Annual Capacity Building Plan 2023-24

Rajkot Municipal Corporation, Govt. of Gujarat

Capacity Building Commission, Govt. of India

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List of Abbreviations

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

Introduction to Mission Karmayogi

1. Mission Karmayogi

1.1 About the Mission

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

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

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

1. **Transition from 'rule-based' to 'role-based' human resources management:** Traditionally, the general understanding of a job description within any level of Government – Union, State or local has implied an excellent understanding of rules or laid down procedures without necessarily attributing results to the application thereof. Lessons learnt from international bureaucracies and competency frameworks indicate the necessity of defining a 'role' for a government official. A role usually comprises of functional, domain and behavioural competencies – coupled with a set of expected result areas, both for the individual as well as the office or organisation as a whole. Mission Karmayogi proposes to bridge this gap through the capacity building process.

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

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[1] Press Information Bureau

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

3. **Citizen Centricity at the Core**: Acknowledging that the Government keeps the citizen at the center of its operations, Mission Karmayogi proposes to develop behavioral competencies to understand and appreciate citizens' concerns, such as the ability to listen, empathize and think out of the box solutions.

4. **Continuous and lifelong learning opportunities:** The iGOT platform developed under Mission Karmayogi proposes to ensure that Government officials can continue to learn new skills and competencies throughout their careers and beyond.

5. **Shift to the 70-20-10 model:** Traditionally, Government staff learn 'on-the-job' through a mix of experiential learning, i.e., learning by doing on the job; relational learning – from peers and superiors and structured or informational learning, which comprises of forma training. Mission Karmayogi proposes to rationalise this mix to 70:20:10 respectively, utilising appropriate inputs from domain, functional and behavioural training.

6. **Link goal setting, planning and achievements:** Mission Karmayogi proposes to internalise the established system of linking organisational goals to individual staff performance areas and goal settings, as is followed in most organisations across the world, to ensure achievements of both.

7. **Establish unbiased systems of evaluation:** Also based on learning from feedback systems used within Indian and foreign Government as well as intergovernmental systems, Mission Karmayogi proposes to foster a more equitable system of employee performance grading as well as the 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 that the Commission proposes to work with select Municipal Corporations (Urban Local Bodies) from different States in the development of Annual Capacity Building Plans (ACBP). These ACBPs will be a tool for the select Municipal Corporations to develop a comprehensive capacity development ecosystem which will eventually lead to improved local Governance & service delivery.
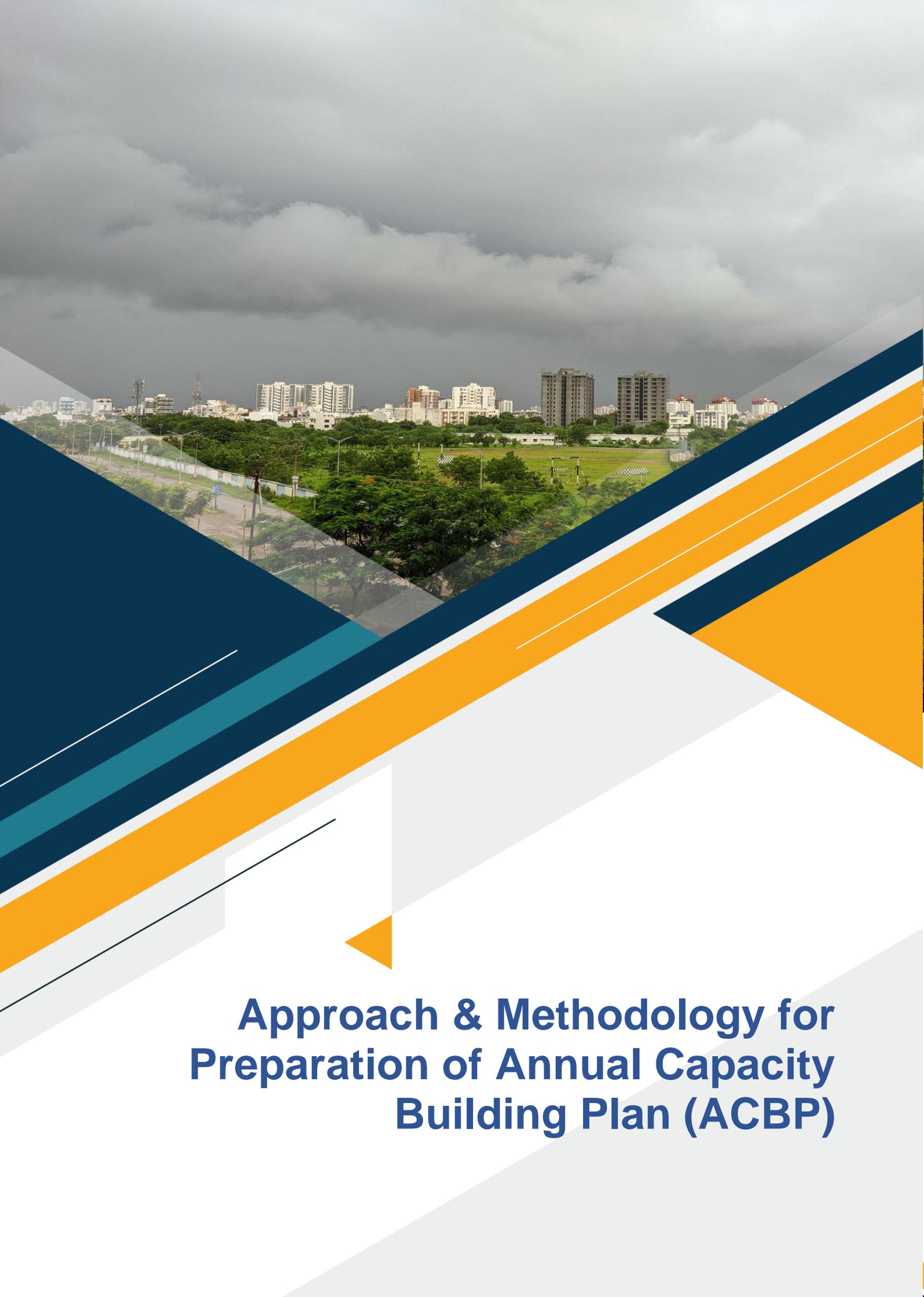
Approach & Methodology for Preparation of Annual Capacity Building Plan (ACBP)

2. Approach and Methodology

2.1 Need for Capacity Building of Urban Local Bodies

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

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

As India transitions from being a largely rural to an urban society, the focus needs to be on harnessing the economic potential of all cities, large and small. However, despite huge investment, our cities still face many efficiency and sustainability related challenges. None of our cities feature among the top 50 cities in many global rankings. Rapid urbanization has put tremendous pressure on the existing infrastructure, services, and resources. With the increasing demand and with the total number of urban settlements rising to 7933[2], 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[3] were prioritised however, many cities, either were unable implement these reforms or unable to leverage available funds because of lack of capacity and technical expertise (PlanningCommission, 2011).

Experience, over the course of implementation of other Centrally Sponsored Schemes such as AMRUT, PMAY, Swachh Bharat, Smart Cities etc, appear to indicate increase in a static capacity

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[2] As per Census 2011, the urban system of India consists of 7933 settlements, classified broadly as statutory towns (4041) and census towns(3892).
[3] Governance and Institutional Reforms, Fiscal Reforms, Process Reforms, Citizen Centric Reforms, Process Reforms, etc.

to take up projects and augment service delivery. In all fairness, each of these programmes attempted to augment capacities of municipal bodies through the course of availability of capital, development of infrastructure and scheme specific reforms.

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

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

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

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

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

Accordingly, CBC aims at preparation of ACBPs for select ULBs. These select ULBs are governing high performing cities who have already attained a mature level of governance and will be

creating a demonstrative effect i.e., create a roadmap for other cities to follow. They will act as beacons of progress for other ULBs in the country.

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

Needs Assessment	Setting up Goals
Conducting a thorough needs assessment to identify the areas where capacity building is needed. This involves surveys, interviews, focus groups discussions, or other data to gather information on the current state of knowledge, skills, and resources of the department/divisions.	Based on the needs assessment, establish clear and measurable goals for the capacity-building program in terms of list of trainings, learning programs, recommendations of policies, processes, and systems etc.

Handholding in implementation	Development of Plan
Identify quick win learning programs and support the ULB in implementing the same through IGOT registration, facilitation of onboarding of training institutes, immersive learning sessions etc. for 20% of trainings.	Develop a comprehensive plan for the capacity-building program that includes the Trainings, training calendar, Potential training partners, quick wins etc.

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

Non – Training Interventions

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

Cross learning / immersive learning through interactions / site visits

Institutional

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

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

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

Recommendations

Annual Capacity Building Plan

2.5 Our Methodology

01 — As – is Analysis

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

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

02 — Gap Assessment

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

OUTCOME: Competency Gap = Capacity Need analysis – Competencies possessed

03 — Proposed Interventions

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

OUTCOME: Training and non – training interventions

04 — Action points for Capacity Building

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

OUTCOME: Annual Capacity Building Plan

Rajkot Municipal Corporation

3. Rajkot City

3.1 Profile

Rajkot, the home city of Mahatma Gandhi, is the fourth-largest city in the state of Gujarat and is in the centre of the Saurashtra region. It is the 35th largest metropolitan area in India, with a population of more than 2 million as of 2021. Rajkot is India's sixth cleanest city and the seventh fastest-growing city worldwide as of March 2021[4]. The city contains the administrative headquarters of the Rajkot District.

The city has a diverse economy with industries ranging from traditional handicrafts to modern engineering and IT sectors. Rajkot is also a major center for the automobile and auto components industry, with many major companies having their manufacturing plants in and around the city. The city has emerged as an industrial hub in the recent decades with manufacturing sectors emerging in engineering and electronics, textiles and apparels, chemicals sectors. The city is well-connected by road, rail, and air to other major cities in India and is also known as the "hub of engineering" due to the presence of a large number of engineering firms in the city.

3.2 Civic Administration

The Rajkot Municipal Corporation, or the RMC, established in 1973, is responsible for the civic infrastructure and administration of the city of Rajkot in the state of Gujarat. The civic administrative body administers an area of 104.86 square kilometres. [5]

The governing structure of RMC consists of political and administrative wings. The political wing is an elected body of councillors headed by a mayor and on the other hand the administration of the corporation is consists of municipal officials and staff headed by a Municipal Commissioner, an IAS officer appointed by the government of Gujarat.

The city is divided into three administrative zones - Central, East, and West for the purpose of administration and governance. With respect to formation of general body of the municipal corporation, the city is divided into 18 wards and four elected corporators represent each ward.

With an annual budget of around Rs2300 Cr. (Year 2022-23), the Rajkot Municipal Corporation committed to provide basic infrastructure facilities including entertainment facilities to the people of the city. RMC is very well known for the managing the city by using private sector participation as well as introduction of innovative mechanism in management to serve people efficiently.[6]

Key Achievement/Features of the Rajkot City

➢ Rajkot ranked as the 7th cleanest city in the country in the Swachh Survekshan Survey, 2022
➢ It was selected as one of the 100 cities under the Smart City Mission Flagship program, 2015
➢ RMC was awarded the ISO 9001:2015 certification for its quality management system in 2019.

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[4] http://smartcityrajkot.in/
[5] https://en.wikipedia.org/wiki/Rajkot_Municipal_Corporation
[6] http://smartcityrajkot.in/RMC

3.3 Organogram: Rajkot Municipal Corporation
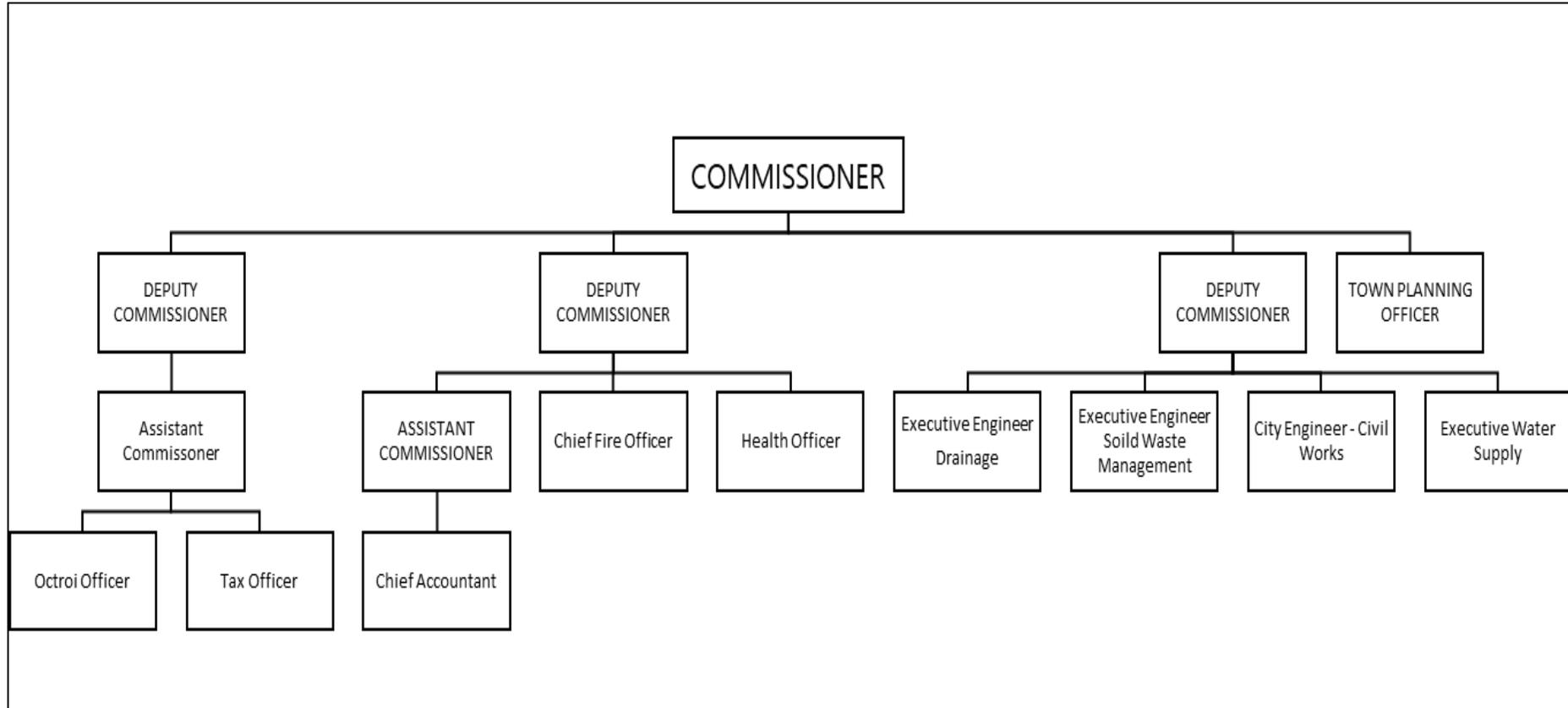
(Source: Website of Rajkot Municipal Corporation)

Organogram: Zonal Administrative Structure (RMC)
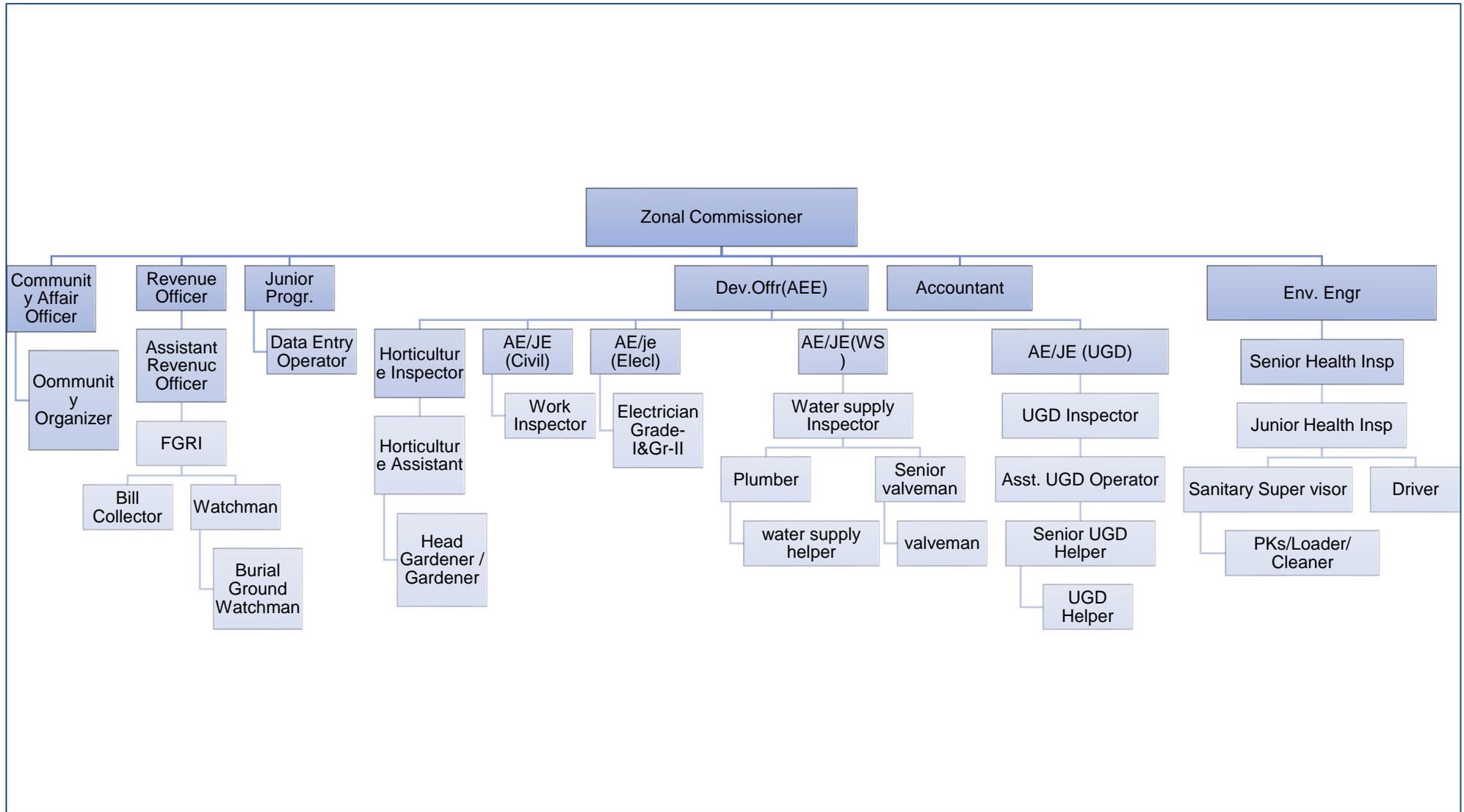
(Source: Website of Rajkot Municipal Corporation)

3.4 Key Challenges Observed

1. Shortage of Workforce

In the wake of the changing economic environment and rapid urbanization , there has been increasing pressure on the ULB to improve service delivery. However, the municipal corporation is suffering from severe shortage of qualified workforce. Over the years due to increased establishment cost and decreased revenue, the financial health of the corporation is precarious, and this has severely hampered the recruitment policy of the ULB.

In current times, corporation lacks seasoned and experienced staff to perform the duties diligently. 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 poor service delivery, delays and unaddressed grievances.

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

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

3. Indifferent attitude towards Capacity Building

The domain of capacity building and related activities such as induction training, refresher courses, training of new technologies, Knowledge Tours, etc. are neither priority nor mainstreamed. Rather, their seldom arrangement shows their sporadic and ad-hoc nature. This has resulted into inadequate knowledge base, poor resource use efficiency and reluctance in adoption of new technologies and process among the municipal staff.

4. Behavioural Training / Soft Skills is a Neglected Domain

The Municipal Corporation, being the third tier of governance, is closely associated with the citizens and engages with them daily. In such scenario, while addressing issues of the citizens

effective communication, leadership skills, conflict management techniques, etc. play a very crucial role. As municipal staff is not equipped with this skillset, many situations/incidents escalate to larger scale leading to wastage of manhours and resources of the ULB.

5. Inter-departmental Synergy needs to be Enhanced

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

6. External Factors

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

Key Observations & Analysis
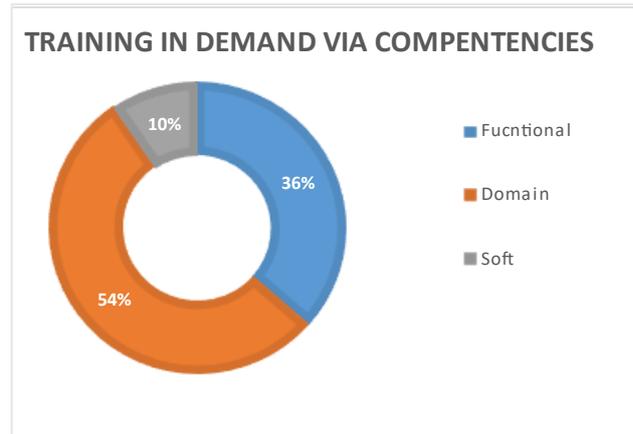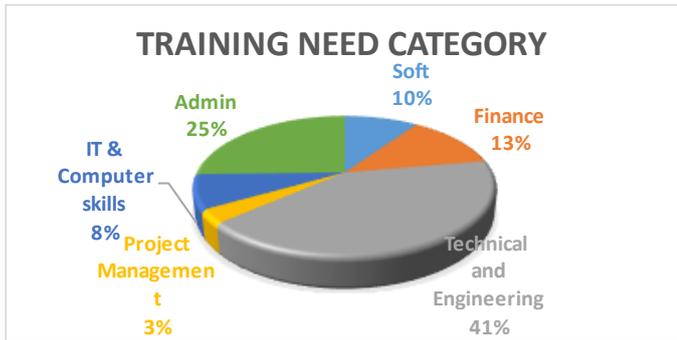
4. Key Observations and Analysis

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

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

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

4.1 Categorization of Training Needs and Competencies

To identify training needs and required competencies, surveys and assessments were conducted through 1 on 1 interviews, Focused Group Discussions and department wise round table discussions with the staff of the municipal corporation. Their inputs and suggestions were recorded and analysed to identify key capacity augmentation areas. With respect to Individual Capacity Building, total 64 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.

TRAINING NEED CATEGORY

Soft 10%
Finance 13%
Admin 25%
IT & Computer skills 8%
Project Management 3%
Technical and Engineering 41%

TRAINING IN DEMAND VIA COMPENTENCIES

- Fucntional 36%
- Domain 54%
- Soft 10%

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

From the identified universe of trainings for RMC, 38% of trainings came under functional competencies category and 54% are under Domain specific competencies while 9% are related to behavioural competencies as shown in the pie chart.

