HUMAN RESOURCES DEVELOPMENT IN URBAN ADMINISTRATION

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Urbanization is imperative for development .It I has direct links with economic growth. As India is shifting from a predominantly rural to an urban society , the focus must be on guaranteeing the best economic growth possibilities for all parts of the country . Despite significant investment, our cities continue to face several efficiency and sustainability-related difficulties. In several global rankings, none of our cities are among the top 50. The shortage of human resources has become a severe bottleneck in the government's urban planning and design apparatus. However, it is paradoxical that the country's demand for educated urban planners in both the public and commercial sectors is insufficient. India's future depends on urbanization. Our cities take up only 3 percent of the country's territory, but they account for 60 percent of GDP. India is rapidly advancing toward becoming half-urban in a few decades. This would open up significant economic development and global competitiveness potential. Efforts must be focused on ensuring the nation's readiness to manage such a major urban shift and saving our cities from the ravages of uncontrolled urbanization and unregulated construction. The purpose of this paper is to critically examine the perspectives of urbanization and human resource development in India. The paper is based on a critical appreciation of relevant literature and secondary data analysis.

INTRODUCTION

Urbanization is important for a country's progress. It is also transforming the face of existing cities in India. Many Asian countries have undergone fast economic expansion in recent decades, resulting in a rise in urban population; however urbanization in India has been haphazard and unplanned. In absolute terms, around 340 million people live in India's urban centres, which account for about 30 percent of the country's population. By 2030, India's urban population is expected to grow by 590 million, accounting for around

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40% of the country's overall population. India will have the fastest-growing labour force for the next 20 years, with 270 million Indians entering the workforce by 2030. Cities will experience stronger job growth, with 3.6 percent yearly growth from roughly 100 million today to 220 million in 2030. Between 2010 and 2030, cities will account for 70% of all new jobs created in India.

An examination of urban population distribution by size categories demonstrates that India's urbanization process has favoured major cities. The significant increase in the proportion of Class I cities from 26 percent in 1901 to 85.20 percent in 1991, while it decreased to 61.48 percent in 2001, has been linked to faster growth of large cities. The number of class one cities increased from 24 in 1901 to 423 in 2001. Since 1951, the number of class one cities has increased by more than fivefold. The astonishing fact is that the proportion of people living in smaller towns has been falling over time, while the population of larger towns has exploded. Importantly, population growth in smaller towns has been reported as negative, but population growth in large cities and towns has been shown to be tremendous. Delhi, Pondicherry, Goa, Chandigarh, Maharashtra, Mizoram, Lakshadweep, Tamil Nadu, Karnataka, Gujarat, and others were stated to have a high share of urban population in 2001. During the period 1991-2001, Dadra & Nagar Haveli (14.59%) had the highest rate of urban population increase, followed by Arunachal Pradesh (7.0%), Andaman and Nicobar Islands (4.14%), Sikkim (4.83%), and Delhi (4.83%). (4.14 per cent). Cities have benefits that extend beyond their own borders. According to a survey by McKinsey (2010), 180 million individuals who live near cities benefit from the economic opportunities, markets, and linking infrastructure in urban areas. These people were thought to live in rural areas near India's roughly 70 biggest cities. By 2030, India would have 68 cities with a population of more than one million, up from 35 in 2001. Similarly, by 2030, the number of urban centres is expected to rise by 6000. However, the urban population is still concentrated in larger centres. About 57 percent of the country's urban population lives in cities with populations of less than one million people. According to the 2011 census, there were 468 Class-I cities with more than 1 lakh people and 7935 cities and towns. There were three metropolitan cities with

populations of more than 10 million, namely Mumbai, Delhi, and Kolkata, and five cities with populations of 5-10 million, namely Chennai, Bangalore, Hyderabad, Ahmadabad, and Pune. 34 cities had populations of 1-2 million people, while 372 cities and towns had populations of 1 lakh to 5 lakh people.

