Annual Capacity Building Plan 2023-24

Bhubaneswar Municipal Corporation, Govt. of Orissa

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
BMC	Bhubaneswar Municipal Corporation
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CNA	Capacity Needs Assessment
CSCU	Cabinet Secretariat Coordination Unit
DoPT	Department of Personnel and Training
DPR	Detailed Project Report
ESR	Elevated Surface Reservoir
GoI	Government of India
GSR	Ground Surface Reservoir
HR	Human Resource
IT	Information Technology
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
MC	Municipal Commissioner
OMCA	Odisha Municipal Corporations Act
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Operations and Maintenance
PMAY	Pradhan Mantri Awas Yojana
SBM	Swachh Bharat Mission
STP	Sewage Treatment Plant
ULB	Urban Local Body
WTP	Water Treatment Plant

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

[1] Press Information Bureau

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

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

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

1. 2 Capacity Building Commission

The NPCSCB envisioned to establish a Capacity Building Commission, with a view to ensure a uniform approach in managing and regulating the capacity building ecosystem on collaborative and co-sharing basis. Accordingly, The Capacity Building Commission was constituted through the Gazette of India on 1 April 2021 to drive standardization and harmonization of capacity

building efforts across the Indian civil services landscape. The Commission's mission is to create optimal learning opportunities for each public functionary with the objective to build an agile and future-ready civil service.

The Commission is mandated to perform the following key functions-

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

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

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

2. Approach and Methodology

2. 1 Need for Capacity Building Plan for Urban Local Bodies

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

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

As India transitions from being a largely rural to an urban society, the focus needs to be on harnessing the economic potential of all cities, large and small. However, despite huge investment, our cities still face many efficiency and sustainability related challenges. None of our cities feature among the top 50 cities in many global rankings. Rapid urbanization has put tremendous pressure on the existing infrastructure, services, and resources. With the increasing demand and with the total number of urban settlements rising to 7933[2], the Urban Local Bodies (ULBs) are facing a serious challenge of providing effective 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).

[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.

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

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

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

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

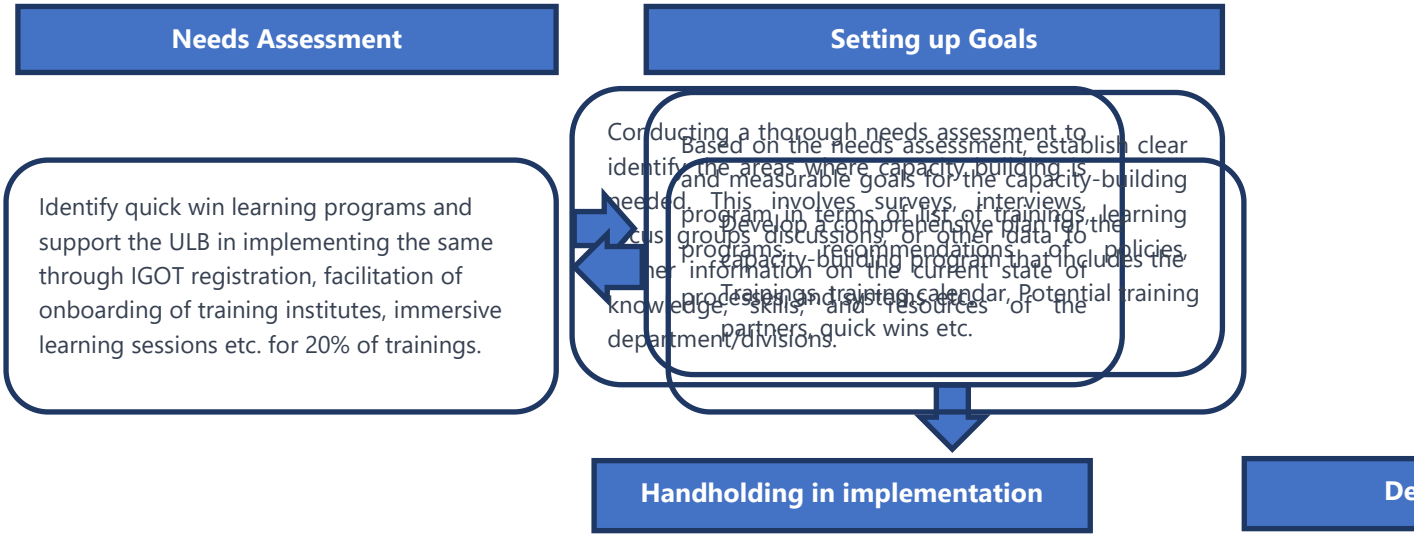
2. 3 Our Approach

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

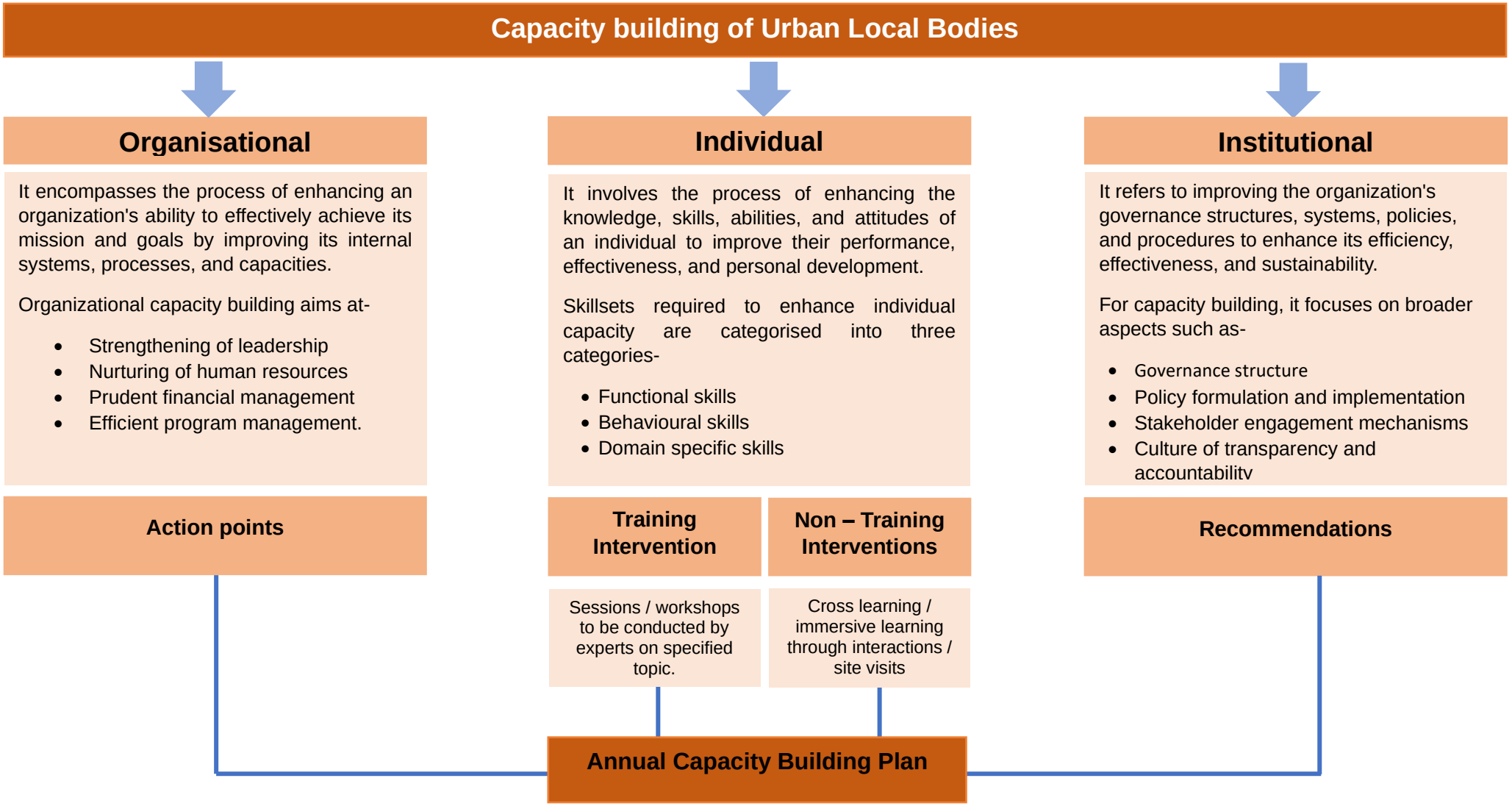
Drawing on the insights from the distinctive features of Indian cities and learnings gained from the legacy capacity building initiatives, this Capacity Building Commission envisions establishment of a municipal capacity building management system wherein emphasis is being laid on Demand Driven approach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

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

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



2. 4 Framework of capacity Building of ULB



2. 5 Our Methodology

01 As – is Analysis

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

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

02 Gap Assessment

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

OUTCOME: Competency Gap = Capacity Need analysis – Competencies possessed

03 Proposed 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

Bhubaneswar Municipal Corporation

3. Bhubaneswar City

3. 1 Profile

Bhubaneswar, the capital city of Odisha in India, is a vibrant and culturally rich metropolis that blends tradition with modernity. With a population of over 1 million, it stands as one of the major economic and educational hubs in Eastern India. Known as the "Temple City," Bhubaneswar is renowned for its magnificent temples, historical monuments, and architectural marvels.

Bhubaneswar is also home to several renowned educational institutions, including the prestigious Utkal University and the Indian Institute of Technology (IIT), Bhubaneswar. The city's emphasis on education and research has made it a prominent centre for knowledge and innovation.

In recent years, Bhubaneswar has witnessed rapid urban development and modernization. It features well-planned infrastructure, lush green spaces, and wide roads. The city's emerging IT and ITES sectors have attracted major companies, leading to the establishment of numerous technology parks and employment opportunities for the local populace. However, managing the challenges of urbanization, such as traffic congestion and maintaining a balance between development and preserving the city's cultural heritage, remains crucial for Bhubaneswar's sustainable growth.

Furthermore, Bhubaneswar's strategic location near the Bay of Bengal has contributed to the growth of its tourism industry. The city serves as a gateway to the famous Sun Temple at Konark, a UNESCO World Heritage site, and the serene coastal beaches of Puri.

With a blend of ancient charm and modern dynamism, Bhubaneswar offers a unique experience to its residents and visitors. The city's rich historical heritage, coupled with its thriving cultural scene and emerging economic sectors, make it a city that exudes both tradition and progress.

3. 2 Civic Administration

Bhubaneswar Municipal Corporation has a historic tradition of strong civic activism dedicated to the cause of a better life for all its citizens. Right from its inception in the year 1948 as a Notified Area Committee to a Municipality in the year 1979, then finally to a corporation in the year 1994, BMC as an organization, has traversed through many intricate paths and still grown from strength to strength.