4.2 Categorization of Trainings based on Priorities / Objectives

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

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

	Identified Trainings supporting National Priorities
1	Refresher Course – Gujarat Provincial Municipal Corporations Act
2	Refresher Course – The Gujarat Civil Services Rules, 2002
3	Refresher Course – The Gujarat Town Planning and Urban Development Act 1976
4	Refresher Course – Municipal Solid Wastes (Management & Handling) Rules
5	Basic of Banking – Regulations, Reconciliation, Rules etc.
6	Training on – General Finance Rules & Procurement Polices
7	Refresher Course – e-procurement Systems and process
8	Refresher Course – GeM Portal
9	Training on Bid Process Management (Tendering)
10	Refresher Course – RTI Act and Rules
11	Training on RERA Act and Rules
12	Refresher Course – Shop and Establishment Act
13	Refresher Course – Writing Noting and Reports
14	Training on Document Management System & Office Procedure
15	Training on Contract Management

16	Training on – Installation and Commissioning of Machineries-Water supply
17	Training on – Installation and Commissioning of Machineries-Drainage
18	Training on – Valve Operation and Maintenance
19	Training on – Chlorine Handling and Safety for Water and Wastewater Utilities
20	Workshop on – Installation and Commission of Machineries-Civil works (Building and Roads)
21	Course on – Basic Concepts in Energy Efficient Machinery
22	Workshop on – Costing and Estimation
23	Training on Advance Construction Design and Methodologies (Global Best Practices)
24	Refresher Course on – Building Codes and Manuals
25	Refresher Course on – Indian Road Congress Standards
26	Course on – Fundamentals of Road Safety (Road Safety Council Standards)
27	Training on Construction Quality Control Testing, Systems and Standards
28	Training on – SCADA Systems
29	Workshop on – Best practices in energy efficient technology for streetlight network
30	Workshop on – Latest technologies in waste collection and processing
31	Workshop on – Public Private Partnership models in SWM
32	Workshop on – Leading technologies in Traffic and Transport Management
33	Refresher Course on – Municipal Accounting & Finance
34	Refresher Course on – National Municipal Accounts Manual
35	Training on Debt and Investment management
36	Refresher Course – GST Rules
37	Refresher Course on – Government Budgeting Principles and Processes
38	Refresher Course on – Income Tax Rules
39	Refresher Course on – PF and pension Rules
40	Training on – Audits (Applicable Acts/Rules/Processes)
41	Training on- Localising Sustainable Development Goals

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	Refresher Course and Advance Training – MS Office
2	Training on Data Analytics – Basic Principles & use cases for ULBs
3	Training on ERP Systems
4	Training on – Geographical Information System
5	Training on Cloud Computing (Basic Principles, AWS, Sales force, SAP etc.)
6	Workshop on adoption of new technologies (AI & Blockchain)
7	Training on – Cyber Security

8	Training on – Computer Aided Design (AutoCAD)
9	Training on Building Information Modelling (BIM)
10	Training on – SCADA Systems
11	Workshop on – Best practices in Energy Efficient Technology for Streetlight network
12	Workshop on – Latest technologies in waste collection and processing
13	Workshop on – Leading technologies in Traffic and Transport management
14	Training on Advance Construction Methodologies, Design (Global Best Practices)

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 leadership Development
2	Training on Dealing with Public
3	Training on effective communication skills (verbal and non-Verbal)
4	Training on improving language proficiency
5	Training on stress Management
6	Training on Time Management

4.3 Self-Assessment of Existing Competencies

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

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

SELF RATINGS

	Subject Knowledge	Skills	Tools/Technology	Attitude & behaviour
FIRE SAFETY DEPARTMENT	2	2	2	1
TOWN PLANNING-HERITAGE	2	2	2	2
HEALTH	2	2	1	1
SWM	2	2	2	2
E-GOVERNANCE	2	2	2	2
CENTRAL	2	2	2	2
LEGAL	2	2	2	1
REVENUE	2	1	2	2
PERSONNEL	2	2	3	2
FINANCE	2	2	2	2
CIVIL WORKS...	2	2	3	2
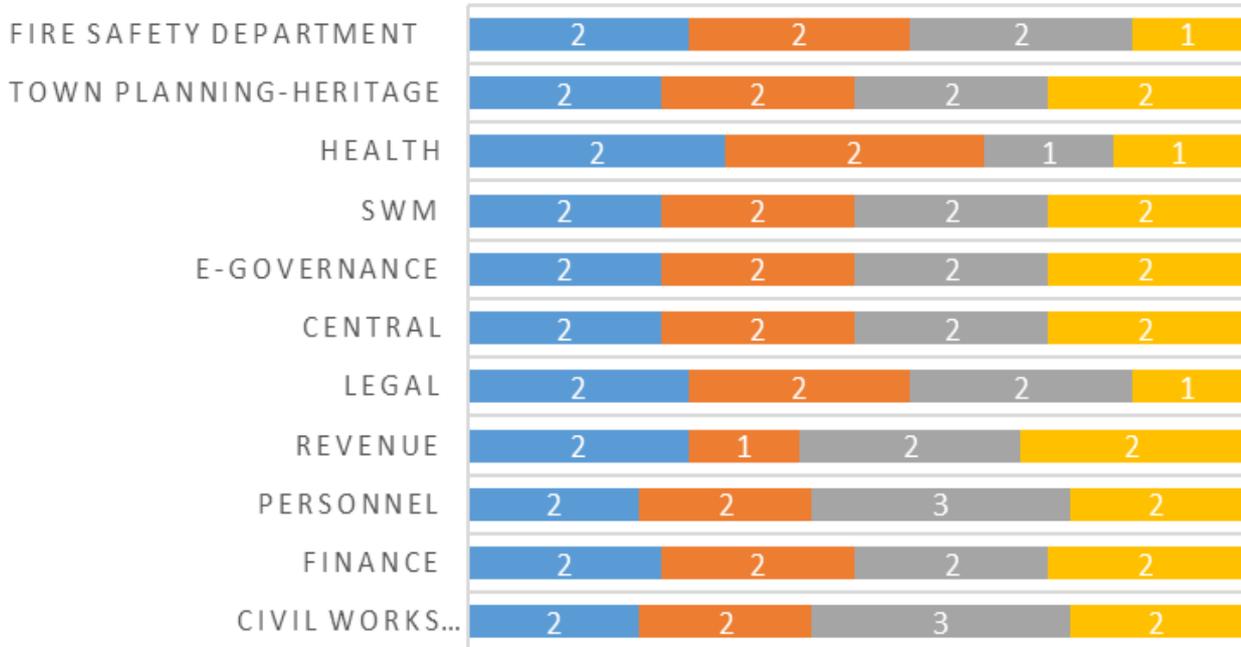
Subject Knowledge - **Skills** - **Tools/Technology** - **Attitude & behaviour**

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

Individual Capacity Building

5. Individual Capacity Building

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

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

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

5.1 Self-Assessment of Capacity Needs

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

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

During the survey and focused group discussions, employees were asked to rate the current level and desired level of proficiency in identified skills on scale of 1 to 10. The objective was to understand the different levels of efficacies and design the right set of trainings (from beginner to advance level). The detailed self-assessment table is attached in the Annexure-I.

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

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

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

Department wise detailed mapping is attached in Annexture II.

5.3 Identified Training Universe

Based on mapping of functional vis-à-vis competencies requirement of key departments of Rajkot Municipal Corporation and subsequent training needs assessment of individual roles, a total of 64 topics/areas of trainings has been identified for different designations and levels. We have sub-categorized these training into 9 themes including 1) Administrative and Governance, 2) Technical and Engineering, 3) Project Management 4) IT and Computers 5) Finance 6) Security 7) Health 8) Cattle Management 9) Soft skills. However, the broad categories are still Functional, Domain and Behavioural.

#	Topics, Themes, Areas identified for Capacity Augmentation of Rajkot Municipal Corporation	Water Supply	Civil Works	Estate	Racecourse Sankul	Solid Waste Management	Shops and Establishments	Traffic, Transport and Parking Management	Central Store	Account Branch	Establishment Branch	Legal Branch	Town Planning	Zoo	Suraksha	Fire	Election	Admin	Roshni	Animal Nuisance	IT	Health	Priority Level
	Administration and Governance Module																						
	Refresher course - Gujarat Provincial Municipal Corporations Act	ACE,DEE,AAE,AE	CE, DEE,AAE,AE	AM, EI	AM, CLK	EE, DEE,AEE, SO, SI,SSI	AM, WO	CE, DEE, AAE, AE, WA	SS	CA,AA, CLK, HCLK,DEO	AM	LO	TPO, ATP,AE, AAE,	ZS, HCLK	CSO	CFO, DCFO, SFO,LF, F, JF	HOD	AM	ACE	VO	HOD	MO, AM, HCLK, FSO, SR, SI, SSI, VS, XT, LT, P, SN, DEO	CRITICAL
	Refresher course -The Gujarat Civil Services Rules	ACE,DEE,AAE,AE		AM, EI	CLK	DEE, AEE	AM, WO	CE, DEE, AAE, AE, WA		AA, CLK, HCLK,DEO	AM		ATP	HCLK	CSO, SO	CFO, DCFO, SFO,LF, F, JF	HCLK, CLK	OS,RA, SA, HCLK, CLK				MO, AM, HCLK, SR, FSO, CLK,SI, SSI, VS, XT, LT, P, SN, DEO	CRITICAL
	Refresher course-The Gujrat Town Planning and Urban Development Act 1976												TPO, ATP,AE, AAE,										CRITICAL
	Refresher course- Municipal Solid Waste (Management & Handling) Rules					SO,SI, SSI							AE, AAE										MEDIUM
	Training on-General Finance Rules & Procurement Policies			AM, EI	CLK		WO, CLK			AA								AM				HCLK, CLK	HIGH
	Refresher course - e-Procurement Systems and Process	WA	WA	AM, EI	AM,CLK		WO,CLK	CLK	CLK, HCLK		HCLK, CLK	HCLK,CLK										HCLK, CLK	CRITICAL
	Refresher course- GeM Portal			AM, EI	AM				SS									HCLK, CLK	DEE, AE				HIGH
	Training on Bid Process Management (Tendering)	DEE,AAE,AE	DEE,AAE,AE	AM, EI			WO, CLK	DEE, AEE,AE										CLK					HIGH
	Refresher course -RTI Act and Rules	AEE, AE, WA	AEE, AE, WA		AM	HCLK, CLK	WO, CLK	CLK, HCLK					ATP, AE, AAE	ZS, HCLK	CLK		CLK	CLK, SA, RA, OS	CLK	CLK	CLK		MEDIUM
	Training on RERA Act and Rules		AEE, AE, WA							AA													MEDIUM
	Refresher course-Shop and Establishment Act						AM, WO, CLK																MEDIUM

IT and Computer Skills / Project Management / Technical and Engineering Module

Training	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Criticality
Training on Leading practices in Human Resource Management													C				HCLK, CLK					MEDIUM
Refresher course - Writing File Notes and Reports	HCLK, CLK	HCLK, CLK	EI	CLK	HCLK, CLK	WO,CLK	CLK	CLK, HCLK		HCLK,CLK	LO,HCLK,CLK		AK, HAK, HCLK, VA,			CLK	OS, RA, SA,HCLK, CLK					CRITICAL
Refresher course - National Health Programme																				SI, SSI		CRITICAL
Training on Event Management																						
Training on Document Management System & Office Procedure	HCLK, CLK			CLK			CLK	CLK, HCLK		HCLK,CLK	HCLK,CLK		C, HCLK	CLK	CLK, HCLK		CLK			CLK	CLK	CRITICAL
IT and Computer Skills																						
Refresher course and Advanced Training - MS Office	DEE,AAE, AE, WA,C	DEE,AAE, AE, WA,C, HCLK,CLK	AM.EI	CLK, AM	EE, DEE,AEE, SO, SI,SSI, HCLK, CLK	AM, WO, CLK	DEE, AEE,AE	CLK, HCLK	CA,AA,H CLK,CLK, DEO	AM,HCLK, CLK	HCLK,C LK	HCLK, CLK, AE, AEE	ZS, VO, C,ZEO, HCLK,	HCLK, CLK	CFO, DCFO, SFO,L F, F, JF	HCLK ,CLK	OS, RA, HCLK ,CLK	CLK, WA, DEE. AE, CLK, HCL:	LI,CLK	HCLK ,CLK	HCLK, CLK,SR	CRITICAL
Training on Data Analytics - Basic principles & use cases for ULBs	WA		AM,	AM	AEE		DEE, AEE,AE	CLK, HCLK		HCLK,CLK	LO,HCL K, CLK					HCLK , CLK	SA	SD	LI,CLK		AM, FSO	HIGH
Training on Cloud Computing (Basic principles, AWS, Sales force, SAP etc.)																	SA	SD				CRITICAL
Training on New Technologies (AI & Blockchain) and use cases																		SD				HIGH
Training on - Cyber Security and use cases																		SD				HIGH
Project Management																						
Training on- Basic principles of Project management, PM Tools and Techniques	DEE,AA E, AE, WA	CE,DEE,AE E,AE,WA	AM		DEE, AEE		DEE,AEE, AE										RA, HCLK , CLK				MO, AM	CRITICAL
Training on Contract Management	DEE,AA E, AE, WA	CE,DEE,AE	AM		DEE, AEE		AEE,AE														MO, AM	HIGH
Technical and Engineering Module																						
Training on Building Information Modelling (BIM)		DEE,AAE, AE, WA																				MEDIUM
Training on Computer Aided Design (AutoCAD)	DEE,AA E, AE, WA	CE,DEE,AE ,WA									HS, S, AE,AE E											MEDIUM
Training on Geographical Information System							AE,WA															HIGH
Training on -Installation and Commissioning of Machineries -Water supply	ACE, DEE,AA E, AE, WA																					HIGH
Training on Operations and Maintenance - Water supply and Pump Stations	AE,WA																					HIGH
Training on Construction and Maintenance- Drainage systems	DEE,AA E, AE, WA																					MEDIUM
Training on -Chlorine Handling and Safety for Water and Wastewater Utilities	C, WA																					MEDIUM
Training on new equipment and Machinery in Civil Works		AAE,AE,W A																				MEDIUM

*(Left margin vertical label spanning the Technical and Engineering Module section: **DOMAIN COMPETENCIES**)*

Training	Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8	Col9	Priority
Training on - Basic Concepts in Energy Efficient Machinery	AAE, WA									MEDIUM
Training on Quantity survey and cost estimations		AEE,AE,WA								MEDIUM
Training on Advance Construction Methodologies (Global Best Practices)		CE,DEE,AAE,AE,WA			CE,DEE,AAE,AE,WA					HIGH
Refresher course on- Building Codes and Manuals		CE,AAE,DEE,AE,WA								MEDIUM
Refresher course on- Indian Road Congress Standards		CE,AAE,DEE,AE,WA			DEE,AAE,AE,WA					HIGH
Training on- Fundamentals of Road Safety (Road Safety Council Standards)					AEE,DEE,AE,WA					MEDIUM
Training on Construction Quality Control Testing, Systems and Standards		CE,DEE,AE,WA								HIGH
Training on - SCADA Systems	WA, AAE,AE, DEE									HIGH
Training on-best practices in energy efficient technology for streetlight network								ACE,DEE,AE		HIGH
Training on - Latest technologies in waste collection and processing			EE, DEE,AEE, SO, SI,SSI							HIGH
Training on - Public Private Partnership models in SWM			EE, DEE,AEE, SO, SI,SSI							HIGH
Training on- Leading technologies in Traffic and Transport management					,AEE,DEE,AE,WA					HIGH
Training on Preparation of DPR (Detailed Project Report)	DEE, AAE, AE						HCLK, CLK		MO, AM	
Training on Handling special firefighting equipment						CFO, DCFO, SFO,LF, F, JF				CRITICAL
Training on Building Collapse Rescue Operations						CFO, DCFO, SFO,LF, F, JF				CRITICAL
Training on under water operations						CFO, DCFO, SFO,LF, F, JF				CRITICAL
Training on Industrial and Chemical Emergencies						CFO, DCFO, SFO,LF, F, JF				HIGH
Training on Cattle Rescue and Management									VO, LI	CRITICAL
Finance										

Table — BEHAVIORAL COMPETENCIES

Training																						Priority
Refresher course on- Municipal Accounting & Finance						AA, CLK, HCLK,DEO										OS, HCLK, CLK						AM, HCLK, CLK	CRITICAL
Refresher course on- National Municipal Accounts Manual						AA, CLK, HCLK,DEO																	CRITICAL
Training on Debt and Investment management						AA, CLK, HCLK,DEO																	CRITICAL
Refresher course - GST Rules						AA, CLK, HCLK,DEO																AM, HCLK, CLK	CRITICAL
Refresher course on-Government Budgeting principles and processes						AA, CLK, HCLK,DEO																AM, HCLK, CLK	CRITICAL
Refresher course - Income Tax Rules						AA, CLK, HCLK,DEO																AM, HCLK, CLK	CRITICAL
Refresher course on- PF and Pension Rules						AA, CLK, HCLK,DEO																	CRITICAL
Training on - Audits (Applicable Acts/Rules/Processes)						AA, CLK, HCLK,DEO																	CRITICAL
Soft Skills																						
Training on Leadership Development	ACE	CE	AM		SI, SSI	AM, WO	CE, DEE,			AM		ATP, TPO	ZS	CSO	CFO, DCFO	HOD	AM	HOD, DEE	VO	HOD	MO, AM	HIGH
Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)		CE,AAE,DEE,AE,WA	EI		AEnE, SI, SSI	WO				LO			ZS, HCLK				HCLK ,CLK		VO, LI		MO, AM	HIGH
Training on Effective communication skills (Verbal and Non-Verbal)	ACE, DEE,AAE, AE, WA	CE,AAE,DEE,AE,WA	AM, EI	CLK	SI, SSI	CLK	DEE,AAE,AE,WA,CLK	CLK, HCLK	DEO, CO, CLK	AM,HCLK, CLK	HCLK,CLK	AE, AEE, HS,S			CFO		AM,	HCLK, CLK	LI, CLK		AM, FSO, SR, HCLK, CLK, SI, SSI, VS, XT, LT, P, SN	CRITICAL
Training on improving Language Proficiency	C	DEE,AE,WA			HCLK, CLK	WO									HCLK ,CLK	OS, RA, SA, HCLK , CLK					HCLK, CLK, FSO, SN, XT, LT	HIGH
Training on Stress Management	ACE, DEE,AAE, AE, WA	CE	AM		EE, DEE,AEE, SO, SI,SSI					AM	LO	TPO. ATP, AAE, AE		CSO, SO			AM	ACE, DEE, AE	VO		MO	HIGH
Workshop on Time Management						WO							HCLK,		CFO, DCFO , SFO,LF, F, JF	HCLK ,CLK	HCLK ,CLK	DEE, AE	HCLK, CLK		MO	MEDIUM

Designations

Designations	Abbreviations	Designations	Abbreviations	Designations	Abbreviations
Assistant Accountant	AA	Deputy Environment Engineer	DEnE	Food Safety Officer	FSO
Additional City Engineer	ACE	Data Entry Operator	DEO	Medical officer	MO
Assistant Engineer/Additional Assistant Engineer	AE	Executive Engineer	EE	Chief Fire Officer	CFO
Assistant Environment Engineer	AEE	Estate Inspector	EI	Station Fire Officer	SFO
Assistant Manager	AM	Environment Engineer	EnE	Leading Fireman	LFM
Town Planning Officer	TPO	Head Clerk	HCLK	Fireman	FM
Assistant Town Planner	ATP	Head of Department	HoD	Junior Fireman	JFM
Chief Accountant	CA	Junior Engineer	JE	Sub-Registrar	SR
City Engineer	CE	Labour Officer	LO		
Assistant Engineer	AE	Law Officer	LWO		
Additional Assistant Engineer	AAE	Sanitary Inspector	SI		
Head Surveyor	HS	Software Developer	SD		
Surveyor	S	Security Officer	SO		
Work Assistant	WA	Sanitation Officer	So		
Chemist	CHM	Store Superintendent	SS		
Clerk	CLK	Sanitary Sub-Inspector	SSI		
Chief Security Officer	CSO	Work Assistant	WA		
Deputy Executive Engineer	DEE	Ward Officer	WO		

5.4 Training Curriculum Expectation

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

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

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

Topic/Area/Theme	Refresher course on Gujarat Civil Services Rules		
Course Objective	To provide comprehensive details of the GCS Rules to better understand the law and its provisions.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of Maharashtra Civil Service Rules and their relevance to ULBs. 2. Understanding the constitutional framework and legal provisions governing civil services in Maharashtra. 3. Understanding the rules and procedures for appointment, promotion and transfer. 4. Study of rules related to leaves, promotion, probation, and retirement. 5. Examination of administrative powers, delegation of authority, and decision-making processes within ULBs.			
Target Departments: Estate, Race, Solid Waste Management, Traffic Transport, Account, Town Planning, Zoo, Suraksha, Fire, Election, Admin, and Health Departments			
Online Courses: NA	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Ahmedabad • All India Local Self Government, Gujrat		

Topic/Area/Theme	Refresher course on The Gujarat Town Planning and Urban Development Act, 1976		
Course Objective	To enhance their understanding of the legislation and its practical application.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Understanding the purpose, scope, and key provisions of the Act. 2. Understanding the principles of land use planning and zoning. 3. Understanding the powers and functions of various authorities involved in town planning and development control. 4. Understanding the requirements and guidelines for building and construction activities. 5. Learning the dispute resolution mechanisms available under the Act, including appeals and adjudication processes.			
Target Departments: Town Planning Department			
Online Courses: NA	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujarat • CEPT University, Gujrat		

Topic/Area/Theme	Refresher course on Solid Waste Management Rules, 2016		
Course Objective	To provide a comprehensive understanding on MSW Rules for better solid waste management		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of municipal solid waste management rules.
2. Municipal Solid Waste Management - Fundamentals Sources; composition; generation rates; collection of waste; separation, transfer, and transport of waste; treatment and disposal options
3. Environment Risk Assessment - Defining risk and environmental risk; methods of risk assessment; case studies.
4. Detailed case studies on use of predictive analysis used for effective management of Solid Waste
5. Financial Implications i.e., costs and savings (realized) through adoption of CIT based technologies and understanding of impact

Target Departments: Solid Waste Management, and Town Planning Departments.

Online Courses: https://nptel.ac.in/courses/105103205	**Potential Training Institutes:** • All India Local Self Government, Gujrat • CEPT, Ahmedabad • Centre for Science and Environment, Delhi

Topic/Area/Theme	Refresher course on Basics of Banking-Reconciliation, Rules		
Course Objective	To better understand the Banking Reconciliation Rules for financial transactions, effective financial management and accountability in banking operations.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview on Banking Reconciliation.
2. Understanding the process of reconciling bank statements with internal financial records.
3. Understanding the preparation and interpretation of bank reconciliation statements.
4. Understanding reconciliation procedures for electronic transactions, digital payments etc.
5. Understanding strategies to maintain accurate financial records and prevent discrepancies.

Target Departments: Estate Department

Online Courses: NA	**Potential Training Institutes:** • The Institute of Chartered Accountants of India, New Delhi • Indian Institute of Management, Ahmedabad

Topic/Area/Theme	Refresher course on General Finance Rules and Procurement Policies		
Course Objective	To recapitulate finance rules/regulations and procurement rules/policies		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of financial management, understanding roles of finance for ULBs, key concepts etc.
2. Overview of financial planning and budgeting process.
3. Understanding financial reporting requirements for ULBs.
4. Understanding fund management and resource mobilisation processes.
5. Basic overview of public procurement guidelines, regulations, procurement cycles and contract management.