Uttar Pradesh is the most populous state in northern India. It is the country's most populous state. During the previous three decades, the state's urban population has increased dramatically. The decadal growth rate was 60.62 percent from 1971 to 1981, the highest in the country. The growth rate was roughly 38.97 percent between 1981 and 1991, second only to Orissa. According to the 2001 census, every fifth resident in the state lives in a city. Between 1991 and 2001, the state's entire urban population increased by nearly 33 percent to 347 million people. Uttar Pradesh is India's most populated state, accounting for 16.4 percent of the country's total population. It is also the fourth largest state in terms of geographical area, accounting for 9% of the country's total. In the state, the rate of urbanization has been slower. The level of urbanization in this state is lower than in most others. In 2001, urban regions were home to 20.78 percent of the state's population. Between 1991 and 2001, the urban population increased by 2.84 percent per year. In 2011, the state's urban population was estimated to be 4.44 crore, accounting for 20.78 percent of the overall population. Urban areas have emerged as economic engines, contributing significantly to India's Gross Domestic Product. The 12th Schedule has been added to the 74th Constitution Amendment Act of 1992, which includes the 18 tasks that will be transferred to urban local councils. Although the Act provided for the devolution of finances, functions, and functionaries to urban local authorities, devolution of functions, funds, and functionaries to local bodies was not guaranteed in many states. Municipal Corporations in bigger cities, Nagar Palika Parishads in small and medium towns, and Nagar Panchayats in transitory regions are all part of a three-tier structure of urban local administrations. Because local governments lack technical staff, most states have parastatal institutions that execute municipal duties as technical wings of local governments. There are three departments in Uttar Pradesh that are in charge of urban development and

governance. (1) Department of Urban Development (Directorate of Urban Local Bodies, U. P. Jal Nigam, and Water Works), (2) Department of Housing and Planning (Town and Country Planning, Development Authorizes, U. P. Avas Ayam Vikas Parishad, and Avas Bandhu), and (3) Department of Urban Employment and Poverty Alleviation (SUDA and DUDA) are the three departments. Municipal Cadre is responsible for urban development and governance. In Uttar Pradesh, there are two types of municipal cadres: U. P. Palika Centralized Services and U. P. Palika Non-Centralized Services.

In the state, there are 648 statue towns. There are, however, 654 urban municipal governments. 17 Municipal Corporations, 199 Nagar Palika Parishads, and 438 Nagar Panchayats are among them. Nagar Palika Parishads house approximately 38 percent of the population, whereas Municipal Corporations house approximately 44 percent . The state employs 1.17 lakh municipal workers. Approximately 60 percent of the workforce is sanitary workers. The number of municipal personnel in the Centralized and Non-Centralized services was stated to be 1.09 lakh, yet most local governments lack adequate municipal workforce. Separate, unified, and integrated municipal personnel systems are the three basic forms. The first form of personnel system is one in which each municipal body has the authority to hire and fire its own employees, and those employees cannot be transferred to another jurisdiction by a Central Body. The second sort of municipal personnel system is one in which all or certain categories of municipal staff comprise a single state-wide career service. The municipal government is distinct from the state government. Personnel appointments, promotions, transfers, and dismissals in this state-wide municipal service are normally handled by a state agency. The third type of municipal personnel system is an integrated national, state, and local personnel system, in which national or state government personnel and municipal personnel are part of the same service, with transfers possible not only between municipalities but also between municipal government and national or state government. Uttar Pradesh has a centralised municipal personnel system. Municipal employees are divided into two groups: centralised and non-centralized services. Officials in the services are hired by the state government through the State Public

Service Commission, while personnel in classes III and IV are hired by local governments.

Human resource management is one of the most important and difficult issues in the vast subject of administrative management. The importance of the people system has a direct impact on changing organizational structures and designs. The primary goal of public personnel administration is to manage and develop the government's people resources. (1) survey of contingent public service needs in the context of development efforts; (2) manpower planning and cadre management; (3) job classification and evaluation plans; (4) recruitment and selection; (5) training, education, and administrative development; (6) remuneration policy and compensation; (7) conditions of service and job environment; (8) conduct, discipline, and personnel ethics; and (9) morale Separate, unified, and integrated municipal personnel systems are the three basic forms. The first form of personnel system is one in which each local body has the authority to hire and fire its own employees, and those employees cannot be transferred to another jurisdiction by a central body. The second form is a personnel system in which all or select categories of municipal employees are drawn from a single state-wide career service. The municipal government is distinct from the state government. Personnel appointments, promotions, transfers, and dismissals in this vast municipal service are normally handled by a governmental agency. Personnel from the national or state government and local authorities form part of the same service under the third type of personnel system, with transfers conceivable not just between municipalities but also between municipal government and national or state government. Uttar Pradesh has a unified municipal personnel system, with two types of municipal cadre: centralized and non-centralized. Municipal Commissioners come from the central administrative or state/provincial civil services in municipal corporations.

