



CAPACITY BUILDING COMMISSION

Ministry of Home Affairs

Draft Annual Capacity Building Plan

July 2023

About the Programme

Mission Karmayogi was launched by Government of India in September 2020 as a **National Programme for Civil Services Capacity Building (NPCSCB)**. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology-enabled. A key component of NPCSCB is **Capacity Building Commission (CBC)**.

CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions **to increase the execution capacity of the state and achieve common national goals**.

As part of its mandate, CBC facilitate the preparation of **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department.

About the Ministry

The Ministry of Home Affairs (MHA) is a ministry of the Government of India. As an interior ministry of India, it is mainly responsible for the maintenance of internal security and domestic policy. There are multiple departments and divisions under the Ministry.

This document details Ministry's vision, mission, and goals. The document will baseline the department's capacity-building needs and gaps of the identified divisions under scope as mentioned below.

1. Police-I Division
2. Police-II Division
3. Women Safety Division
4. Border Management-II Division
5. Disaster Management Division
6. Freedom Fighter's Rehabilitation Division
7. Police Modernization (PM) Division
8. Union Territories (UT) Division
9. Centre-State II Division

About Report

This document details out the department's vision, mission, and goals along with baselining department's capacity-building needs and Annual capacity building plan.

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Abbreviations

ACBP	Annual Capacity Building Plan
AD	Assistant Director
AS	Additional Secretary
ASO	Assistant Section Officer
BM	Border Management
CA	Competency Assessment
CAPF	Central Armed Police Forces
CBC	Capacity Building Commission
CFSL	Central Forensic Science Laboratories
CNA	Capacity Need Analysis
CS	Centre-State
CS	Centre State
DFSS	Directorate of Forensic Science Services
DG	Director General
Dir	Director
DM	Disaster Management
DoPT	Department of Personnel and Training
DS	Deputy Secretary
FFR	Freedom Fighters and Rehabilitation
FRAC	Framework for Roles Activities & Competencies
GFR	General Financial Rules
GNCTD	Government of National Capital Territory of Delhi Act
iGOT	Integrated Government Online Training
JS	Joint Secretary
MDOs	Ministries / Departments / Organizations
MHA	Ministry of Home Affairs
NCRB	National Crime Records Bureau
NDMA	National Disaster Management Authority
NDRF	National Disaster Response Force
NPCSCB	National Programme for Civil Services Capacity Building
PM	Police Modernisation
PMHRC	Prime Minister's Public Human Resource Council
SO	Section Officer
US	Under Secretary
UT	Union Territories
WS	Women Safety

1 Project Background

1.1 Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred to as "Mission Karmayogi". It is a National Programme for Civil Services Capacity Building (NPCSCB) that aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology oriented.

Its primary objective is governance improvement through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision. "Mission Karmayogi" envisages a paradigm shift towards the recognition that a 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme, meant for transition of officials from a rule-based to a role-based approach.

The framework for implementation and monitoring of the program would involve the following:

- **Prime Minister's Human Resource Council (PMHRC):** Apex body for the program
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans
- **Capacity Building Commission:** The commission is setup for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall operate the digital assets created for NPCSCB on behalf of the Government of India that owns and operates iGOT Karmayogi platform.



Figure 1 Framework for implementation & monitoring

- **iGOT (Integrated Government Online Training):** It helps in instituting the shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel efficacy success.

1.2 Capacity Building Commission (CBC)

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is the Capacity Building Commission (CBC). CBC was notified on 1st April 2021 wide Gazette notification F. No. T-16017/09/2020-iGOT issued by Department of Personnel and Training (DoPT). The Commission will have the responsibility of, inter-alia, coordinating the preparation of annual capacity building plans, undertake monitoring and evaluation of plan implementation and facilitate creation of shared resources amongst Training Institutions imparting training to civil servants. The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs) and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one of the key functions. The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3 Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