Target Departments: Estate, Race, and Accounts Departments

Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Ahmedabad • All India Local Self Government, Gujrat

Topic/Area/Theme	Public Procurement through GeM Portal		
Course Objective	Training on use of GeM portal for the public procurement		
Expected Duration	1 Day	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Introduction to the GEM Portal
2. Guidelines and best practices recommended for public procurement.
3. Online Bid preparation and evaluation process
4. Contract Award: Preparation of bid evaluation report, Award of contract
5. Use of GeM support centre to address grievances

Target Departments: Race, Central, Admin, Roshni Departments

Online Courses: https://gem.gov.in/training	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Ahmedabad • All India Local Self Government, Gujrat

Topic/Area/Theme	Training on Bid Process Management (Tendering)		
Course Objective	To effectively manage the bidding process for procurement or project contracting in municipal Corporation		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Overview of the legal and regulatory framework governing public procurement.
2. Differentiating between various procurement methods, such as open tenders, restricted tenders, and request for proposals (RFPs).
3. Knowledge on contract Management.
4. Understanding the principles of evaluating bids, such as technical evaluation, financial evaluation, and determining the most advantageous bid.
5. Preparing Bid Documents

Target Departments: Estate, Traffic and Transport, Admin Departments

Online Courses: NA	Potential Training Institutes: S • Sardar Patel Institute of Public Administration, Gujrat • YASHADA, Pune

Topic/Area/Theme	Refresher Course on RTI Act and Rules		
Course Objective	To provide officials with an understanding of RTI Act and its rules		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Overview of the RTI Act – Covers basic principles and objectives of the RTI Act, including the right to access information, the role of public authorities, and the procedures for submitting and processing RTI requests
2. RTI Rules and Regulations – Covers the legal and regulatory framework governing the implementation and enforcement of the RTI Act, including the rules and regulations governing the processing of RTI requests, the timelines for response, and the grounds for denial of information
3. Public Records Management – Covers the principles and practices of managing public records, including the creation, maintenance, and disposition of records, and the procedures for accessing and preserving records in accordance with the RTI ACT
4. Ethical and Legal Implications of RTI – Covers the ethical and legal implications of exercising the RTI
5. Best Practices in RTI Implementation – Covers best practices in implementing and enforcing the RTI Act

Target Departments: Race, Town Planning, Suraksha, Fire, Election, Admin, Roshni, Animal Nuisance and IT Departments.

Online Courses: https://nptel.ac.in/courses/129106001	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujrat • YASHADA, Pune

Topic/Area/Theme	Training on RERA Act and Rules		
Course Objective	To enhance their understanding and application of the legislation, ensuring effective implementation and compliance with the regulations governing the real estate sector.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview of RERA Act, its objectives, and applicability.
2. Understanding the legal framework and regulatory authorities established under RERA Act.
3. Understanding documentation, disclosure requirements, and timelines for registration.
4. Understanding the provisions related to project management, quality assurance, and timely delivery of real estate projects.
5. Understanding penalties, liabilities, etc. on non-compliance with RERA provisions.

Target Departments: Account and Town Planning Departments	
Online Courses: NA	Potential Training Institutes: • All India Local Self Government, Gujrat • CEPT University, Gujrat

Topic/Area/Theme	Refresher course on The Gujarat Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2019		
Course Objective	To update knowledge of the legislation for effective regulations of shops and other establishments		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview of Gujarat Shops and Establishments Act, its scope, and objectives.
2. Understanding the key provisions, definitions under the Act and the applicability of the Act to different types of establishments.
3. Understanding the process and documentation required for obtaining licenses and registrations under the Act.
4. Understanding record-keeping and maintenance requirements.
5. Practical knowledge on implementing the Act in different types of establishments.

Target Departments: Shop and Establishment Departments	
Online Courses: NA	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujarat. • All India Local Self Government, Gujrat

Topic/Area/Theme	Training on Leading Practices in Human Resource Management		
Course Objective	To equip municipal staff to effectively manage and optimize the human capital of the corporation		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of Human Resource Management practices/methods/concepts.
2. Understanding recruitment and selection strategies.
3. Understanding employment development and training strategies.
4. Understanding employee relations and engagement.
5. Understanding data-driven decision-making in HR management, including key HR metrics etc.

Target Departments: Solid Waste Management, and Admin Departments	
Online Courses: • https://online.iima.ac.in/course/course-v1:IIMA+HRM101x+1/	Potential Training Institutes: • Administrative Staff College of India, Hyderabad • Indian Institute of Public Administration, Delhi

Topic/Area/Theme	Training on Introduction to Data Analytics - Basic principles & Use Cases		
Course Objective	To provide an understanding on concepts, principles, and methodologies of Data Analytics		
Expected Duration	1-2 days	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Introduction to Data Analytics and the key steps in the Data Analytics process
2. Different types of data structures, file formats, and sources of data
3. Differentiate between different data roles such as Data Engineer, Data Analyst, Data Scientist, etc.
4. Understanding of data analysis processes involving collecting, wrangling, mining, and visualizing data
5. Data protection and security policies, protocols, etc.

Target Departments: Estate, Race, Solid Waste Management, Shops and Establishment, Traffic and Transport, IT Departments

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

Topic/Area/Theme	Drafting of Administrative Notes, Official Reports and Proposals – Refresher & Advance		
Course Objective	Hands on training on drafting of file notes, submission of remarks/comments, preparation of official reports and proposals		
Expected Duration	2 days	Mode: Online / Offline	Exposure visit - NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Standard procedures to be followed while drafting file note/preparing official reports/proposals.
2. Use of administrative language- improving vocabulary
3. Use of different MS office tools to improve efficiency
4. Techniques and procedures for sequencing, storage, etc.
5. Compliances to be checked- RTI information/Audit norms/etc.

Target Departments: Water Supply, Drainage, Civil Works, Estate, Race, Solid Waste Management, Shops and Establishment, Traffic and Transport, Central, Establishment, and Legal Departments

Online Courses: NA	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujarat • All India Local Self Government, Gujrat.

Topic/Area/Theme	Document Management System & Office Procedure		
Course Objective	To provide them with the necessary skills and knowledge to effectively manage and organize documents within the organization.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Best practices for creating and formatting documents, including templates, styles, and formatting guidelines.
2. Creating professional and standardized documents using word processing software.
3. Developing a systematic approach to document organization and filing.
4. Understanding different methods of document classification, such as hierarchical folder structures or metadata tagging
5. Addressing the importance of document security and confidentiality in a municipal corporation.

Target Departments: Race, Traffic and Transport, Central, Establishment, Legal, Zoo, Suraksha, Fire, Roshni, IT, Health Departments

Online Courses: NA	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujarat • All India Local Self Government, Gujrat

Topic/Area/Theme	Refresher Course and Advanced Training in MS Office		
Course Objective	To achieve proficiency in the usage of MS Office and learn the application of MS Office in day-to-day office work project-related activities		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. MS Word, MS Excel, MS PowerPoint, MS Access and Database, E-Mail.
2. Step-by-step process of working with different files and understanding the functions and commands
3. Advanced MS Excel Master Spreadsheets - Advanced charts, graphs, formulas, macros, and data analysis
4. How to use charts to visualize data
5. How to use basic formulas, VLOOKUP and HLOOKUP, and how to use named ranges, etc.

Target Departments: All Departments	
Online Courses: https://igotkarmayogi.gov.in/MS Office excel https://igotkarmayogi.gov.in/MS Office Word https://igotkarmayogi.gov.in/MS Office Power point	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat

Topic/Area/Theme	Training on ERP Systems		
Course Objective	To enhance skills in utilising ERP software to efficiently manage and streamline administrative process.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of ERP Systems.
2. Modules and processes within ERP Systems such as finance and accounting, human resources, procurement, inventory management, etc.
3. Understanding the ERP system interface and data-entry accurately.
4. Understanding the workflow and business process management.
5. Understanding report-generation and data analysis within the ERP system.

Target Departments: Water Supply, Account Departments	
Online Courses: NA	**Potential Training Institutes:** • Administrative Staff College of India, Hyderabad • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Training on Cloud Computing (Basic principles, Sales force, SAP etc.)		
Course Objective	To provide a foundational understanding of cloud computing principles and services such as AWS , Sales Force , SAP etc		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Introduction to cloud computing concepts.
2. Understanding the essential components and architecture of cloud computing
3. Introduction to AWS and its services, such as EC2, S3, RDS, and Lambda
4. Understanding how Salesforce can be utilized in municipal operations, such as citizen services, case management, and data analysis.
5. Exploring how SAP can integrate with cloud computing to enhance organizational efficiency and scalability.

Target Departments: IT Departments	
Online Courses:	**Potential Training Institutes:** • Administrative Staff College of India, Hyderabad • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Training on New Technologies (AI & Blockchain) and use cases		
Course Objective	To Provide understanding of AI technologies and their potential applications in the local governance sector.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Providing an overview of emerging technologies like AI and Blockchain.
2. Understanding the basics, benefits, and challenges associated with these technologies.
3. Exploring how AI can be leveraged in various municipal services such as waste management, transportation, and citizen services.
4. Addressing the ethical implications and privacy concerns associated with AI and Blockchain technologies.
5. Discussing challenges related to data availability, infrastructure requirements, and stakeholder engagement.

Target Departments: IT Departments

Online Courses: https://onlinecourses.nptel.ac.in/noc22_cs44/preview	Potential Training Institutes: • Administrative Staff College of India, Hyderabad • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Training on - Cyber Security and use cases		
Course Objective	To educate about the importance of cybersecurity, potential threats, and effective measures to protect against cyber attacks		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Introduction to cybersecurity concepts, terminology, and best practices.
2. Recognizing the significance of cybersecurity in protecting municipal systems and data.
3. Understanding the potential risks and consequences of cyber-attacks.
4. Identifying common cyber threats, including malware, phishing, social engineering, and ransomware.
5. Educating employees on safe browsing habits, email security, and recognizing suspicious activities.

Target Departments: IT Departments

Online Courses: https://igotkarmayogi.gov.in/Cyber Security and Strategy	Potential Training Institutes: • Administrative Staff College of India, Hyderabad • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Project Management Tools & Techniques		
Course Objective	To comprehend project management framework and life-cycle phases of different types of projects and also familiarize the officials with leading project management techniques		
Expected Duration	2 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Overview of Project Management principles
2. Project life cycle and planning
3. Prioritization of project activities and workload, adaption and shifting of planning strategies, staffing models and goals, project scheduling methodologies and tools
4. Risk Management, Contract Administration, Project Documentation
5. Tools for effective project monitoring (Physical and Financial)
6. Templates, formats for project management

Target Departments: Water Supply, Drainage, Civil Works, Estate, and Solid Waste Management Departments

Online Courses: https://igotkarmayogi.gov.in/Project Management	Potential Training Institutes: • Indian Institute of Public Administration, Delhi • NICMAR, Pune • MCGM Centre for Municipal Capacity Building and Research (MCMCR), Mumbai

Topic/Area/Theme	Training on Contract Management		
Course Objective	To effectively manage contracts through their lifecycle and maximise value for the municipal corporation		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of contract management in the context of urban local bodies.
2. Understanding the key stakeholders involved.
3. Understanding the process of contract management, drafting terms, conditions, specifications, and performance metrics.
4. Understanding the principles of contract risk management and contingency planning.
5. Understanding the process of contract closeout, final inspections, acceptance, and final reconciliation.

Target Departments: Water Supply, Drainage, Civil Works, Estate Departments	
Online Courses: N.A	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat. • Indian Institute of Public Administration, Delhi

Topic/Area/Theme	Building Information Modelling		
Course Objective	To enable officials to leverage BIM technology to optimize building project outcomes		
Expected Duration	1 day	Onsite/Offsite	Exposure visit
Wishlist for Curriculum (5 main subjects/activities to be covered)			

1. Basic knowledge of building information modelling techniques
2. Building Information Modelling and Technology Trends in Construction – Digital transformations such as 3D models in architecture, engineering, and construction to plan, design and deliver more scalable and sustainable civil infrastructure.
3. BIM for sustainability analysis – To understand how to use BIM for sustainability analysis, including energy performance analysis, daylight analysis, and thermal analysis
4. BIM Software tools and applications – learn to use BIM software for creating and managing digital models, as well as for coordinating project teams and visualizing design and construction processes
5. BIM for cost estimation and facility management – To understand how to use BIM for cost estimation, including quantity take-off and cost tracking, as well as for facility management, such as maintenance scheduling and asset tracking

Target Departments: Water Supply	
Online Courses: NA	**Potential Training Institutes:** • CEPT University, Gujrat • National Institute of Construction Management and Research, Pune

Topic/Area/Theme	Training on Computer Aided Design (AutoCAD)		
Course Objective	To upskill for accurate digital design and drawing for various urban planning and infrastructure projects		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of Computer-Aided Design and the role of AutoCAD in urban planning and design.
2. Learning to create 2D drawing.
3. Understanding principles of dimensioning, linear, angular, and radial dimensions.
4. Understanding layer management and editing tools.
5. Understanding the process of setting up layouts and plotting drawings for printing.

Target Departments: Water Supply, Civil Works and Town Planning Departments	
Online Courses: NA	**Potential Training Institutes:** • CEPT University, Gujrat

Topic/Area/Theme	Geographical Information System – Refresher and Advance
Course Objective	To refresh and update the fundamental concepts and principles of GIS and spatial data analysis, introduce new advances and trends in GIS, such as new tools, software, and techniques for data acquisition

Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA

5 Main Subjects/Activities to be covered in the Curriculum

1. Spatial data management and quality control – basics of spatial data management
2. Remote Sensing and Image Analysis – Basics of Remote Sensing Technology, including satellite imagery, LiDAR Data, and aerial photographs.
3. Advanced Spatial Analysis – Techniques related to geo-processing, spatial statistics, spatial interpolation and network analysis.
4. Web Mapping and Interactive Visualization – basics of web mapping, including creating interactive web maps and web-based applications using popular platform such as ArcGIS Online and Leaflet.js
5. GIS Project Management and Teamwork – Basics of GIS project management including planning, organizing, and executing GIS projects.

Target Departments: Water Supply, Drainage, and Traffic and Transport Departments

Online Courses: https://igotkarmayogi.gov.in/Geographical System https://www.esri.com/training/catalog/57630434851d31e02a43ef28/getting-started-with-gis/	**Potential Training Institutes:** • CEPT University, Gujrat • Indian Institute of Public Administration, Delhi

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Topic/Area/Theme	Training on Operation and Maintenance of Machines (Water Supply)
Course Objective	To enhance installation and commissioning skills in water supply

Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA

5 Main Subjects/Activities to be covered in the Curriculum

1. Introduction to water supply machineries, and different types of water supply machines commonly used in the industry.
2. Understanding step-by-step process of machine installation, including site preparation, equipment placement, foundation requirements, electric connections, piping etc.
3. Understanding safety protocols for machine installations.
4. Understanding commissioning procedures.
5. Understanding maintenance and troubleshooting techniques to identify and resolve common issues.

Target Departments: Water Supply, and Civil Works Departments

Online Courses: N.A	**Potential Training Institutes:** • SVNIT Surat • IIT Gandhinagar

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Topic/Area/Theme	Training on Operation and Maintenance of Machines - Drainage System
Course Objective	To enhance installation and commissioning skills in drainage system.

Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA

5 Main Subjects/Activities to be covered in the Curriculum

1. Introduction to drainage system, their components, their role in managing wastewater and stormwater.
2. Understanding the step-by-step process of machine installation in drainage systems.
3. Understanding the commissioning procedures specific to drainage system machines.
4. Understanding routine maintenance and troubleshooting techniques.
5. Understanding safety protocols when working with machines in drainage systems.

Target Departments: Water Supply, Drainage, and Civil Works Departments

Online Courses: NA	**Potential Training Institutes:** • SVNIT Surat • IIT Gandhinagar.

Topic/Area/Theme	Training on Valve Operation and Maintenance		
Course Objective	To enhance skills in valve operations and maintenance		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of different types of valves commonly used in industries.
2. Brushing basics of valve operations.
3. Understanding valve maintenance for optimal performance and longevity.
4. Understanding troubleshooting techniques to identify and resolve common problems.
5. Understanding safety protocols when working with valves, such as proper isolation, lockout/tagout procedures, use of personal protective equipment (PPE) etc.

Target Departments: Drainage Department	
Online Courses: NA	Potential Training Institutes: • SVNIT Surat • IIT Gandhinagar.

Topic/Area/Theme	Training on Chlorine Handling and Safety for Water and Wastewater Utilities		
Course Objective	To enhance knowledge of chlorine handling and safety for better wastewater treatment		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of chlorine handling and its importance for wastewater treatment.
2. Understanding safety measures to ensure safe handling/storage/and operations with chlorine.
3. Understanding proper guidelines to properly use chlorine.
4. Understanding emergency response and leak detection methods to effectively manage situation.
5. Understanding maintenance and safety of chlorine handling equipment

Target Departments: Drainage Department	
Online Courses: NA	Potential Training Institutes: • SVNIT Surat • IIT Gandhinagar

Topic/Area/Theme	Training on Pump and Motor Selection for Engineers		
Course Objective	To gain knowledge in pump and motors for better selection and overall effective functioning of water systems		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of pumps and motors, types, applications in various industries etc.
2. Understanding requirements and parameters for specific industries while selecting pumps and motors.
3. Understanding motor types and functions etc.
4. Understanding the technical aspects such as piping systems, pump sizing, suction and discharge conditions, pressure, flow control etc.
5. Understanding maintenance practices for longevity and effective functioning of pumps and motors.

Target Departments: Drainage Department	
Online Courses: NA	Potential Training Institutes: • SVNIT Surat • IIT Gandhinagar

Topic/Area/Theme	Training on Operation and Maintenance of Machines – Civil Works		
Course Objective	To understand the installation and commissioning of machineries used for civil constructions		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Recapitulation of various types of machines used in civil works, their functions, capabilities and their importance in construction projects.
2. Understanding the step-by-step process of machinery installation in civil works.
3. Understanding commissioning procedures specific to machines used in civil works.
4. Understanding safety protocols when working with machineries in civil works.
5. Understanding maintenance and troubleshooting techniques to keep machines in optimal conditions.

Target Departments: Civil Works

Online Courses: NA	Potential Training Institutes: • SVNIT Surat • IIT Gandhinagar

Topic/Area/Theme	Training on Energy-Efficient Machinery- Basic Concepts and Products in Market (Sector Specific)		
Course Objective	To adapt sustainable machinery for energy conservation		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview on the importance of energy efficiency in machinery.
2. Understanding various latest energy-efficient machinery technologies available in the market.
3. Developing capabilities to assess energy efficiency requirements and make informed decisions during machinery selection.
4. Understanding principles of energy optimisation and management.
5. Understanding financial incentives/ regulations related to energy-efficient machinery.

Target Departments: Water Supply Department

Online Courses: NA	Potential Training Institutes: • Electrical Engineering, IIT Gandhinagar • Sardar Patel Institute of Public Administration, Gujarat.

Topic/Area/Theme	Training on Costing and Estimation		
Course Objective	To enhance skills in accurately estimating project costs, preparing detailed project estimates and manage project budgets.		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Revision of cost estimation, principles and concepts.
2. Understanding techniques and tools used in cost estimation, such as quantity take offs, unit rates, cost databases and software applications.
3. Understanding break down of project costs.
4. Understanding development of project budgets based on estimated costs and financial constraints.
5. Understanding potential risks and uncertainties that may impact project costs.

Target Departments: Water Supply Department

Online Courses: NA	Potential Training Institutes: • CEPT University • IIM, Ahmedabad

Topic/Area/Theme	Training on Advance Construction Methodologies, Design (Global Best Practices)		
Course Objective	To enhance understanding on advance construction methodologies		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of advanced construction methodologies, latest trends and advancements.
2. Understanding global best practices in design for construction projects.
3. Understanding the use of BIM software and methodologies for enhanced project coordination.
4. Understanding the use of automation and robotics in construction process.
5. Understanding real-world case studies of successfully implemented advanced construction methodologies.

Target Departments: Civil Works, Traffic and Transport Department	
Online Courses: N.A	Potential Training Institutes: • NICMAR, Pune • CEPT University

Topic/Area/Theme	Refresher Course on Building Codes and Manuals		
Course Objective	To update and reinforce the knowledge and understanding regarding the latest building codes, regulations etc.		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of building codes and regulations.
2. Understanding the latest updates and revisions to building codes and regulations.
3. Understanding and applying building codes and regulations to real-world scenarios.
4. Understanding the processes and procedure involved in ensuring code compliance.
5. Understanding sustainable construction practices and resilience and disaster mitigation.

Target Departments: Civil Works Department	
Online Courses: NA	Potential Training Institutes: • NICMAR ,Pune • National Institute of Urban Management

Topic/Area/Theme	Refresher Course on Indian Roads Congress Standards		
Course Objective	To enhance knowledge on Indian Roads Congress Standards		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of Indian Roads Congress Standards.
2. Understanding of standards related to geometric design of roads, including alignment, cross-section, grades etc.
3. Understanding the pavement design, materials, and construction practices.
4. Understanding traffic engineering and road safety standards.
5. Understanding the IRC standards related to quality control and quality assurance during road construction.

Target Departments: Civil Works, and Traffic and Transport Departments	
Online Courses: N.A	Potential Training Institutes: • Indian Academy of Highway Engineers, Min. of Road Transport and Highways, GOI • Indian Road Congress, Delhi

Topic/Area/Theme	Refresher Course on Fundamentals of Road Safety (Road Safety Council Standards)		
Course Objective	To update knowledge and understanding of key principles related to road safety		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of road safety concepts.
2. Understanding Road safety Council Standards and Guidelines.
3. Understanding risk factors and mitigation strategies to prevent road accidents and injuries.
4. Understanding road safety audits and assessments.
5. Understanding strategies for promoting road safety knowledge among different target groups.

Target Departments: Traffic and Transport Department

Online Courses:
https://morth.nic.in/nomination-15-days-certification-training-program-road-safety-audit-ces-roads-officers-iahe-noida

Potential Training Institutes:
- Indian Academy of Highway Engineers, Min. of Road Transport and Highways, GOI
- Indian Road Congress, Delhi

Topic/Area/Theme	Training on Construction Quality Control Testing, Systems and Standards		
Course Objective	To implement effective quality control measures, conduct construction material testing and adhere to relevant construction standards.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview on construction quality control in ensuring project success.
2. Recapitulation of the various methods used in construction quality control, such as material testing, concrete testing, soil testing etc.
3. Hands on training on conducting construction quality tests.
4. Understanding various relevant national and international standards of construction quality control.
5. Understanding quality control audits to assess compliance with established rules and standards.

Target Departments: Water Supply, Drainage, and Civil Works Departments

Online Courses: N.A

Potential Training Institutes:
- CEPT University
- NICMAR, Pune

Topic/Area/Theme	Training on - SCADA Systems		
Course Objective	To enhance skills in effectively using SCADA systems for urban infrastructure		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview of SCADA systems and their role.
2. Understanding the principles of designing and configuring SCADA systems to meet specific requirements.
3. Understanding SCADA Communication protocols.
4. Understanding operating and monitoring SCADA systems.
5. Understanding the importance of cybersecurity in SCADA systems and protecting critical infrastructure.

Target Departments: Water Supply, and Drainage Departments

Online Courses: N.A

Potential Training Institutes:
- ASCI, Hyderabad
- MCGM Centre for Municipal Capacity Building and Research, Mumbai

Topic/Area/Theme	Training on Best Practices in energy efficient technology for streetlight network.		
Course Objective	To equip on the best practices in energy efficient technology for streetlight		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of the energy efficient street lighting systems.
2. Understanding of the energy-efficient lighting technologies.
3. Understanding the principles and best practices of designing energy-efficient lighting systems.
4. Understanding retrofitting existing street lighting systems that are energy-efficient.
5. Understanding the monitoring and maintenance mechanisms for energy-efficient lighting systems.

Target Departments: Roshni Department

Online Courses:	Potential Training Institutes:
	• Electrical Engineering, IIT Gandhinagar

Topic/Area/Theme	Training on - Latest technologies in waste collection and processing		
Course Objective	To adopt appropriate technologies in waste collection and processing for efficient waste management.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview of waste management in urban areas.
2. Recapitulation of waste collection methods.
3. Understanding latest recycling technologies and processes for different types of wates.
4. Understanding the potential for generating energy from waste.
5. Understanding emerging technologies in waste management through use cases and best practices.