REVIEW OF LITERATURE:

Ahluwalia (2017) looked at the institutional elements and devolution mechanisms of the federal framework under which cities must

provide improved quality of life for their citizens and create an investment climate capable of supporting India's fast urbanization. He claimed that, while planned urbanization is necessary for the manufacturing and service sectors, as well as for rural revitalization, cities' lack of empowerment limits their ability to put the urban development agenda into effect. He underlined the need of closing the urban infrastructure gap, arguing that institutional reforms are essential for engaging the private sector in sharing the financial burden and assuring enhanced service delivery. In recent years, promoting gender equality has become more important in development planning and governance. In the context of women, there have been paradigm shifts in development and governance. In India, development planning is centred on women's welfare, empowerment, gender mainstreaming, gender inclusive development, and now engendering development. In order to achieve gender equality and inclusive growth, an enabling environment must be created in which women's economic contributions can be fully realized. This environment must ensure that girls and women are safe physically, emotionally, economically, politically, and in their communities from conception to death. In order to achieve gender equity and inclusive growth, the engendered development must also address issues of accountability, capacity building, and governance (Gupta, 2017) . 'Globalization has had a significant impact on India, which is becoming increasingly urbanized. We are seeing the negative effects of India's urbanization process on urban areas, such as a lack of basic facilities such as infrastructure, drinking water, housing, and transportation. Sadashivam and Tabassu (2016) attempted to present the urbanization process in India, as well as some suggestions to overcome it. Singh (2016) also talked about India's inclusive urban plans and infrastructure development.

To strengthen and facilitate capacity needs, regional capacity building hubs were formed across India. Furthermore, the Ministry of Housing and Urban Poverty Alleviation produced a toolbox for financial support for comprehensive capacity building aimed at enhancing urban governance and alleviating poverty (TERI, 2015). The Ministry also established a countrywide network of resource centres to aid in knowledge management and capacity

building on a variety of housing and urban development concerns. Establishment of State level RPMCs in 31 States/UTs, strengthening of state administrative training institutes (ATIs) by establishing urban management centres to help support training of municipal officials, preparation of state capacity building strategy and capacity building plan, preparation of training modules, and implementation of training modules at the state and central levels to facilitate capacity building of ULBs (CDM,2015). The issues of urban management in the new millennium were also underlined by Singh et al. (2014).

JNNURM marked the start of a systematic capacity and skill building programme for ULBs to execute reforms in line with national and state-level urban growth and development agendas. The scheme required cities to create city development plans and detailed project reports, for which the JNNURM cell provided instructions and the cost of CDPs and DPRs was distributed among the 65 cities covered by the initiative (Planning Commission, 2013). Furthermore, these fast training programmes were implemented to support reform implementation, DPR preparation, and project management and implementation by municipal and parastatal workers involved in service delivery. The 12th Plan document's capacity building working group identifies some of the gaps and deficiencies in capacity building activities. The paper highlights the absence of demand in India's urban local governments for systematic skill upgrading and targeted capacity building (Planning Commission, 2013). The current system has flaws such as a lack of formal structures to promote capacity building, a lack of municipal cadre and staffing rules, clear job descriptions, and a reluctance to adapt to new technologies. Low budgetary support, a lack of autonomy in planning and governing cities, a lack of a culture that fosters skill development and administrative capacities, and a lack of attention to elected representatives' competencies all contribute to more problems. The report also emphasizes the ULBs' low capacity to absorb numerous capacity-building programmes and subjects targeted at them under the JNNURM. Furthermore, the scope and speed with which states and towns implemented these capacity-building programmes could not keep up with the large-scale government programmes. This is due to a lack of a strategy for

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planned capacity building and skill enhancement, which resulted in the execution of stand-alone training programmes rather than regular process- and outcome-based training programmes that could be monitored for efficacy.