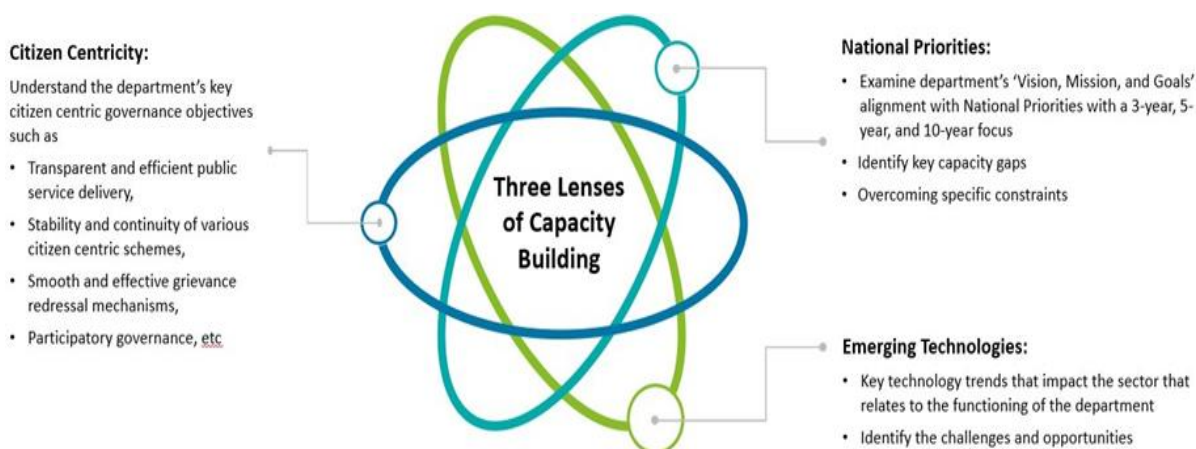


Figure 2 Lenses to be focused for building capacity building plan

Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal-driven and performance oriented. It shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.

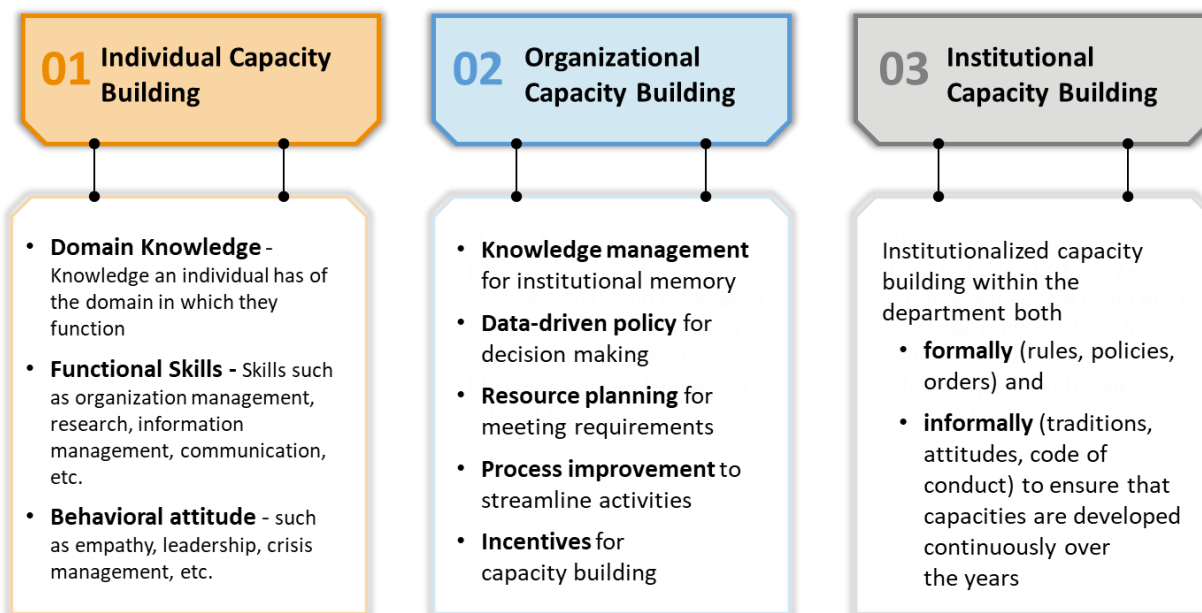


Figure 3 Capacity building interventions

As per Figure 3, the capacity is developed at three pillars: individual, organizational, and institutional. These are referred to as the three pillars of capacity building.

