer-centric approaches for improved service delivery and satisfaction.		
Expected Duration- 4-8 hrs	One Day	Mode: Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
<ol style="list-style-type: none"> 1. Customer Service Basics: Introduction to customer service principles, etiquettes, and the importance of effective public dealing. 2. Communication Skills: Developing strong communication skills, active listening, and empathetic responses in dealing with the public. 3. Conflict Resolution and Problem-Solving: Learning techniques for resolving conflicts, handling complaints, and solving problems effectively. 4. Managing Difficult Situations: Strategies for managing challenging or difficult situations professionally and with patience. 5. Customer-Centric Approach: Adopting a customer-centric approach, understanding needs, and providing satisfactory solutions to the public. 			
Targeted Department- All departments			
Online Courses – N. A	Potential Training Institutes: <ul style="list-style-type: none"> • IIPA 		

Below is a list of select relevant trainings available on the iGOT platform (<https://igotkarmayogi.gov.in/>). The Municipal Council 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
16	Introduction to Emerging Technologies
17	Microsoft Excel for Beginners
18	Programme on IT Skills
19	Communication for Citizen Centricity
20	Stress Management



Recommendations for Institutional and Organizational Capacity Building

6. Recommendations for Organizational and Institutional capacity Building

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

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

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

Recommendations	Needs	Responsibility
Addressing Shortage of Manpower	The Municipal Council 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 council needs to be undertaken at the earliest. In addition to	Municipal Council/ Central Government

Recommendations	Needs	Responsibility
	<p>this, a clarity in the policy needs to be achieved regarding factors (population, geographical expanse, topography, etc.) influencing sanctioned strength of the Municipal Council.</p>	
<p>Introduction of 'Induction Module' for new joiners / officials transferred from different departments.</p>	<p>Municipal officials and staff have very vast scope of work and responsibilities. They perform many administrative as well as technical functions daily. To perform efficiently, in addition to job specific knowledge, they will have to be aware of various legal and regulatory frameworks, departmental procedures, safety and emergency protocols, organizational culture and values, etc.</p> <p>It is important that the municipal staff is well-informed, prepared, and equipped to 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 council, ensuring that they understand their roles and responsibilities within the organization.</p>	<p>Municipal Council</p>
<p>Policy/Practise of 'Knowledge Transfer'</p>	<p>Inter service and inter departmental transfers is a common practise identified in the ULBs. Due to absence of practise of 'Knowledge Transfer' or policy/practise regarding the same, the legacy knowledge gained by the individual in the 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</p>	<p>Municipal Council</p>

Recommendations	Needs	Responsibility
	<p>overall decline in the service levels until the successor get the grasp of the scope.</p> <p>For organizational effectiveness, innovation, risk management, employee development, and long-term success, 'Knowledge Transfer' program is essential. It facilitates the efficient utilization of resources, promotes a learning culture, and enables organizations to adapt and thrive in a rapidly changing environment.</p>	
<p>Documentation and revision of Roles and Responsibilities</p>	<p>Defined roles and responsibilities are crucial for the effective functioning of the municipal council. They provide clarity, structure, and accountability, ensuring that everyone understands their specific duties and how they contribute to the overall goals and objectives of the organization.</p> <p>Owing to changing times and growing complexity of urban governance, roles & responsibilities of the municipal officials and staff need to be revised and updated. Well codified roles and responsibilities enhance efficiency, productivity, and collaboration along with enabling effective performance management and adaptability.</p>	<p>Municipal Council</p>
<p>Update and revise the internal Standard Operating Procedures of each department</p>	<p>Standard Operating Procedures (SOPs) play a critical role in organizations across various industries. They are documented guidelines that outline the steps, processes, and best practices required to perform specific tasks or activities. SoPs are important for consistency & quality, efficiency & productivity, and training & onboarding of new employees.</p> <p>Although the council has SoPs for each department, there is a need for upgradation to include new tools, techniques, and procedures.</p>	<p>Municipal Council</p>

