



PBC No: 01 / 2026

दक्षिण रेलवे Southern Railway
प्रधान मुख्य कार्मिक अधिकारी का कार्यालय
Office of the Principal Chief Personnel Officer
मुख्य कार्यालय, कार्मिक विभाग, चेनै-600003
Headquarters, Personnel Department, Chennai-600003

सं/No: P(G)534/XVI/Group "A"

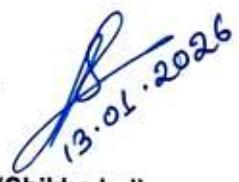
दिनांक/Dated: 13.01.2026

All PHODs/ DRMs/ CWMs/ CAO/ CPM/ PDA/ Dy.CPOs/ Sr.DPOs/ Secy to GM, Chairman/RRB/MAS, TVC, Addl.Registrar/RCT/MAS, Secretary/RRT/MAS, Principal MDZTI/TPJ, SRCETC/TBM, ZETTC/AVD, DPOs/SPOs/WPOs/APOs of HQ/Divisions /Workshops/Units.

विषय/Sub: Consumption of Role-specific online courses and its reimbursement – reg.

A copy of Railway Board's letter No. 2025/E(Trg)/40/1 dated 07.01.2026 and 13.05.2025 on the above subject are enclosed for information, guidance and necessary action.

Encl.23 pages


(Shikha Lal)
Chief Personnel Officer / Gaz.
for Principal Chief Personnel Officer

Copy to: The General Secretary/SROA
The General Secretary/SRPOA
The General Secretary/SRMU
The General Secretary/DREU
The General Secretary/AISCTREA
The General Secretary/AIOBCREA
The General Secretary/NFIR
IT Section/PB/HQ - to upload in the SR website.



भारत सरकार / GOVERNMENT OF INDIA
रेल मंत्रालय / MINISTRY OF RAILWAYS
रेलवे बोर्ड / RAILWAY BOARD



No. 2025/E(Trg)/40/1

New Delhi, Dtd. As signed

The General Managers,
All Zonal Railways & PUs.
WPO, Patna,
COFMOW, New Delhi.

The Director Generals/Director,
All Centralized Training Institutes,
RDSO, Lucknow

Sub: Consumption of Role-specific online courses - reg.
Ref: E(Trg.) letter no. 2025/E(Trg.)/40/1 dated 13-05-2025

In continuation of Board's letter under reference, checklist as attached
Performa may be followed while reimbursing the program cost to the officers who
uptake intensive Level-2 role-specific online courses on various EdTech platforms for
better examination of proposal for financial sanctions.

2. Further, the details of above reimbursement(s) should also be entered in the
Service Book of the officer for official record.

DA: As above


(Jitendra Kumar)
Dy. Director/ E(Trg.)
Railway Board
Tele: 011-23047251

Checklist for Reimbursement of Course Fee for the Financial year 2025-26 as per Board's Letter No. 2025/E(Trg)/40/1 dated 13.05.2025

1. Details of the Officer:-

Name of the Officer	
Designation	
Cadre	
Service rendered as Group A Railway Officer (other than RBSS/RBSSS cadre)	
RUID/Employee ID	

2. Details of the Course(s), mentioned in above referred Board's letter

(a) for which reimbursement is proposed:-

S. No.	Course Name	Approval of Controlling Officer (Yes/No)	Completion Certificate & Fee Receipt Attached (Yes/No)	Reimbursement Sought (Yes/No). If yes, amount Claimed by the officer (in Rupees)	Amount proposed to be reimbursed (in Rupees)

(b) already undertaken by the officer and fees has been reimbursed:-

S. No.	Course Name	Approval of Controlling Officer (Yes/No)	Reimbursement Sought (Yes/No)	Amount reimbursed by the department (in Rupees)

The details of above reimbursement(s) should also be entered in the Service Book of the officer for official record.



भारत सरकार / GOVERNMENT OF INDIA
रेल मंत्रालय / MINISTRY OF RAILWAYS
(रेलवे बोर्ड / RAILWAY BOARD)



No.2025/E(Trg)/40/1

New Delhi, dt: As signed.

The General Managers,
All Zonal Railways & PUs.
WPO, Patna,
COFMOW, New Delhi.

The Director Generals/Director,
All Centralized Training Institutes,
RDSO, Lucknow.