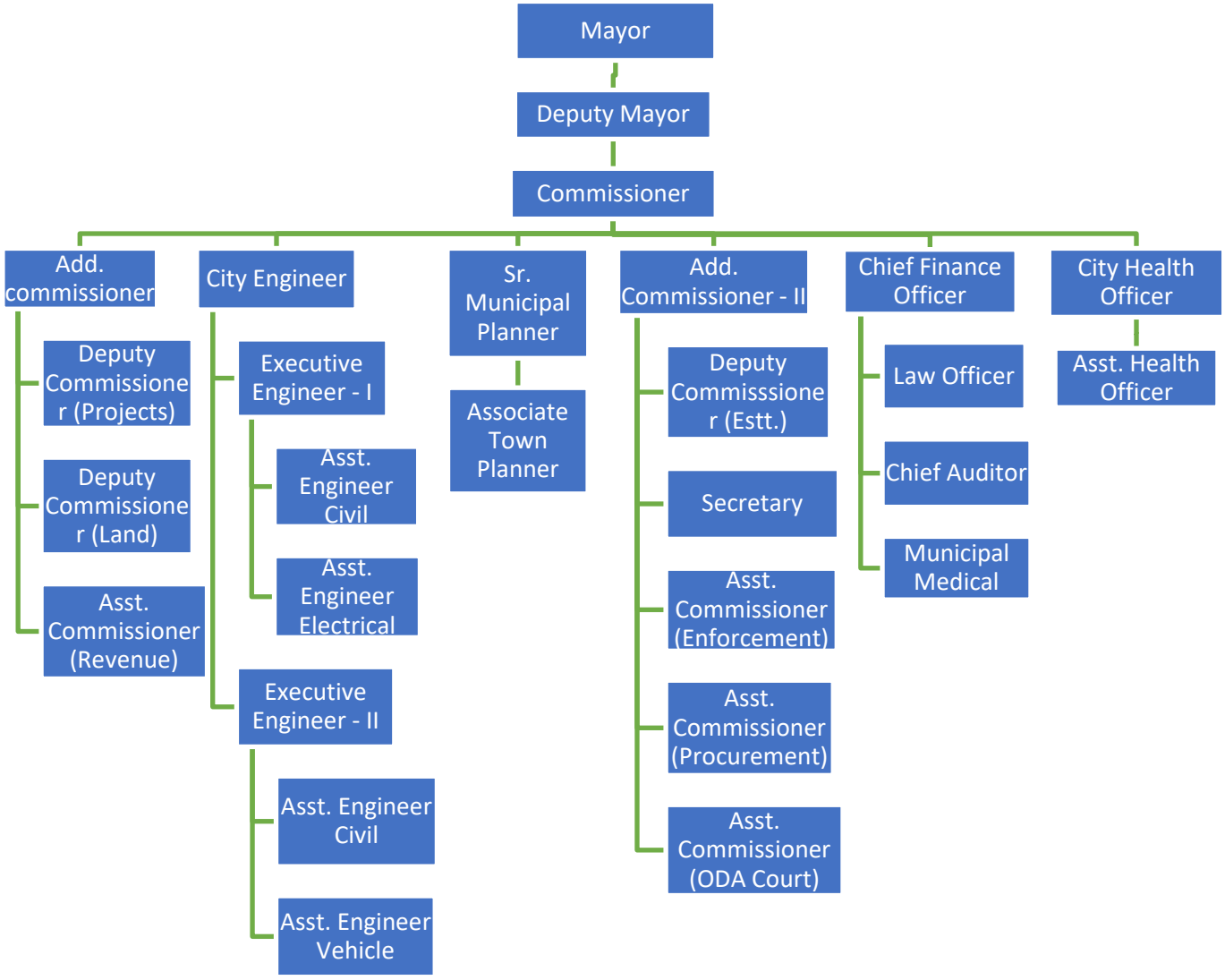
Under the BMC, various departments and agencies work together to address the needs of the city and its residents. Key departments of the BMC include engineering, finance, revenue & tax, electrical, land and assets, health & sanitation, etc.

The BMC is headed by the Commissioner, who is responsible for the day-to-day administration and implementation of policies. The Commissioner is supported by a team of officials and staff members who handle different aspects of civic administration.

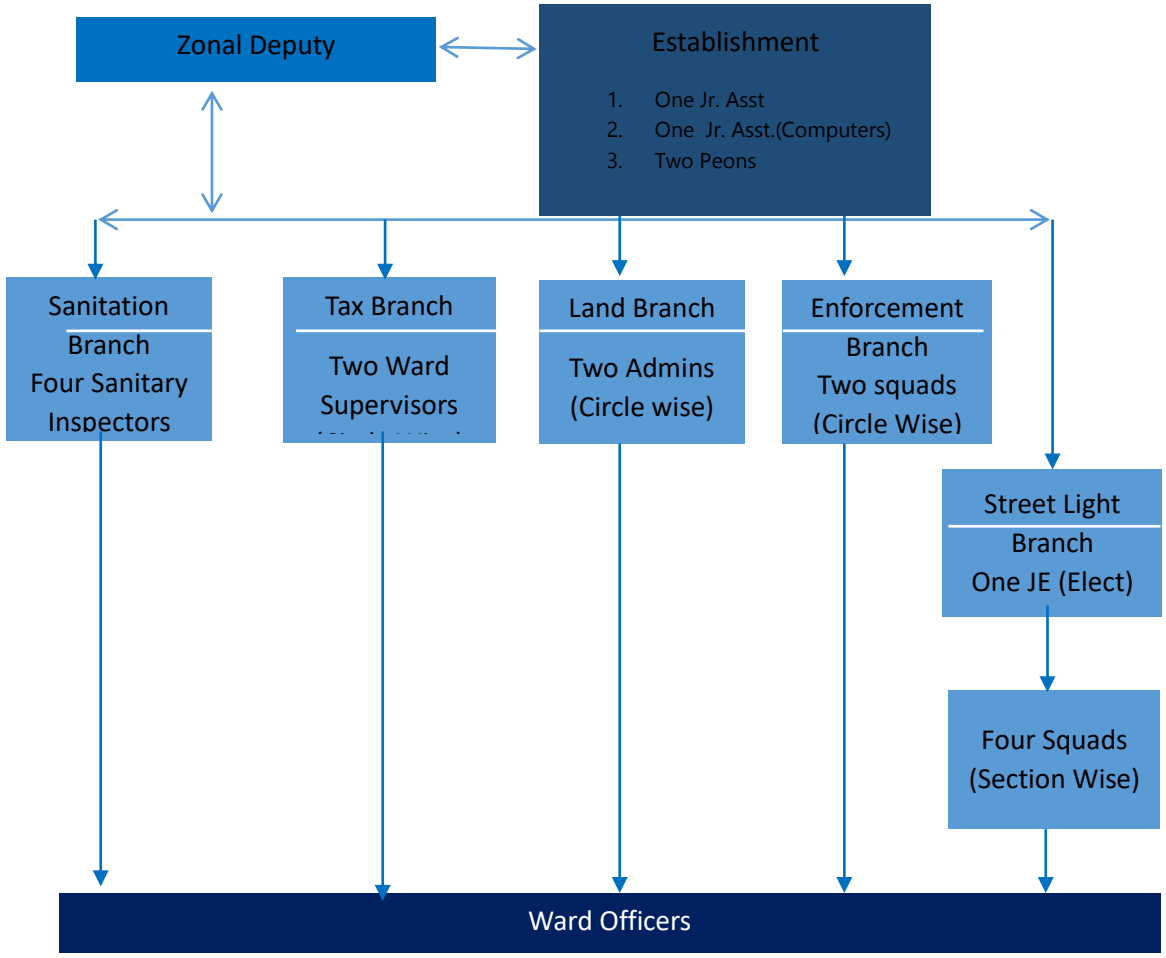
With an annual financial budget of around Rs. 690 Cr. (FY 2023-24), the e civic administration in Bhubaneswar is focused on efficient service delivery, sustainable development, and improving the quality of life for its residents. The BMC plays a pivotal role in maintaining and enhancing the city's infrastructure, services, and overall well-being.

Key Achievement/Features of Bhubaneswar City

- Like Chandigarh and Jamshedpur, Bhubaneswar is one of the first planned cities of India.
- It was selected as one of the 100 cities under the Smart City Mission Flagship program, 2015.
- Bhubaneswar Municipal Corporation received India Sanitation Coalition (ISC) – FICCI award for “Best 'Faecal Sludge and Septage Management (FSSM) Model”
- Bhubaneswar became the first Indian city to get an ISO 9001:2015 Certification for *'Faecal Sludge and Septage Management (FSSM) services.'*
- The city was ranked 4th most liveable capital city in India in Ease of Living Index Report 2020 by Centre of Science and Environment (CSE).



3. 3 Organogram: Bhubaneswar Municipal Corporation



Organogram: Zonal Administrative Structure (BMC)

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

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

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

3. Fragmented Approach towards Capacity Building

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

4. Lack of Behavioural Training/Soft Skills is a Neglected Domain

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

5. Inter-departmental Synergy needs to be Enhanced

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

6. External Factors

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

Key Observations & Analysis

4. Salient Observations and Analysis

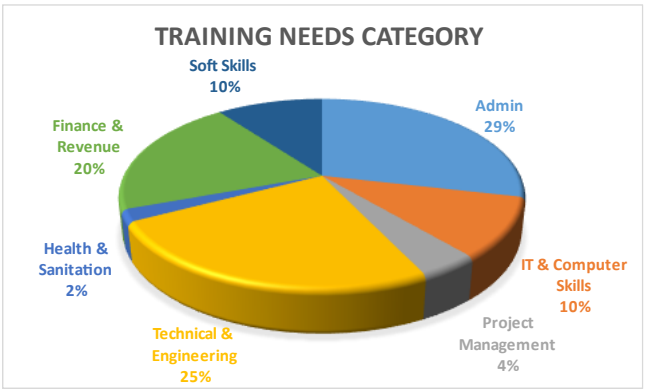
In the course of preparation of ACBP, As-Is study of the ULB was conducted. This included surveys, data collection, focus group discussions as well as interactions with the municipal staff belonging to various departments. During the study, a range of questions were asked to the staff members understand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

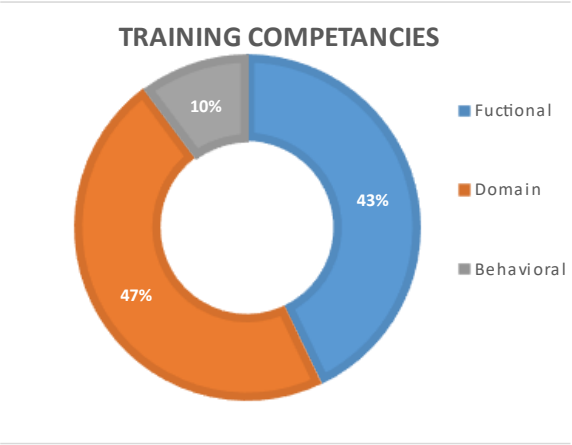
In the next step, based on the job roles, competencies were recognised and accordingly training need analysis was carried out to identify whether there is any explicit demand for the training/capacity building, nature and type of trainings required, its level (beginner/advanced/refresher/etc.), etc.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

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

4. 1 Categorization of Training Needs and Competencies

We have performed surveys and assessments through 1 on 1 interviews, Focused Group Discussions and Department wise round table discussions. Their inputs and suggestions were recorded and analysed to identify key capacity augmentation areas. With respect to Individual Capacity Building, total 51 training have been identified which are grouped into six broad categories 1) Administration & Governance Module, 2) Technical & Engineering Module, 3) Project Management Module, 4) IT & Computer Skills Module, 5) Finance Module and 6) Soft/Behavioural Skills Module.





Based on Competencies, the identified training needs are further categorised into three categories. Functional Competency, Behavioural Competency and Domain Knowledge Competency. According to the data collated and survey conducted, the Administration & Governance Module and Technical and Engineering modules cover more than 60% of trainings. And in the identified universe of trainings for BMC, 47% of trainings came under Domain Knowledge Competency, 43% under Functional Competency and 10% under Behavioural Competency category.