Capacity building has received very little attention to date, and is mostly limited to administrative training. In the current context of rapid urbanization, the challenges in urban management necessitate not only specialized knowledge but also cross-sectoral learning to address several new and emerging challenges in city management (Planning Commission, 2011), while Jha and Vaidya (2011) investigated the role of ULBs in urban service delivery. According to the McKinsey Report on India's Urbanization Prospects (2010), urban India will create 70 percent of all new jobs in India between 2010 and 2030, and these urban occupations will be twice as productive as equivalent rural positions. Policy and guidelines were developed by the Town and Country Planning Organization (TCPO) to assist cities in developing various plans and policies (MOUD, 2010). Rai and Singh (2010) focused on India's decentralized urban governance following the 74th Constitution Amendment Act. Rakesh (2008) advocated the creation of city manager positions for more effective and efficient municipal management. According to Aizaj (2007), urban local government institutions/municipalities exist to maintain and plan the growth of urban areas. The goal is to make certain that citizens have access to adequate infrastructure and services.

The training needs assessment conducted under the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) plan highlights the critical need for comprehensive training to allow urban local governments to properly perform their obligations and responsibilities. Prior to JNNURM, public health engineering training programmes were designed to provide education to in-service engineers and para-engineers. In addition, the Regional Centre for Urban and Environmental Studies (RCUES) and the National Institute of Urban Affairs (NIUA) served as a knowledge hub and training institute, as well as spreading information about government rules, policies, and programmes. Individual organizations, on the other hand, Human resource development in urban government were addressed by Narayan (2006). He believes that training and

capacity building for municipal employees is critical to improving the effectiveness of city administrations. Because there is a dearth of literature and empirical studies in the topic of human resource development in urban administration, the proposed research will be crucial for policy implications.

Kundu (2006) examined India's increasing urbanization tendencies and their consequences for economic development. However, while urbanization is important for a country's progress, it is also transforming the face of existing cities in India. Many Asian countries have undergone fast economic expansion in recent decades, resulting in a rise in urban population, however urbanization in India has been haphazard and unplanned. Pandey (1999) emphasized the critical necessity for urban administration capacity building. Jha and Mohanty (1993) also examined strategic ways for building India's municipal administrations. The nature and extent of urban governance have changed dramatically over time. For managing urban concerns, more professional and technical manpower is required. As a result, municipal cadre reorganization is required. In addition to human resources, improving organizational efficiency and effectiveness is critical in urban administration. The critical appraisal of relevant literature clearly reveals that there is a dearth of literature, data, and empirical studies in the subject of municipal personnel, human resource development, training, and capacity building of urban local governments in India, notably in Uttar Pradesh.

HUMAN RESOURCES DEVELOPMENT:

Squatter settlements, traffic congestion, and a lack of fundamental civic services define urban centres. While national governments pursue economic development goals, local governments are often responsible for managing rapidly increasing metropolitan centres and providing basic amenities to their citizens. The majority of metropolitan local governments lack the resources to successfully offer basic municipal services and fulfill their responsibilities. The Government of India has offered enormous resources and support to local governments in selected cities as part of the JNNURM Mission to build urban local governments. The role of urban management

and governance in accomplishing the nation's development goals is growing. Building the capacity of urban local governments has become critical in order to increase municipal personnel's ability to perform their tasks and responsibilities effectively and efficiently.

Human resource management is one of the most important and difficult issues in the vast subject of administrative management. Personnel administration is rapidly becoming one of the most important focuses in public administration research. Today's administration is growing increasingly specialized, technological, and scientific, and its reliance on public response is becoming increasingly the raison d'être. Manpower planning and cadre management; job classification and evolution plans; recruitment and selection; training, education, and administrative development; remuneration policy and compensation; service conditions and working conditions; conduct, discipline, and professional ethics; morale, motivation, and incentives are all examples of personnel functions. By their very nature, urban local governments are mostly service-oriented. Their primary role is to provide civic services to city residents. However, India's municipal administration lacks an organized and competent personnel administration framework. Because most states lack municipal cadre to carry out their tasks and obligations effectively and efficiently, local governments are controlled by officials who have been given dual charges and responsibilities for both urban local governments and their parent organizations. Municipal officials are sometimes on deputation in urban local governments, and as a result, they lack dedication and accountability to the local government.