Sub: Consumption of Role-specific online courses - reg.
Ref: DoPT's OM No. T-22012/8/2024-IST/IIPA dtd 29-01-2025.

Please find attached a copy of DoPT's OM dtd 29.01.2025 regarding uptaking of more intensive, Level 2 courses for the year 2025-26 in continuation of consumption of role-specific courses across various domains on the iGOT Karmayogi platform. For the purpose, 51 role-specific online courses (Annexure-A of DoPT's OM), which are available on various EdTech platforms have been identified. These courses are self-paced, aligned with thematic domains relevant to the context of governance in India and mapped with corresponding domain, functional and behavioral competencies expected of civil servants working together in pursuit of a Viksit Bharat. For further details and relevance of the courses para 1-5 of the DoPT's OM are referred to.

2. Terms and conditions for uptaking the courses and the reimbursement of the course fee will be as follows :

- a. All Group 'A' railway officers with minimum 4 years of service (as on April 01, 2025), Officers of Railway Board Secretariat Service and Railway Board Secretariat Stenographers Service (at or above the rank of Lt. Director/Deputy Secretary/Sr. Principal Private Secretary) are eligible.
- b. The listed online courses can be consumed directly on the respective platforms (by logging into the platform and enrolling for a chosen course on certificate track).
- c. Upon completion of the course, the officer may apply for reimbursement of the course fee from their respective railway administration.
- d. Reimbursement will be made on the basis of the course completion certificate and the receipt of fee payment (generated on the EdTech platform) furnished by the officer.
- e. Eligible officers shall be reimbursed up to a maximum of five courses and subject to an overall ceiling of Rs. 27,000 per officer per financial year (April - March).
- f. It is necessary that an officer selects courses that are relevant to the domain and/or the role that she/he is discharging currently or has discharged at some point of time. Officers may also pursue courses whose subject matter had been covered as part of their respective academic qualifications. The same will require approval of the Controlling Officer of the officer uptaking the course(s).

.....contd/-

-2-

- g. The course completion certificate, as obtained on the relevant platform, the course hours and the competencies acquired by way of completing a given course would be populated on iGOT against the account of the officer concerned.
- h. The reimbursement requests shall be entertained for the courses, consumed after issue of this circular.

3. It is requested to give wide publicity to the above initiative among the eligible officers and also encourage them to avail the courses.

4. This issues with concurrence of Finance Directorate of the Ministry of Railways.

Digitally signed by
Jitendra Kumar
Date: 13-05-2025
09:51:32
(Jitendra Kumar)
Dy. Director, Estt(Training)
Railway Board.
Ph. No.011-23047251

DA: As above

Copy to:

- 1) PSOs/Sr. PPS/PPS of for information of CRB & CEO, all Board Members and DGs.
- 2) All Officers in Railway Board office.
- 3) ERB-I, F(E)-II, Cash-I & PAO, Railway Board.

F.No. T-22012/8/2024-IST/IIPA
Government of India
Department of Personnel and Training
Training Division

Block-4, Old JNU Campus,
 New Mehrauli Road, New Delhi-67

Dated: January 29, 2025

OFFICE MEMORANDUM

Sub: Consumption of Role-specific online courses -reg.

Mission Karmayogi emphasizes a shift from rule-based to role-based approach to capacity building, with the aim to equip government employees with role-specific competencies. The iGoT platform now hosts more than 1700 courses curated by various CTIs/ATIs/ eminent institutions. With the help of custom-tailored Annual Capacity Building plans, government employees are progressively utilizing the iGoT platform to acquire functional, behavioral and domain competencies that pertain to their current roles.

2. As iGoT continues to build a rich repository of diverse, domain-specific courses, in order to facilitate access to more intensive, Level 2 courses, for the year 2025-26, the Department of Personnel and Training (DoPT) has identified **51 role-specific online courses (Annexure A)** available on various EdTech platforms. These courses are self-paced, aligned with thematic domains relevant to the context of governance in India and mapped with corresponding domain, functional and behavioral competencies expected of civil servants working together in the pursuit of a Viksit Bharat. Along with the relevant thematic domain, each course is also mapped with specific public roles and will be useful in building next-level competencies relevant for the defined roles/domains, thus complementing the courses currently available on iGoT.