4. 2 Categorization of Trainings based on Priorities / Objectives

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

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

Identified Trainings supporting National Priorities	
1	Refresher course - Odisha Municipal Corporations Act 2003 & Subsequent Amendments
2	Refresher course -Odisha Municipal Service Act 2016
3	Refresher course -Odisha Municipal Corporation Rules, 2002
4	Refresher course- Municipal Solid Wastes (Management & Handling) Rules
5	Refresher Course- Disaster Management Act 2005
6	Training on-General Finance Rules & Procurement Policies
7	Refresher course - e-Procurement Systems and Process
8	Refresher course- GeM Portal
9	Training on Bid Process Management (Tendering)
10	Refresher course -RTI Act and Rules
11	Refresher course - Writing Administrative Noting and Reports
12	Basic principles of Project management, PM Tools and Techniques
13	Training on Contract Management
14	Workshop on - Costing and Estimation
15	Training on Advance Construction Methodologies, Design (Global Best Practices)
16	Refresher course on- Building Codes and Manuals
17	Training on Construction Quality Control Testing, Systems and Standards
18	Training on- Urban Flooding and Disaster Management
19	Workshop on - Latest technologies in Waste Collection and Processing

20	Training on - Best Practices in Plastic Waste Management
21	Training on - Public Asset Management
22	Course on - Basics of CSR
23	Training on Animal Carcass Management
24	Refresher course- Odisha Municipal Finance Service Rules 2017
25	Refresher course- Odisha Municipal Accounts Rules 2012
26	Training on Debt and Investment Management
27	Course on - Basics of Municipal Finance and Best Practices
28	Training on- Augmentation of Municipal Revenue (Best Practices and Case Studies)
29	Refresher course - GST Rules
30	Refresher course on-Government Budgeting Principles and Processes
31	Refresher course - Income Tax Rules
32	Refresher course on- PF and Pension Rules

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 Advanced Training -MS Office
2	Workshop on adoption of new technologies (AI & Blockchain)
3	Training on Building Information Modelling (BIM)
4	Training on - Cyber Security
5	Training on Data Analytics - Basic principles & Use Cases for ULBs

6	Training on Cloud Computing (Basic principles, Procurement and Use Cases etc.)
7	Workshop on - Latest technologies in Waste Collection and Processing
8	Refresher Course on Document Management System (MIS) & Office Procedure
9	Training on - Use of GIS in Land Mapping and Survey
10	Training on HRMS Software

3) Citizen Centricity – This refers to the to the capacity needs identified for enhancing the ability of individuals to prioritize and focus on the needs/preferences/expectations of citizens and providing excellent customer service and delivering high-quality 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 (Conflict Management/Anger Management/Difficult Conversations)
3	Training on Effective communication skills (Verbal and Non-Verbal)
4	Training on improving language proficiency
5	Training on stress Management
6	Training on Time Management
7	Training on Team Building

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 advanced level). The detailed self-assessment table is attached in the Annexure-I.

5. 2 Mapping of Roles, Responsibilities, Competencies, and Training Requirements

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

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

Department wise detailed mapping is attached in Annexure II.

5.3 Identified Training Universe

Based on mapping of functional vis-à-vis competencies requirement of different departments of Bhubaneswar Municipal Corporation and subsequent training needs assessment of individual roles, a total of 51 topics/areas of trainings has been identified for different designations and levels. We have sub-categorized these training into 6 themes including 1) Administrative and Governance, 2) Technical and Engineering, 3) Project Management 4) IT and Computers 5) Finance and 6) Soft skills. However, the broad categories are - Functional, Domain and Behavioural.

#	Topics, Themes, Areas identified for Capacity Augmentation of Bhubaneswar Municipal Corporation	Engineering (Civil, Electrical, Mechanical)	Finance	Health & Sanitation	IT	Vehicle	Market & Vending	Land & Assets	Legal	Administration	Revenue & Tax	Priority Level
FUNCTIONAL COMPETENCIES	**Administration and Governance Module**											
	Refresher course - Odisha Municipal Corporations Act 2003 & Subsequent Amendments	CE, EE, DEE, AE, JE	CFO	DMC, HO, AHO	DC (IT Head), ITM	HOD, AEE, SAE, JE		DMC, ZDC, AM	DC-LM	DC-Admin	AC, Asst. Comm	**HIGH**
	Refresher course -Odisha Municipal Service Act 2016	CE, EE, DEE, AE, JE	CFO	DMC , HO, AHO	DC (IT Head), ITM	HOD, AEE, SAE, JE		DMC, ZDC, AM	DC-LM	DC-Admin	AC, Asst. Comm	**HIGH**
	Refresher course -Odisha Municipal Corporation Rules, 2002	CE, EE, DEE, AE, JE	CFO	DMC, HO, AHO	DC (IT Head), ITM	HOD, AEE, SAE, JE		DMC, ZDC, AM	DC-LM	DC-Admin	AC, Asst. Comm	**HIGH**
	Refresher course- Municipal Solid Wastes (Management & Handling) Rules			DMC, HO, AHO								**MEDIUM**
	Refresher Course- Disaster Management Act 2005	CE, EE		DMC, HO, AHO						DMC, HO, AHO		**HIGH**
	Training on-General Finance Rules & Procurement Policies	CE, EE, DEE, AE, JE		HO, AHO	DC (IT Head), ITM			DMC, ZDC, AM				**MEDIUM**
	Refresher course - e-Procurement Systems and Process	EE, DEE, AE, JE		HO, AHO	DC (IT Head), ITM			DMC, ZDC, AM				**MEDIUM**
	Refresher course- GeM Portal	DEE, AE, JE		HO, AHO	DC (IT Head), ITM			DMC, ZDC, AM				**CRITICAL**
	Training on Bid Process Management (Tendering)	EE, DEE, AE, JE		HO, AHO								**MEDIUM**
	Refresher course -RTI Act and Rules	DEE, AE, JE	CFO	HO, AHO	DC (IT Head), ITM	AEE, SAE, JE		DMC, ZDC, AM			AC, Asst. Comm	**MEDIUM**
	Refresher Course on - Street Vendors Act 2014						DMC					**MEDIUM**
	Course on- Baisc Priniciples of Rehabilitation and Policy Landscpe in India						DMC					**MEDIUM**
	Refresher course - Writing Administrative Noting and Reports	AE, JE		PMU				AM		HA,SA,JA		**MEDIUM**
	Refresher course on Basic Legal Proceedings								DC-LM,DA			
	Training on Document Management System & Office Procedure			PMU				AM		HA,SA,JA		**MEDIUM**
	IT and Computer Skills											

	Refresher course and Advanced Training - MS Office	AE, JE		HO, AHO,PMU		SAE, JE			DEO-L	HA,SA,JA		**MEDIUM**
	Training on Data Analytics - Basic principles & Use Cases for ULBs	DEE, AE, JE		DMC, HO, AHO							AC, Asst. Comm	**MEDIUM**
	Training on Cloud Computing (Basic principles, Procurement and Use Cases etc.)				DC (IT Head), ITM, ITP, AP							**MEDIUM**
	Workshop on Adoption of New Technologies (AI & Blockchain)				DC (IT Head), ITM, ITP, AP							**MEDIUM**
	Training on basics of Cyber Security	AE, JE			DC (IT Head), ITM, ITP, AP							**MEDIUM**
	Project Management											
	Basic principles of Project management, PM Tools and Techniques	EE, DEE, AE, JE		DMC,HO, AHO, PMU	DC (IT Head), ITM, ITP, AP	AEE,SAE, JE						**HIGH**
	Training on Contract Management and Administration	EE, DEE, AE, JE		DMC,HO, AHO,PMU	DC (IT Head), ITM	AEE,SAE, JE						**MEDIUM**
DOMAIN COMPETENCIES	**Technical and Engineering Module**											
	Training on Building Information Modelling (BIM)	EE, DEE, AE, JE										**HIGH**
	Workshop on - Costing and Estimation	EE, DEE, AE, JE										**MEDIUM**
	Training on Advance Construction Methodologies, Design (Global Best Practices)	EE, DEE, AE, JE										**MEDIUM**
	Refresher course on- Building Codes and Manuals	EE, DEE, AE, JE										**MEDIUM**
	Training on Construction Quality Control Testing, Systems and Standards	EE, DEE, AE, JE										**MEDIUM**
	Training on- Urban Flooding and Disaster Management	CE, EE, DEE, AE, JE										**MEDIUM**
	Workshop on Latest technologies in Waste Collection and Processing											**MEDIUM**
	Training on Preparation and Appraisal of DPRs	EE, DEE, AE, JE										
	Training on Best Practices in Plastic Waste Management			DMC,HO, AHO								**MEDIUM**
	Training on Public Asset Management	EE, DEE, AE, JE						DMC, ZDC, AM				**MEDIUM**
	Training on Basics of CSR	AE, JE		DMC,HO, AHO							AC, Asst. Comm	**MEDIUM**

	Training on Fleet Management					AEE,SAE, JE						**CRITICAL**
	Training on - Use of GIS in Land Mapping and Survey							DMC, ZDC, AM				**MEDIUM**
	Health & Sanitation											
	Training on Animal Carcass Management			HO, AHO								**MEDIUM**
	Finance & Revenue											
	Refresher course- Odisha Municipal Finanace Service Rules 2017		CFO									**MEDIUM**
	Refresher course- Odisha Municipal Accounts Rules 2012		CFO						DA-L			**MEDIUM**
	Training on Debt and Investment Management		CFO, AS									**MEDIUM**
	Training on - Basics of Municipal Finance and Best Practices										AC, Asst. Comm	**MEDIUM**
	Training on Municipal RevenueAugmentation (Best Practices and Case Studies)										AC, Asst. Comm	**MEDIUM**
	Refresher course - GST Rules		CFO									**MEDIUM**
	Refresher course on-Government Budgeting Principles and Processes		CFO									**MEDIUM**
	Refresher course - Income Tax Rules		CFO						DA-L, DEO		AC, Asst. Comm	**MEDIUM**
	Refresher course on- PF and Pension Rules		CFO									**MEDIUM**
	Training on - Audits (Applicable Acts/Rules/Processes)		CFO, AS									**MEDIUM**
BEHAVIORAL COMPETENCIES	**Soft Skills**											
	Training on Leadership Development	EE, DEE		DMC, HO, AHO	DC (IT Head), ITM				DC-LM		AC, Asst. Comm	**MEDIUM**
	Finance & Revenue	AE, JE		DMC, HO, AHO		AEE,SAE, JE		DMC, ZDC, AM		HA,SA,JA		**MEDIUM**
	Training on Effective communication skills (Verbal and Non-Verbal)	DEE, AE, JE		PMU					DA-L	HA,SA,JA		**MEDIUM**
	Training on Improving Language Proficiency			PMU								**MEDIUM**
	Training on Stress Management	CE, EE, DEE, AE, JE	CFO, AS	DMC, HO, AHO	DC (IT Head), ITM, ITP	AEE,SAE, JE		DMC, ZDC, AM	DC-LM,DA-L	DC,HA,SA,JA	AC, Asst. Comm	**HIGH**

*Designations

Designations	Abbreviations	Designations	Abbreviations
Mayor	M	Assistant Programmer	AP
Municipal Commissioner	MC	Data Entry Operator	DEO
Additional Commissioner	AC	Assistant Executive Engineer (Mech)	AEE
Assistant Commissioner	Asst. Comm	Senior Assistant Engineer	SAE
Deputy Commissioner	DC	Junior Assistant Engineer	JAE
Zonal Deputy Commissioner	ZDC	City Planner	CP
Environment Officer	EO	Assistant Town Planner	ATP
City Engineer	CE	Chief Finance Officer	CFO
Executive Engineer	EE	Audit Superintendent	AS
Deputy Executive Engineer	DEE	Health Officer	HO
Assistant Engineer	AE	Assistant Health Officer	AHO
Junior Engineer	JE	Ward Officer	WO
IT Manager	ITM	Admin	AD
IT programmer	ITP	Deputy Commissioner (Legal & Market)	DC-LM
Chief Engineer	CE	Dealing Assistant (RTI, Legal, Market)	DA
Head Assistant	HA	Tax Inspector	TI
Senior Assistant	SA	Trade License Inspector	TLI
Junior Assistant	JA	Trade License Squad	TLS
Head Assistant	HA	Deputy Commissioner (Legal & Market)	DC-LM