To accelerate economic growth and create inclusive urban development, the Union Cabinet launched the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) and Smart Cities Mission. The primary goal of these plans is to reshape the country's urban landscape in order to make cities more livable, sustainable, smart, and inclusive while also promoting economic growth. Both schemes define the National government's agenda to meet the challenges of growing urbanization in the country in a sustainable manner as well as ensuring the benefits of urban development to the poor through increased access to urban spaces and enhanced

employment opportunities, with an outlay of Rs. 45,000 crore for 500 cities under AMRUT and Rs. 50,000 crore for 100 cities under the 'Smart Cities Initiative.' While the 'Smart Cities Initiative' will include project-level planning as well as retrofitting, redevelopment, pan-city initiatives, and the creation of new cities, the AMRUT programme will be a project-based approach to ensuring basic services and infrastructure that is linked to urban reforms. E-governance, municipal cadre formation, devolution of functions and funding to urban local authorities, review of building bylaws, improved assessment and collection of municipal taxes, credit rating, energy and water audit, and citizen-centric urban plans are among the reforms currently being considered. Cities and towns are expected to transition to 'Smart Cities' as a result of the implementation of the AMRUT scheme. Candidate cities for Smart Cities must prepare smart city plans and city challenge applications, as well as collaborate closely with national and international consultants to implement smart initiatives. While the national government has lofty and relevant intentions for these initiatives, their success in practise will be determined by the cities' capacities, financial prowess, and readiness to implement them. Policies and plans for urban development are expected to become increasingly cross-sectoral and dynamic in nature. To begin, a massive awareness campaign is needed across spread the fundamentals and goals of this agenda to all levels of city government. Meanwhile, a parallel programme of skill development, technical support, and administrative reforms to meet the needs of the new era must be facilitated. Several assessments and reports, such as the HPEC Report on Urban Infrastructure and Services (2011), the Report on the Mid-Term Appraisal of the Eleventh Five-Year Plan (2010), and the Training Needs Assessment and Strategic Training Plan (2014), have expressed grave concerns about the need for extensive capacity building in ULBs. The training needs assessment report, prepared as part of the Ministry of Urban Development and World Bank's Capacity Building for Urban Development (CBUD) project, notes that capacity building requirements are high, not only in terms of the number of people to be trained, but also in terms of the trainers' competencies. Given the scope of the 74th Constitution Amendment Act, relatively few cities are considering urban planning

as a function, as seen by the poor quality of development plans and master plans. Environmental deterioration, air pollution, and extreme climate events are not addressed, and require a specific entry point in the government's capacity-building initiatives.

Urban India is about to undergo a significant transformation. While we prepare to build smart Indian cities, we also recognize the need of sustainability in our growth patterns. As a result, we must reconsider how we construct infrastructure, govern cities, and handle present urbanization challenges. All of these criteria are accompanied by major development-related issues that face cities in the twenty-first century. Cities must constantly prepare to deal with concerns such as increasing resource pressures, environmental deterioration, air pollution, climate change, and the increased frequency of climate-related catastrophes and disasters. Continuous skill development of those responsible for solving urban concerns is a must if necessary adjustments in existing urban governance and management systems are to be made. It's also about learning from the past and implementing new and improved systems that help municipalities run more efficiently, as well as planning and management tools that help cities cope more effectively with current and future difficulties. These are the problems that necessitate a rethinking of training requirements and the development of tailored and focused training programmes with measurable outcomes that can be tracked. It also asks for fostering a culture of learning and continual education among urban managers, engineers, planners, and decision-makers to prepare them to deal with new technological developments and the demands of India's future cities.

URBAN CHALLENGES:

India is the world's second largest urban system, with about 11 percent of the global urban population residing in Indian cities. In terms of absolute numbers, India's urban population exceeds that of other highly urbanized countries and areas around the world. In a few decades, half of the country will be 'urbanized,' signaling a turning point in the country's economic transition. By 2036, urbanization is predicted to account for 73 percent of overall population growth. Cities have grown and become plagued by the stresses and