3. The listed online courses can be consumed directly on the respective platforms (by logging into the platform and enrolling for a chosen course on certificate track). Upon completion of the course, the officer will apply online for reimbursement of the course fee from DoPT. Reimbursement will be made on the basis of the course completion certificate and the receipt of fee payment (generated on the EdTech platform) furnished by the officer. The modalities of reimbursement will be detailed out in a separate circular.

4. It is emphasized that each course has been mapped to one of the 27 thematic domains and categorically tagged to specific roles in terms of domain/functional competencies targeted. It is necessary that an officer selects courses that are relevant to the domain and/or the role that she/he is discharging currently or has discharged at some point of time. Officers may also pursue courses whose subject matter had been covered as part of their respective academic qualifications.

5. Further, the course completion certificate as obtained on the relevant platform, the course hours and the competencies acquired by way of completing a given course shall be populated on iGoT against the account of the officer concerned viz. the **course details including hours and competencies get updated on the Competency Passbook of the officer as maintained on iGoT, thus ensuring integration with iGoT.**

6. This reimbursement scheme shall be available to officers of All India Services with minimum 4 years of service (as on April 01, 2025), Group 'A' Central Civil Services (serving under Central Staffing Scheme only), Officers of Central Secretariat Service and Central Secretariat Stenographers Service (at or above the rank of Deputy Secretary/Sr. Principal Private Secretary). Eligible officers shall be reimbursed up to a **maximum of five courses and subject to an overall ceiling of Rs. 27,000 per officer per financial year (April – March).**

7. While eligible officers are encouraged to avail the facility with immediate effect, the reimbursement requests shall be entertained with effect from April 01, 2025. Courses if any consumed after the date of issue of this OM and up till March 31, 2026 shall be counted against the quota limit viz., number of courses, reimbursement amount for the financial year 2025-26.

8. All Ministries/Departments of the Government of India and State Governments/Union Territories are requested to give wide publicity of the above facility among the eligible officers working under its ambit.

This is issued with the approval of the Competent Authority.

Encl: As above



(Vijay S)

Deputy Secretary to Government of India

Tel. No. 011-26706381

To,

- The Secretaries of Ministries/Departments of the Government of India (as per list enclosed).
- The Chief Secretaries to all State Governments/Union Territories (as per list enclosed).
- All Cadre Controlling Authorities of Government of India (as per list enclosed).

Annexure A – Details of Shortlisted MOOC courses available on Coursera/EdX

S N	Courses	Provider/ University	Theme	Mapped Roles	Platform	Duration	Fees	Competency Area	Competency Theme
COURSES AVAILABLE ON EDX PLATFORM (21)									
1	Introduction to Generative AI	IBM	Artificial Intelligence/ Machine Learning in Governance	Functional competency relevant in domains - energy, urban governance, public health and other departments managing large data systems	edX	3 weeks	₹ 4,159	Functional	Digital Fluency
2	Data Analytics Basics for Everyone	IBM	Data driven decision making using data analytics	Key functional competency relevant to all policy roles in Ministries/Departments	edX	5 weeks	₹ 8,402	Functional	Data Analytics
3	Inclusive Growth	IMF	Data driven decision making using data analytics	Key functional competency relevant to all policy roles in	edX	24 weeks	₹ 2,058	Functional	Data Analytics

				Ministries/Departments					
4	Agricultural Economics and Modelling Tools	Doane University	Digital Governance & Emerging Technologies	IT/PSD roles in state and Central government	edX	8 weeks	₹ 16,200	Domain	Data Mining and Modelling
5	Sustainable Cities	SDGAcademy	Energy Sector in India- Towards Atma Nirbharta in Energy	Power sector distribution, transmission, generation and management companies in states, CPSUs in the energy sector, renewable energy corporations/authorities, ULBs	edX	9 weeks	₹ 4,999	Domain	Sustainable Development
6	Digitalization of Intelligent and Integrated Energy Systems	Delft University of Technology	Energy Sector in India- Towards Atma Nirbharta in Energy	Power sector distribution, transmission, generation and management companies in states, CPSUs in	edX	6 weeks	₹ 14,318	Domain	Emerging Technology Synthesis