5.4 Training Curriculum Expectation

Keeping in mind the different level of proficiencies and varied nature of roles and responsibilities of municipal staff at BMC, 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 - Odisha Municipal Corporations Act 2003 & Subsequent Amendments**		
Course Objective	To provide comprehensive understanding of Odisha Municipal Corporations Act 2003 & Subsequent Amendments to understand the law and its provisions better.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview on municipal authority, elections, powers and functions, procedures etc. 2. Summary of organizational structure, appointments, essential services, 3. Understanding of Finance, Accounts and Audits, Property, and relevant sections of the act 4. Regulation of Buildings, Licenses and fee, Taxes, by-laws 5. Penalties, procedures and miscellaneous.			
Targeted Department- All departments			
Online Courses – N. A	**Potential Training Institutes:** • Gopabandhu Academy of Administration, Bhubaneswar • Indian institute of public administration, New Delhi		

Topic/Area/Theme	**Refresher course -Odisha Municipal Service Act 2016**		
Course Objective	To provide comprehensive understanding of their roles, the legal framework within which they operate, and the skills required to effectively manage municipal functions and serve the citizens of Odisha.		
Expected Duration	1 day	**Mode: Onsite/Offsite**	**Exposure visit-Applicable**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Roles and Responsibilities of Municipal Corporation Employees 2. Provisions and Procedures of the Odisha Municipal Service Act 2016 3. Urban Governance and Decentralization 4. Financial Management and Budgeting 5. Service Delivery and Citizen Engagement			
Targeted Department – All departments			
Online Courses: N.A	**Potential Training Partner:** • Gopabandhu Academy of Administration, Bhubaneswar • Indian institute of public administration, New Delhi		

Topic/Area/Theme	**Refresher course -Odisha Municipal Corporation Rules, 2002**		
Course Objective	To provide comprehensive understanding of the Odisha Municipal Corporation Rules, 2002		
Expected Duration	**1 Day**	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of Maharashtra Civil Service Rules and their relevance to ULBs. 2. Understanding the constitutional framework and legal provisions governing civil services in Maharashtra. 3. Understanding the rules and procedures for appointment, promotion, and transfer. 4. Study of rules related to leaves, promotion, probation, and retirement. 5. Examination of administrative powers, delegation of authority, and decision-making processes within ULBs.			
Targeted Departments- All departments			
Online Courses – N. A	**Potential Training Institutes:** • Gopabandhu Academy of Administration, Bhubaneswar • Indian institute of public administration, New Delhi		

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

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

Topic/Area/Theme	Refresher Course on General Finance Rules and Procurement Policies		
Course Objective	To enhance the knowledge and skills of municipal corporation employees in understanding and implementing General Finance Rules and Procurement Policies effectively.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of GFR and its importance in financial management 2. Introduction to procurement policies and their significance in public procurement 3. Basics of budget preparation, including revenue estimation and expenditure forecasting 4. Importance of financial accountability in the municipal corporation context 5. Promoting ethical behaviour and integrity in financial processes			
Targeted Departments- Building Development Department			
Online Courses: NA	Potential Training Institutes: • Gopabandhu Academy of Administration, Bhubaneswar • Indian institute of public administration, New Delhi		

Topic/Area/Theme	Refresher course - e-Procurement Systems and Process		
Course Objective	To improve knowledge and skills of officials in using electronic office tools and systems.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Electronic Document Management – Covers the process of creating, managing, storing and sharing digital documents. 2. Email Management – Covers best practices for managing email communications, including organizing & archiving email messages. 3. Digital Communication Tools – Covers use of digital communication tools, such as instant messaging, video conferencing etc. 4. Information Security – Covers strategies and techniques for securing digital information & preventing unauthorized access. 5. Workflow Automation – Covers the automation of administrative & bureaucratic processes using digital tools & technologies such as workflow management systems, to improve efficiency and reduce errors.			
Targeted Departments – All Departments			
Online Courses: **https://igotkarmayogi.gov.in/digitalindia**	**Potential Training Institutes:** • Indian Institute of Public Administration, New Delhi • Gopabandhu Academy of Administration, Bhubaneswar		

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

Topic/Area/Theme	Training on Bid Process Management (Tendering)		
Course Objective	To effectively manage the bidding process for procurement or project contracting in municipal Corporation		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Overview of the legal and regulatory framework governing public procurement. 2. Differentiating between various procurement methods, such as open tenders, restricted tenders, and request for proposals (RFPs). 3. Knowledge on contract Management. 4. Understanding the principles of evaluating bids, such as technical evaluation, financial evaluation, and determining the most advantageous bid. 5. Pre- Paring Bid Documents			
Target Department: Engineering , Solid Waste Management, e-Governance, and Legal Departments			
Online Courses: https://onlinecourses.nptel.ac.in/noc22_lw06/preview	**Potential Training Institutes:** • Indian Institute of Public Administration, New Delhi • Gopabandhu Academy of Administration, Bhubaneswar		

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

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

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

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:** • Gopabandhu Academy of Administration, Bhubaneshwar		

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: https://onlinecourses.nptel.ac.in/noc21_cs14/preview	**Potential Training Institutes:** • IIT Bhubaneswar • 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:** • IIT Bhubaneswar • 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: • Gopabandhu Academy of Administration, Bhubaneswar • IIT Bhubaneswar		

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

Topic/Area/Theme	Training on Contract Management		
Course Objective	To provide participants with a comprehensive understanding of the basic principles of contract law, including the formation of contracts, essential elements of a contract, contract interpretation, and remedies for breach of contract.		
Expected Duration	1 Day	Mode: Onsite/Offsite	Exposure visit-NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Basic overview of contract management in the context of urban local bodies. 2. Understanding the key stakeholders involved. 3. Understanding the process of contract management, drafting terms, conditions, specifications, and performance metrics. 4. Understanding the principles of contract risk management and contingency planning. 5. Understanding the process of contract closeout, final inspections, acceptance, and final reconciliation.			
Target Department - Finance, and Engineering			
Online Courses: https://onlinecourses.nptel.ac.in/noc22_lw06/preview	Potential Training Institutes: • Gopabandhu Academy of Administration, Bhubaneswar • Indian Institute of Public Administration , New 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			
Targeted Department – Engineering			
Online Courses: N.A	**Potential Training Institutes:** • National Institute of Urban Affairs, New Delhi • School of Planning and Architecture (SPA) New Delhi		

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: Engineering Department			
Online Courses: NA	**Potential Training Institutes:** • IIT Bhubaneswar • NIT Rourkela		

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

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

Topic/Area/Theme	Training on - Latest technologies in waste collection and processing		
Course Objective	To provide comprehensive understanding of Latest technologies in waste collection and processing for Municipal Waste.		
Expected Duration	1 Day	**Mode: Onsite/Offsite**	**Exposure visit-NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Brief overview of waste management in urban areas. 2. Recapitulation of waste collection methods. 3. Understanding latest recycling technologies and processes for different types of wates. 4. Understanding the potential for generating energy from waste. 5. Understanding emerging technologies in waste management through use cases and best practices.			
Targeted Department – Solid Waste Management Department			
Online Courses: https://onlinecourses.nptel.ac.in/noc22_ce82/preview	**Potential Training Institutes:** • Indian Institute of Public Administration • NEERI		

Topic/Area/Theme	Training on Best Practices in Plastic Waste Management		
Course Objective	To provide comprehensive ways to understand the waste management and its provisions better.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Scope and Objectives: Covers the scope and objectives of plastic waste management best practices. 2. Plastic Waste Reduction: Covers strategies for reducing plastic waste generation at the source. 3. Recycling and Repurposing: Covers effective methods for recycling and repurposing plastic waste. 4. Waste Collection and Segregation: Covers practices for efficient collection and segregation of plastic waste. 5. Public Awareness and Education: Covers approaches for raising public awareness and educating communities about plastic waste management.			
Target Department- Solid Waste Department			
Online Courses: N.A	**Potential Training Institutes:** • NEERI • Centre for science and environment		

Topic/Area/Theme	Training on Basics of Public Asset Management		
Course Objective	To update professionals on latest changes and updates to the procedures.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Scope and Objectives: Covers the scope and objectives of public asset management. 2. Asset Inventory and Classification: Covers the process of inventorying and classifying public assets. 3. Asset Acquisition and Disposal: Covers procedures for acquiring and disposing of public assets. 4. Asset Maintenance Strategies: Covers effective strategies for maintaining and preserving public assets. 5. Performance Monitoring and Optimization: Covers methods for monitoring asset performance and optimizing their utilization.			
Target Department- Land & Asset			
Online Courses: N.A	**Potential Training Institutes:** • Gopabandhu Academy of Administration		

Topic/Area/Theme	Training on Basics of CSR		
Course Objective	To update professionals on latest changes and updates to the CSR regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Scope and Objectives: Covers the scope and objectives of CSR. 2. Principles and Concepts: Covers the fundamental principles and concepts of CSR. 3. Strategy and Planning: Covers the process of developing and implementing a CSR strategy. 4. Initiatives and Impact: Covers various CSR initiatives and their potential impact. 5. Reporting and Evaluation: Covers the reporting and evaluation of CSR activities.			
Target Department- Finance , Engineering			
Online Courses: **https://onlinecourses.nptel.ac.in/noc21_mg54/preview**	**Potential Training Institutes:** • Indian Institute of Public Administration, • Gopabandhu Academy of Administration		

Topic/Area/Theme	Training on Animal Carcass Management		
Course Objective	To update professionals on latest changes and updates to the regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Scope and Objectives: Covers the scope and objectives of animal carcass management, including proper disposal and environmental considerations. 2. Handling and Transportation: Covers proper handling and transportation procedures for animal carcasses. 3. Carcass Disposal Methods: Covers different methods of carcass disposal, such as burial, incineration, rendering, composting, and bioconversion. 4. Legal Requirements: Covers the legal requirements and regulations related to animal carcass disposal. 5. Risk Assessment and Biosecurity: Covers risk assessment techniques and biosecurity measures for disease prevention.			
Target Department- Health & Sanitation			
Online Courses:	**Potential Training Institutes:** • Veterinary Officers' Training Institute, Bhubaneswar		

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

Topic/Area/Theme	Training on Odisha Municipal Finance Service Rules 2017		
Course Objective	To update professionals on latest changes and updates to the regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Scope and Objectives: Covers the scope and objectives of the Odisha Municipal Finance Service Rules 2017. 2. Roles and Responsibilities: Covers the roles and responsibilities of the Odisha Municipal Finance Service under the Rules. 3. Financial Planning and Budgeting: Covers the process of financial planning and budget preparation in accordance with the Odisha Municipal Finance Service Rules 2017. 4. Fund Management: Covers the management of funds, including revenue generation, expenditure control, and financial reporting as per the Rules. 5. Audit and Accountability: Covers the audit procedures, financial accountability, and reporting requirements under the Odisha Municipal Finance Service Rules 2017.			
Target Department- Finance			
Online Courses:	Potential Training Institutes: • Gopabandhu Academy of Administration, Bhubaneswar • Xavier Institute of Management, Bhubaneswar		