- **Pillar 1 – At the Individual Level:** Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles
- **Pillar 2 – At the Organizational Level:** This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.
- **Pillar 3 – At the Institutional Level:** Institutional capacity building refers to change made in the norm, policies and regulations that guide the functioning of individuals and organizations. (Note – Since institutional capacity building interventions affect all ministries/department of the government, the scope of ACBP exercise for a specific MDO is not expected to cover institutional measures)

2 Overview of the Ministry

The Ministry of Home Affairs is a ministry of Government of India. As an interior ministry of India, it is mainly responsible for the maintenance of internal security and domestic policy. It is also the cadre controlling authority for the Indian Police Service (IPS), Delhi, Andaman and Nicobar Islands Police Service (DANIPS) and Delhi, Andaman, Nicobar Islands, Lakshadweep, Dadra Nagar Haveli, and Daman Diu Administrative Service (DANICS). Police-I Division of the ministry is the cadre controlling authority in respect of the Indian Police Service, whereas the UT Division is the administrative division for DANIPS.

2.1 Vision and Mission

Peace and harmony are essential pre-requisites for development of the individual as well as for fulfilling aspirations of the society and for building a strong, stable, and prosperous nation. To this end, it is envisaged that the Ministry of Home Affairs will strive to:

- Eliminate all threats to Internal Security
- Provide society an environment free from crime
- Preserve, protect, and promote social and Communal Harmony
- Enforce the rule of law and provide an effective criminal justice system
- Uphold the principles of human rights
- Foster harmonious Centre – State relations and sustain good governance
- Effectively manage internal borders and the coastlines
- Mitigate the sufferings resulting from natural and man-made disasters
- Optimize the use of official language in Government business.

2.2 Functions / Mandate

The Ministry of Home Affairs (MHA) discharges multifarious responsibilities, such as:

1. Internal security
2. Border management
3. Centre-State relations
4. Administration of Union Territories
5. Management of Central Armed Police Forces
6. Disaster management, etc.

In pursuance of its obligations, Ministry of Home Affairs continuously monitors the internal security situation, issues appropriate advisories, shares intelligence inputs, extends manpower and financial support, guidance, and expertise to the State Governments for maintenance of security, peace and harmony without encroaching upon the constitutional rights of the States.

2.3 Goals / Focus Areas

Ministry have identified following goals to be achieved to fulfill the vision and mission:

1. Preserving the internal security of the country
2. Promoting harmonious Centre-State relations
3. Administering the Union Territories efficiently
4. Preserving and promoting National Integration and Communal Harmony
5. Raising, administering, and deploying Central Police Forces (CPFs)
6. Modernizing State Police Forces
7. Protecting and upholding the principles of human rights
8. Effectively managing the international border and coastline
9. Extending relief and mitigating the hardships on account of disasters
10. Working for the welfare of Freedom Fighters
11. Carrying out the census decennially
12. Preventing and combating drug trafficking and abuse; and
13. Implementing the official language policy

2.4 Departments Under Ministry

2.4.1 Department Of Border Management

Department of Border Management, deals with the management of borders, including coastal borders, strengthening of border guarding and creation of related infrastructure, border areas development, etc.

2.4.2 Department Of Internal Security

Department of Internal Security, deals with the Indian Police Service, Central Police Forces, internal security and law & order, insurgency, terrorism, Naxalism, activities of inimical foreign agencies, terrorist financing, rehabilitation, grant of visa and other immigration matters, security clearances, "Protection of Human Rights Act and also matters relating to National integration and Communal Harmony and Ayodhya", etc.

2.4.3 Department Of Jammu, Kashmir, and Ladakh Affairs

Department of Jammu, Kashmir and Ladakh Affairs deals with the UTs of Jammu, Kashmir & Ladakh, administration of the Armed Forces(J&K) Special Powers Act,1990 (21 of 1990) and all matters relating to the UTs of Jammu, Kashmir & Ladakh, including Counter-terrorism within Jammu and Kashmir and coordination in respect of subjects/matters specifically allotted to any other Ministry/Department like coordination with Ministry of Defence as regards manning and managing the line of control between India and Pakistan, but excluding those with which the Ministry of External Affairs is concerned. The Department also coordinates with various Ministries/Departments, primarily concerned with development and welfare activities in Jammu, Kashmir & Ladakh.