				the energy sector, renewable energy corporations/authorities, ULBs					
7	Sustainable Energy	Massachusetts Institute of Technology	Energy Sector in India- Towards Atma Nirbharta in Energy	Power sector distribution, transmission, generation and management companies in states, CPSUs in the energy sector, renewable energy corporations/authorities, ULBs	edX	13 weeks	₹ 16,915	Domain	Sustainable Energy Infrastructure Design
8	Energy Economics and Policy	Massachusetts Institute of Technology	Energy Sector in India- Towards Atma Nirbharta in Energy	Power sector distribution, transmission, generation and management companies in states, CPSUs in	edX	12 weeks	₹ 16,915	Domain	Economic Principles of Energy Markets

				the energy sector, renewable energy corporations/authorities, ULBs					
9	One Planet, One Ocean	SDG Academy	Environment, Environmental Impact Assessment (development projects), Climate Change (preparedness), Green Mobility	Renewable energy promotion and development roles, roles in environment and forest departments of states/Union	edX	6 weeks	₹ 4,999	Domain	Climate-Resilient Development
10	Urban Rewilding: Restore Your Local Ecosystem	Wageningen University and Research	Environment, Environmental Impact Assessment (development projects), Climate Change (preparedness), Green Mobility	Renewable energy promotion and development roles, roles in environment and forest departments of states/Union	edX	3 weeks	₹ 14,318	Domain	Sustainability Management
11	Sustainability in Action:	Seoul National University	Environment, Environmental Impact	Renewable energy promotion	edX	8 weeks	₹ 4,575	Domain	Sustainability Management

	Strategy to Practices for Greener Future		Assessment (development projects), Climate Change (preparedness), Green Mobility	and development roles, roles in environment and forest departments of states/ Union					
12	Sustainable Trade	KU Leuven, Belgium	International Trade and Commerce	Commerce and Industrial development roles in state industries departments, industrial development corporations, export promotion roles in MSME departments, autonomous bodies in commerce and industry	edX	10 weeks	₹ 4,996	Domain	Sustainability Management
13	StanfordOnline: Principles of Economics	Stanford Online	International Trade and Commerce	Commerce and Industrial development roles in state	edX	10 weeks	₹ 4,234	Domain	Economic Analysis and Decision-Making

				industries departments, industrial development corporations, export promotion roles in MSME departments, autonomous bodies in commerce and industry					
14	International Business Environment and Global Strategy	IIM, Bangalore	International Trade and Commerce	Commerce and Industrial development roles in state industries departments, industrial development corporations, export promotion roles in MSME departments, autonomous bodies in commerce	edX	3 weeks	₹ 4,234	Functional	Marketing Strategy Development

				and industry					
15	Leveraging Urban Mobility Disruptions to Create Better Cities	Massachusetts Institute of Technology	Urban Transport/Urban Finance/Urban Planning	ULB administrators/ Municipal Commissioners/State Urban Departments	edX	10 weeks	₹ 8,149	Domain	Innovation Management
16	MITx: Cities and Climate Change: Mitigation and Adaptation	Massachusetts Institute of Technology	Urban Transport/Urban Finance/Urban Planning	ULB administrators/ Municipal Commissioners/State Urban Departments	edX	12 weeks	₹ 4,165	Domain	Climate-Resilient Development
17	MITx: Transformative Living Labs in Urban Climate Action and Transportation Planning	Massachusetts Institute of Technology	Urban Transport/Urban Finance/Urban Planning	ULB administrators/ Municipal Commissioners/State Urban Departments	edX	6 weeks	₹ 4,250	Domain	Transport Management System Administration
18	Sustainable Soil Management: Soil for life	Wageningen University, Netherlands	Water Management / Natural Resource Management , Blue economy	Supply/Provision/Storage/ Recycling/Treatment of water - related roles in	edX	7 weeks	Free	Domain	Sustainability Management

				ULBs/RLBs/ State Govts/Centre					
19	Circular Economy: An Introduction	Delft University of Technology, Netherlands	Water Management / Natural Resource Management , Blue economy	Supply/Provision/Storage/Recycling/Treatment of water - related roles in ULBs/RLBs/ State Govts/Centre	edX	11 weeks	₹ 11,771	Domain	Waste management and Resource Efficiency
20	Circular Economy for a Sustainable Built Environment	Delft University of Technology, Netherlands	Water Management / Natural Resource Management , Blue economy	Supply/Provision/Storage/Recycling/Treatment of water - related roles in ULBs/RLBs/ State Govts/Centre	edX	6 weeks	₹ 4,234	Domain	Waste management and Resource Efficiency
21	Waste Management and Critical Raw Materials	Delft University of Technology, Netherlands	Water Management / Natural Resource Management , Blue economy	Supply/Provision/Storage/Recycling/Treatment of water - related roles in ULBs/RLBs/ State Govts/Centre	edX	6 weeks	₹ 14,312	Domain	Waste management and Resource Efficiency