Topic/Area/Theme	Training on Odisha Municipal Accounts Rules 2012		
Course Objective	To update professionals on latest changes and updates to the regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Scope and Objectives: Covers the scope and objectives of the accounting rules. 2. Accounting Principles and Concepts: Covers fundamental accounting principles and concepts applicable to municipal accounts. 3. Budgeting and Financial Planning: Covers the process of budgeting and financial planning for municipalities. 4. Revenue Management: Covers the management of revenue, including assessment, collection, and accounting procedures. 5. Expenditure Management: Covers the management of expenditures, including budget execution, payment procedures, and internal controls.			
Target Department- Finance			
Online Courses:	Potential Training Institutes: • Gopabandhu Academy of Administration, Bhubaneswar • Xavier Institute of Management, Bhubaneswar		

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: Finance Department			
Online Courses: N.A	Potential Training Institutes: • National Institute of Public Finance and Policy, New Delhi • Xavier Institute of Management, Bhubaneswar		

Topic/Area/Theme	Training on Basics of Municipal Finance and Best Practices		
Course Objective	To update professionals on latest changes and updates to the regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Best Practices in Revenue Augmentation: Covers effective strategies for increasing municipal revenue, including innovative models, improved tax administration, and public-private partnerships. 2. Successful Case Studies: Presents examples of successful revenue augmentation in municipalities, examining measures implemented, challenges faced, and outcomes achieved. 3. Budgeting and Reporting: Covers the budgeting process and financial reporting requirements for municipalities. 4. Revenue Generation Strategies: Covers various strategies for revenue generation in municipalities, including taxation, fees, grants, and public-private partnerships. 5. Best Practices: Covers best practices in municipal finance management, including transparency, accountability, risk management, and performance measurement.			
Target Department- Finance Department			
Online Courses: N.A	Potential Training Institutes: • Xavier Institute of Management, Bhubaneswar • National Institute of Public Finance and Policy, New Delhi • Xavier Institute of Management, Bhubaneswar		

Topic/Area/Theme	Training on Augmentation of Municipal Revenue (Best Practices and Case Studies)		
Course Objective	To update professionals on latest changes and updates to the regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Best Practices in Revenue Augmentation: Covers effective strategies for increasing municipal revenue, including innovative models, improved tax administration, and public-private partnerships. 2. Successful Case Studies: Presents examples of successful revenue augmentation in municipalities, examining measures implemented, challenges faced, and outcomes achieved. 3. Budgeting and Reporting: Covers the budgeting process and financial reporting requirements for municipalities. 4. Revenue Generation Strategies: Covers various strategies for revenue generation in municipalities, including taxation, fees, grants, and public-private partnerships. 5. Best Practices: Covers best practices in municipal finance management, including transparency, accountability, risk management, and performance measurement.			
Target Department- Finance Department			
Online Courses: N.A	Potential Training Institutes: • Xavier Institute of Management, Bhubaneswar • National Institute of Public Finance and Policy, New Delhi • Xavier Institute of Management, Bhubaneswar		

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

Topic/Area/Theme	Training on Government Budgeting Principles and Processes		
Course Objective	To update professionals on latest changes and updates to the regulations and procedures.		
Expected Duration	1 day	Mode: Online / Offline	Exposure visit -NA
5 Main Subjects/Activities to be covered in the Curriculum			
1. Budgeting Principles: Covers the fundamental principles of government budgeting, including transparency, accountability, efficiency, and equity. 2. Budget Formulation: Covers the process of formulating a government budget, including the role of key stakeholders, budget priorities, and resource allocation. 3. Revenue Generation: Covers various methods and sources of revenue generation for the government, such as taxes, fees, grants, and loans. 4. Expenditure Management: Covers the management of government expenditures, including budget execution, monitoring, and evaluation. 5. Budgeting for Public Sector Programs: Covers the budgeting process specific to public sector programs, including program budgeting techniques, performance-based budgeting, and outcome-oriented budgeting.			
Target Department- Finance Department			

Online Courses: N.A	**Potential Training Institutes:** • Gopabandhu Academy of Administration, Bhubaneswar • National Institute of Public Finance and Policy, New Delhi

Topic/Area/Theme	**Training on Income Tax Rules**		
Course Objective	To update professionals on latest changes and updates to the income tax regulations and procedures.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Income Tax Basics: Covers taxable income, deductions, exemptions, and tax rates. 2. Filing Income Tax Returns: Covers the process of filing income tax returns, including forms, documentation, and e-filing. 3. Tax Deductions and Exemptions: Covers available deductions and exemptions under income tax rules, such as allowances, investments, and specified expenses. 4. Income Tax Compliance: Covers legal obligations, due dates, penalties, and record-keeping requirements for income tax compliance. 5. Tax Planning Strategies: Covers effective techniques for minimizing tax liabilities, including investment options and retirement planning.			
Target Department- Finance Department			
Online Courses:	**Potential Training Institutes:** • Gopabandhu Academy of Administration, Bhubaneswar		

Topic/Area/Theme	**Training on PF and Pension Rules**		
Course Objective	To update professionals on latest changes and updates to the PF and pension rules and procedures.		
Expected Duration	1 day	**Mode: Online / Offline**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. PF Basics: Covers the fundamental aspects of Provident Fund (PF), including its purpose, contributions, eligibility criteria, and benefits. 2. PF Contribution and Calculation: Covers the process of PF contribution, including employee and employer contributions, calculation methods, and contribution limits. 3. PF Withdrawal and Transfer: Covers the procedures and guidelines for PF withdrawal and transfer, including eligibility criteria, forms, and documentation requirements. 4. Pension Scheme: Covers the Pension Scheme, including its eligibility criteria, contribution structure, and benefits. 5. Pension Calculation and Disbursement: Covers the methods and factors involved in calculating pension amounts and the disbursement process.			
Target Department- Finance Department			
Online Courses:	**Potential Training Institutes:** • Gopabandhu Academy of Administration, Bhubaneswar		

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

Topic/Area/Theme	**Training on Leadership Development**		
Course Objective	To Enhance leaders' communication skills to effectively convey ideas, build rapport, and inspire and motivate team members.		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**
5 Main Subjects/Activities to be covered in the Curriculum			
1. Communication Skills 2. Develop leaders' emotional intelligence to understand and manage their emotions and those of others 3. Foster strategic thinking abilities in leaders to align organizational goals, make informed decisions, and adapt to changing circumstances. 4. Equip leaders with skills to resolve conflicts, handle difficult conversations, and negotiate effectively 5. . Enable leaders to build high-performing teams, foster collaboration, and motivate individuals to achieve organizational goals			

Targeted Department – All Departments	
Online Courses: **https://igotkarmayogi.gov.in/self Leadership**	**Potential Training Institutes:** • Xavier Institute of Management, Bhubaneswar • IIM Calcutta

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

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

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:** • Indian Institute of Public Administration, Gopabandhu Academy of Administration		

Topic/Area/Theme	Training on Stress Management		
Course Objective	To effectively manage and cope with stress in their work and personal lives.		
Expected Duration	2 Days	**Mode: Offline / Online**	**Exposure visit -NA**

5 Main Subjects/Activities to be covered in the Curriculum	
1. Understand the concept of stress, its causes, and its impact on physical and mental health. 2. Stress reduction techniques that employees can apply in their daily lives. 3. Strategies to develop resilience, such as fostering positive thinking, cultivating social support networks, and practicing self-care. 4. Learning strategies for effectively managing work-related responsibilities while maintaining personal and family commitments. 5. Techniques for managing work-related stress, dealing with difficult coworkers or supervisors, conflict resolution strategies, and effective communication skills.	
Targeted Department- All Departments	
Online Courses: **https://igotkarmayogi.gov.in/Stress Management**	**Potential Training Institutes:** • Xavier Institute of Management, Bhubaneswar, • IIM Calcutta

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

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

5.5 Tentative Annual Training Calendar

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

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

Sr. no.	Course	Medium	Focus Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
1	Refresher Course - Odisha Municipal Corporations Act 2003 & Subsequent Amendments	Online Training	All Departments HoDs and Second in line	✓			✓			✓		
2	Refresher Course -Odisha Municipal Service Act 2016	Online Training	All Departments HoDs and Second in line	✓			✓			✓		
3	Refresher Course -Odisha Municipal Corporation Rules, 2002	Online Training	All Departments HoDs and Second in line	✓			✓			✓		
4	Refresher Course- Municipal Solid Wastes (Management & Handling) Rules	Online/Onsite Training	Health & Sanitation	✓			✓			✓		
5	Refresher Course- Disaster Management Act 2005	Online/Onsite Training	Engineering		✓			✓				
6	Training on-General Finance Rules & Procurement Policies	Online Training	Engineering, IT, Health & Sanitation, Land & Asset			✓						
7	Refresher Course - e-Procurement Systems and Process	Online Training	Engineering, IT, Health & Sanitation, Land & Asset				✓				✓	
8	Refresher Course- GeM Portal	Online Training	Engineering, IT, Health & Sanitation, Land & Asset		✓							✓
9	Training on Bid Process Management (Tendering)	Online Training	Engineering, Health & Sanitation				✓		✓			
10	Refresher Course -RTI Act and Rules	Online Training	All departments		✓		✓					✓
11	Refresher Course on - Street Vendors Act 2014	Online Training	Market & Vending			✓				✓		
12	Course on- Basic Principles of Rehabilitation and Policy Landscape in India	Online Training	Market & Vending		✓			✓			✓	
13	Refresher Course - Writing Administrative Noting and Reports	Online Training	Engineering, Health & Sanitation, Land & Asset	✓			✓			✓		✓
14	Training on Document Management System & Office Procedure	Online Training	Health & Sanitation, Land & Asset		✓				✓			
15	Refresher Course and Advanced Training - MS Office	Online Training	Engineering, Health & Sanitation, Vehicle		✓					✓		✓
16	Training on Data Analytics - Basic principles & Use Cases for ULBs	Online Training	Engineering, Health & Sanitation, Revenue & Tax	✓				✓				

Online/offline Training Workshop Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Focus Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
17	Training on Cloud Computing (Basic principles, Procurement and Use Cases etc.)	Online Training	IT			■						■
18	Workshop on Adoption of New Technologies (AI & Blockchain)	Online Training	IT				■					
19	Training on - Cyber Security	Online Training	IT				■					
20	Basic principles of Project management, PM Tools and Techniques	Online Training	Engineering, Health & Sanitation, Vehicle, IT		■							■
21	Training on Contract Management	Online Training	Engineering, Health & Sanitation, Vehicle, IT				■				■	
22	Refresher course on Basic Legal Proceedings	Online Training	Legal				■				■	
23	Training on Preparation and Appraisal of DPRs	Online / Offsite Training	Engineering				■				■	
24	Training on Building Information Modelling (BIM)	Online Training	Engineering				■					■
25	Workshop on - Costing and Estimation	Workshop	Engineering		■			●				■
26	Training on Advance Construction Methodologies, Design (Global Best Practices)	Online/Onsite Training	Engineering		■				■			■
27	Refresher Course on- Building Codes and Manuals	Online/Onsite Training, Workshop	Engineering				■				●	
28	Training on Construction Quality Control Testing, Systems and Standards	Online/Onsite Training	Engineering			■						
29	Training on- Urban Flooding and Disaster Management	Online/Onsite Training	Engineering		■				■			
30	Workshop on - Latest technologies in Waste Collection and Processing	Online/Onsite Training	Health & Sanitation									■
31	Training on - Best Practices in Plastic Waste Management	Online/Onsite Training	Health & Sanitation			■					■	
32	Training on - Public Asset Management	Online/Onsite Training, Immersive learning	Engineering, Land & Assets			■				◆		
33	Course on - Basics of CSR	Online Training	Engineering, Health & Sanitation, Revenue & Tax					■				