Target Departments: Solid Waste Management Department

Online Courses: **https://archive.nptel.ac.in/courses/105/106/105106056/** https://www.worldbank.org/en/olc/course/58078	Potential Training Institutes:
	• All India Institute of Local Self Government, Gujrat
	• Centre for Science and Environment, Delhi

Topic/Area/Theme	Public Private Partnerships		
Course Objective	To understand the concept, types and frameworks of Public Private Partnerships		
Expected Duration	2 days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. PPP fundamentals – basics principles and concepts of PPPs, including the different types of PPP structures, roles and responsibilities of public and private partners
2. PPP project identification and screening – covers process of identifying and screening potential PPP projects
3. PPP project structuring and procurement – covers process of structuring and procurement PPP projects including contract negotiations, financing arrangements, and risk allocation
4. PPP project implementation and management – covers process of implementing and managing PPP projects, including monitoring and evaluation, contract management, and dispute resolution.
5. PPP policy and regulatory frameworks – covers broader policy and regulatory frameworks that govern PPP projects, including legal and institutional frameworks, public sector capacity building, and stakeholder engagement

Target Departments: Solid Waste Management Department

Online Courses: • **https://www.worldbank.org/en/programs/icp/brief/e-learning** • https://igotkarmayogi.gov.in/Public Private Partnership	Potential Training Institutes:
	• Administrative Staff College of India, Hyderabad
	• Indian Institute of Public Administration, Delhi

Topic/Area/Theme	Refresher on Disaster Management Act, 2005 and City Level Planning
Course Objective	To Provide knowledge and skills necessary to effectively respond to and mitigate disasters and ensure fire safety

Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA

5 Main Subjects/Activities to be covered in the Curriculum

1. Roles and responsibilities of municipal corporation employees in disaster response and mitigation.
2. Understanding the impact of disasters on infrastructure, environment, and public safety.
3. Training on search and rescue techniques, first aid, and evacuation procedures.
4. Fire prevention measures in buildings, public spaces, and industrial areas.
5. Planning and implementing City Level Disaster Management Plan

Targeted Departments – Fire

Online Courses: NA	Potential Training Institutes: • National Fire Academy, Vadodara • National Institute of Disaster Management • Jamshedji Tata School of Disaster Studies, TISS, Mumbai

Topic/Area/Theme	Training on Handling of Special Firefighting Equipment
Course Objective	To improve skills and capacity of the staff to operate specialised firefighting equipment

Expected Duration	2 Days	Mode: Offline / Online	Exposure visit - Preferable

5 Main Subjects/Activities to be covered in the Curriculum

1. Basic overview of specialised firefighting equipment.
2. Understanding regular inspection protocols and troubleshooting techniques for firefighting equipment.
3. Understanding operational techniques to handle equipment effectively.
4. Practical hands-on training in handling equipment's.
5. Understanding importance of safety protocols, hazard identification, risk assessment etc.

Target Department: Fire Safety Department

Online Courses: NA	Potential Training Institutes: • National Fire Service College, Nagpur • National institute of Disaster Management • National Fire Academy, Vadodara

Topic/Area/Theme	Training on Building Collapse Rescue Operations
Course Objective	To effectively respond to building collapse incidents and minimise injuries

Expected Duration	2 Days	Mode: Offline / Online	Exposure visit - Preferable

5 Main Subjects/Activities to be covered in the Curriculum

1. Basic overview of rescue operations.
2. Understanding structural components of buildings for rescue purposes such as safe entry point etc.
3. Understanding search methodologies, and tools for the same.
4. Understanding safe extrication of trapped individuals from debris.
5. Understanding the proper use of safety equipment for rescue of survivors.

Target Department: Fire Safety Department

Online Courses: NA	Potential Training Institutes: • National Fire Academy, Vadodara • National institute of Disaster Management, Delhi • National Fire Service College, Nagpur

Topic/Area/Theme	Latest Technology in Traffic and Transport Management		
Course Objective	To enhance the knowledge of official towards Traffic and Transport Management		
Expected Duration	2 days	Mode: Onsite/Offsite	Exposure visit-Applicable
5 Main Subjects/Activities to be covered in the Curriculum			

1. Understanding urban traffic system: traffic flow theory, traffic characteristics, and traffic signal timing, and network analysis.
2. Traffic management technologies: Basics of Intelligent Transportation Systems (ITS), and its application in traffic management such as traffic control systems, advanced traveller information systems, real-time traffic information systems.
3. Introduction to sustainable transportation options such as electric vehicles, bike-sharing systems, pedestrian-friendly infrastructure, and the latest developments in green transportation technology.
4. Introduction to the latest technologies and best practices in managing public transportation systems, such as bus rapid transit (BRT), and fleet management systems.
5. Introduction to smart ticketing systems.

Target Departments: Traffic and Transport Management

Online Courses: https://onlinecourses.nptel.ac.in/noc23_ce29/preview	Potential Training Institutes: • CEPT University, Gujrat • Institute for Transportation and Development Policy

Topic/Area/Theme	Refresher course on- National Municipal Accounts Manual		
Course Objective	To update and reinforce the knowledge of employees on national municipal accounts manual.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Gaining an in-depth understanding of the guidelines and procedures outlined in the manual.
2. Understanding the importance of adhering to the manual's principles for effective financial management.
3. Reviewing the process of budget preparation and execution as outlined in the manual.
4. Learning about the audit process and its role in ensuring accountability and transparency.
5. Discussing any new guidelines or procedures introduced in the manual.

Target Departments: Account Departments

Online Courses: NA	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujarat. • YASHADA, Pune • Arun Jaitley National Institute of Financial Management , Haryana

Topic/Area/Theme	Training on Debt and Investment management		
Course Objective	To achieve proficiency to effectively manage debt and investments of municipal corporation.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Learning the basics of municipal debt, including types of debt instruments and their characteristics.
2. Understanding the process of issuing and managing debt, including legal requirements and regulations.
3. Developing strategies for debt planning, budgeting, and debt service management.
4. Analysing revenue streams, expenditures, and cash flow management.
5. Learn to analyse risk and return considerations in investment decision-making

Target Departments: Accounts Department

Online Courses: IIPA : Indian Institute of Public Administration	Potential Training Institutes: • Arun Jaitley National Institute of Financial Management , Haryana • Indian Institute of Public Administration, Delhi

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

Topic/Area/Theme	Refresher Course on Government Budgeting- Principles and Processes		
Course Objective	To enhance knowledge on government budgeting for effective management		
Expected Duration	5 days	Mode: Offline / Online	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of the fundamental principles and concepts of government budgeting. 2. Understanding the process of budget formulation and preparation. 3. Understanding the implementation of budget cycle. 4. Understanding the principles and practices of performance-based budgeting. 5. Understanding the evolving landscape of government budgeting.			
Target Departments: Accounts Departments			
Online Courses: https://igotkarmayogi.gov.in/Buget	Potential Training Institutes: • Arun Jaitley National Institute of Financial Management , Haryana • Indian Institute of Public Administration, Delhi		

Topic/Area/Theme	Refresher course - Income Tax Rules		
Course Objective	To enhance the understanding of income tax rules		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the latest amendments, updates, and changes in income tax laws. 2. Understanding the process of filing income tax returns and associated documentation. 3. Compliance requirements for municipal corporation employees, including the submission of investment declarations and proofs. 4. Comprehensive coverage of tax deductions and exemptions available under various sections of the Income Tax Act			
Target Departments: Account Department			
Online Courses: N.A	Potential Training Institutes: • Arun Jaitley National Institute of Financial Management , Haryana • The Institute of Chartered Accountants of India		

Topic/Area/Theme	Refresher course on- PF and Pension Rules		
Course Objective	To understand the rules and regulations related to employee provident funds and pensions.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Understanding the basics of the Employee Provident Fund (EPF) scheme and the Employee Pension Scheme (EPS)
2. Understanding the calculation of provident fund contributions, both from the employee and employer's perspectives
3. Understanding the eligibility criteria for receiving a pension under the Employee Pension Scheme (EPS).
4. Highlighting recent amendments and changes in PF and Pension Rules.
5. Exploring the compliance requirements and responsibilities of both employers and employees.

Target Departments: Account Department

Online Courses: NA	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujrat • Arun Jaitley National Institute of Financial Management , Haryana

Topic/Area/Theme	Training on - Audits (Applicable Acts/Rules/Processes)		
Course Objective	To achieve proficiency in understanding of applicable acts, rules, and processes related to audits in municipal corporation.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Understanding the relevant acts, rules, and regulations governing audits in municipal governance.
2. Understanding financial statements
3. Understanding techniques of conducting municipal audits
4. Understanding internal audit
5. Developing skills in preparing audit reports

Target Departments: Account Department

Online Courses: N. A	**Potential Training Institutes:** • Arun Jaitley National Institute of Financial Management , Haryana • Indian Institute of Public Administration, Delhi

Topic/Area/Theme	Refresher course on National Health Programme		
Course Objective	To deepen their understanding and proficiency in implementing and managing various health initiatives		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Brief overview of National Health Programmes implemented in India.
2. Understanding the objectives, target population, and key features of National Health Programmes.
3. Understanding the importance of the programmes in improving healthcare and public health overall.
4. Understanding implementation strategies for ensuring effective preventive healthcare.
5. Understanding collaboration strategies with NGOs, community-based organisations for effective implementation of health programmes.

Target Departments: Health Department

Online Courses: NA	**Potential Training Institutes:** • All India Institute of Local Self Government

Topic/Area/Theme	Training on Weapon Handling and Public Safety		
Course Objective	To achieve proficiency and skills to safely handle and operate weapons		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Developing marksmanship skills, including proper stance, grip, and sight alignment
2. Knowledge of local and national firearm laws and regulations.
3. Understanding the use of force continuum and guidelines for weapon deployment.
4. Response protocols and procedures in emergency situations.
5. Communication and coordination with law enforcement and other emergency personnel.

Target Departments: Suraksha Department

Online Courses: NA	Potential Training Institutes: • Gujrat Police Academy, Gandhinagar

Topic/Area/Theme	Training on Cattle Management		
Course Objective	To manage cattle effectively		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of cattle management, with emphasis on efficient and sustainable practices.
2. Understanding the feed sources, grazing management, hay, etc.
3. Understanding the housing and facility needs of cattle.
4. Understanding the common cattle diseases, vaccination protocols, parasite control measures etc.
5. Understanding breeding management in cattle.

Target Departments: Animal Nuisance Department

Online Courses: NA	Potential Training Institutes: • National Institute of Veterinary Epidemiology and Disease Informatics, ICAR

Topic/Area/Theme	Training on Leadership Development		
Course Objective	To effectively lead municipal departments for enhanced citizen service delivery		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Developing and honing essential leadership skills such as quick decision-making, problem-solving, and strategic thinking.
2. Developing self-awareness to understand personal weaknesses and strengths
3. Understanding emotional intelligence
4. Understanding adaptability, and change management.
5. Understanding value-based leadership principles.

Target Departments: All Departments

Online Courses: https://online.iima.ac.in/course/course-v1:IIMA+OB101x+1/ https://onlinecourses.nptel.ac.in/noc23_mg28/preview	Potential Training Institutes: • Administrative Staff College of India • Sardar Patel Institute of Public Administration, Gujarat • Indian Institute of Public Administration

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

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

Target Departments: All Departments

Online Courses: IIPA : Indian Institute of Public Administration	Potential Training Institutes: • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Training on Effective communication skills (Verbal and Non-Verbal)		
Course Objective	To enhance communication abilities and increase efficiency in the workplace		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic introduction to effective communication.
2. Understanding effective communication skills such as clarity, articulation, active listening, and expressing ideas.
3. Enhancing written communication skills
4. Understanding the importance of non-verbal cues and body language in communication and methods to improve them.
5. Understanding effective communication techniques in various settings such as team meetings, public speaking, conflict resolutions.

Target Departments: All Departments

Online Courses: N.A	Potential Training Institutes: • IIM Ahmedabad • Indian Institute of Public Administration, New Delhi

Topic/Area/Theme	Training on Improve Language Proficiency		
Course Objective	To enhance language skills for effective communication		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Basic overview of grammar and syntax.
2. Understanding vocabulary.
3. Training on speaking and listening skills.
4. Understanding reading comprehension.
5. Training in writing skills.

Target Departments: All Departments

Online Courses: N. A	Potential Training Institutes: • Sardar Patel Institute of Public Administration, Gujrat • IIM Ahmedabad

Topic/Area/Theme	Training on Stress Management		
Course Objective	To effectively manage workplace stress and enhance organization performance		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

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

Target Departments: All Departments

Online Courses: **https://igotkarmayogi.gov.in/Stress Management** **https://www.iipa.org.in/cms/public/page/competency-based-courses**	**Potential Training Institutes:** • Art of Living Chapter, Rajkot

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Topic/Area/Theme	Training on Time Management		
Course Objective	To learn time optimisation strategies and tools for effective achievement of professional goals		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Time awareness and self-reflection for identification of improvement areas.
2. Understanding techniques for clear goal-setting
3. Understanding strategies for maximising productivity.
4. Develop contingency plans to effectively manage unforeseen circumstances and minimise time waste.
5. Maintaining work-life balance and fostering overall well-being

Target Departments: All Departments

Online Courses: **https://igotkarmayogi.gov.in/Time Management** https://www.iipa.org.in/cms/public/page/competency-based-courses	**Potential Training Institutes:** • IIM Ahmedabad

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Topic/Area/Theme	Training on Localising Sustainable Development Goals		
Course Objective	How to align the SDGs with actions already undertaken by Local Governments and work on strategies for mapping and raising awareness about the SDGs.		
Expected Duration	2 Days	Mode: Offline / Online	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			

1. Introduction to the Sustainable Development Goals (SDGs) and the importance of local governments' engagement for their implementation
2. Focus on the alignment of public policies with the SDGs
3. How to report and monitor the aspects of the SDGs in the localization process
4. Development of platform to achieve co-operation among all stakeholders
5. Internalize the leadership culture of local governments to achieve the 2030 Agenda and the SDGs;

Online Courses: https://onlinecourses.nptel.ac.in/noc23_hs57/preview	**Potential Training Institutes:** • Sardar Patel Institute of Public Administration, Gujarat • School of Habitat Studies/ School of Climate Change and Sustainability Studies, TISS, Mumbai

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

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

5.5 Tentative Annual Training Calendar

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

Legend: T = Online/offline Training · W = Workshop · E = Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-23	Feb-23	Mar-23
	Online/offline Training Course											
1	Refresher course - Gujarat Provincial Municipal Corporations Act	Online/Onsite Training	All Departments HoDs and Second in line	T			T			T		
2	Refresher course -The Gujarat Civil Services Rules	Online/Onsite Training	Estate, Solid Waste Management, Accounts, Suraksha, Admin, Traffic and Transportation	T				T				
3	Refresher course-The Gujrat Town Planning and Urban Development Act 1976	Onsite Training/ Immersive Learning	Solid Waste Management		T		E		T			
4	Refresher course- Municipal Solid Waste (Management & Handling) Rules	Online/Onsite Training	Solid Waste Management			T				T		
5	Training on-General Finance Rules & Procurement Policies	Online Training	Estate Department	T						T	T	
6	Refresher course - e-Procurement Systems and Process	Online Training	Race Course Sankul, Shops and Establishments, Traffic and Transport Parking, Central	T								
7	Refresher course- GeM Portal	Online/Onsite Training	Central Store, Admin			T						
8	Training on Bid Process Management (Tendering)	Online	Eastate, Traffic and Transportation Parking		T					T	T	T
9	Refresher course -RTI Act and Rules	Online/Onsite Training + workshop, immersive learning	All Department	T								T
10	Training on RERA Act and Rules	Online Training	Shops and Establishment, Estate		T							
11	Refresher course-Shop and Establishment Act	Online Training	Shops and Establishment, Estate			T					T	
12	Training on Leading practices in Human Resource Management	Online Training	Admin				T					
13	Refresher course - Writing File Notes and Reports	Online/Onsite Training	All Departments		T							
14	Refresher course - National Health Programme	Online Training	Health			T				T		W
15	Training on Event Management	Online/Onsite Training	All Departments	T						T		
16	Training on Document Management System & Office Procedure	Online/Onsite Training	Race Course Sankul, Trafiic and Transportation Parking,	T								
17	Refresher course and Advanced Training -MS Office	Online Training	All Departments	T			T				T	

Legend: T = Online/offline Training, W = Workshop, E = Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-23	Feb-23	Mar-23
	Online/offline Training Course											
18	Training on Data Analytics - Basic principles & use cases for ULBs	Online Training	Estate, Race course Sankul, Solid waste Management, Shops and Establishment, Traffic and Transportation Parking.	T		T				T		
19	Training on Cloud Computing (Basic principles, AWS, Sales force, SAP etc.)	Online Training	IT		T							T
20	Training on New Technologies (AI & Blockchain) and use cases	OnlineTraining	IT	T								
21	Training on - Cyber Security and use cases	Online Training	IT			T						
22	Trainig on- Basic principles of Project management, PM Tools and Tech	Online Training	Water Supply, Drainage, Civil Works, Estate	T							T	
23	Training on Contract Management	Online Training	Water Supply, Drainage, Civil Works, Estate		T							T
24	Training on Building Information Modelling (BIM)	Online Training	Water Supply			T					T	
25	Training on Computer Aided Design (AutoCAD)	Online Training	Water Supply, Civil Works	T					T			
26	Training on Geographical Information System	Online Training	Water Supply, Drainage, Traffic Transportation and Parking.								T	
27	Training on -Installation and Commissioning of Machineries -Water supply	Online/Onsite Training	Water Supply, Drainage, Civil Works, Estate, Solid Waste Management	T			T				W	
28	Training on Operations and Maintenance - Water supply and Pump Stations	Online Training	Water Supply, Drainage, Civil Works		T				T			T
29	Training on Construction and Maintenance- Drainage systems	Online/Onsite Training	Water Supply, Drainage, Civil Works		T							T
30	Training on -Chlorine Handling and Safety for Water and Wastewater Utilities	Onsite Training	Drainage	T	T						T	
31	Training on new equipments and Machinery in Civil Works	Onsite Training	Civil Works	T				W				
32	Training on - Basic Concepts in Energy Efficient Machiniery	Online/Onsite Training	Water Supply		T							
33	Training on Quantity survey and cost estimations	Online/Onsite Training	Water Supply				T					
34	Training on Advance Construction Methodologies (Global Best Practices	Online/Onsite Training	Civil Works, Traffic Transportation and parking						T			
35	Refresher course on- Building Codes and Manuals	Online/Onsite Training	Civil Works	T			T					T
36	Refresher course on- Indian Road Congress Standards	Online/Onsite Training	Civil Works, Traffic Transportation and parking		T							
37	Training on- Fundamentals of Road Safety (Road Safety Council Standards)	Online Training	Water Supply				T				T	
38	Training on Construction Quality Control Testing, Systems and Standard	Online/Onsite Training, immersive learning	Traffic Transportation and parking			T	W			T		W
39	Training on - SCADA Systems	Online Training	Water Supply, Drainage		T							

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-23	Feb-23	Mar-23
	Online/offline Training Course											
40	Training on-Best practices in energy efficient technoloy for streetlight network	Online Training	Roshni	Training					Training			
41	Training on - Latest technologies in waste collection and processing	Online Training	Solid Waste Management		Training							Training
42	Training on - Public Private Partnership models in SWM	Online Training	Solid Waste Management			Training						
43	Training on- Leading technologies in Traffic and Transport management	Online/Onsite Training, immersive learning	Traffic Transportation and parking	Training					Training		Exposure Visit	
44	Training on Prepartion of DPR (Deatilled Project Report)	Online/Onsite Training, immersive learning	Civil Works, Traffic Transportation and parking		Training	Workshop				Workshop	Training	
45	Training on Handling special fire fighting equipment	Online/Onsite Training, immersive learning	Fire		Training						Training	
46	Training on Building Collapse Rescue Operations	Online/Onsite Training, immersive learning	Fire			Workshop				Training		
47	Training on under water operations	Online Training	Fire	Training						Training		
48	Training on Industrial and Chemical Emergencies	Online Training	Fire		Training			Training				Training
49	Training on Cattle Rescue and Management	Online/Onsite Training, immersive learning	Animal Nucience			Training					Training	
50	Refresher course on- Municipal Accounting & Finance	Online Training	Acoounts						Training			
51	Refresher course on- National Municipal Accounts Manual	Online Training	Acoounts	Training							Training	
52	Training on Debt and Investment management	Online Training	Acoounts			Training						
53	Refresher course - GST Rules	Online Training	Acoounts		Training							
54	Refresher course on-Government Budgeting principles and processes	Online/Onsite Training	Acoounts					Training				Training
55	Refresher course - Income Tax Rules	Online Training	Acoounts	Training						Training		
56	Refresher course on- PF and Pension Rules	Onsite Training	Acoounts		Training				Training			
57	Training on - Audits (Applicable Acts/Rules/Processes)	Onsite Training	Acoounts	Training								Training
58	Training on Leadership Development	Online/Onsite Training	All Departments			Training		Workshop				

Sr. no.	Course	Medium	Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-23	Feb-23	Mar-23
	Online/offline Training Course											
59	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	Online/Onsite Training	All Departments	📊				📊	👥	📊		
60	Training on Effective communication skills (Verbal and Non Verbal)	Online/Onsite Training	All Departments		📊					📊		
61	Training on improving Language Profficiency	Online/Onsite Training	Water, Drainage, Civil Works, Election			📊			📊			
62	Training on Stress Management	Online/Onsite Training	Water, Civil Works, Solid Waste Management, Establishment,	📊				📊				📊
63	Workshop on Time Management	Online Training	All departments	📊		👥						
64	Cordonation and People Management	Online/Onsite Training	Water, Race Course Sankul, legal, Zoo, Fire, Animal		📊			👥	📊			

Recommendations for Institutional and Organizational Capacity Building

6. Recommendations for Organizational and Institutional capacity Building

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

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

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

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

Recommendations	Need	Responsibility
Introduction of 'Induction Module' for new joiners/officials transferred from different departments.	Municipal officials and staff have very vast scope of work and responsibilities. They perform many administrative as well as technical functions on a daily basis. In order to perform efficiently, in addition to job specific knowledge, they will have to be aware of various legal and regulatory frameworks, departmental procedures, safety and emergency protocols, organizational culture and values, etc.	Municipal Corporation

Recommendations	Need	Responsibility
	It is important that the municipal staff is well-informed, prepared, and equipped to contribute effectively to the organization's goals and objectives. Induction trainings provide new employees with essential information about the organization, its structure, functions, and policies. It helps familiarize them with the goals, objectives, and values of the municipal corporation, ensuring that they understand their roles and responsibilities within the organization.	
Policy/Practise of 'Knowledge Transfer'	Inter service and inter departmental transfers is a common practise identified in the ULBs. Due to absence of practise of 'Knowledge Transfer' or policy/practise regarding the same, the legacy knowledge gained by the individual in the particular department is not passed on and thus hampers the process of succession and improvement. It also leads to delays, undesirable exposure to the risks and overall decline in the service levels until the successor get the grasp of the scope. For organizational effectiveness, innovation, risk management, employee development, and long-term success, ' Knowledge Transfer' program is essential. It facilitates the efficient utilization of resources, promotes a learning culture, and enables organizations to adapt and thrive in a rapidly changing environment.	Municipal Corporation