strains of unplanned urbanization over time, with the poor and disenfranchised bearing the brunt of it, as well as biodiversity and the economy. In reality, COVID-19 demonstrated the critical need for city planning and management, with a focus on citizen health. Lack of serviced land, traffic congestion, pressure on basic infrastructure, high air pollution, urban flooding, water scarcity, and droughts are not simply a reflection of infrastructural deficiencies in cities. These problems point to a serious and widespread absence of appropriate urban planning and governance frameworks. The Centre and state governments have made significant efforts in the urban sector in recent years. However, urban planning, which is the bedrock of integrated city, citizen, and environmental development, has gotten little attention. Several obstacles and restrictions have hampered the country's urban planning capacity. To begin with, a large percentage of the country's urbanization goes unnoticed and neglected. The Constitutional (Seventy-Fourth Amendments) Act 1992 did not result in the transfer of urban planning functions from states/UTs to elected urban local governments. At both the local and state levels, many entities are involved in urban planning, implementation, and infrastructure development. The current framework has grown complex, resulting in overlapping functions, a lack of responsibility and coordination, time delays, resource waste, and other issues.

To solve the current and future issues in the development and management of cities, towns, villages, and their infrastructure, massive capacities for problem-solving, creativity, and ideation are necessary. Given India's size and scale of urbanization, it may not be possible to build such capacities in the public sector. Many private sector enterprises have emerged in India in the fields of architecture, civil engineering, and construction over the years. However, the private sector's ecosystem in the field of urban planning has remained underdeveloped. Human resources are essential for the country's urban planning competence to be strengthened. According to a study undertaken by TCPO and NIUA for NITI Aayog, state town and country planning agencies require approximately 12,000 town planners. This contrasts sharply with the current scenario. In these departments, there are fewer than 4000 sanctioned seats for "town planners," half of which are unfilled. The

lack of multidisciplinary teams and an insufficient number of urban planners in the state planning machinery are important challenges. Ironically, a qualification in town planning is not even an essential condition for such employment in certain states (NITI Ayog, 2021).

Municipalities are the branch of government that is closest to the people. The fast development of towns has increased the emphasis on municipal staff being equipped with the necessary skills to meet citizens' ever-increasing needs. This implies that human resources should be well managed, however many towns have a poor track record in this area. Human resource development is an important part of human resource management. Municipalities that effectively manage human resource development activities and processes have the ability to ensure that they continue to provide efficient and effective services to their residents.

CONCLUSION

The amount to which training and development opportunities are made accessible to employees to enable them to realize their growth potential and contribute to the attainment of organizational objectives determines the efficacy of career planning in a company. Assessment of training needs is an important aspect of municipal employee training and development. Organizational analysis, task / role analysis, manpower analysis, and organizational culture and climate are all common components. Most local governments have no training system in place, while at the state or regional level, a few centres, institutes, and organizations arrange training and orientation programmes for municipal workers. These organizations are mostly the result of collaboration between the federal government, state governments, and university institutions. The Regional Centre for Urban and Environmental Studies in Lucknow, the Administrative Training Institute in Lucknow, and a branch of the All India Institute of Local Self Government in Bombay provide training and capacity building to municipal workers in the state of Uttar Pradesh. However, as part of the JNNURM Mission, the Ministry of Urban Development has proposed establishing a Programme Management Unit at the state level and a Project Management Unit

at the city level in the state's selected JNNURM cities. These units have municipal affairs specialists who deal with urban planning, poverty alleviation, social development, MIS and GIS, and other issues. The Indian government has also provided appropriate financial support to states through the Comprehensive Capacity Building Programme to address the demand for municipal employee training and development. The AMRUT Scheme includes provisions for municipal employee training and capacity building in the selected cities. Under the reform plan, the government is also concentrating on reorganizing the municipal cadre in the states. In the liberalization, privatization, and globalization era, municipal administration must be restructured to place a greater emphasis on municipal and urban affairs management rather than ULB administration. The COVID-19 pandemic has created vast opportunities for training and capacity building through using different digital platforms . This has reduced the time and travel cost of municipal officials for undertaking trainings. NIUA , Government of India has already launched digital interactive portals for conducting on line training and capacity building programmes on different themes. Other training entities including Regional Centre for Urban and Environmental Studies, Lucknow, Delhi, Hyderabad and Mumbai (AIILSG) organized several training programmes for municipal officials during COVID -19 pandemic era. Thus, on line training and capacity building programs may be well organized through using digital platforms and collaborating academic institutions both within and outside of the country, however, training institutions need strengthening of communication infrastructure.

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