Online/offline Training Workshop Exposure Visit / immersive Learning

Sr. no.	Course	Medium	Focus Department	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Online/offline Training Course												
34	Training on Fleet Management	Online Training	Vehicle									
35	Training on - Use of GIS in Land Mapping and Survey	Online Training	Land & Assets									
36	Training on Animal Carcass Management	Onsite Training	Health & Sanitation									
37	Refresher Course- Odisha Municipal Finance Service Rules 2017	Online Training	Finance									
38	Refresher Course- Odisha Municipal Accounts Rules 2012	Online Training	Finance									
39	Training on Debt and Investment Management	Online Training	Finance									
40	Course on - Basics of Municipal Finance and Best Practices	Online Training	Revenue & Tax									
41	Training on- Augmentation of Municipal Revenue (Best Practices and Case Studies)	Online/Onsite training, Immersive learning	Revenue & Tax									
42	Refresher Course - GST Rules	Online Training	Finance									
43	Refresher Course on-Government Budgeting Principles and Processes	Online Training	Finance									
44	Refresher Course - Income Tax Rules	Online Training	Finance									
45	Refresher Course on- PF and Pension Rules	Online Training	Finance									
46	Training on - Audits (Applicable Acts/Rules/Processes)	Online Training	Finance									
47	Training on Leadership Development	Online Training	All Departments									
48	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	Workshop	All Departments									
49	Training on Effective communication skills (Verbal and Non Verbal)	Online Training	All Departments									
50	Training on Improving Language Proficiency	Workshop	All Departments									
51	Training on Stress Management	Workshop	All Departments									

Recommendations for Institutional and Organizational Capacity

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

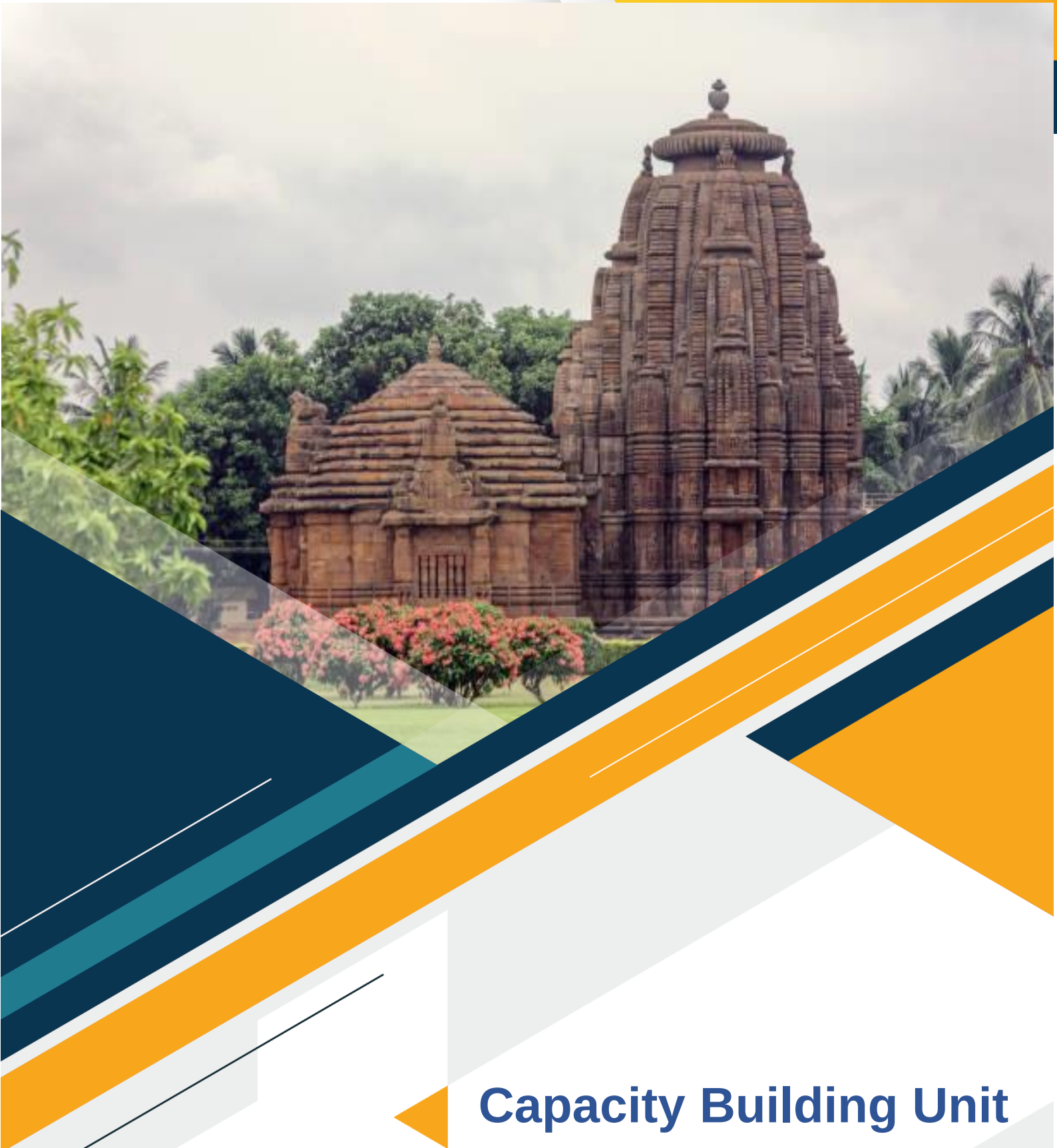
Recommendations	Need	Responsibility
Induction/Orientation Program for new joiners or Internal Transfers - "Know your corporation"	Municipal officials and staff have very vast scope of work and responsibilities. They perform many administrative as well as technical functions on a daily basis. In order to perform efficiently, in addition to job specific knowledge, they will have to be aware of various legal and regulatory frameworks, departmental procedures, safety and emergency protocols, organizational culture and values, etc. It is important that the municipal staff is well-informed, prepared, and equipped to	Municipal Corporation

Recommendations	Need	Responsibility
	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 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
Documentation of Roles and Responsibility for each designation	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	Municipal Corporation

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

Recommendations	Need	Responsibility
	lead to better engagement.	
Mainstreaming of Disaster Management	Urban areas, due to their complex and compact nature, are prone to disaster and thus disaster management becomes a critical function to save lives and damages to the properties. It is critical that while conceptualising, planning and execution of projects, aspect of disaster management needs to be considered. Engagement of technical staff from other departments with the Fire Department of the municipal corporation can be very useful to augment capacity of the municipal corporation in tackling emergency situations effectively.	Municipal Corporation
Database Management Policy for IT Department	Due to ever increasing penetration of information technology into each domain, huge data sets are getting collected and compiled on daily basis. To use these datasets effectively in decision making as well as ensuring regulatory and legal compliances, database management has become a very critical function. In addition to this, database security has become extremely important to prohibit misuse of the data. To address this, a database management Policy is needed to provide a secure access to data, to data accuracy, to ensure the data is available when needed and have safe and secure backup & disposal. The policy can also help in managing of huge volume of data along with its efficient use to improve governance.	Municipal Corporation

Recommendations	Need	Responsibility
Developing a Culture of Recognition and Awards for High-Performing Employees	Motivated and dedicated workforce is a backbone of any organisation and therefore it is important that their contribution and service need to be recognised and appreciated. Recognising and awarding high-performing individuals can lead to higher productivity, better quality of work, and a positive work environment, ultimately leading to an overall improvement in organizational performance.	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

Implementation of the Annual Capacity Building Plan of the Municipal Corporation

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

Monitoring and Evaluation of Capacity Building Interventions

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

Preparation of ACBP for the Next Year and its Execution

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

management processes in the Municipal Corporation.

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.

Quick Win Plans

9. Quick Win Plans

1. **Partnering with Local Mentor Training Institution**: To enhance the skills and knowledge of the BMC 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 BMC with the Gopabandhu Academy of Administration (GAA), Odisha to pursue this goal. GAA can offer cutting-edge training programs in key areas designed to optimize competence and enhance the skills of BMC employees to achieve the goal of ideal governance.
2. **Partnering with National Institutes:** Orissa is known for its premier institutions in the field of engineering and Planning. Additionally, it houses many Institutes of National Importance, such as IIT Bhubaneswar, NIT Rourkela, and XIM University, among others. We recommend the collaboration of CBC with these institutes and other nationally acclaimed institutes, such as the NICMAR- Pune, IIHS, AIILSG, IIT Kharagpur, TISS Mumbai, etc. to design courses per the BMC'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 BMC has been requested to encourage its official to register themselves on iGOT 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 BMC.
5. **Partnering with Private firms who are providing IT or Construction solutions as training providers:** BMC 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 BMC can avail the benefits of its expertise, resources, and experience to equip its staff with the necessary skills and knowledge in these identified technologies, contributing to the city's overall development.

Annexures

10. Annexures

Annexure-I Self-Assessment of Capacity Needs

CURRENT LEVEL										*SELF-ASSESSMENT OF EFFICIENCIES*	DESIRED LEVEL									
1	2	3	4	5	6	7	8	9	10	Refresher course - Odisha Municipal Corporations Act 2003 & Subsequent Amendments	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course -Odisha Municipal Service Act 2016	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course -Odisha Municipal Corporation Rules, 2002	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	Refresher Course- Disaster Management Act 2005	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
1	2	3	4	5	6	7	8	9	10	Refresher course -RTI Act and Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course - Writing Administrative Noting and Reports	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Basic principles of Project management, PM Tools and Techniques	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Contract Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	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
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- Urban Flooding and Disaster Management	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	Training on - Best Practices in Plastic Waste Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Public Asset Management	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Course on - Basics of CSR	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Animal Carcass Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course- Odisha Municipal Finance Service Rules 2017	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course- Odisha Municipal Accounts Rules 2012	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	Course on - Basics of Municipal Finance and Best Practices	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on- Augmentation of Municipal Revenue (Best Practices and Case Studies)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course - GST Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on-Government Budgeting Principles and Processes	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course - Income Tax Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course on- PF and Pension Rules	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Audits (Applicable Acts/Rules/Processes)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Refresher course and Advanced Training -MS Office	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Workshop on adoption of new technologies (AI & Blockchain)	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 - Cyber Security	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Data Analytics - Basic principles & Use Cases for ULBs	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Cloud Computing (Basic principles, Procurement and Use Cases etc.)	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	Refresher Course on Document Management System (MIS) & Office Procedure	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on - Use of GIS in Land Mapping and Survey	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on HRMS Software	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Leadership Development	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Dealing with Public (Conflict Management/Anger Management/Difficult Conversations)	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Effective communication skills (Verbal and Non-Verbal)	1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10	Training on improving language proficiency	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on stress Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Time Management	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10	Training on Team Building	1	2	3	4	5	6	7	8	9	10

Annexure-II Roles and Responsibility

Legal

The objective of the Legal Department is to represent the interest of 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 the opinions regarding the applications received under R.T.I. Act – 2005.