Recommendations	Need	Responsibility
Revised Roles and Responsibility	Defined roles and responsibilities are crucial for the effective functioning of the municipal corporation. They provide clarity, structure, and accountability, ensuring that everyone understands their specific duties and how they contribute to the overall goals and objectives of the organization. Owing to changing times and growing complexity of urban governance, roles & responsibilities of the municipal officials and staff need to be revised and updated. Well codified roles and responsibilities enhance efficiency, productivity, and collaboration along with enabling effective performance management and adaptability.	Municipal Corporation
Update and revise the internal Standard Operating Procedures of each department	Standard Operating Procedures (SOPs) play a critical role in organizations across various industries. They are documented guidelines that outline the steps, processes, and best practices required to perform specific tasks or activities. SoPs are important for consistency & quality, efficiency & productivity and training & onboarding of new employees. Although the corporation has SoPs for each department, there is a need for upgradation to include new tools , techniques and procedures.	Municipal Corporation
A wireless Communication System in ZOO	Wireless communication system is essential for effective communication and coordination among employees, visitors, and local emergency services. It can improve animal care, safety and security, visitor experience, efficiency, and emergency response in zoos	Municipal Corporation

Recommendations	Need	Responsibility
Formulation Internal policy for the security department	The security department plays a crucial role in organizations by ensuring the safety, protection, and security of people, assets, and information. It plays a critical role in maintaining a secure and safe environment within the organization. By implementing appropriate security measures, conducting risk assessments, providing training and awareness, and responding to incidents, they help to mitigate potential risks and threats faced by the organization. Therefore, clearly outlined policy is essential for the security department. The policy document can provide standardization, clarify roles and responsibilities, outline procedures for responding to threats, provide guidelines for the use of force, and ensure the training and professional development of security personnel.	Municipal Corporation
Online system for issuing fire NoC for properties	An online system for issuing fire NoC for properties is necessary to simplify the application process, expedite processing time, improve record-keeping, facilitate better communication, and enhance transparency.	Municipal Corporation
A wireless Communication System in Fire Department	A wireless communication system in the fire department of a corporation is necessary to improve coordination, enhance safety, speed up response times, provide better situational awareness, and ensure reliable communication between firefighters and their commanding officers.	Municipal Corporation
Digitalisation of Urban Health Centres	An online process of marriage, birth, and death registration helps in convenience, timesaving, accuracy, transparency, data analysis and Record Keeping.	Municipal Corporation

Recommendations	Need	Responsibility
Online Attendance Tool for health workers working on Site	An online attendance tool for health workers like sweepers working on-site in a corporation helps in accurate record-keeping, improved accountability, real-time monitoring, and Time saving.	Municipal Corporation
Dedicated cell for managing IT infrastructure	Information Technology has penetrated into each and every aspect of governance and ULBs are no exception to it. Currently, RMC has extensive IT infrastructure which includes internet networks, routers & modems, computers, LAN wires, etc. As this infrastructure is critical for effective functioning of the corporation, there is need of dedicated cell equipped with skilled personnel to efficiently manage the whole set up. Apart from ensuring effective day to day working, this cell needs to ensure security and integrity of the network and safeguard it from malware/fishing/etc. threats.	Municipal Corporation
Online platform for managing the estate function (reservations, licencing, fee payment, accounting etc.)	It can help increase efficiency, improve customer service, enhance transparency, improve record-keeping	Municipal Corporation

Capacity Building Unit

7. Capacity Building Unit-Role and Responsibilities

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

Implementation of the Annual Capacity Building Plan of the Municipal Corporation	Monitoring and Evaluation of Capacity Building Interventions	Preparation of ACBP for the Next Year and its Execution
➢ 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	➢ Training the leadership of corporation in using the monitoring and evaluation tools available through iGOT KY - MDO dashboard, PM's dashboard etc. ➢ Establishing internal customized indicators of success that may not be covered by platform dashboards. ➢ Establishing mechanisms for measurement and reporting of pre-defined indicators ➢ Presentation of a comprehensive evaluation of capacity building interventions by the corporation for necessary guidance to CBC ➢ Support preparation and execution of the L&D Survey in keeping with Mission Karmayogi's mandate of efficiency, transparency and accountability. ➢ Facilitate the collection and collation of data related to capacity building interventions, required for the ACBP.	➢ Update training needs as per defined roles and responsibilities. ➢ If required, revised competency mapping and skills sets required. ➢ Benchmarking internal needs for capacity building ➢ Based on the inputs prepare a ACBP and a fresh annual training calendar for the new year. ➢ Share the ACBP with CBC for guidance and suggestions. ➢ Renew the engagements with training institutes. ➢ Coordinate with all the stakeholders (training institutes/knowledge partners) to implement ACBP. ➢ Execute training program and supervise and monitor on regular basis. ➢ Reporting and updating progress of the ACBP plans to respective Municipal Commissioner/HODs/Concerned Authorities.

Key Responsibilities of CBU

Potential Training Partners

8. Potential Training Partners

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

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

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

Opportunities for Immersing Learning

9. Opportunities for Immersing Learning

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

Best Practices	Features
Zero Waste Model of Rajkot City	• Zero Waste Model of Rajkot City promotes a circular economy approach, where waste is not seen as a problem but as a valuable resource. By converting waste into useful products. • Rajkot practices smart waste disposal solutions waste into bio gas, compost, fertilizer, and converting flower waste into essence sticks. • Rajkot has also plans to set up waste to energy plant. • The model is promoting sustainable waste management practices and creating economic opportunities for local communities.

Quick Win Plans

10. Quick Win Plans

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

2. **Partnering with National Institutes:** Gujarat is known for its premier institutions in the field of Urban Studies and Planning. Additionally, it houses many Institutes of National Importance, such as IIM, Ahmedabad, and IIT, Gandhinagar, among others. We recommend the collaboration of CBC with these institutes along with other nationally acclaimed institutes, such as CEPT University, Institute of Architecture and Planning, Nirma University, IIHS, AIILSG, IIT Gandhinagar, TISS Mumbai, to design courses per the RMC's skill needs. The CBC will facilitate the onboarding of these institutes by creating MoUs. Therefore, it would be prudent to explore opportunities to partner with these institutions at the earliest possible. Such partnerships could take place at two levels: first, by providing existing relevant and appropriate courses immediately available to the ULB staff, and second, by designing customized courses that are specific to the functions of urban local bodies in collaboration with these institutes.

3. **Registration on IGOT Platform:** The IGOT platform is offering top 3 courses in demand i.e. MS office, Emerging Technologies and Stress Management. The RMC 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 RMC.

5. **Partnering with Private firms who are providing IT or Construction solutions as training providers :** RMC 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 RMC can avail the benefits of its expertise,

resources, and experience to equip its staff with the necessary skills and knowledge in these identified technologies, contributing to the city's overall development.

Annexures

11. Annexures

Annexure I- Self Assessment of Capacity Needs

CURRENT LEVEL	SELF-ASSESSMENT OF COMPETENCIES	DESIRED LEVEL
1 2 3 4 5 6 **7 8** 9 10	Refresher course - Gujarat Provincial Municipal Corporations Act, 1949	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 6 **7 8** 9 10	Refresher course -The Gujarat Civil Services Rules	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 6 **7 8** 9 10	Refresher course-The Gujarat Town Planning and Urban Development Act 1976	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 6 **7 8** 9 10	Refresher course- Municipal Solid Wastes (Management & Handling) Rules	1 2 3 4 5 6 7 **8 9** 10
1 2 3 **4 5** 6 7 8 9 10	Basic of Banking – Regulations, Reconciliation, Rules.	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Training on-General Finance Rules & Procurement Policies	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 6 **7 8** 9 10	Refresher course - e-Procurement Systems and Process	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Refresher course- GeM Portal	1 2 3 4 5 6 7 **8 9** 10
1 2 3 4 5 6 **7 8** 9 10	Training on Bid Process Management (Tendering)	1 2 3 4 5 6 7 8 **9 10**

Current Level (highlighted)	Course	Target Level (highlighted)
6, 7	Refresher course -RTI Act and Rules	9, 10
6, 7	Training on RERA Act and Rules	9, 10
5, 6	Refresher course-Shop and Establishment Act	9, 10
4, 5	Training on Leading practices in Human Resource Management	8, 9
6, 7	Data Analysis and Reporting - Intermediate	9, 10
5, 6	Refresher course - Writing Noting and Reports	9, 10
6, 7	Training on Document Management System & Office Procedure	9, 10
5, 6	Refresher course and Advanced Training -MS Office	9, 10
4, 5	Training on Data Analytics - Basic principles & use cases for ULBs	8, 9
5, 6	Training on ERP Systems	8, 9
5, 6	Training on Cloud Computing (Basic principles, AWS, Salesforce, SAP, etc.)	9, 10
3, 4	Workshop on the adoption of new technologies (AI & Blockchain)	8, 9
3, 4	Training on - Cyber Security	8, 9
4, 5	Basic principles of Project management, PM Tools, and Techniques	8, 9

Scale	Training / Course	Scale
1 2 3 **4 5** 6 7 8 9 10	Training on Contract Management	1 2 3 4 5 6 7 **8 9** 10
1 2 3 4 5 **6 7** 8 9 10	Training on Building Information Modelling (BIM)	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Training on-Computer Aided Design (AutoCAD)	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 6 **7 8** 9 10	Training on- Geographical Information System	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 **6 7** 8 9 10	Training on -Installation and Commissioning of Machineries -Water supply	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 **6 7** 8 9 10	Training on -Installation and Commissioning of Machineries -Drainage	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Training on -Valve Operation and Maintenance	1 2 3 4 5 6 7 **8 9** 10
1 2 3 4 5 **6 7** 8 9 10	Training on -Chlorine Handling and Safety for Water and Wastewater Utilities	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 6 **7 8** 9 10	Workshop on -Pump and Motor Selection for Engineers	1 2 3 4 5 6 7 **8 9 10**
1 2 3 4 5 **6 7** 8 9 10	Training on -Installation and Commissioning of Machineries -Civil works (Building and Roads)	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Course on - Basic Concepts in Energy Efficient Machinery	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 **6 7** 8 9 10	Workshop on - Costing and Estimation	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Training on Advance Construction Methodologies, Design (Global Best Practices)	1 2 3 4 5 6 7 **8 9** 10
1 2 3 4 5 **6 7** 8 9 10	Refresher course on- Building Codes and Manuals	1 2 3 4 5 6 7 8 **9 10**

Current										Course	Target									
1	2	3	4	5	**6**	**7**	8	9	10	Refresher course on- Indian Road Congress Standards	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	5	6	**7**	**8**	9	10	Course on- Fundamentals of Road Safety (Road Safety Council Standards)	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	5	**6**	**7**	8	9	10	Training on Construction Quality Control Testing, Systems, and Standards	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	**4**	**5**	6	7	8	9	10	Training on- SCADA Systems	1	2	3	4	5	6	7	**8**	**9**	10
1	2	3	4	**5**	**6**	7	8	9	10	Workshop on- best practices in energy-efficient technology for streetlight network	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	5	**6**	**7**	8	9	10	Workshop on - Latest technologies in waste collection and processing	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	**5**	**6**	7	8	9	10	Workshop on – Public-Private Partnership Models in SWM	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	**5**	**6**	7	8	9	10	Workshop on- Leading technologies in Traffic and Transport management	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	**4**	**5**	6	7	8	9	10	Refresher course on- Municipal Accounting & Finance	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	5	**6**	**7**	8	9	10	Refresher course on- National Municipal Accounts Manual	1	2	3	4	5	6	7	**8**	**9**	10
1	2	3	4	5	**6**	**7**	8	9	10	Training on Debt and Investment management	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	**5**	**6**	7	8	9	10	Refresher course - GST Rules	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	5	**6**	**7**	8	9	10	Refresher course on-Government Budgeting principles and processes	1	2	3	4	5	6	7	8	**9**	**10**
1	2	3	4	5	**6**	**7**	8	9	10	Refresher course - Income Tax Rules	1	2	3	4	5	6	7	8	**9**	**10**

Scale	Training	Scale
1 2 3 4 5 6 **7 8** 9 10	Refresher course on- PF and Pension Rules	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 **6 7** 8 9 10	Training on - Audits (Applicable Acts/Rules/Processes)	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 **6 7** 8 9 10	Refresher course on- National Health Programme	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Public Safety Training	1 2 3 4 5 6 7 **8 9** 10
1 2 3 4 5 **6 7** 8 9 10	Training on Cattle Management	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 **5 6** 7 8 9 10	Training on Leadership Development	1 2 3 4 5 6 7 8 **9 10**
1 2 3 4 5 **6 7** 8 9 10	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	1 2 3 4 5 6 7 8 **9 10**
1 2 3 **4 5** 6 7 8 9 10	Training on Effective communication skills (Verbal and Non-Verbal)	1 2 3 4 5 6 7 8 **9 10**
1 2 3 **4 5** 6 7 8 9 10	Training on improving Language Proficiency	1 2 3 4 5 6 7 8 **9 10**
1 2 3 **4 5** 6 7 8 9 10	Training on Stress Management	1 2 3 4 5 6 7 8 **9 10**
1 2 3 **4 5** 6 7 8 9 10	Workshop on Time Management	1 2 3 4 5 6 7 8 **9 10**
1 2 3 **4 5** 6 7 8 9 10	Training on Localising Sustainable Development Goals	1 2 3 4 5 6 7 8 **9 10**

I. Water & Drainage Department

The Water and Drainage Department of Rajkot is responsible for ensuring the supply of safe and clean drinking water to the residents of the city. It is also responsible for the proper maintenance of the city's drainage system.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Additional City Engineer (Waterworks Projects) Head of the Department	1. Overall supervision of WTP, swimming pool, under bridge & Pumping Stations of RMC. Sanction and/or forward proposed work files for approval. 2. New project proposal, DPR sanctioning & implementing the project, considering the future water. 3. Planning & finalization of Budget. Prepare the information asked from Govt. departments.	1. Deep understanding of the water supply system, including its design, construction, maintenance, and operation. 2. Able to make quick and effective decisions when needed. 3. Skilled in bridging the gap between the administrative and technical departments, facilitating smooth communication and collaboration. 4. Understanding of financial management to manage the department's budget effectively and identify opportunities to optimize costs.	1. Advanced training related to water works and drainage pumping machinery. 2. Conflict management 3. Stress management.
Deputy Executive Engineer	1. Overall supervision of all works carried out in the filter plant and pumping station. 2. Guide all subordinate staff for the planning & execution of all the works related to water supply.	1. Proficient in computers and IT skills, including MS Office (Excel & PPT) 2. Able to take on a leadership role. 3. Thorough understanding of Mechanical and Electrical Engineering,	1. Refresher course on Quality control of water and drainage systems 2. Project management 3. Advanced training in

	3. Check & rectify the measurements taken by AE /AAE and billing works of works under execution. 4. Prepare the tenders of the projects, to check the estimates prepared by the subordinate staff and evaluate the same. 5. Suggest for augmentation of Filter plant & pumping machinery considering the requirement, depreciation, high maintenance & low efficiency. 6. Maintain the quality of all the works to be executed in filter plant, swimming pool and pumping station. 7. Address the complaints from ward engineers and follow the instructions from the Higher authority. 8. Prepare the Budget and Execute the works according to the allotted budget and complete the works in the stipulated time.	including in-depth knowledge of relevant IS Codes and testing methods. 4. Knowledgeable of all the necessary tests required for achieving high-quality work.	waterworks and drainage pumping machinery 4. Strong Verbal and Non-verbal communication skills
Additional Assistant Engineer/ Assistant Engineer	1. Prepare estimates of the regular maintenance works/ New works, tenders, and Execution of the works. 2. Execute the works as per tender conditions and technical specifications. Prepare running bill of O&M as well as RC work. 3. Communicate with the ward engineer for issues related to water supply & solve	1. Computer & IT Skills (MS Office - Excel & PPT, 2. Leadership role 3. Thorough knowledge of Mechanical and Electrical Engineering, in-depth knowledge of relevant IS Codes and Testing methods relevant to the works. 4. To achieve good quality work should have knowledge of all the tests required	1. Project Management 2. Training on Quality Control – Tool and Techniques 3. Workshop on drafting of file notes and proposals 4. Strong Verbal and Non-verbal communication skills 5. Course on new energy-efficient machinery

	them considering the emergency of water distribution. 4. Maintain ESR / GSR level and water transfer to the respective pumping station. 5. Supervise the drawl of raw water from the dam site as per requirement and communicate with GWIL and GWSSB for Narmada water. 6. In the case of power failure at the Pumping station, coordinate with PGVCL to resume the power as early as possible. 7. Address the complaints received from higher authority. Complete Supervision of new ongoing projects of pumping stations, WTP & swimming pool & implementing the same as per tender specifications within the stipulated time.	for the respective works.	
Chemist	1. Responsible for ensuring the quality of filter water, preparing estimates for demanded works and new works like Chlorine gas and PAC solution, and executing those works. 2. Check and take corrective action on raw water obtained from the dam source, maintaining chlorine and PAC solution dosing at the swimming pool,	1. Proficiency in using various computer programs such as MS Office (Excel & PPT) 2. Knowledge of all the tests necessary for water purification. 3. Communication skills from an administrative perspective, improving record-keeping and facilitating interdepartmental communication.	1. Refresher course on use of new equipments used for water testing, Estimating, and Costing. 2. Quality control – Tools & Techniques 3. Latest chemicals used in water treatment. 4. Handling of emergency

	filter plant, and pumping station, and controlling the required chemicals for water purification. 3. Test water quality parameters in a government-approved laboratory as per norms and when required. 4. Any complaints received from higher authorities to be addressed and resolved as per policy. 5. Instruct and ensure proper cleaning of clarifier, sludge sump, and ESR/GSR at regular intervals.		situations arising from chlorine leakage. 5. Refresher course on Maintenance of water quality – standards and protocols
Work Assistant	1. Responsible for overseeing and implementing daily activities at various locations such as the filter plant, swimming pool, and pumping station. 2. Preventative and predictive maintenance of water treatment plants, swimming pools, and pumping stations. 3. Ensure that all work is executed according to technical specifications and follow instructions from higher authorities. 4. Supervise new sites for ongoing projects and ensure that they are progressing as per instructions.	1. Technical Expertise: strong understanding of the current technical parameters and specifications of Electrical /Mechanical machines, essential to ensure that the individual can achieve good quality results in their work. 2. Reporting and Communication Skills: excellent reporting and communication skills to effectively convey technical information and updates to stakeholders.	1. Training on Installation, commissioning, operation and maintenance of- Electrical/Mechanical Machineries 2. Computer operation and Mobile applications skills like SCADA System. 3. Leadership skills

II.Estate

The major role of the Estate Department is the Distribution of Municipal Corporation Properties/shops/lands on rent/Lease as per rules & regulations. Maintain Property Records owned by Corporation. Collection of Rent at Ward Office level.

(Management of RMC properties like a community hall, auditorium, vegetable MARKET ETC., and revenue generation through rent)

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Manager	1. E-tendering and giving contract of Tender Site Hoarding Boards 2. Giving permission & collection of Pvt. Site Hoarding Boards Management of Vegetable Markets. 3. Collection of Market Rent 4. Management of Shopping Centres and Collection of Shopping Centre Rent 5. Auction of Shops in a new shopping centre 6. Grant permission of Ground for various Roles/ Key Activities& Collection of Ground Rent 7. Management & Booking of Community Halls & Auditoriums 8. Granting permission for 4G Towers in RMC Properties 9. Overall supervision, monitoring, controlling, and reporting work of the Estate Dept. 10. Work related to the Tender site and Pvt. Hoarding Boards in	1. Knowledge of Administrative, Rules & Regulations, Provisions of the GPMC Act, procurement procedures 2. Noting & Drafting Skills, Preparation of Various Tenders 3. Communication Skills 4. Computer & IT Skills 5. Basic knowledge of the Contract Act, Companies Act, Negotiable instruments act, Banking Regulations Act 1949, etc. 6. Analytical skills	1. Training on - Data Analysis & Reporting, 2. Proficient in e-procurement 3. Managing affairs of the establishment

	Vegetable Markets, Shopping Centres, Grounds, Community Halls, Auditorium, 4G Tower, etc.		
Estate Inspector	1. Visit of Community Hall, Auditorium & other Properties 2. Recovery of the Vegetable Market 3. Rent Recovery of Shopping Centre and of Racecourse & Other Grounds Co-ordination with ward engineers for O&M of Properties 4. To issue notices regarding illegal hoarding boards 5. Supervised & Monitoring RMC Properties in their respective zone.	1. Communication Skill 2. Noting & Drafting skills along with Record-Keeping Knowledge 3. Tender Procedure knowledge, e-procurement skills, Basic Computer Skills	1. Refresher course on Noting / drafting file notes and proposals 2. Refresher course on Office procedure, and financial rules. 2. Effective communication skills. 3. Skilled in use of ICT technologies 4.Proficiency in E-procurement

III.Civil Works

The department is responsible for identifying infrastructure projects that need to be undertaken in the city and preparing detailed plans and designs for these projects. It is also responsible for the construction and maintenance of roads and bridges in the city. This includes the repair of potholes, resurfacing of roads, construction of new roads and bridges, and the installation of traffic signals and signs.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
City Engineer (Zonal Head of the Department)	1. Overall supervision of all three departments at the zone level. 2. Sanction and/or forward proposed work files for approval. 3. Propose and implement new projects, including DPR sanctioning. 4. Plan and anticipate infrastructure needs in advance. 5. Plan and finalize the budget. 6. Coordinate with government programs. 7. Have the power to sanction zonal estimates up to Rs. 1 lakh. 8. Provide general supervision to staff and approve staff leave. 9. Coordinate between M.P., M.L.A., and corporators for civil work. 10. Complete all kinds of work instructed by senior officers. 11. Prepare the new year's budget and execute it according to the old budget. 12. Proceedings to obtain various grants from the government.	1. Sound technical knowledge of civil engineering works. 2. Good knowledge on financial rules, purchase policy and tender/procurement processes. 3. Capability to manage all civil work activities at zonal level. 4. Ability to take quick decisions. 5. Ability to resolve conflicts and effective field coordination.	1. Refresher course on Quality Control 2. Training for project management. 3. AutoCAD training 4. Advance Training Related to Roads and Bridges, Water works, Drainage and Buildings. 5.Training on MS Project and CPM/PERT 6. Effective Communication 7. Training on conflict Management 8. Workshop on stress management

	13. Plan various schemes as per the requirements.		
Deputy Executive Engineer (Ward Engineer)	1. Guide all subordinate staff for the execution of all the works in the Ward area. 2. Prepare the tenders of the projects, to check the estimates prepared by the subordinate staff and evaluate them. 3. Maintain the quality of all the works to be executed in the ward 4. Address the complaints from public and political Representatives and follow the instructions from the Higher authority. 5. Prepare budget and execute the works according to the allocated budget and complete the works in stipulated time. 6. New proposal and maintenance of all kinds of civil works. 7. Overall supervision of all 3 Departments at the ward level. 8. New work proposal and implementation of all civil works. i.e., Drainage waterworks, roads, and Baandhkam. 9. Sanction new house water/Water connection. 10. Execute the Government Programme at the city level.	1. Thorough knowledge of Civil Engineering works 2. In-depth knowledge of relevant IS Codes and Testing methods relevant to the works. 3. Good knowledge on financial rules, tender and procurement process. 3. Leadership role/Quick Decision 4. Computing & IT Skills (MS Office - Excel & PPT Basic Knowledge of Auto Cad, Adobe pdf, Basic networking skills, Roles/ Key Activities of Internet & Intranet (IP address, Hotspot, Tethering) Basic analytical skills (excel) 6 Data management, data analysis, and reporting skills.	1. Refresher course on Quality Control 2. Training on Project Management 3. Training on AutoCAD 4. Advance Training Related to Roads and Bridges, Waterworks, Drainage and Buildings. 5.Training for MS Project and CPM/PERT 6. Strong Verbal and Non-verbal communication skills