Recommendations	Needs	Responsibility
Digitalization of Historical Data	Municipal councils often need to retrieve historical data for various purposes, such as legal inquiries, research, urban planning, or heritage preservation. Digitizing historical data allows for quick and efficient retrieval, eliminating the time-consuming process of manually searching through physical records or archives. It enables employees to access and extract relevant information promptly, enhancing decision-making processes.	Municipal Council
Implementing Project Management Dashboard	Municipal councils typically handle multiple projects simultaneously, ranging from infrastructure development to community initiatives. Dashboards allow project managers and municipal authorities to monitor and track the progress of various projects from a centralized platform. This ensures efficient resource allocation, minimizes delays, and optimizes project outcomes.	Municipal Council



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 Council. The CBU will take efforts in operationalizing the competency framework, developing content, curating assessments etc. and will work closely with Capacity Building Commission. CBU consists of a team of individuals, having the required knowledge and skills in the domain of capacity building so that they can carry out the capacity building (training/organisational) related activities in a continuous manner and standardize and institutionalize the training management processes in the Municipal Council.

Implementation of the Annual Capacity Building Plan of the Municipal Council

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

Preparation of ACBP for the Next Year and its Execution

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

Monitoring and Evaluation of Capacity Building Interventions

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

Key Responsibilities of CBU



Potential Training Partners

8. Potential Training Partners

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

To design/organise/plan training programs for the municipal officials, the CBU will have to build partnerships with institutions imparting trainings or conduct courses on the relevant subjects. To assist the CBU in this, a list of potential training partners has been prepared as mentioned in the Annexure II. 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 Council 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 Council to conduct its own assessment and partner with suitable training institutions or engage with independent experts.



Quick Win Plans

10. Quick Win Plans

- 1. Partnering with Local Mentor Training Institution:** To enhance the skills and knowledge of the NDMC 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 NDMC with the Indian Institute of Public Administration (IIPA), New Delhi pursue this goal. IIPA can offer cutting-edge training programs in key areas designed to optimize competence and enhance the skills of NDMC employees to achieve the goal of ideal governance.
- 2. Partnering with National Institutes:** New Delhi is known for its premier institutions in the field of Urban Studies and Planning. Additionally, it houses many Institutes of National Importance, such as IIT Delhi, School of Planning & Architecture, etc. We recommend the collaboration of CBC with these institutes and other nationally acclaimed institutes-to design courses per the requirement of NDMC. 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 NDMC 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 NDMC.
- 5. Partnering with Private firms who are providing IT or Construction solutions as training providers:** NDMC 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 NDMC 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 Indicative Mapping of Roles, Responsibilities, Competencies, and Gaps

Finance Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Accounts and Finance Officer	<ul style="list-style-type: none"> • Controller of finance dept. • Custodian & treasurer of NDMC • All type of financial report to commissioner and government • Preparation of budget submit to commissioner for further. • Issue cheque • Maintenance of government grant & exp. • GPF maintenance • Finalise pension and payment. • All type establishment (salary, pension) 	<ul style="list-style-type: none"> • Business and organisational expertise, including understanding of allied fields including accounting, auditing, finance, and taxation. • Knowledge regarding GST, IT, and related laws, as well as establishment, PF, and pension requirements. 	<ul style="list-style-type: none"> • Refresher courses on rules and act • Refresher Course on GST Act and Rules • Ability for Leadership Development, Team Building • Training on Stress Management, Time Management
Nigam Auditor	<ul style="list-style-type: none"> • Internal • Compliance of fund audit report 	<ul style="list-style-type: none"> • Audit and Accounting Knowledge: Proficiency in auditing principles, accounting standards, financial analysis, and reporting procedures • Ability to analyse financial data, identify discrepancies or irregularities, and draw 	<ul style="list-style-type: none"> • Refresher Course on GFR and Procurement Policies • Refresher Course on GST Act and Rules • Refresher Course on RTI Act and provisions

		<p>logical conclusions based on the findings.</p> <ul style="list-style-type: none"> • IT Proficiency • Interpersonal Skills • Knowledge of Accounting, Finance, NDMC Act, 	<ul style="list-style-type: none"> • Training on Stress Management
Accounts Officer	<ul style="list-style-type: none"> • Assist to CAFO • Pay verification. • Scrutiny of pension cases 	<ul style="list-style-type: none"> • Technical expertise in fundamental areas such as accounting, finance, taxation, law, property tax, vehicle tax, professional tax, and similar Acts and Laws pertaining to the Local Government Body. • Leadership abilities, problem-solving abilities, conflict resolution abilities, communication abilities, Human Resource Management, Team Management, and interacting with the public Letter drafting (e.g., Notice drafting, Notice Reply, etc.), Stress Management • Letter drafting (for example, notice drafting, notice reply, and so on). 	<p>Refresher Course on GFR and Procurement Policies</p> <ul style="list-style-type: none"> • Refresher Course on GST Act and Rules • Refresher Course on RTI Act and provisions • Training on Stress Management