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
DC (Legal & Market)	• Market management • collection of tax, • levying licence fees • Development of markets • Development and monitoring of vending zones • All court cases • Preparation of Byelaws and regulation for BMC • All other services related matters for all employees of Bhubaneswar Municipal Corporation	• Knowledge of municipal laws and regulations • In depth knowledge of relevant sections & provisions pertaining to tax department of OMC rules 2004 • GIS Mapping (Interface) • Clear Understanding of Ward Geography, Boundary, Property Portfolio and Demand Status	• Leadership • MS Office proficiency • Thorough knowledge of tax calculation • Basic analytical skills (excel) • Thorough knowledge of Acts and Laws
Dealing assistant (Legal)	• managing day-to-day operations of the BMC • carrying out administrative services • providing support to the DC legal and ensuring that the BMC remains in compliance with OMC rules 2004 legal regulations	• Clear Understanding of Ward Geography, Boundary, Property Portfolio and Demand Status • In depth knowledge of relevant sections & provisions pertaining to tax department of OMC rules 2004	• Computing & IT Skills (MS Office - Excel & PPT, Basic networking skills • Thorough knowledge on the tax calculation • GIS Mapping (Interface • Basic analytical skills (excel) • Thorough knowledge on all Deputation matter in BMC
DEO (Legal)	• Performing general office duties, faxing, filing, copying, scanning • keeping logistics of the department functional	• In depth knowledge of relevant sections & provisions pertaining to tax department of OMC rules 2003	• Computing & IT Skills (MS Office - Excel & PPT, Basic networking skills • Basic analytical skills (excel)
Dealing assistant (market)	• Assessment of new areas for markets and vending zones • Assessment of old market areas and resolution of public • Identification and submission of proposal for land alienation for establishment of neighbourhood market, Community centre, Kalyan Mandap, Slaughter House, Kine House etc. • Vesting of private property with the Corporation with consent of the owner for its subsequent repair and maintenance out of Corporation funds under section -271 of the OMC Act- 2003		• Knowledge of acts/rules related to eviction and encroachment removal, section 528 of the OMC Act -2003. • Computing & IT Skills (MS Office - Excel & PPT, Basic networking skills • Thorough knowledge on the tax calculation • Basic analytical skills (excel) • Basic understanding of construction plan
DEO (Market)	• Performing general office duties, faxing, filing, copying, scanning • Keeping logistics of the department functional • Documentation of acquisition of immoveable property • Preparation of proposal for land alienation for establishment of community centre, etc	• Knowledge of relevant sections & provisions pertaining to tax department of OMC rules 2003 • Thorough knowledge on the tax calculation	• Computing & IT Skills (MS Office - Excel & PPT, Basic networking skills • Refresher on Basic analytical skills (excel)

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
Dealing assistant (RTI)	• To transmit the RTI application • To scrutinize Applications and find out concerned section to whom request is to be forwarded	• Knowledge of relevant sections & provisions of RTI Act • legal Literacy: Filing Complaint, Understanding Court Orders, Reading and understanding legal Papers	• MS Office proficiency • Basics of English Language
DEO RTI	• Performing general office duties, noting, filing, copying, scanning • keeping logistics of the department functional	• Knowledge of relevant sections & provisions of OMC rules 2003 • Good Communication Skills	• Computing & IT Skills (MS Office - Excel & PPT, Basic networking skills • Basic analytical skills (excel)

Revenue and Taxation

The main functions of the revenue department are Assessment and levy of various taxes such as property tax, Vacant land tax, water charges, trade licenses, advertisements, Collection and monitoring of these taxes charges

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
Additional Commissioner	• Tax collection • Assessment of Tax in BMC in various sector • Collection of Tax from commercial and other sector under BMC • Court holding • Public Grievances	• Well-versed with Odissa municipal corporation Act and Odissa Municipal Corporation rules • Aware of RTI Act and its provisions • Proficiency in Municipal Finance • Understanding of tax rules and acts	• Refresher Course on acts and rules applicable in municipal Corporation. • Techniques on Revenue augmentation of Municipal Corporation • Leadership Skills
Tax Inspector	• Collection of fees and taxes on Hoardings • Collection of fees on Banners • Collection of fees on Hoardings, Banner, Gate, Tower, Bus Shelter, Carts & Carriages and Parking fees. • Removal of illegal advertisements in BMC	• Knowledge of Advertisement rules, acts, fee collections process • Thorough knowledge on various tax calculations in the BMC • In depth knowledge of relevant sections & provisions pertaining to tax department of OMC act 2003 • MS Office proficiency	• Course on applicable Acts and Rules • Techniques on Revenue augmentation of Municipal Corporation • Leadership Skills
Trade Licence Inspector	• Collection of License fees on Hoardings • Collection of License fees on Banners • Collection of License fees on Bus Shelters • Collection of License fees on Carts & Carriages and Parking fees. • Collection of License fees on Hoardings, Banner, Gate, Tower, Bus Shelter, Carts & Carriages and Parking fees. • Survey of Traders. • Collection of trade license U/S 554 (Odisha Municipal Corporation Act-2003)	• Basic knowledge of Legal Proceedings and Acts • Interpersonal and Communication Skills • Clear Understanding of Ward Geography, Boundary, Property Portfolio and Demand Status • Thorough understanding of trade licensing rules, processes and procedures	• Course on applicable Acts and Rules • Interpersonal and Communication Skills
Trade Licence Squad	• Issue and deliver demand notice • Remove illegal advertisements	• Knowledge of Advertisement Act, rules, fee collection process • knowledge of relevant sections & provisions pertaining to tax department of OMC act 2003 • MS Office proficiency • Analytics skills	• Course on applicable Acts and Rules • Interpersonal and Communication Skills

		• Database Management	

Finance

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	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
CFO	• Disbursements of Grants • UC for work done • Audit compliance • Representing standing committee of Tax, revenue, finance • Monthly receipt of expenditure and income, • Furnishing annual income and expenditure report • Furnishing balance sheet after liaising with CA firm • Income return, GST TDS, income tax TDS to be credited in concerned dept. with least in each and every month, • Annual assessment under GST and IT act	• Thorough Understanding of Odisha Municipal Accounting Rules 2012 • In-depth knowledge of Odisha Municipal Corporation Rules 2004 • Knowledge of National Municipal Accounts Manual •Understanding of principles of municipal finance • Administrative skills • Communication Skills • Analytics skills • Database Management • Planning and Project Management	• Refresher course on Municipal Accounting Rules 2012. • Refresher Courses on acts , Rules and Guidelines required for municipal Finance. • Leadership skills • Communication Skills
Senior Assistant	• Maintenance of the Cash Book • Preparation of the budget maintenance of the corporation fund • Drafting and Submission of UCs • Managing the receipt of grants • Recovery of loans • Partnering with Office of the Odisha Urban Infrastructure Development Fund	• A thorough knowledge of general accounting practices; familiarity with OMAR 2012 requirements of accounting; and an understanding of municipal budget process • In-depth knowledge of Odisha Municipal Corporation Rules 2004 • Understanding of principles of municipal finance • To be able to organize and prioritize tasks • Skill in communicating with officials and department heads • Knowledge of National Municipal Accounts Manual • Administrative skills • Communication Skills • Analytics skills	• Administrative skills • Communication Skills • Analytics skills • Training on Dept and Investment Management
Accountant	• Documenting financial transactions • Monitoring the efficiency of existing accounting procedures and ensuring they comply with the OMAR 2012 • Reviewing financial documents to resolve any discrepancies and irregularities • Cooperating with Senior Assistant and Auditors in preparing audit reports • Preparing and analysing financial statements like cash flow statement, balance sheet and profit and loss statement • Submitting annual tax returns	• A thorough knowledge of general accounting practices; familiarity with OMAR 2012 requirements of accounting; and an understanding of municipal budget process. • The ability to manage many accounts accurately • To be able to organize and prioritize tasks • Skill in communicating with officials and department heads • Knowledge of National Municipal Accounts Manual	• Administrative skills • Communication Skills • Analytics skills • Training on Dept and Investment Management
Data entry operator (2)	• Entering ULB data from source documents to balance sheets and accounts ledger within time limits • Compiling, verifying accuracy and sorting information to prepare source data for computer entry • Communicate effectively with clients, team members and management • Support Audit of the accounts handled when required	• MS Office and data programs • Familiarity with administrative duties • Experience using office equipment, like fax machine and scanner • Typing speed and accuracy • Excellent knowledge of written English, drafting note sheets, letters • Attention to detail	• MS Office • Communication Skills

Administration

The main functions of Administration department are Personnel management, Election related matters such as conduct of parliamentary and other elections, Monitoring of court cases,

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
DC Admin	Managing all matter related to • Provident Fund • L.F.S (Local Fund Service) • General and miscellaneous • Quarter allotment • Govt correspondence • Appointments • Promotion • ACP (assured career progression) • RTI • GIA (grant In Aid) • Telephone Bill • Meetings in BMC or on behalf of BMC • Grievance • Assembly questions	• Strong administration skills • Proficiency in Microsoft Office • Excellent interpersonal and customer relationship skills • Strong communication skills, (written and verbal) • The flexibility and willingness to learn • The ability to work as part of a team • The ability to work accurately, with attention to detail • Understanding of OMC and BMC rules and acts	• Refresher Courses on acts, Rules and Guidelines required for municipal Governance. • Thorough knowledge of RTI Act • Proficient in MS Office • Leadership skills • Communication skills
Head Assistant (2)	• Assistance in day to day operations of the Admin functions and duties • Provide clerical and administrative support to DC Admin • Compile and update employee records (hard and soft copies) • Process documentation and prepare reports relating to personnel activities (staffing, recruitment, training, grievances, performance evaluations etc.) • Coordinate BMC projects (meetings, training, etc.) and take minutes • Deal with employee requests regarding human resources issues, rules, and regulations	• Strong administration skills • Proficiency in Microsoft Office • Strong communications skills • In-depth knowledge of BMC rules & laws • Excellent interpersonal and customer-relationship skills	• Proficiency in Microsoft Office • Strong communications skills • Refresher Courses on acts, Rules and Guidelines required for municipal Governance.
Senior Assistant	• Noting and filing • receipt & dispatch of various files and to deal with • Assist with day to day operations of the Admin functions and duties • Provide clerical support to Head Assistant • Compile and update employee records (hard and soft copies) • Process documentation (staffing, recruitment, training, grievances, performance evaluations etc.) • Coordinate (meetings, training, etc.) and take minutes • Deal with employee requests regarding human resources issues, rules, and regulations • Assist in payroll preparation by providing relevant data (absences, bonus, leaves, etc) • Process documentation and prepare reports for RTI responses	• Proficiency in Microsoft Office • In-depth knowledge of BMC rules & laws • Excellent Data keeping and record maintaining skills	• Training on Noting and filing • Proficiency in Microsoft Office

Junior Assistant	• Noting and filing • Supervising and arranges to provide tea and refreshments during meetings • Performing the work of day to day caretaking BMC premises • Maintaining the record of all resolutions passed by the BMC from time to time	• Basic communications skills • Basic knowledge of BMC rules & laws • Excellent Data keeping and record maintaining skills	• Training on Noting and filing • Basic communications skills

Engineering

The main functions of the Engineering Department are Preparation of plans and estimates for civil works, Construction and maintenance of roads, Construction of buildings, Execution of civil works, Construction and maintenance of drains, Maintenance of water supply.