	11. Attend the ward committee meeting and other ward-level meetings.		
Additional Assistant Engineer/Assistant Engineer	1. Prepare estimates of the demanded works/New works 2. Prepare tenders for the Project and Execution of the work 3. Execute the work as per Tender Conditions and Technical Specification 4. Address the application and complaint from the public and political Representation and resolve as per prevailing policy. 5. Address the complaints received from the call centre and higher authority and resolve them. 6. Sanction the water/Drainage connections. 7. Execute the pre-monsoon activities and survey and issue notices of the dangerous buildings and their area. 8. Report the day-to-day activities of the works to the engineer. 9. Work as an Assistant Engineer to the Ward Engineer and Overall execution of works carried out in Ward.	1. Good knowledge of civil engineering works. 2. Good knowledge of all the quality tests required for the respective works 3. Citizen-facing role - good behavioural skills required. 4. Good understanding of office procedures. 5. Data management, reporting, and communication skills.	1. Training on costing and estimation (Civil Works) 2. Training on Project Management 3. Refresher course on AutoCAD 4. Course on advance technologies in construction of Roads, Ridges, Waterworks, Drainage, and Buildings. 5. Hands on training- MS Project and CPM/PERT 6. Strong Verbal and Non-verbal communication skills
Work Assistant	1. Overall supervision of all 3 Department at the ward level 2. Looks after Site Supervision	1. Knowledge of civil engineering works and all the quality tests required for the respective works 2. Citizen-facing role good-behavioural and communication skills are required.	1. Training on costing and estimation (Civil Works) 2. Training on Project Management 3. Training on AutoCAD 4. Training on advance technologies in construction of

	4 Understanding of office procedure. 5. Data management and reporting	Roads, Ridges, Waterworks, Drainage, and Buildings. 5. Hands on MS Project and CPM/PERT 6. Strong Verbal and Non-verbal communication skills

IV. Solid Waste Management

RMC's Solid Waste Management Department is responsible for the collection, transportation, and disposal of solid waste in the city. The department has implemented various initiatives aimed at promoting waste segregation and recycling, such as the "My Waste, My Responsibility" campaign.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Environment Engineer	1. Plan the departmental budget 2. Prepare and execute tenders and contracts 3. Plan and execute projects and government schemes 4. Supervise and monitor sweeping, garbage collection, transfer of collected garbage, and disposal/dumping of garbage. 5. Monitor timely resolution of complaints. 6. Report to DMC Sir. 7. Resolve RTI-related issues. 8. Branch Head and Looking After Supervising & Monitoring of day to day of SWM of the entire city	1. Management of environmental engineering and sanitation, including the GPMC Act 2. Knowledge and implementation of various pollution control acts 3. Planning and execution of projects and government schemes related to the department 4. Effective management of manpower resources 5. Stress management 6. Computerisation of Departmental day-to-day work	1. Proficiency in handling of ICT Tools 2. Training on Time Management 3. Workshop on Grievance Management 4. Training on Stress Management

Deputy Environment Engineer	1. Preparing and executing tenders and contracts for zonal sweeping. 2. Supervise and monitor sweeping, garbage collection, transfer of collected garbage, and disposal/dumping the garbage. 3. Ensure timely resolution of complaints related to sanitation. 4. Reporting to the DMC and EE regarding sanitation-related matters. 5. Zonal Head and Looking after Supervision of day-to-day sweeping activity & garbage collection of all words of zone	1. Understanding of environmental engineering and sanitation practices and regulations 2. Familiarity with tender protocols, processes, terms, and conditions 3. Ability to plan, execute and manage projects and government schemes 4. Proficiency in managing manpower and human resources 5. Capability to manage employee conflicts and resolve them effectively	1. Proficiency in handling of ICT Tools 2.Workshop on Team building 3. Training on Stress Management 4. Training on conflict management
Assistant Manager	1. Preparing & Implementing the Budget of the department 2. Sanctioning Bills 3. Looking after Court Cases 4. Supervising Day to day work of all clerical work of office staff. 5. Prepare replies to various Govt. departmental letters. 6. Looking after the Establishment work of all Staff including Safai Kamgar and administrative work	1. Management skills like manpower resource management, project management & implementation. 2. Knowledge of GCSR and GMPC Act. 3. Labour laws 4. Basic computer skills 5. Leadership, Conflict Management, Time management	1. Training on Human Resource Management
Assistant Environment Engineer	1. Supervising and monitoring of sweeping, garbage collection, and transfer of collected garbage. 2. Monitoring of Timely resolution of complaints. 3. Reporting to EE, DEE	1. Knowledge of environmental engineering and sanitation 2. Execution of project & government schemes. 3. Manpower resource management 4. Team building and leadership	1. Training on Latest Technologies in Waste Management 2. Conflict Management 3. Course on Data analysis and Reporting

	4. Supervision of day to day sweeping activity of given words of zone		
Sanitation Officer	1. Supervision and monitored sweeping, garbage collection, and transfer of collected garbage. 2. Monitor timely resolution of complaints. 3. Reporting to EE, DEE	1. Knowledge of sanitation work. 2. Execution of project & government schemes.	1. Course on basics of Sanitation 2. Refresher course on Government Schemes regarding Sanitation 3. Project Management
Sanitary Inspector	1. Supervising & monitoring sweeping, and garbage collection work of the ward 2. Timely resolution of complaints. 3. Reporting to EE, DEE, AEE/SO.	1. Knowledge of sanitation work. 2. Complaints redressal. 3. Public dealing 4. Employee conflict management 5. Reporting skill	1. Refresher course on MSW Rules 2. Leadership Skills 3. Conflict Management 4. Report Writing Skills
Sanitary Sub Inspector	1. Supervising & monitoring of sweeping, and garbage collection work of the word 2. Timely resolution of complaints. 3. Reporting to EE, DEE, AEE/SO.	1. Knowledge of sanitation work. 2. Complaints redressal. 3. Public dealing 4. Employee conflict management 5. Reporting skill	1. Refresher course on MSW Rules 2. Leadership Skills 3. Conflict Management 4. Report Writing Skills
Head Clerk	1. Supervise clerical work done by Sr./Jr. Clerks 2. Preparation of Govt. Letters 3. Preparation of Office orders.	1. Knowledge of clerical work and supervision. 2. Knowledge of GCSR, GPMC act, Labour laws. 3. Drafting skill 4. Reporting skill 5. Accrual	1. Refresher course on GPMC Act and GCSR Rules 2. Proficiency in MS office 3. Refresher course on Office Procedures 4. Training on File and Document Management
Senior/Junior Clerk	1. Clerical work and establishment work 2. Preparation of Salary & other Bills 3. Reporting to EE & AM	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer skills 3. Record keeping, file movement, basic administrative procedures, and e-procurement is required	1. Training on drafting of file notes/proposals 2. Refresher course on Office Procedures 2. Effective communication skills.

		3. Proficiency in MS office 4. Refresher course on e-procurement

V. Shop and Establishments

This department is responsible to solve all the queries of citizens related to the Shop and Establishment Act. Recording all the documents related to the act and issuance of the same to citizens.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Manager	1. Issuance of Shop & Estate 2. LIC. Issuance of Receipt of intimation 3. Implementation of Shop & Estate Act 4. Overall supervision, monitoring, controlling, and reporting work of Shop & Estate Dept.	1. Administrative Knowledge 2. Knowledge of Rules & Regulations 3. Knowledge of Provisions of Shop & Estate Act 4. Act noting & Drafting Skills 5. Preparation of Modules for Dept. 6. Communication Skill 7. Computer & IT Skills	1. Course on Data Analysis & Reporting, 2. Refresher course on Shop & Estate Act and its enforcement
Ward Officers	1. Issuance of Shop & Estate License 2. Issuance of Receipt of intimation 3. Implementation of Shop & Estate Act 4. Shop & Estate Work at the ward level	1. Communication Skill 2. Noting & Drafting Skills 3. Record-Keeping Knowledge 4. Tender Procedure knowledge- procurement skill Basic Computer Skills	1. Refresher course on Shop & Estate Software
Junior Clerk	1. To put up files related to their table 2. Fee Collection/rent Record Keeping 3. Preparing RTI / CM Portal /PM Portal information expense approval matters 4. Payment of Light bills, Contract agency's bills, Contingency bills	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer skills, record keeping, file movement, basic office procedures, and e-procurement is required	1. Refresher course on drafting of file notes and proposals 2. Refresher course on Office procedures and financial rules. 3. Effective communication skills

| | 5. Establishment work Inward & Outward offices & letters Preparing files for various subjects 6. Overall responsibility of the allotted table work | | 4. Proficiency in MS office 5. Training on e-procurement |

VI. Central Store (Stationary)

Issue Tenders for the purchase of printing Stationery and other requirements for various departments of corporation.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Store Superintendent	1. Issue tenders for the purchase of printing stationery, miscellaneous stationery, new toner, furniture, and all types of uniforms. The approved tender proposal is placed for approval. 2. Maintain stock of purchased items. 3. Submit the files for sanction of expenditure as per the demand of branches. 4. Generate staff pay vouchers 5. Branch Head, Looks after all types of purchases and overall branch supervision.	1. Office procedure 2. Gujarat Govt financial rules 3. E-procurement 4. Purchase Policy55.	1. Refresher course on Purchase Policy and related rules/procedures 2. Training on use of GeM portal for tendering and procurement
Senior clerk	1. Prepare tenders for the purchase of printing stationery, miscellaneous stationery, new toner, furniture, and all types of uniforms. 2. Make expenditure sanction proposal.	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer skills, record keeping, file movement, basic administrative procedures 3. E-procurement	1. Refresher course on drafting of file notes 2. Refresher course on Office procedures and financial rules. 3. Effective communication skills

	3. Submit files for sanction of expenditure as per the branch demand 4. Maintain office documents and file records.		4. Proficiency in MS office 5. Training on e-procurement
Junior clerk	1. Maintain a register of letters and files received in the branch. 2. Maintain stock of all purchased items. 3. Prepare staff pay bills 4. Maintain office documents and files records	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer skills, record keeping, file movement, basic administrative procedures 3. E-procurement	1. Refresher course on drafting of file notes 2. Refresher course on Office procedures and financial rules. 3. Effective communication skills 4. Proficiency in MS office 5. Training on e-procurement

Racecourse Sankul is responsible for the management, maintenance, and development of the sports complex. The department oversees the day-to-day operations of the complex, including the management of the facilities, the scheduling of events and activities, and the provision of services to the public.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Manager	1. Overall administration of branch Conducting various sports events & tournaments 2. Prepare tenders for renting sports grounds for the academy 3. Procedures for renting grounds to school/colleges/other institutions for their sports events 4. Active monitoring of complaints of sports facilities 5. overall supervision of maintenance and cleaning of all sports facilities routine administration work (pay bills, RTI & legal matters) 6. Ensuring 100%utilizationn of sports facilities, 8 7. Identification of new sources of revenue, Nurturing sports via promotional activities, conducting various sports events & tournament, ensure satisfactory, prompt & hassle - free services	1. Administrative, Noting, Leading capability 2. Establishment-related knowledge 3. Basic knowledge of Tender Protocol 4. Computing & IT Skills (MS Office - Excel & PPT, Adobe pdf) 5. Basic knowledge of sports and sports infrastructures 6. Leadership skills, People Management	1.Training on Data Collection and Analysis 2. Refresher course on e-procurement 3. Training on GeM Portal

Senior clerk	1. Inward/outward of letters/files online floating of swimming pool membership batches. 2. Put up file for renting swimming pool routine administration work (RTI, pay bill, etc. 3. Establishment related work, Preparation of proposal	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer Skills, record keeping, file movement, basic administrative procedures 3. E-procurement is required	1. Refresher course on drafting of file notes 2. Refresher course on Office procedures and financial rules. 3. Effective communication skills 4. Proficiency in MS office 5. Training on e-procurement
J.C clerk	1. Inward/outward of letters/files online floating of swimming pool membership batches. 2. Put up file for renting swimming pool routine administration work (RTI, pay bill, etc. 3. Establishment related work, Preparation of proposal	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer Skills, record keeping, file movement, basic administrative procedures 3. E-procurement is required	1. Refresher course on drafting of file notes 2. Refresher course on Office procedures and financial rules. 3. Effective communication skills 4. Proficiency in MS office 5. Training on e-procurement
Snanaghar Sanchalak / Coach	1. Supervision and maintenance of swimming pool 2. Supervision of swimming pool staff coaching to swimming pool members	1. Technical skills for swimming 2. Interpersonal Skills 3. Knowledge of swimming pool infrastructures 4. management skills	1. Training on Note-taking 2. Training on Management of establishment 3. Training to upgrade swimming techniques (on regular basis)
Talim master	1. Coaching to swimming pool members	1. Excellent knowledge of swimming and 2. Good swimming ability 3. Good Communicator 4. Public dealing	1. Training to upgrade swimming techniques (on regular basis)

VIII. Accounts Department

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

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Accountant Control & Monitoring and Managerial	1. Preparation, Finalization, and Publication of the Budget. 2. To keep monitoring and maintaining financial control. 3. To work with the bank and other financial institutions' operations relating to External Borrowing, Loan transfer, and repayment. 4. To sanction employees' Pensions, Withdrawals, PF Loans, Home Loans, Vehicle Loans, etc. To ensure statutory compliances in respect of IT, GST, Labour cess, EPF, ESIC Etc 5. All payment-related work of RMC 6. Arrange to pay the salary of RMC's staff, sweepers, and labourers every month 7. Supervision over income/expenditure and deposits of the corporation 8. Finalize the income-expenditure accounts of the entire corporation and prepare the annual accounts.	1. Organizational and business knowledge, accounting - auditing - finance – taxation, etc. area related knowledge. 2. Leadership skills 3. HR management 4. Public Dealing 5. Employer - Employee Conflict Resolution module 6. Make All staff concerned in governmental accounting, GST - IT and allied Laws, Establishment - PF - Pension rules, etc.	1. Basics of ICT tools and technologies 2. Course on MS 3. Training on Oracle ERP
Assistant Accountant	1. Maintain Vendor Register Banking Transactions related work 2. Home Loan and Vehicle Loan application verification	1. Technical knowledge in the core areas such as Accounting, Finance, taxation, Law, GPMC Act, GSRC, Property tax, Vehicle Tax,	1. Basics of ICT tools and technologies 2. Course on MS

	and register maintenance PF /EPF/NPS/ Pension related work 3. IT/GST compliance-related work Supervision in the following area - RMC collection, Supervision of daily collection, and Cheque Disbursement 4. Work done by the cashier and Cheque Clerks of the account branch - Estate Clerk Work 5. Local Fund Audit Liaising 6. Preparation of Education Cess proposal 7. Work related to budget and annual accounts. 8. Work with banks and other financial institutions. 9. Loan raising/repayment operations Grant-related Bill - Draw Verification Work related to Govt. Correspondence and Information submission.	Professional Tax, and similar Acts & Laws applicable to the Local Government Body 2. Leadership skills, problem-solving, conflict management, communication skills, Human Resource Management, Team Management, Public dealing Stress Management, Letter drafting (e.g., Notice drafting, Notice Reply, etc.) 3. Leadership skills 4. Problem-Solving 5. Conflict Management 6. Communication skills 7. Human Resource Management 8. Team Management 9. Public dealing 10. Stress Management 11. Letter drafting (e g., Notice drafting; Notice Reply etc.)	3. Training on Oracle ERP - National Municipal Accounting Manual 4. Training on - Debt and Investment Management (for Government bodies) 5. Refresher course on General Financial Rules, GMPC Act, GCSR Rules 6. Training on RERA Act and Rules 7. Training on Audit- Rules and Procedures
Sr. Clerk Supervision and Executive	1. Employee Vehicle - Home Loan Application Sanction -Approvals and Accounts maintenance of vehicle loan registers. Data processing to NPS as well as EPF. 2. Maintain Avis Deposit Register and make the process for its refund. 3. Maintenance of register and process Staff and sweeper pension to manage Cheque disbursement payment operation and to supervise branch	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer Skills and administrative procedures are required	1. Training on Government Accounting 2. Refresher course on GST and Income Tax and related rules 3. Refresher course on GMPC Act, GCSR Rules 4. Basic National Municipal 5. Training on Accounting Manual 6. Training on Oracle ERP

	collection Bill -Draw verification work Supervision of Estate Clerk Work.		7. Training on Government Budgeting (including Outcome Budget reporting)
Jr. Data Entry Operator Executive	1. Make RMC Income and Deposit Collection 2. Maintaining receipt register 3. Bill Payment Drawing 4. Budget Data Entry	1. Make RMC Income and Deposit Collection. 2. Maintaining receipt register Bill Payment Drawing Budget Data Entry 3. Knowledge of Accounting, Finance, GPMC, GCSR, and Computer is required 4. Knowledge of Accounting, Finance, GPMC, GCSR 5. Computer Skills	1. Training on Government Accounting 2. Refresher course on GST and Income Tax and related rules 3. Refresher course on GMPC Act, GCSR Rules 4. Training on Basics of National Municipal 5. Training on Oracle ERP 6. Training on Government Budgeting (including Outcome Budget reporting)
Computer Operator	1. Maintain the deposit register of the Corporation and process its refund Deposit bill verification and draw operations	1. Knowledge of Accounting, Finance, GPMC, GCSR, 2. Computer skills 3. Knowledge Enhancement in the following area/field is advisable: - Basic Accounting & Finance - GST - Income Tax - Auditing	1. Refresher courses on: - GPMC Act & GCSR Rules - PF & Pension Rules - Computer and Technology 2. Training on Oracle ERP 3. Training on Effective communication skills
Jr. Clerk	1. Maintain dead stock, stationery, stamp, Inward- outward Letters, and File register classification and Extermination of account records. Operations relating to bill verification.	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Computer Skills, record keeping, file movement, basic administrative procedures, and e-procurement 3. Anger Management 4. File / Data Management	1. Refresher courses on: - GPMC Act & GCSR Rules - PF & Pension Rules - Computer and Technology 2. Training on Oracle ERP 3. Training on Effective communication skills

	2. Maintain income-expenditure register, Grant register, abstract bill register, etc. 3. Preparation of partial/final PF withdrawal files of employees (staff/sweeper). 4. Maintain provident fund, register for PE deducted from pay bills of staff Operations relating to vendor registration. 5. Maintain IT TDS- GST TDS, TCS, Labour cess registers & remittance of the same by challan. To issue certificate tax deduction certificates to the Vendors 6. Process PF Loan applications and maintain PF Loan Register. To prepare and get processed various Bills and to do other allied work related to the establishment of the branch operations related to the branch Bill preparation and maintaining Branch Bill Register to maintain Branch Bill Register	5. Communication 6. Accuracy 7. Change management 8. Lack of Reporting 9. self-discipline 10. Stress Management 11. Teamwork 12. Public dealing	4. Refresher Course on Writing and drafting of file notes/letters

IX.Establishment Branch

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

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Manager	1. Oversee Recruitment of Personnels (Apprentice, Permanent, Outsourcing, Contractual) 2. Oversee Higher Scale, Promotion, Pay Fixation, and Pay Protection of RMC employees 3. Supervise Inter Transfer of Employees 4. Ensure Departmental Inquiry of RMC Employees 5. Oversee Age Retirement, Voluntary retirement of Employees 6. Oversee Legal Matters, Medical reimbursement, Recruitment, Promotion, Higher Scale, Transfer, Retirement, Departmental Inquiry	1. In-depth understanding of Gujarat civil services rules, Gujarat provincial municipal corporation act, and Labour laws 2. Communication skills, IT skills for HR database management, leadership skills, stress management	1. Training on Effective Communication skills 2. Refresher course on use of IT tools in HR database management 3. Leadership skills 4. Training on Stress management
Senior Clerk	1. Oversee RTI 2005 related matters 2. Oversee Budgeting of the department 3. Supervise the Recruitment process 4. Oversee Medical reimbursement 5. Oversee the Legal Matter 6. Ensure Departmental Inquiry of RMC Employees 7. Establishment Clerk 8. Oversee update of Roaster Register, Allowance Approval of Employees and other a administrative works assigned by the Department Head	1. A Basic understanding of labour laws, GPMC Act, and GCS Rules 2. Knowledge of government circulars related to human resources, payroll management, and related provisions.	1. Refresher course on Noting/ drafting reports/letters 2. Training on Office procedures 3. Refresher Course on financial rules. 2. Training on Effective communication. 3. Refresher course on use of IT tools in day-to-day work 4. Training on E-procurement.

| Junior Clerk | 1. Oversee Term Extension &Permanent Process of Employees
2. Supervise Files & letters dispatch work
3. Act as the main Bill Clerk
4. Ensure smooth Movement of files & letters
5. Maintain Records of the department
6. Perform administrative work assigned by Department Head | 1. Knowledge of Accounting and Finance Rules
2. Knowledge of GPMC and GCSR 3. Knowledge in IT, record keeping, file movement, basic office procedures, and e-procurement is required. | 1. Refresher course on Noting/ drafting skills, Office procedure, and financial rules.
2. Training on Effective communication.
3. Refresher course on use of IT tools
4. Training on E-procurement. |

X.Legal Branch

The objective of the Legal Department is to represent the interest of the Corporation in the Court of Law and attend the Court every day and defend the Corporation. To give the legal opinion in the court matters and the files received from the various Departments. To give opinions regarding the applications received under RTI Act – 2005.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Labour Officer	1. Co-ordinate all legal court cases 2. Provide legal opinion 3. Receiving all types of applications under the Right to Information Act. 4. Handling the first appeal under the RTI act 5. Act as the nodal officer of the CMO portal for online complain 6. Act as the nodal officer of P.G. portal online complaint 7. Act as the nodal officer of correspondence with human right Commission	1. Knowledge of labour laws among others. 2. Thorough knowledge on the procedure of court cases. 3. Knowledge of IT. 4. Maintain and record keeping of court case file. 5. Possessing Analytics skills. 6. Knowledge of Database management systems. 7. Basic knowledge of the RTI Act 8. Through understanding of procedure of RTI act	1. Refresher course on drafting of reports/file notes 2. Training on Stress management

	8. Perform all type of administration work of legal and RTI branch. 9. Perform routine establishment work (pay bill, maintain service book etc.) 10. Act as the branch head of legal and RTI branch.	9. Handling first appeal under RTI act.	
Law Officer	1. Co-ordinate court cases in different courts, maintain day-by-day boards of court cases 2. Give a legal opinion, prepare different reports and summary 5. Follow instructions of a higher authority 6. Maintain register of court cases 7. Conduct regular meeting with penal advocates. 8. Providing all necessary documents which required by penal advocates.	1. Knowledge of different laws 2. Thorough knowledge of the Legal branch procedures. 3. Knowledge of M.S. Office and other IT skills. 4. Maintain and keep records of court case files. 5. Possess Analytics skills 6. Knowledge of Database management	1. Training on Team work 2. Training on Personnel Management
Senior Clerk	1. Computerized entry of court cases 2. Fulfils court cases files 3. Fulfils and co-ordinate required documents demanded by the penal advocate 4. Basic guidance and supervision to Jr. clerk of legal branch procedure to Jr. clerk 5. Record keeping and records maintains appointment of penal advocate in different court cases	1. Basic knowledge of legal branch procedures. 2. Basic knowledge of the RTI act. 3. Basic knowledge of computer and I.T. Skills. 4. Reading and understanding legal language. 5. Correspondence and Drafting skills. Interpersonal skills. 6. Possess Linguistic skills.	1. Refresher course on drafting of reports/file notes 2. Refresher course on office procedures 3. Refresher Course on Financial rules. 4. Training on Effective communication. 5. Refresher course on use of IT tools 6. Training on E-procurement