				Govts/Centre					
COURSES AVAILABLE ON COURSERA PLATFORM (30)									
1	AI Strategy and Governance	University of Pennsylvania	Artificial Intelligence/ Machine Learning in Governance	Functional competency relevant in domains - energy, urban governance, public health and other departments managing large data systems	Coursera	10 Hrs	₹ 6,646	Functional	Citizen Centricity
2	Leadership Strategies for AI and Generative AI Specialization	Fractal Analytics	Artificial Intelligence/ Machine Learning in Governance	Functional competency relevant in domains - energy, urban governance, public health and other departments managing large data systems	Coursera	41 Hrs	₹ 8,244	Functional	Digital Fluency
3	Strategy and Game	IIM Ahmedaba	Competition Law/	Industrial and	Coursera	3 weeks	₹ 2,436	Behavioral	Strategic Leadership

	Theory for Management	Corporate law/ Contract Laws/ Arbitration	infrastructure development roles in states and centre						
4	Google Cybersecurity Professional Certificate	Google	Cybercrimes and Cybersecurity	CISOs in Ministries/Departments, roles in ICT project management	Coursera	165 Hrs	₹ 3,533	Domain	Cyber Security
5	Foundations of Cybersecurity	Google	Cybercrimes and Cybersecurity	CISOs in Ministries/Departments, roles in ICT project management	Coursera	14 Hrs	₹ 2,439	Domain	Cyber Security
6	Fundamentals of Data Analytics in the Public Sector with R	University of Michigan	Data driven decision making using data analytics	Key functional competency relevant to all policy roles in Ministries/Departments	Coursera	1-3 Months	₹ 2,439	Functional	Data Analytics
7	Google Data Analytics Professional Certificate	Google	Data driven decision making using data analytics	Key functional competency relevant to all policy roles in Ministries/Departments	Coursera	190 Hrs	₹ 3,533	Functional	Data Analytics

				partments					
8	Advanced Digital Transformation	IIM Ahmedabad	Digital Governance & Emerging Technologies	IT/PSD roles in state and Central government	Coursera	80 Hrs	₹ 8,244	Functional	Digital Fluency
9	Emerging Technology, Disruption, and AI	University of Illinois Urbana-Champaign	Digital Governance & Emerging Technologies	IT/PSD roles in state and Central government	Coursera	15 Hrs	₹ 2,439	Domain	Innovation Management
10	Global Energy and Climate Policy	University of London	Energy Sector in India- Towards Atma Nirbharta in Energy	Power sector distribution, transmission, generation and management companies in states, CPSUs in the energy sector, renewable energy corporations/authorities, ULBs	Coursera	1-3 Months	₹ 2,439	Domain	Climate Change Policy Design
11	Financial Management Specialization	University of Illinois Urbana Champaign	Regulation and financial markets	Roles in regulatory bodies in the financial sector including	Coursera	3 Months	₹ 4,963	Domain	Financial Statements Analysis

				regulatory bodies for real estate, power etc in states					
12	International Business Essentials Specialization	University of London	International Trade and Commerce	Commerce and Industrial development roles in state industries departments, industrial development corporations, export promotion roles in MSME departments, autonomous bodies in commerce and industry	Coursera	2 Months	₹ 12,366	Domain	Regulatory Compliance
13	Leadership Skills	IIM, Ahmedabad	Leadership, Communication, Decision Making & Ethics in Public Governance	Behavioral competency relevant for senior management roles in Union/State governments	Coursera	46 hours	₹ 2,500	Behavioral	Strategic Leadership