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
City Engineer	• Overall supervision and monitoring of electrical/sanitation/drainage activities in the city • Provide technical advice and guidance related to electrical/sanitation/drainage • Review of electrical/sanitation/drainage work; plan, technical proposal and provide necessary guidance for execution of work • Regular inspection and check measurement of all engineering works by deploying engineering team • Evaluation of all running project and its effectiveness • Identification of electrical/sanitation/drainage related activities required to be carried out and engagement of new agency/service provider by inviting tender • Evaluate technical capability and responsiveness to work of service providers engaged in electrical/sanitation/drainage activities • Providing necessary technical approvals for requisitioning of funds, processing, scrutinizing, approval and getting sanction • Provide guidance in procurement of services/equipment's related to SWM, PWM, E-Waste and sanitation works.	• Knowledge of all the applicable Rules and Laws • Understanding of Public procurement • Understanding of guidelines and policies related to all central sector, centrally sponsored and state sponsored schemes under implementation by the department • Excellent knowledge of Project Management • Well versed with engineering design, standards and codes applicable in different projects •Well versed with Quality control and assurance practices	• Refresher course on of all the applicable Acts and Laws • Training on Project Management • Leadership Skills • Training on Stress Management
Superintending Engineer	• Prepare administration reports and ensures proper communication between the departments and Deputy Commissioner. • Provide inputs for preparation of tenders, RFPs and other government orders as and when required. • Development and regular revision of the works of all the elements of Dept.'s.	• Strong administration skills • Microsoft Office • Excellent knowledge of Project Management • Well versed with engineering design, standards and codes applicable in different projects • Knowledge of DPR preparation, Tendering and RFP preparation •Well versed with Quality control and assurance practices	• Refresher course on of all the applicable Acts and Laws • Training on Project Management • Leadership Skills • Training on Stress Management

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
Executive Engineer (Drainage)	• Preparing estimates. • Preparing work plan. • Inspection of construction site. • Preparing the cases related to building permission	• Organizational skills • Knowledge of BMC rules & laws • Excellent knowledge of drainage engineering and water management Excellent knowledge of Project Management • Well versed with engineering design, standards and codes applicable in different projects • Knowledge of DPR preparation, Tendering and RFP preparation •Well versed with Quality control and assurance practices	• Training on Bid process Management • Training on Project Management • Training on Contract Management • Training on urban Flooding
Executive Engineer (Works)	• Maintenance of departmental machines and vehicles. • Preparing estimates. • Preparing work plan. • Inspection of construction site. • Preparing the cases related to building permission • Entering construction works in the measurement book and preparing bills. • Supervision of construction of water supply projects, drains, roads, buildings, dams, parks, overhead tanks, plants etc. • Managing stores and workshops. • Assessment of yearly rental value of buildings. • Tax determination according to rules.	• Organizational skills • Knowledge of BMC rules & laws • Excellent knowledge of civil engineering •Excellent knowledge of Project Management • Well versed with engineering design, standards and codes applicable in different projects • Knowledge of DPR preparation, Tendering and RFP preparation •Well versed with Quality control and assurance practices	• Training on Bid process Management • Training on Project Management • Training on Contract Management • Training on latest software's for civil works (CAD , GIS , BIM) • Training on updated on industry advancements, new techniques, materials, and regulations to enhance knowledge and skills in the field.
Executive Engineer (Electrical)	• Preparing estimates. • Preparing work plan. • Inspection of the site. • Erection of electric lines.	• Organizational skills • Knowledge of BMC rules & laws • Excellent knowledge of Project Management • Excellent knowledge of electrical engineering • Well versed with engineering design, standards and codes applicable in different projects • Knowledge of DPR preparation, Tendering and RFP preparation •Well versed with Quality control and assurance practices	• Training on Bid process Management • Training on Project Management • Training on Contract Management • Training of DPR Preparation
Executive Engineer (Sanitation)	• Supervision of task assignment between divisions and keeping a check on performance- ensuring that subordinate staffs maintain adequate performance. • Recommendation of norms to implement and monitor quality assuring SWM, PWM, E-Waste and sanitation operations. • Ensuring the activities of the team conform to all fiscal metrics • Advisory support to the SWM, sanitation related Project Management Units deployed at BMC. • Support in monitoring and supervision of the work undertaken by contractors/private operators deployed for construction, operation and maintenance of solid waste, plastic waste, e-waste, c& D waste processing facilities and associated infrastructure. • Review and monitor all sanitation related	• Project and Programme Management • Knowledge of Safe Sanitation Practices and Innovations in the space • Clear Understanding of Ward Geography, Boundary, Property • Knowledge of BMC rules & laws • Excellent knowledge of Project Management • Well versed with engineering design, standards and codes applicable in different projects • Knowledge of DPR preparation, Tendering and RFP preparation	• Training on Bid process Management • Training on Project Management • Training on Contract Management • Training on Latest technology of waste processing

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
	activities such as street sweeping, conservancy cleaning, bush up-rooting, drain cleaning, drain de-silting, mechanical & manual sweeping operation of Wealth Centres and Bio-mining activity. • Maintain proper co-ordination with D.C (Sanitation), ZDCs etc.		
Assistant Engineer (16)	• Support XENs in implementing all sanitation/electrical/drainage/civil work in (SE/SW/N) different wards of the zone. • Day to day monitoring of sanitation/electrical/drainage/civil activities in co-ordination with experts and sanitary inspectors in different wards of the zone. • Supervision of contractors/private operators involved in sanitation/electrical/drainage/civil work • Measurement and certification of sanitation/electrical/drainage/civil works such as street sweeping, conservancy cleaning, bush up-rooting, drain cleaning, drain de-silting, mechanical & manual sweeping carried out in different wards of the zone. • Provide technical support and advice related to sanitation/electrical/drainage/civil work.	• Excellent knowledge of Project Management • Well versed with engineering design, standards and codes applicable in different projects • Knowledge of DPR preparation, Tendering and RFP preparation	• Training on Bid process Management • Training on Project Management • Training on Contract Management • Proficiency in MS office • Thorough knowledge of RTI act

Health and Sanitation

The main functions of the Public Health & Sanitation department are Cleaning of the streets and supervision of sanitation, Lifting of garbage and dumping of the same in dumping yard, Spraying disinfecting materials under anti malaria schemes, Maintenance of vehicles, diesel bunks, vehicle sheds, and workshops, Registration of births and deaths, Regulation of dangerous and offensive trades, Maintenance and management of slaughter houses and certification of animals for slaughter, Prevention of epidemics, Prevention of food adulteration Management of dispensaries of Indian Medicine System and allopathic system.

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
DC Health and Sanitation	• Responsible for all administrative matters in the Dept. • Representative of the Wing at senior level meetings • Supervise and guide the staff working both at the Corporation level and the field level • Ensure proper and effective co-ordination amongst the various organizations of the Government and public. • Design and develop the suitable organizational structure and formulate policies pertaining to SWM, PWM, E-Waste, C & D Waste & public health services. • To frame by-laws incorporating provisions of the Rules for Solid Waste and Plastic Waste. • To undertake performance review of the subordinate units, and provide direction and guidance to the heads of the units, in achieving the performance targets pertaining to the following elements: a) inspection of level of service delivery (b) service interruptions; (c) quality assurance	• Strong administration skills • Project and Programme Management • Understanding of guidelines and policies related to all central sector, centrally sponsored and state sponsored schemes under implementation by the department • Knowledge of Safe Sanitation Practices and Innovations in the space • Clear Understanding of Ward Geography, Boundary, Property • Proficiency in Microsoft Office •Bid process Management and Public procurement • Strong communication skills	• Refresher course on all the acts and rules required for the heath and sanitation department. • Project and Programme Management • Training on Bid Process Management and Project Management • Training on Leadership skills and communication Skills.

Designation	Function/Responsibility	Competencies and Skill Sets	Training Requirement / Capacity needs
	• To prescribe procedures for generating data on service delivery and monitor their implementation • Development of the culture of data base management to monitor, review and coordinate the operations and maintenance of control systems. • Overall management of contractors/private operators deployed for construction, operation and maintenance of solid waste, plastic waste, E-Waste, C & D waste processing facilities and associated infrastructure.		
Head Assistant	• Prepare administration reports and ensures proper communication between the departments and Deputy Commissioner. • Provide inputs for preparation of letters and other government orders as and when required. • Development and regular revision of the data base for all the elements of Dept.'s management.	• In-depth knowledge of BMC rules & laws • Effective Communication Skills and Documentation skills • Proficiency in MS office	• Refresher course of BMC rules & laws • Proficiency in Microsoft Office • Document Management system • Noting, Drafting and file management as per the guidelines
Senior Assistant (2)	• Provide support to Head Assistant in execution of duties assigned by Deputy Commissioner. • Preparation of letters, govt. orders, official communications as advised by Deputy Commissioner. • Record keeping of various information related to general sanitation work, mechanical sweeping, MCC/MRF operation, community & public toilets etc. • Provide support to Executive Engineer (Sanitation) in achieving his duties and responsibilities. • Maintain the office filing system and retrieve material from files as requested. • Maintain records of letter received from different stakeholders and distribute to the concerned department for necessary action.	• In-depth knowledge of BMC rules & laws • Proficiency in Microsoft Office • Document Management system •Noting, Drafting and file management as per the guidelines	• Document Management system • Noting, Drafting and file management as per the guidelines • Training on MS Office
Junior Assistant (2)	• Answering telephone calls, carrying files, notes, books, courier etc. • Perform general office duties, including faxing, copying Scanning and filing. • Keep the departmental printers and copiers operating properly and alert management when repair is required. • Collect information from three zonal offices, health office & engineering section. • Computer operation and maintain MIS of sanitation related data & information.	• In-depth knowledge of BMC rules & laws • Proficiency in Microsoft Office • Document Management system •Noting, Drafting and file management as per the guidelines	• Document Management system • Noting, Drafting and file management as per the guidelines • Training on MS Office

Annexure-III List of Potential Training Partners*

Sr	Institute	Focus Areas	Links Of Courses as Mentioned on Website
1	Indian Institute of Public Administration, New Delhi	• Urban Studies • Environment and Climate Change • Public Administration • Good Governance • Innovations in Public Systems	https://www.iipa.org.in/cms/public/page/about-iipa-trainings
2	Gopabandhu Academy of Administration, Bhubaneswar, Odisha	• Economics and Finance • Environment, Urban Governance & Infrastructure Development • Human Resources Development • Public Policy, Governance and Performance.	https://gaodisha.gov.in/node/660
3	Centre for Science and Environment, New Delhi	• Climate • Energy • Waste Management • Habitat • Water and Wastewater • Food and Toxins	https://www.cseindia.org/online-training-courses?topic=school-of-sustainable-urbanization-and-air-pollution
4	National Institute of Urban Affairs, New Delhi	• Digital Society and Governance • Policy, Water, Sanitation, Health, Environment and Climate Change • Knowledge Management • Capacity Building of ULBs	https://niua.in/our_process
4	National Institute of Disaster Management	• Disaster Management • Remote Sensing and GIS • Climate Change and Sustainable • Development • Local Democracy	https://nidm.gov.in/online.asp#
6	Xavier Institute of Management, Bhubaneswar	• Accounting and Finance • Economics • Marketing • Information Systems • Operations Management and Decisions Sciences • Strategy and General Management	https://ximb.edu.in/about/
7	IIT Bhubaneswar	• Civil Engineering • Mechanical Engineering • Computer Science • Environment Management • Urban Development • Renewable Energy • Waste Management	https://www.iitbbs.ac.in/index.php
8	School of Planning and *Architecture* (*SPA*) New Delhi	• Urban Risk and Resilience • Planning and Housing • Land Governance and Management • Construction Contracts and Legal Aspects • Sustainable Urban Development	http://spa.ac.in/User_Panel/UserView.aspx?TypeID=1065

Sr	Institute	Focus Areas	Links Of Courses as Mentioned on Website
9	IIM Calcutta	• Communication Skills • Leadership Development • Ethics and Values in Business • Structured Finance • Corporate Sustainability	https://www.iimcal.ac.in/about

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

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