Junior Clerk	1. Generate court case file 2. Maintain all the register 3. Complete establishment work 4. Record keeping and record maintain 5. Online receiving application under RTI act 6. Collect charges under RTI act 7. Complete the entry of in word/ outward/letter and file 8. Complete the register of court case	1. Basic computer skills 2. Correspondence and drafting skills. 3. Interpersonal skills 4. Basic knowledge of legal procedures. 5. Reading and understanding of legal language and functioning. 6. Knowledge of Office Procedures.	1. Refresher course on drafting of reports/file notes 2. Refresher course on office procedures 3. Refresher Course on Financial rules. 4. Training on Effective communication. 5. Refresher course on use of IT tools 6. Training on E-procurement

XI. Traffic, Transport and Parking Management

Managing urban transport and improving urban traffic flows is the major role of the department. Addressing to the grievances related to traffic and parking management. Coordination with traffic Police of the city.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
City Engineer (Sp.) Branch Head	1. General Supervision, monitoring, and control of department complaints and their redressal related to traffic and parking issues. 2. Supervise the O&M of municipal assets/buildings/projects, viz. bridges, roads, traffic dividers, etc. 3. Oversee civil works related to Smart City 4. Implement the suggestion from the Road safety committee.	1. In-depth knowledge regarding various innovative & efficient technologies and their implementation. 2. Possessing Leadership qualities. 3. Possessing Analytical, Technical, and financial skills. 4. Knowledge of Indian Road Congress Standard 5. Knowledge of Road Safety Council	1. Training on advanced construction methodologies 2. Refresher course on standards and protocol- - Indian Road Congress - Road Safety Council 3. Refresher Course on general financial rules. 4. Training on conflict management

	5. Oversee the overall Roles/ Key Activities of the traffic, transport &parking management.		
DEE (Civil)	1. General Supervision, monitoring, and control of department complaints and their redressal and reporting grievances related to traffic and parking issues. 3. Undertake new civil work and other projects. 4. Act as the zonal Head for respective wards/areas 5. Perform Roles/ Key Activities under his assigned boundaries	1. In-depth knowledge regarding various innovative & efficient technologies and their implementation. 2. Possessing Leadership qualities 3. Possessing Analytical, Technical, and financial skills 4. Knowledge of Indian Road Congress Standard 5. Knowledge of Road Safety Council	1. Training on advanced construction methodologies 2. Refresher course on standards and protocol- : Indian Road Congress : Road Safety Council 3. Refresher Course on general financial rules.
Assistant Manager	1. Manage Pay & Park Schemes 2. Develop New Pay & Park Methods. 3. Co-ordinate with parking agency. 4. Effectively manage the cycle sharing project 5. Manage the control room. 6. Report important activities in core groups via reports & information in the CCTV control room.. 7. Staffing, Reporting, and Coordination of all tasks of pay and park & CCTV control room.	1. Possess Knowledge of Tender/ RFP or VGF document preparation. 2. Knowledge of handling of CCTV data. 3. Advanced knowledge of software and hardware. 4. Possess Analytical skills 5. Knowledge of Indian Road Congress Standard, and Road Safety Council. 6. Knowledge of Fundamental t of Geographical Information System.	1. Training on advanced tools and techniques in project management 2. Training on use of IT tools in day-to-day work 3. Training on effective communication. 4.Refresher course on standards and protocol- : Indian Road Congress : Road Safety Council
A.E./A.A.E. (Civil)	1. Overall supervision, monitoring, and control of civil work complaints. 2. Oversee civil-related O&M for municipal assets/buildings in respective wards.	1. Communication & Analytical Skills 2. In-depth knowledge of AutoCAD Software and other civil project-related software 3. Knowledge of Indian Road Congress Standard	1. Training on advanced tools and techniques in project management 2. Training on use of IT tools in day-to-day work 3. Training on effective communication

	2. Conduct field supervision, survey for new demands, and other civil capital work. 3. Assist Deputy Executive Engineers with his work and day-to-day Roles/ Key Active Responsibilities 4. Manage Manpower resources. 5. Coordinate with Town Planning and other civil work-related departments.	4. Knowledge of the Road Safety Council 5. Knowledge of Fundamentals of Geographical Information Systems.	4.Refresher course on standards and protocol- : Indian Road Congress : Road Safety Council
Work Assistant (Civil) Assisting DEE/AE/AAE	1. Conduct Field supervision, monitoring, and control of civil work complaints as well as civil-related O&M for municipal assets/buildings in their respective ward. 2. Conduct Field supervision and coordinate with the maintenance team. 3. Assisting DEE/AE/AAE with their work and day-to-day Roles/ Key Activities/responsibilities 4. Manage manpower. 5. Coordinate with Town Planning and other civil work-related departments	1. Possessing effective Communication Skills. 2. Possessing Behavioural skills. 3. In-depth knowledge of AutoCAD Software and other civil project-related software 4. Knowledge of Indian Road Congress Standard. 5. Knowledge of Road Safety Council 6. Knowledge of Fundamentals of Geographical Information System	1. Training on advanced tools and techniques in project management 2. Training on use of IT tools in day-to-day work 3. Training on effective communication. 4.Refresher course on standards and protocol- : Indian Road Congress : Road Safety Council 5. Advanced training on AutoCAD
Senior Clerk/ Junior Clerk	1. Perform Clerical and establishment works. 2. Prepare Salary& other bills. 3. Report to CE & AM	1. Knowledge of Accounting, Finance, GPMC, GCSR 2. Knowledge of Computer skills, Recordkeeping, File movement, and basic office procedure. 3. Knowledge of e-procurement 3. Possessing Effective communication skills.	1. Training on advanced tools and techniques in project management 2. Training on use of IT tools in day-to-day work 3. Training on effective communication. 4.Refresher course on standards and protocol- : Indian Road Congress : Road Safety Council

			5. Advanced training on AutoCAD

XII. <u>Fire</u>

In case of a fire or other emergency, the Fire Department responds quickly to control the situation and minimize damage. They have trained personnel and specialized equipment to extinguish fires, perform rescues, and provide medical assistance. Fire Departments play a vital role in disaster response efforts, such as natural disasters, building collapses, or mass casualty incidents. They work in coordination with other emergency services to ensure a timely and effective response.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Chief Fire Officer	1. Administrative and Technical Head of the Fire Department 2. Ensure staff training and Mock drills and maintain cooperation with all multi-departmental approaches during an emergency. 3. Visiting typical buildings of the city to maintain fire and emergency plans and equipment to be maintained as per law. 4. Conduct fire-fighting rescue work in an emergency.	1. Thorough knowledge of the GMC Act and GCS Rules 2. In-depth knowledge of relevant sections & provisions pertaining to fire department of the Act 3. Possessing Computer & IT skills, Ms Office, Google surfing and suite, 4. Knowledge of GIS Mapping for Fire related man, machine, and Water supply 5. Basic knowledge of Contract act, etc. 6. Possessing Analytics skills from Microsoft word and Excel	1. Training in Interpersonal Skills. 2. Refresher Course on the Fire Act 3. Refresher Course on GCS Rules, and GPMC Act
Deputy Chief Fire Officer	1. Deputy Head of the Department 2. Second in hand in commanding officers of the department. 3. Ensure staff training and Mock drills. 4. Maintain cooperation with all multi-departmental approaches during emergency,	1. Thorough knowledge of the GPMC Act and GCS Rules 2. In-depth knowledge of relevant sections & provisions pertaining to fire department of act 3. Possessing Computer & IT skills, MS Office, Google surfing and suite,	1. Training in Interpersonal Skills. 2. Refresher Course on the Fire Act, GCS Rules, and GPMC Act. 3. Training on Designing City level disaster Plan and Other Developments of the government.

	5. Visiting typical building of the city to maintain fire and emergency plans and equipment to be maintained as per law. Conduct fire-fighting rescue work in emergency. 6. Reports to the Chief Fire Officer 7. Takes reports from the subordinate fire station officers for the day to day and NOC related work. 8. Supervises the vehicles and machinery and ensures their proper working condition. 9. Ensure that all necessary fire charges or fire fees has been collected and deposited in respective accounts.	4. Knowledge of GIS Mapping for Fire related man, machine and Water supply 5. Basic knowledge of Contract act, etc. 6. Possessing Analytics skills from Microsoft word and Excel	
Station Fire Officer	1. Acts as the Station In charge of the fire station 2. Ensure proper functioning of the fire station. 3. Reports to the Deputy Chief Officer and Chief Fire Officer for the tasks assigned. 4. Supervise that station vehicle and machinery are in proper and working condition. 5. Take parade of staff every day and to give training to fellow staff about operating of fire instruments and familiarise with the new developments.	1.Basic knowledge of GPMC Act and GCS Rules 2. Basic knowledge of Computer & IT Softwares 3. Skilled in MS office and MS Excel 4. Knowledge of new fire technology and instruments.	1. Training in operating latest machine of Fire Department. 2. Refresher Course in GCS Rules and GPMC Act.

	6. Take visit of his area for fire safety, inspect building and Issue notice whenever required. 7. Keep team ready for any emergency in case of fire breakout or natural calamities.		
Leading Fireman	1. Station Fire in charge or Worker of the Fire station 2. Keep fire station working and well maintained and report to Station officer for the tasks assigned. 3. Supervise the station vehicle and machinery are ensure they are in proper and working conditions. 4. Operate vehicle and fire instruments in emergency as well as in mock drill. 5. Field person of the designated station where fire takes place, must be ready for any emergency like firefighting as well natural calamities. 6. Takes attendance of Junior Fire man, Security Guard etc 7. Keep record of Fire instruments and Vehicles and inform the higher authorities in case of any issue	1. Basic knowledge on the GPMC Act and GCSR. 2. Knowledge of basic Computer & IT, MSOffice 3. Possessing basic Skill in new fire technology and instruments. 4. Basic knowledge of prevention, controlling and rescue from fire.	1. Training to operate latest machine of Fire Department 2. Refresher Course on GCS Rules and GPMC Act.
Fireman	1. Firefighter of the Department. 2. Keep fire station working and well maintained. 3. Supervise station vehicle and machinery are check their proper	1. Knowledge of Basic Computer & IT, Ms Office 2. Possessing basic knowledge of new fire technology and instruments.	1. Training on latest machine of Fire Department 2. Refresher Course on GCS Rules and GPMC Act.

	working conditions, keep the fire station machinery and Premises clean. 4. Operate vehicle and fire instruments in emergency as well as in mock drill. 5. Field person of the designated station where fire takes place in the area then be prepared for any emergency like firefighting as well natural calamities. 6. Keep all registers at designated fire stations updated	3. Possessing basic knowledge of prevention, controlling and rescue from fire.	
Cleaner cum Junior Firemen	1. Act as fire fighter of the Department 2. Keep fire station working and well maintained. 3. Supervise the station vehicle and machinery check their proper working conditions and keep the fire station machinery and Premises clean. 4. Operate vehicle and fire instruments in emergency as well as in mock drill. 5. Field person of the designated station where fire takes place in the area then be prepared for any emergency like firefighting as well natural calamities. 6. Keep all registers at designated fire stations updated	1. Knowledge of basic Computer & IT, Ms Office 2. Knowledge of basic documentation and record keeping. 3. Possessing correspondence Drafting/Noting Skills. 4. Possessing basic knowledge of prevention, controlling and rescue from fire.	1. Training to operate latest machine of Fire Department 2. Refresher Course on GCS Rules and GPMC Act.
Driver	1. Drive heavy fire vehicles. 2. Supervise that the station vehicle and machinery are in proper working conditions and keep the fire station machinery and Premises clean	1.Knowledge of basic Computer & IT, Ms Office 2. Knowledge of basic documentation and record keeping. 3.Possessing Drafting/Noting Skills.	1. Training to operate latest machine of Fire Department

	3. Operate vehicle and fire instruments in emergency as well as in mock drill 4. To keep record of vehicle and maintain record of vehicle and To see that Vehicles was serviced regularly	4. Possessing basic knowledge of prevention, controlling and rescue from fire.	

XIII. Health

The Department implements various public health programs, such as immunization programs, disease control programs, and health education programs. The Department manages healthcare facilities in the city, including hospitals, clinics, and health centres. These facilities provide medical services to the public and work to prevent and control the spread of diseases.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
MO - Medical Officer	1. Lead all the public health-related activity in the UHC area. 2. 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. 3. Visit health facilities for supervision and provide supportive supervision and feedback Provide regular report on programme implementation to the Medical Officer of Health (MOH). 4. Monitor various health & family welfare programme and take measures for the improvement of quality of programme outputs.	1. M.B.B.S.- Must have registered name with the Gujarat medical council. 2. Doctors in Municipal Corporations should understand public health issues and be able to provide guidance and recommendations to the public and other stakeholders. 3. Possessing Effective Communication Skills	1. Refresher Course on GCS Rules GPMC ACT. 2. Training on Inter-personal skills 3. Refresher Course on Tools and Techniques of IT. 4. Training on Effective Communication. 5. Refresher course on typing/drafting/noting. 6. Training in Project management. 7. Training in Time management.

	5. Prepare monthly reports of activities of UHC in the prescribed format and shall submit the reports timely to higher authorities. 6. Carry out need assessment for training, prepare training curriculum and plan training activity in collaboration with training institutes. 7. Monitor the implementation of all National Health Programmes effectively. 8. General administration, record and maintenance of Drugs, equipment's, Vaccines & other logistics.		
Assistant Manager	1.Prepare Budget of Dept. and sanctioning bills 2. Oversee Court cases 3. Supervising Day to day work of all clerical work of office staff 4.Coordinates with various government departments	1. Possessing Management skill like manpower Management, Time management, Project management & Implementation 2. Knowledge of GCSR, GPMC Act. 3. Possessing basic Computer Skill	1. Refresher Course on GCSR Rules GPMC ACT. 2. Training on Inter-personal skills 3. Refresher Course on Tools and Techniques of IT. 4. Training on Effective Communication. 5. Refresher course on typing/drafting/noting. 6. Training in Project management. 7. Training in Time management.
Head Clerk	1. Prepare Govt. letters, Office Orders. 2. RTI Related all work, Crematorium related Work.	1. Knowledge of Clerical Work and Supervision. 2. Knowledge of GCSR, GPMC Act, Labour Laws	1. Refresher Course on GCS Rules, and GPMC Act 2. Refresher Course on MS- Office 3. Refresher Course on RTI Rules
Sr. Food Safety Officer	1. Work as a Licensing Authority Under Section 36(3) of FSS Act-2006, legal head of Department	Required Administrative Training	1. Refresher Course on GCS Rules, and GPMC Act. 2. Training on Inter-personal skills

	2. Supervision, Maintaining and Administration of Food Department, Issue or cancel licence of food business operators. 3. Prohibit the sale of any article of food which is in contravention of the provisions of this Act and rules and regulations made thereunder to receive reports and samples of the article of foods from the Food Safety Officer under his jurisdiction and get them analysed to make recommendations to the Commissioner of Food Safety for sanction to launch prosecutions in case of contraventions punishable with imprisonment. 4. Sanction or launch prosecutions in cases of contraventions punishable with fine. 5. Maintain record of all inspections made by Food Safety Officers and action taken by them in the performance of their duties		3. Refresher course on MS Office, IT software. 4. Training on effective Communication.
Birth and Death Superintendent / Sub Registrar	1. Verification of Birth/Death online entries made by hospitals events occurred in hospitals. 2. Make manual entries and verification for Birth/Death of non-hospital events. 3. Issue Birth/Death printed certificates.	1. Computing operating and internet operating skill. 2. Knowledge of Birth & Death Act 3. Communication and Correspondence Skills	1. Refresher course on GCS Rules and GPMC Act. 2. Training on Inter-personal skills. 3. Refresher Course on MS Office, IT Software 4. Training in effective Communication.

	4. Modification of already registered events of Birth/Death in demand of correction application received. 5. Provide statistical data of birth/death accordingly diseases, age etc subject to available data to Govt. 6. To be present in court for Police case verification of birth/death event registered		5. Refresher course in Typing/drafting/file noting
Food Safety Officer	1. Take samples of any Food, or any substance which appears to be intended for sale, or to have been sold for human consumption. 2. Seize any article of food which appears to the FSO to be in contravention of this Act or the regulation made thereunder 3. Keep it in the safe custody of the FBO such article of food after taking a sample and in both cases send the same for analysis to a food analysis for the local area within which such sample has been taken. 4. FSO may enter and inspect any place where the article of food is manufactured or stored for sale or stored for manufacture of any other article of food. 5. The Food Safety Officer shall, in exercising the powers of entry upon, and inspection of any place under this	1. Strong knowledge of food safety regulations, guidelines and standards, food-borne pathogens, food production processes and techniques, and food packaging and storage methods. 2. Keeping up to date with new developments in food safety science, legislation, and trends is crucial for Food Safety Officers to maintain their competencies and provide effective services. 3. Well versed with issues in Administration	1. Refresher course on GCS Rules and GPMC ACT. 2. Training on Inter-personal skills 3. Refresher course on MS Office, IT software.

	section, follow, as far as may be, the provisions of the Code of Criminal Procedure, 1973 (2 of 1974) relating to the search or inspection of a place by a police officer executing a search warrant issued under that Code.		
Senior/Junior Clerk	1. Undertake Clerical and establishment wok 2. Preparation of salary and other bills 3. Reporting to AM	1.Knowledge of accounting 2. Knowledge about GCSR Act 3. Knowledge of MS Office 4. Knowledge of Record Keeping 5. Knowledge of File Movement 6. Knowledge of Basic Administrative Procedures 7. Knowledge of E-procurement.	1. Refresher course on Writing and Drafting Skills 2. Training in Administrative Procedures 3. Training in Effective Communication 4. Refresher course on MS Office, IT Software 5. Training on e-procurement.
Sanitary inspector health department	Supervise and Report at Health Centre in zone, test for chlorine, polio operations, and oversee national level program operations such as Seva Setu, Garib Kalyan Mela, State govt. programs, school health, waterborne epidemic control operations, operations related to health camps	Completed a Graduate and sanitary inspector diploma course	1. Refresher Course on GCS Rules and GPMC Act. 2. Training on effective Communication 3. Training on Inter-personal skills. 4. Refresher course on MS Office, IT Software.
Sub sanitary inspector health department	1. Supervision and reporting at health centre in zone, chlorination testing, polio operations, national level program operations, Seva Setu Garib Kalyan Mela, State Government Programs Operation School Health, 2. Waterborne Epidemic Control Operations	Completed a Sanitary inspector diploma course.	1. Refresher course on GCS Rules and GPMC Act 2. Training on effective Communication 3. Training on Interpersonal skills 4. Refresher course on MS Office, IT Software.

	3. Activities related to health camps		
Vaccination supervisor	1. Provide medical assistance, cancer HIV, TB, grant assistance to corporations, hospitals and institutes, bt savani, nathalal parekh, juvenile diabetes, Printing and distribution of IEC banners of all programs, doing all work of IEC, all operations of Ayushman Bharat Yojana card, supervision and reporting at health centre in given ward in central zone, chlorination testing, polio operations, national level program operations, Seva Setu Garib Kalyan Mela, State Government Programs Operation and Supervision, Vaccination Supervision, School Health 1. Waterborne Epidemic Control Operations 2. Activities related to health camps 3. Preparation of Forms for Payment of Assistance to Government Cancer TB HIV and Diabetes Patients	Completed a Bachelor's Degree and Sanitary Inspector Diploma course	1. Refresher course on GCS Rules and GPMC Act. 2. Training on Effective Communication 3. Training on Interpersonal skills. Refresher course on MS Office, IT Software.
X-Ray Technician	1. Screen and radiological procedures of suspected patients. 2. Maintain equipment and instrument Mechanically and electrically. 3. Ensure maintain TLD badge apron. 4. Daily screening and reporting to Authority. 5. Maintain PPE	Completed BSc in Physics Completed X-ray technician Course (duration: 1 year)	1. Refresher course in GPMC Act and GCS Rules. 2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.

Laboratory tech	1. Conduct routine lab. Investigations in Hemogram, Urine, Biochemical tests of serum, test for MP, AFB, HIV etc. 2. Record the particulars of all invest investigations carried appropriate registers and get signed by Medical Officer 3. Maintain all the records of RNTCP according to guideline. 4. Give presumptive and Radical treatment to passive positive cases. 5. Keep up to date information about antimalarial logistic provide to field staff and receive necessary reports from FHW/MPW and supply clean glass slides (old and new) to them during periodic meetings held at UHC. 6. Maintain all registers of blood slides, information about positive slides and the treatment, epidemiological Information, RNTCP and other registers regarding lab. Investigation carried out	1. Completed a Degree IN B.Sc. with chemistry or microbiology as principal subject or M.Sc. with organic chemistry or microbiology 2. Possess the certificate of having passed the prescribed Laboratory Technician, training course conducted by a recognized institution or a medical college in Gujarat State	1. Refresher course in GPMC Act and GCS Rules. 2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.
Pharmacist	1. Supply drugs of the indents sanctioned by the medical officer to all the OPD. 2. make entry of all the medicines of the stores/Disp. OPD used drugs. 3. Daily checking of balance as per expense book etc. 4. Attend all correspondence regarding purchase of drugs and bill etc.	Completed a Degree in Pharmacy or a diploma in Pharmacy of a recognized university, or an equivalent educational qualification and must have registered his/her name with the Gujarat pharmacy council. IT Skills	1. Refresher course in GPMC Act and GCS Rules. 2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.

	5. Attend emergency calls for supply of urgently required/Drugs. 6. To keep a detailed account of costly drugs issued to OPD and wards/patients. 7. Prepare the Monthly reports by consolidating the disease for the OPD case papers and maintaining Registration etc		
ANM	1.In-charge of Urban Sub Centre and responsible for overall management of Urban Sub Centre 2. Conduct Survey of the families in the area and collect general information about immunization, vital events (Register Birth and Death), new-born children, Antenatal, Postnatal mother, eligible couple etc., once in fifteen days. 3.Prepare and maintain the eligible couple register and categories them as per the prescribed formats. 4.Organize Mamta clinic as per government norms and provide antenatal care to the pregnant woman throughout the period of pregnancy by making three minimum visits to Antenatal mother. 5.Immunize pregnant mothers and children.	Completed a Health Workers basic Training Course recognized by the Government or passed Diploma in Nursing or passed training course for recognized sanitary inspector's course.	1. Refresher course in GPMC Act and GCS Rules. 2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.
Staff Nurse	1. Admission and discharges of patients.	Completed a Bachelor's degree in nursing from Government recognized institute.	1.Refresher course in GPMC Act and GCS Rules.