Health Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Medical Health Officer	<ul style="list-style-type: none"> • Lead all the public health-related activity in the UHC area. • Assist the director of health in all the matters relating to provision of quality of urban health services and provide technical & managerial support to grass root functionaries. • Visit health facilities for supervision and provide supportive supervision and feedback Provide regular report on programme implementation to the Medical Officer of Health (MOH). • Monitor various health & family welfare programme and take measures for the improvement of quality of programme • Prepare monthly reports of activities in the prescribed format and submit the reports timely to higher authority • Carry out need assessment for training, prepare training curriculum and plan training activity in collaboration with training institutes. • Monitor the implementation of all National Health Programmes effectively. • General administration, record and maintenance of Drugs, equipment's, Vaccines & other logistics. 	<ul style="list-style-type: none"> • M.B.B.S.- Must have registered name with the medical council. • Doctors in Municipal Councils should understand public health issues and be able to provide guidance and recommendations to the public and other stakeholders • Possess Effective Communication Skills 	<ul style="list-style-type: none"> • Refresher course on relevant acts and ruels • Refresher course on Report-Writing, Note-Taking, Drafting mails • Training on Breathing Apparatus Training Gallery (simulations and models) • Training on Health and Safety Measures • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management, Time Management • Training on Team Building

General Administration Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Commissioner	<ul style="list-style-type: none"> Analyse and resolve cases referred by all departments and the establishment department under the jurisdiction of the Municipal Council and propose solutions to senior officials. Act on complaints received from citizens. Perform duties according to the position assigned by employees. Coordinate with the Commissioner. Approve promotions of employees as proposed by senior officials. Supervise all work in the General Administration Department and maintain control over the employees. 	<ul style="list-style-type: none"> Knowledge of MCS Rules and Recruitment and Promotion policies, rules and related regulations Well versed with administrative provisions regarding Effective redressal of grievances Leadership Human Resource Management 	<ul style="list-style-type: none"> Refresher course on NDMC Act Refresher Course on Public Administration Training on Leadership Development Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) Training on Stress Management, Time Management Training on Team Building
Superintendent	<ul style="list-style-type: none"> Approve, revoke, and transfer appointments of other departments under the control of the central office, as well as handle related matters such as promotions and transfers. Provide information under the Right to Information Act. 	<ul style="list-style-type: none"> Knowledge of MCS Rules and Recruitment and Promotion policies, rules and related regulations Well versed with administrative provisions regarding 	<ul style="list-style-type: none"> Refresher course on CNC Act, MCS Rules, MMC Act Refresher course -RTI Act and Rules

	<ul style="list-style-type: none"> • Handle departmental inspections and matters related to establishment subjects. • Prepare responses to questions under Section 44 of the RTI Act. • Prepare confidential reports. • Conduct correspondence as required by the government 	<ul style="list-style-type: none"> • establishment of municipal council • Drafting of reports, administrative notes and proposals • Handle Documentation and Correspondence efficiently • Knowledge of RTI Act and its provisions 	<ul style="list-style-type: none"> • Refresher Course on Public Administration • Training on Leadership Development • Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations) • Training on Stress Management, Time Management • Training on Team Building
Assistant Superintendent	<ul style="list-style-type: none"> • Handle correspondence and resolution of complaints for the Maharashtra Government and Subordinate Offices. • Submit reports regarding complaints on Public Service Day. • Collect documents related to notified services under the Maharashtra Right to Public Services Act. • Prepare departmental estimates. • Receive complaints in departmental inspection cases and grant permissions. • Supervise and control office employees 	<ul style="list-style-type: none"> • Knowledge of MCS Rules and Recruitment and Promotion policies, rules and related regulations • Handle Documentation and Correspondence efficiently • Drafting of reports, administrative notes and proposals • Knowledge of MS Office 	<ul style="list-style-type: none"> • Training on Bid Process Management (Tendering) • Refresher course -RTI Act and Rules • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Training on HRMS Software