14	Project Management: Professional Certificate	Google	Project Management & Analysis; Project Appraisal	Senior management roles in CPSUs, infrastructure development corporations, SPSUs, ULBs	Coursera	6 Months	₹ 2,439	Functional	Project Management
15	Project Management and Planning Specialization	Johns Hopkins University	Project Management & Analysis; Project Appraisal	Senior management roles in CPSUs, infrastructure development corporations, SPSUs, ULBs	Coursera	3 months	₹ 8,234	Functional	Project Management
16	Assisting Public Sector Decision Makers with Policy Analysis	University of Michigan	Project Management & Analysis; Project Appraisal	Senior management roles in CPSUs, infrastructure development corporations, SPSUs, ULBs	Coursera	16 hours	₹ 4,117	Functional	Policy Architecture
17	Managing Major Engineering Projects	Leeds University	Project Management & Analysis; Project Appraisal	Senior management roles in CPSUs, infrastructure	Coursera	2 Months	₹ 2,439	Domain	Business and Project Management

				development corporations, SPSUs, ULBs					
18	Financial Management Specialization	Duke University	Public Financial Management	Public finance roles including state finance departments and allied bodies, ULBs	Coursera	2 months	₹ 8,234	Domain	Financial Statements Analysis
19	Negotiation, Mediation and Conflict Resolution Specialization	ESSEC Business School	Strategic Negotiations	Commerce and Trade related roles; also, a key behavioral competency relevant for senior management roles in government	Coursera	36 hours	₹ 8,244	Behavioral	Collaborative Leadership
20	Successful Negotiation : Essential Strategies and Skills	University of Michigan	Strategic Negotiations	Commerce and Trade related roles; also, a key behavioral competency relevant for senior management roles in	Coursera	17 hours	₹ 2,500	Behavioral	Collaborative Leadership

				government					
21	Successful Negotiation : Essential Strategies and Skills	University of Pennsylvania	Strategic Negotiations	Commerce and Trade related roles; also, a key behavioral competency relevant for senior management roles in government	Coursera	45 hours	₹ 8,244	Behavioral	Collaborative Leadership
22	Introduction to Negotiation : A Strategic Playbook for Becoming a Principled & Persuasive Negotiator	Yale University	Strategic Negotiations	Commerce and Trade related roles; also, a key behavioral competency relevant for senior management roles in government	Coursera	33 hours	₹ 2,500	Behavioral	Collaborative Leadership
23	Health Informatics Specialization	John Hopkins University	Strengthening Public Health Systems	State Health Departments / MD-NHMs/Health Corporations /DMs-Collectors/P	Coursera	3 months (50 hrs)	₹ 8,244	Domain	Data Analytics and Information Technology Management

				MJAY corporations					
24	Data and Health Indicators in Public Health Practice	John Hopkins University	Strengthening Public Health Systems	State Health Departments / MD-NHMs/Health Corporations /DMs-Collectors/P MJAY corporations	Coursera	24 hours	₹ 8,244	Functional	Data Analytics
25	Health for All Through Primary Health Care	John Hopkins University	Strengthening Public Health Systems	State Health Departments / MD-NHMs/Health Corporations /DMs-Collectors/P MJAY corporations	Coursera	60 hours	₹ 6,562	Functional	Government Program Formulation
26	Sustainable Transportation Networks and Streetscapes	John Hopkins University	Urban Transport/Urban Finance/Urb an Planning	ULB administrators/ Municipal Commissioners/State Urban Departments	Coursera	1-4 Weeks	₹ 2,439	Domain	Integrated Transportation Planning
27	Municipal Solid Waste Management	EPFL	Urban Transport/Urban Finance/Urb an	ULB administrators/ Municipal Commission	Coursera	22 hours	₹ 2,439	Domain	Waste management and Resource Efficiency

	nt in Developing Countries		an Planning	ers/State Urban Departments					
28	Sustainable Cities Specialization	Johns Hopkins University	Urban Transport/Urban Finance/Urban Planning	ULB administrator/s/ Municipal Commissioners/State Urban Departments	Coursera	1 month	₹ 4,122	Domain	Sustainable Development
29	Building Sustainable Cities Specialization	University of Colorado Boulder	Urban Transport/Urban Finance/Urban Planning	ULB administrator/s/ Municipal Commissioners/State Urban Departments	Coursera	3 Months	₹ 8,244	Domain	Sustainable Development
30	Sustainability and the Circular Economy	University of Colorado Boulder	Water Management / Natural Resource Management , Blue economy	Supply/Provision/Storage/ Recycling/Treatment of water - related roles in ULBs/RLBs/ State Govts/Centre	Coursera	1-3 Months	₹ 2,439	Domain	Waste management and Resource Efficiency

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