	2. Maintains personal hygiene and comforts of the patient. 3. 3. Attends to the patient's nutritional needs, prepares diet and feeds helpless patients. 4. Maintains clean and safe environment for the patients. 5. Implements and maintains ward policies and routines. 6. Performs technical task e.g., administration of medication, assisting doctors in various medical procedures, preparing articles and the patient for medical or Nursing procedures, recording vital signs, etc 7. Helps doctors in diagnosis and treatment.		2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.
MPHW	1. In-charge of Urban Sub Centre and responsible for overall management of Urban Sub Centre 2. Conduct Survey of the families in the area and collect general information about immunization, vital events (Register Birth and Death), new-born children, Antenatal, Postnatal mother, eligible couple etc., once in fifteen days. 3. Prepare and maintain the eligible couple register and categories them as per the prescribed formats. 4. Organize Mamta clinic as per government norms and provide	Completed a Health Workers basic Training Course recognized by the Government or passed Diploma in Nursing or passed training course for recognized sanitary inspector's course (preferably female candidate)	1. Refresher course in GPMC Act and GCS Rules. 2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.

	antenatal care to the pregnant woman throughout the period of pregnancy by making three minimum visits to Antenatal mother. 5. Immunize pregnant mothers and children. 6. Record and report births and deaths occurring in his/her area, to the Register Birth and Death on weekly basics.		
FHW	1. In-charge of Urban Sub Centre and responsible for overall management of Urban Sub Centre 2. Conduct Survey of the families in the area and collect general information about immunization, vital events (Register Birth and Death), new-born children, Antenatal, Postnatal mother, eligible couple etc., once in fifteen days. 3. Prepare and maintain the eligible couple register and categories them as per the prescribed formats. 4. Organize Mamta clinic as per government norms and provide antenatal care to the pregnant woman throughout the period of pregnancy by making three minimum visit to Antenatal mother. 5. Immunize pregnant mothers and children.	Completed a Health Workers basic Training Course recognized by the Government or passed Diploma in Nursing or passed training course for recognized sanitary inspector's course.	1. Refresher course in GPMC Act and GCS Rules. 2. Training on Effective Communication 3. Training on Interpersonal skills 4. Refresher Course on MS Office, IT Software.

Designation	Roles and responsibilities / Key Activities / Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
	6. Record and report births and deaths occurring in his/her area, to the Register Birth and Death on weekly basics.		
Data Entry Operator	1. Good knowledge and skills on various computer application, particularly work processing and excel/spread sheet. 2. Good knowledge of information management including data analysis graphic and presentations. 3. Working knowledge of accounts, basic skills in office management and filling systems 4. Good typing and data entry skills	1. Knowledge of Basic Computer & IT skills, and Ms Office 2. Knowledge of basic Documentation and Record Keeping. 3. Knowledge of Drafting/Report-writing.	1. Refresher course on GCS Rules and GPMC ACT.

XIV. General Administration Department

The department is responsible for managing the personnel and human resources of the corporation, including recruitment, training, and performance management.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Assistant Manager	1. Branch head of the Department 2. Act as Assistant Manager and perform activities like reporting, Swagat Preparation, Mage Diary / Pocket Diary, MP/MLA Grant Work	1. Knowledge of Legal aspects & GCSR 2. Knowledge of Basic Accounting Skills and Finance Management 3. Knowledge of operations in GEM Portal 4. Knowledge of MS Office	1. Training in effective Communication 2. Refresher Course on IT software and Database Management System, 3. Training in leadership development.

	3. Maintain all newspaper bills, telephone bills, Mobile Bills and DTH Bills of MC/ DMC and AMCs. 4. Carry out One Week One Road coordination, Seva Setu Program coordination, Zerox Tender, Govt. Letter		4. Training in stress management 5. Refresher Course on reporting/drafting. 6. Refresher course on finance
Office Superintendent	1. Act as the Branch Supervision 2. Oversee all Administrative Works including payment of Bill, RTI, Court Case Legal and coordinate with all branch-related work and for meetings. 3. Coordination and Preparation for General Board, Monthly Review and Third Friday AgraSachiv Meeting	1. Knowledge of Legal aspects & GCSR 2. Knowledge of Basic Accounting Skills and Finance Management 3. Knowledge of operations in GeM Portal 4. Knowledge of MS Office	1. Refresher course on IT 2. Training on effective Communication 3. Refresher course on noting/interdepartmental communication. 4. Training on Interpersonal Skills development. 5. Training on development of Linguistic Abilities. 6. Refresher course on RTI Rules 7. Refresher course on GCS Rules and GPMC Act
Research Analyst	1. Grant allotment as per the guidelines as per the technical approval/certificate issued by the implementing officer after giving the preliminary approval as per the instructions issued by the MLA 2. Data entry regarding technical clearance and grant of administrative sanction 3. Data entry regarding grant allocation and expenditure details.	1. Knowledge of Legal aspects & GCSR 2. Knowledge of basic Accounting Skills and Finance Management 3. Knowledge of Operations in GeM Portal 4. Knowledge of MS Office.	1. Refresher course on IT 2. Training on effective Communication 3. Refresher course on noting/interdepartmental communication. 4. Training on Interpersonal Skills development. 5. Training on development of Linguistic Abilities. 6. Refresher course on RTI Rules

			7. Refresher course on GCS Rules and GPMC Act
	4. Data entry regarding UTC and grant utilization period, Coordination meetings with MLAs and Members of Parliament every month, MP/MLA Coordination of meetings 5. Compile information to be provided regarding Statistics of Municipal Towns & Cities and all operations related to sending the information to Govt.		
Statistical Assistant	1. Inward the instruction given by the MLA and give preliminary approval as per the guidelines. 2. Data entry of proposal, recognition of work regarding work of MLA 3. Compile answers to starred and unstarred questions of Vidhan Sabha, Lok Sabha, Rajya Sabha 4. Coordinating the operations related to obtaining information from various departments in prescribed format and sending information as per the information required by the District Statistics Officer. 5. Manage operations as per instructions of Manager and Office Superintendent	1. Knowledge of Legal aspects & GCSR 2. Knowledge of Basic Accounting Skills and Finance Management 3. Knowledge of operations in GeM Portal 4. Knowledge of MS Office.	1.Refresher course on Advanced Tools and Techniques of IT 2.Refresher course on RTI Act, GCSR and GPMC Act 3.Training on effective Communication 4.Refresher course on noting on/ interdepartmental communication
Senior Clerk	1. Compile RTI 2005 related work 2. Oversee the Budgeting of the Department. 3. Advertise operations of various branches.	1. Knowledge of Legal aspects & GCSR 2. Knowledge of Basic Accounting Skills and Finance Management 3. Knowledge of operations in GeM Portal 4. Knowledge of MS Office.	1. Refresher course in Writing and Drafting. 2. Training in Administrative Procedures 3. Training on effective Communication

	4. Perform all operations related to mobile / landline and telephone, related to Mobile Allowance, providing files regarding training of officers/employees. 5. Coordinating answers to queries raised in reception programme, district reception and public appeal/state reception. 6. Process RTI application/appeal coordination 7. Report various meetings / programs of Government 8. Inward/Outward operation of Assistant Commissioner's letters and files and coordinate and reporting on various meetings/programmes of the Govt.		4. Refresher course on Tools and Techniques of IT
Junior Clerk	1. Oversee Files & letters dispatch work, Bills, movement of files & letters, Maintain Records 2. Operation of inward letters of General Registry Branch 3. Perform operations related to reporting under One Week One Road, coordinate operations regarding collection of various contributions. 4. Perform Operation regarding DTH connection of Commissioner/Deputy Commissioner and operation related to Mage Diary and Pocket Diary	1.Knowledge of Legal aspects & GCSR 2. Knowledge of Basic Accounting Skills and Finance Management 3.Knowledge of operations in GeM Portal 4. Knowledge of MS Office.	1. Refresher course on Writing/ drafting. 2. Refresher course on Office procedures 3. Refresher course on Finance 4. Refresher course on Tools and Techniques of IT

XV. Zoo

The department is responsible for the care and welfare of the animals in the zoo, including their health, nutrition, and safety. They ensure that the animals are housed in appropriate enclosures and receive proper medical attention when needed.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Zoo Superintendent (Branch Head)	1. Plan and finalize the annual budget. 2. Manage the administrative works and plan and execute new projects. 3. Supervise and monitor animal exhibits and oversee all executions of animal exchanges with other zoos. 4. Resolve RTI queries and develop zoo as per CZA Approved masterplan. 5. Supervise the safety and security of animals and visitors.	1. Knowledge of zoo management 2. Knowledge of CZA guidelines and Wildlife Protection Act of 1972 3. Knowledge of safety and security standards and stress management of captive wild animals	1.Refresher course on Finance 2.Training on effective Communication and interpersonal skills. 3.Advanced Training in Zoo management 4.Refresher course on IT 5.Refresher course on RTI Rules and GCS Rules
Veterinary Officer	1.Manage the health and hygiene of captive animals and supervise the day-to-day health of the wild captive species. 2.Manage diet of animals 3.Check food and water quality of the animals. 4.Ensure timey vaccination and deworming of animals. 5.Manage the zoo veterinary hospital and laboratory.	1. Knowledge of wild animals' behaviour 2. Knowledge of wild animals restraining and immobilization 3. Knowledge of wild animals' diseases, medicines, food, and diet habits and stress management techniques.	1.Advanced training in wildlife veterinary science 2.Training in advanced laboratory equipment 3.Refresher course on Man-animal conflict management 4. Training on Effective communication. 5. Refresher course on IT

Curator	1.Oversee payment collection and manage revenue 2.Manage the security of park and manage the Nature Education Camos and awareness activities, visitor's amenities etc	1. Knowledge of Public management 2. Knowledge of Nature awareness programs 3. Knowledge of various safety guidelines of zoo.	1.Training in office procedures, and general financial rules. 2. Training on effective communication 3. Refresher course in IT software. 4. Training in Interpersonal skills development 5.Training in public dealing, safety and security management 6. Training in HR management 7. Training for latest programs in nature and education and awareness.
Zoo Biologist cum Educational Officer	1.Oversee day to day upkeep of captive animals 2.Plan and execute nature and Education activities and awareness programs. 3.Implementation of research activities 4.Supervise centre management	1. Animal section Management Knowledge of Nature awareness programs 2. Knowledge of various safety guidelines of zoo.	1. Advanced training in Animal enrichment and management 2. Training in latest scientific management and research of captive animals 3. Training for latest techniques in Education and Awareness programs
Veterinary Assistant	1.Maintain the Veterinary records 2.Assist in animal treatment 3.Perform Lab investigations of captive animals 4.Assist in vaccination and deworming of animals	1. Knowledge of wild animals' behaviour 2. Knowledge of wild animals restraining and immobilization 3. Knowledge of wild animals' diseases, medicines, food, and diet habits and stress management techniques.	1. Training in records maintenance and noting. 2. Advanced training in laboratory management techniques for zoo
Senior Clerk	1.Oversee office establishment and works 2.Perform day to day recordkeeping	1. Knowledge of administrative and establishment work.	1. Advanced training in software learning 2. Refresher course in RTI Act

	3.Prepare financial bills, maintain staff leave and service records 4.Prepare inward and outward letters	2. Knowledge of accounting and finance and GPMC Act and GCS Rules	3. Refresher course in Writing and Drafting 4. Refresher course in IT 5. Training in E-sarkar and GeM 6. Refresher course in Accounting and Finance
Head Animal Keeper	1.Supervise animal section. 2.Handle zoo animals, maintain diary, assist veterinary officer for animal treatment	1. Knowledge of diary keeping 2. Knowledge of animal behaviour and handling ways	1. Training for advanced animal rescue and restraining 2. Refresher course in Writing and Drafting
Animal Keeper	1.Supervise animal section. 2.Handle zoo animals, maintain diary, assist veterinary officer for animal treatment	1. Knowledge of diary keeping 2. Knowledge of animal behaviour and handling ways	1. Training for advanced animal rescue and restraining 2. Refresher course in Writing and Drafting
Peon	1.Maintain file and acquisition from other branches	1. Knowledge of Routine office work	1. Refresher course in reading and writing. 2. Training on effective communication 3. Basic training in IT 4. Training in using emergency communication equipment.

XVI.<u>Town Planning</u>

The department is responsible for the development and implementation of the city's Master Plan, which outlines the long-term development goals and strategies for the city. The Master Plan includes land use planning, transportation planning, infrastructure development, and environmental protection. The department is also responsible for issuing building permits for new constructions and renovations. They ensure that the buildings adhere to the zoning and building codes, and the construction does not harm the environment or public health.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Town Planning Officer (Branch Head)	1. Sanctioning Construction permission and Occupancy Permission as per CGDCR rules. 2. Co-ordination, supervision, control etc. of the subordinate officers and employees and all functions incidental to the Drawing Officer of Branch Officer status and perform necessary functions related to policy decisions related to Town Planning Branch. 3. Approval to remove illegal construction and encroachment on municipal lands under section 260(2) of The GPMC Act, 1949 4. Preparing new Draft Town Planning Schemes. 5. Work related to RTI as Public Information Officer	1. Thorough knowledge of the Town Planning & Urban Development. 2. In depth knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949 3. In depth knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	1. Training in Leadership skills development. 2. Refresher course in GCS Rules and GPMC Act. 3. Training in Management and Program Coordination. 4. Training in Interpersonal skills development. 5. Training in Computing & IT Skills (MS Office - Excel & PPT, and Functioning of Internet)
Assistant Town Planner	1. Perform all necessary tasks related to TP Schemes in all assigned Wards. 2. Perform necessary work on application of individual residential and sub plotting plans, submit the opinion to the branch officer regarding the application for other development works.	1.Thorough knowledge of the Town Planning & Development. 2. In depth knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949 3. In depth knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	1. Training in Leadership skills development. 2. Training in Project Management 3. Refresher course in GCS Rules and GPMC Act 4. Training in Computing & IT Skills (MS Office - Excel & PPT, Functioning of Internet)

	3. Recommending to branch officer for removal of illegal construction and encroachment on municipal lands. 4. ranting occupancy permission in private residence as well as present the case to the branch officer for occupancy permission. 5. Proceedings under Section-68 of The Gujarat Town Planning and Urban Development Act-1976. 6. Vigilance operation to prevent encroachment on land owned by Rajkot Municipal Corporation. 7. Work related to RTI as Asst. Public Information Officer		
Assistant Engineer	1. Perform works related to TP schemes for assigned Wards. 2. Verify ongoing Construction and recommend issuance of notice under section 260(1) and stay order under section 267 of the GPMC Act, 1949 for constructions going on against or without permission. 3. Site inspection of ongoing construction in respect of building permission issued, and verifying the development is being carried out as per the CGDCR norms. 4. Investigating the occupancy permission application, after marking	1. Thorough knowledge of the Town Planning & Development. 2. In depth knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949 3. In depth knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	1. Refresher course in GCS Rules and GPMC Act 2. Refresher course in Gujarat Town Planning and Urban Development Act, 1976 3. Refresher course in IT (MS Office - Excel & PPT, and Functioning of Internet) 4. Training on effective communication

	necessary site visit submitting the case to the superior officer. 5. Work related to RTI as Public Information Officer		
Additional Assistant Engineer	1. Perform works related to TP schemes for assigned Wards 2. Verify ongoing Construction and recommend issuance of notice under section 260(1) and stay order under section 267 of the GPMC Act, 1949 for constructions going on against or without permission. 3. Site inspection of ongoing construction in respect of building permission issued, and verifying the development is being carried out as per the CGDCR norms. 4. Investigating the occupancy permission application, after marking necessary site visit submitting the case to the superior officer. 5. Work related to RTI as Public Information Officer	1. Thorough knowledge of the Town Planning & Development. 2. In depth knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949 3. In depth knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	1. Refresher course in GCS Rules and GPMC Act 2. Refresher course in Gujarat Town Planning and Urban Development Act, 1976 3. Refresher course in IT (MS Office - Excel & PPT, and Functioning of Internet) 4. Training on effective communication
Head Surveyor	1. Perform works related to TP schemes for assigned Wards 2. Preparation and implementation of Town Planning Schemes.	1. Knowledge of the Town Planning & Urban Development. 2. Knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949	1. Refresher course in GCS Rules, and GPMC Act 2. Refresher course in Gujarat Town Planning and Urban Development Act, 1976r

	3. Perform work related to Line of Public Street, Local Area Plan & Town Planning Schemes. 4. Preparation of Plot Validation Report. 5. Maintaining Reservation Plots & Municipal Land. 6. Measurement Regarding Litigation Issues	3. Knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	3. Refresher course in IT (MS Office - Excel & PPT, and Functioning of Internet) 4. Training on effective communication 5. Training in AutoCAD
Surveyor	1. Perform works related to TP schemes for assigned Wards 2. Preparation and implementation of Town Planning Schemes. 3. Perform work related to Line of Public Street, Local Area Plan & Town Planning Schemes. 4. Preparation of Plot Validation Report. 5. Maintaining Reservation Plots & Municipal Land. 6. Measurement Regarding Litigation Issues	1. Knowledge of the Town Planning & Urban Development. 2. Knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949 3. Knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	1. Refresher course in GCSR and GPMC Act 2. Refresher course in Gujarat Town Planning and Urban Development Act, 1976 3. Refresher course in IT (MS Office - Excel & PPT, and Functioning of Internet) 4. Training on effective communication 5. Training in AutoCAD
Work Assistant	1. Route level site inspection of all ongoing illegal construction work and encroachment in Reservation Plots of Town Planning schemes. 2. Preparation of Zoning Certificate, Part Plan. 3. To help for measurement of Roads and Plots, supervising the ongoing constructions, Taking measurements at sites under inspection.	1. Knowledge of the Town Planning & Urban Development. 2. Knowledge of relevant sections & provisions pertaining to T.P. department of The GPMC Act, 1949 3. Knowledge of relevant sections & provisions of The Gujarat Town Planning & Urban Development Act, 1976.	1. Refresher course in GCSR and GPMC Act 2. Refresher course in Gujarat Town Planning and Urban Development Act, 1976 3. Refresher course in IT (MS Office - Excel & PPT, and Functioning of Internet) 4. Training on effective communication

	4. Disposing of the complaints presented by citizens, urbanites.		5. Training in AutoCAD
Jr. Data Entry Operator	1. Perform automation work related to TP branch and TP schemes 2. Preparation of Different Database Related to TP Branch and Creating different kind Presentation as and when required, Documentation Work for Preparing New TP Schemes 3. Preparation of Notice Issued by Department. 4. Maintaining Computerized Record of Reservation Plots. 5. Work Related to eNagar & RMC Live 6. Merging and Maintaining All Zonal Databases related to TP Department at Central Level	1. Knowledge of the Town Planning Department.	1. Refresher course in GCSR and GPMC Act. 2. Refresher course in Gujarat Town Planning and Urban Development Act, 1976 3. Refresher course in IT (MS Office - Excel & PPT, and Functioning of Internet)
Senior Clerk	1. Perform all administrative works as assigned by Department Head 2. Prepare Budget of department, oversee Legal Matters, Local Fund Audit Related Work 3. Allowance Approval of Employees, Record Maintain, Leave Related Work 4. Drafting Building Development Permission and issue licence, oversee development Permission Related Stationery Printing 5. Perform True Copy Work 6. Administration work related to Land Acquisition & Auction	1. Knowledge of Computing & IT Skills (MS Office - Excel & PPT, Functioning of Internet) 2. Knowledge of Accounting & Audit	1. Refresher course in IT 2. Refresher course in Finance and Audit.

| Junior Clerk | 1. Files & letters dispatch work
2. Preparation of Agency Bills and get that approved through audit department.
3. Movement of files & letters and Maintain Records, pay bills, maintaining all type of register.
4. Cash Collection and Maintaining Office Stationery
5. RTI 2005 related work | 1.Knowledge of Computing & IT Skills (MS Office - Excel & PPT, Functioning of Internet)
2.Knowledge of General Drafting | 1. Refresher course in IT
2. Refresher course in Writing and Noting |

XVII.Animal Nuisance

The department is responsible for controlling the movement of cattle on the city streets, maintaining shelters for the animals, and monitoring the health and welfare of the cattle. The Department Plays an important role in managing the cattle population in the city and promoting responsible ownership of the animals.

Designation	Roles and responsibilities / Key Activities/ Job Description	Competencies and Skill Sets	Training Requirement / Capacity needs
Veterinary Officer	1. Overall management of the ANCD 2. Monitor health of animals 3. Carry out periodical health check-ups of animals 4. Plan vaccinations, communicate with other branches, supervise and implement of ABC-ARV-DFC work of dogs 5. Purchase and tendering work of items and works required for ANCD.	1. Completed advance Training in Veterinary Science. 2. Completed workshops related to safety protocols in the management of stray cattle and dogs	1.Training on Leadership skills development. 2.Training in Project Management. 3.Refresher course in GPMC Act and GCS Rules 4.Refresher course in IT.
Livestock Inspector	1. Ensure animal treatment and vaccination	1. Completed training in Veterinary Science.	1. Refresher course in IT. 2. Basic training in Management.

	2. Supervise sterilization, anti-rabies vaccination, animal tagging, RFID implantation, and registration of animals, maintain fodder supply order, and regular inspection of cattle ponds, send report of impounded animals at related police station.	2. Completed workshops related to safety protocols in the management of stray cattle and dogs	3. Refresher course in GPMC Act and GCS Rules 4. Training on rescue of stray animals
Junior Clerk	1. Perform day-to-day administrative tasks. 2. Prepare letters, administrative files, and financial bills, and fill documents.	1. Completed administrative workshops 2. Completed advanced software learning	1.Refresher course in IT. 2.Refresher course in Writing and drafting. 3.Training on effective Communication.

Sr	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
1	AIILSG, Ahmedabad	• Urban Local Governance • e-Governance • Capacity Building • GIS and Remote Sensing • Fire Prevention	---	https://www.aiilsg.org/# https://www.aiilsg.org/fireman-course.html https://www.aiilsg.org/fire-prevention.html https://www.aiilsg.org/pgd-gis.html https://www.aiilsg.org/dhi.html https://www.aiilsg.org/sub-fire-officer-course.html
2	ASCI, Hyderabad	• Economics and Finance • Environment, Urban Governance & Infrastructure Development • Human Resources Development • Public Policy, Governance and Performance. • Energy Studies • Innovations in Public Systems	• Infrastructure & Project Finance • Financial Modelling using Excel. • Advanced Data Analysis Method and Tools for Companies • Garbage Free Cities: Achieving Five-star Rating. • Public Procurement Principles and GeM • Project and Contract Management • Agile Leadership Today and Tomorrow • Indian Accounting Standards	https://asci.org.in/on-campus-announced-programmes-1/

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

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

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

Sr	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
		• Urban Sanitation • Solid Waste Management • Water supply and Sewerage Management • River Front Development • Geographical Information System and MIS in Urban Governance IT & E-Governance		
13	TERI University	• Water Science & Governance • Renewable Energy • Environmental Studies & Resource Management • Climate Science and Policy	----	https://www.terisas.ac.in/index.php
14	The Urban Lab	• Transport and Mobility	• Capacity Building Support for Urban Design Team of Pune Municipal Corporation • Training Workshop in Bus Operations Planning Gandhinagar	https://theurbanlab.org/project/category/advisory
15	TISS, Mumbai	• Urban Policy • Climate Change and Sustainability • Public Participation and Engagement • Disaster Management	----	----
16	WRI, India	• Sustainable Cities • Climate • Energy • Governance • Green Hydrogen • Transport and Mobility	----	

Sr	Institute	Focus Areas	Course Title as mentioned on website	Links of courses as mentioned on website
17	YASHADA, Pune	• Public Administration • Urban Development • Information Technology • Disaster Management • E-Governance	----	https://www.yashada.org/yashada_2019/
18	NICMAR University Pune	• Construction Project Management • Infrastructure Development and Management • Real Estate and Urban Development • Construction Contracts and Legal Aspects • Quantity Surveying and Cost Management	----	
19	IIM Ahmedabad	• General Management and Leadership • Finance and Accounting • Marketing and Sales • Operations and Supply Chain Management • Entrepreneurship and Innovation	-----	https://iimi.simplilearn.com/executive-general-management-
20	National Fire Service College, Nagpur, GoI	• Disaster Management • Firefighting operations and fire safety • Rescue and rehabilitation	-----	http://nfscnagpur.nic.in/Index.aspx

The list is indicative only and non-exhaustive

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