Indicative

			<ul style="list-style-type: none"> • Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency
Senior Divisional Clerk	<ul style="list-style-type: none"> • Perform administrative tasks related to establishment matters. • For roster-related work, submit promotion and appointment orders to the concerned department in a timely manner, maintain confidential reports, property statements, and responsibility statements before the promotion committee meeting. • Manage the administrative work related to officers and employees in grades 1 to 4. • Work on scheduled promotions. • For roster-related work, submit promotion and appointment orders to the concerned department in a timely manner, maintain confidential reports, property statements, and responsibility statements before the promotion committee meeting 	<ul style="list-style-type: none"> • Knowledge of clerical work and supervision. • Knowledge of NDMC Act, Establishment Rules, Labour laws. • Drafting skill • Reporting skill 	<ul style="list-style-type: none"> • Refresher course - e-Procurement Systems and Process • Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software • Training on Effective communication skills (Verbal and Non-Verbal)

			<ul style="list-style-type: none"> • Training on improving Language Proficiency
<p>Upper Divisional Clerk</p>	<ul style="list-style-type: none"> • Handle daily mail, registered post, and general correspondence, as well as receive and process all applications and their files in the office. • Maintain files related to relevant legal notices and complaints. • Monitor incoming and outgoing work. • Perform any assigned tasks as required. 	<ul style="list-style-type: none"> • Knowledge of clerical work and supervision. • Knowledge of NDMC Act, Establishment Rules, Labour laws. • Drafting skill • Reporting 	<ul style="list-style-type: none"> • Refresher course - e-Procurement Systems and Process • Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software • Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency

Indicative

<p>Clerk</p>	<ul style="list-style-type: none"> • Conduct an audit of the bill ledger to reconcile with the S.B.D. ledger and update all bill-related cases with the respective bill numbers. • Prepare memos for all G.A.D. establishment cases, including matters related to salary and cases referred to the G.A.D. establishment department from other departments. • Compile information received from all departments. • Prepare the G.A.U. estimates. 	<ul style="list-style-type: none"> • Knowledge of clerical work and supervision. • Knowledge of NDMC Act, Establishment Rules, Labour laws. • Drafting skill • Reporting skill 	<ul style="list-style-type: none"> • Refresher course - e-Procurement Systems and Process • Refresher course- GeM Portal • Refresher course -RTI Act and Rules • Refresher course on Report-Writing, Note-Taking, Drafting mails • Refresher course and Advanced Training -MS Office • Training on MS Excel (Dashboard, Vlookup, Formulas and Basic Analysis) • Refresher Course on Document Management System (MIS) & Office Procedure • Training on HRMS Software • Training on Effective communication skills (Verbal and Non-Verbal) • Training on improving Language Proficiency
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Education Department

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Education Officer	<ul style="list-style-type: none"> • To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities and staff training. • To work as an Administrative Officer and oversee all administrative tasks and management of all schools under the jurisdiction. • To undertake activities aimed at improving the quality of education. 	<ul style="list-style-type: none"> • Knowledge of the Right to Education Act and other relevant Acts. • Educational leadership Skills. • Knowledge of educational policies. • Administrative and organizational skills. • Communication and interpersonal skills. • Problem-solving and decision-making. 	<ul style="list-style-type: none"> • Refresher Course on Right to Education Act (Provisions and Enforcement) • Workshop on New Education Policy Implementation • Refresher course on Report-Writing, Note-Taking, Drafting mails. • Training on Effective Communication (Verbal and Non-Verbal)
Deputy Director	<ul style="list-style-type: none"> • To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities and staff training. • Overseeing all administrative tasks and office management at the headquarters. 	<ul style="list-style-type: none"> • Well versed with Right to Education Act and other related Acts • Relationship building • Decision-making • Problem-solving • Organization and time management 	<ul style="list-style-type: none"> • Refresher Course on Right to Education Act (Provisions and Enforcement) • Workshop on New Education Policy Implementation • Training on Effective Communication (Verbal and Non-Verbal)

	<ul style="list-style-type: none"> • Coordinating the reconciliation of salary advances, provident fund accounts, income tax details (Form No. 16), property certificates, and salary-related documents. • Informing all officers and staff in the department about government decisions and municipal council orders through departmental circulars 		<ul style="list-style-type: none"> • Training on Leadership Development • Training on Team Building • Training on New Approaches in Pedagogy
School Inspector	<ul style="list-style-type: none"> • To provide quality primary education to children aged six to fourteen in the working area. • Provide physical facilities and staff training. • Conduct regular visits and inspections of schools, assess their physical facilities, infrastructure quality, and school feeding programs. • Maintain detailed information about closed and operating schools. • Gather information on teachers' salary disbursement and forward bills. 	<ul style="list-style-type: none"> • Possessing knowledge of the Right to Education Act and other related Acts • Strong observation and assessment skills for conducting school visits and inspections. • Knowledge of educational policies, regulations, and standards. • Ability to interpret data and evaluate school performance. • Familiarity with educational programs and initiatives. 	<ul style="list-style-type: none"> • Refresher Course on Right to Education Act (Provisions and Enforcement) • Workshop on New Education Policy Implementation • Training on Effective Communication (Verbal and Non-Verbal) • Training on Team Building • Refresher course on Report-Writing, Note-Taking, Drafting mails.

	<ul style="list-style-type: none">• Consolidate and provide information on received grants to senior officials (under the Comprehensive Education Grant). Conduct compassionate job interviews.• Provide schools with information regarding various student scholarships and assist education officers and assistant education officers in performing tasks within specified deadlines.		
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Annexure-II List of Potential Training Partners*

Sr	Institute	Focus Areas	Links Of Courses as Mentioned on Website
1	Indian Institute of Public Administration, New Delhi	<ul style="list-style-type: none"> • Urban Studies • Environment and Climate Change • Public Administration • Good Governance • Innovations in Public Systems 	https://www.iipa.org.in/cms/public/page/about-iipa-trainings
2	Centre for Science and Environment, New Delhi	<ul style="list-style-type: none"> • Climate • Energy • Waste Management • Habitat • Water and Wastewater • Food and Toxins 	https://www.cseindia.org/online-training-courses?topic=school-of-sustainable-urbanization-and-air-pollution
3	National Institute of Urban Affairs, New Delhi	<ul style="list-style-type: none"> • Digital Society and Governance • Policy, Water, Sanitation, Health, Environment and Climate Change • Knowledge Management • Capacity Building of ULBs 	https://niua.in/our_process
4	National Institute of Disaster Management	<ul style="list-style-type: none"> • Disaster Management • Remote Sensing and GIS • Climate Change and Sustainable Development • Local Democracy 	https://nidm.gov.in/online.asp#

Sr	Institute	Focus Areas	Links Of Courses as Mentioned on Website
5	School of Planning and Architecture (SPA) New Delhi	<ul style="list-style-type: none"> • Urban Risk and Resilience • Planning and Housing • Land Governance and Management • Construction Contracts and Legal Aspects • Sustainable Urban Development 	http://spa.ac.in/User_Panel/UserView.aspx?TypeID=1065
6	Indian Institute of Human Settlements	<ul style="list-style-type: none"> • Urban Planning • Urban Policy • Sustainable Urban Development 	https://iihs.co.in/teaching-learning/#
7	Administrative Training Institute New Delhi	<ul style="list-style-type: none"> • Administration • Financial management • Economic development • Information technology • Disaster management • Urban management. 	https://www.atiwb.gov.in/organazition.htm

Sr	Institute	Focus Areas	Links Of Courses as Mentioned on Website
8	Indian Institute of Urban Transport	<ul style="list-style-type: none"> • Public Transport • Traffic and Transport • Road Safety 	https://iutindia.org/
9	Indian Institute of Technology Delhi	<ul style="list-style-type: none"> • Engineering • Civil Engineering • Mechanical Engineering 	https://home.iitd.ac.in/
10.	All India Institute of Local Government. Delhi	<ul style="list-style-type: none"> • Urban Administration & Local Governance 	https://aiilsg.org/new-delhi.html

Sr	Institute	Focus Areas	Links Of Courses as Mentioned on Website
11	Department of Personnel and Training	<ul style="list-style-type: none">• Capacity Building programmes for Government employees	https://dopt.gov.in/

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



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