2.4.4 Department Of Home

Dealing with the notification of assumption of office by the President and Vice-President, notification of appointment/resignation of the Prime Minister, Ministers, Governors, nomination to Rajya Sabha/Lok Sabha, Census of the population, registration of births and deaths, etc

2.4.5 Department of Official Language

Dealing with the implementation of the provisions of the Constitution relating to official languages and the provisions of the Official Languages Act, 1963.

2.4.6 Department Of States

Dealing with Centre-State relations, Inter-State relations, administration of Union Territories, Freedom Fighters' pension, Human rights, Prison Reforms, Police Reforms, etc.

The following is a breakdown of the existing organizational structure of Ministry of Home Affairs throughout its several levels of hierarchy:

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2.6.1 Sub-ordinate/ Attached Offices

CENTRAL POLICE ORGANIZATION

- Intelligence Bureau
- Central Bureau of Investigation
- Bureau of Police Research & Development. (BPRD)
- National Crime Records Bureau
- National Investigation Agency
- Sardar Vallabhbhai Patel National Police Academy, Hyderabad
- North-eastern Police Academy, Shillong
- National Institute of Criminology & Forensic Science. (NICFS)
- National Disaster Response Force (NDRF)

CENTRAL ARMED POLICE FORCES

- Assam Rifles (AR)
- Border Security Force (BSF)
- Central Industrial Security Force (CISF)
- Central Reserve Police Force (CRPF)
- Indo Tibetan Border Police (ITBP)
- National Security Guard (NSG)
- Sashastra Seema Bal (SSB)
- Special Frontier Force

COMMISSIONS / COMMITTEES

- National Human Rights Commission (NHRC)
- National Foundation for Communal Harmony (NFCH)
- Repatriates Co-op. Finance & Development Bank Ltd. (REPCO), Chennai
- B N Srikrishna Commission
- Liberhan Ayodhya Commission
- Nanavati Commission
- Justice Usha Mehra Commission
- Mukherjee Commission
- Commission on Centre-State Relation
- Complaint Committee for redressal of the Complaints made by aggrieved Women Employee
- M.P Bezbaruah Committee Report (Excluding Annexures)

- State Reorganisation Commission Report of 1955
- Justice J S Verma Committee
- Security Commission for Union Territories
- Justice Thomas Committee
- Committee Report on Draft National Policy on Criminal Justice
- Committee on Reforms of Criminal Justice System
- Police Act Drafting Committee
- Extension of the Rehabilitation Package to provide relief to the victims of 1984 Riots.
- Rehabilitation Package - 1984 Riots

2.6.2 Divisions Under MHA

Ministry of Home Affairs has multiple divisions as mentioned below handling various functions and activities.

Administration Division	Border Management-I Division	Border Management-II Division
Cyber And Information Security (C&IS) Division	Coordination & International Cooperation (C&IC) Division	Counter Terrorism And Counter Radicalization Division
Centre State Division	Disaster Management Division	Finance Division
Foreigners Division	Jammu & Kashmir And Ladakh Affairs	Freedom Fighters & Rehabilitation Division
Internal Security-I Division	Internal Security-II Division	Left Wing Extremism Division
North East Division	Police I Division	Police II Division
Police Modernisation Division	Union Territories Division	Women Safety

2.6.3 MHA Divisions Under the Scope of CNA

Among the above-mentioned divisions, following divisions are considered for the preparation of an Annual Capacity Building Plan (ACBP) :-

1. Police-I Division
2. Police-II Division
3. Women Safety Division

4. Border Management-II Division
5. Center-State I Division & Disaster Management Division
6. Freedom Fighter's Rehabilitation Division
7. Police Modernization (PM) Division
8. Union Territories (UT) Division
9. Center-State II Division

Sr. No	Name of the Division	Mandate
1.	Police – I Division	Police-I Division functions as the cadre controlling authority in respect of Indian Police Service (IPS). Domestic and foreign trainings for police personnel are also coordinated in this division. The police personnel in recognition of their service are awarded Medals like President/Police Medals for Meritorious/ Distinguished service/ Gallantry, Prime Ministers award for life saving. This division has the administrative and financial control of two Central Police Organizations. These are Sardar Vallabhbhai Patel National Police Academy, Hyderabad and North-Eastern Police Academy, Shillong.
2.	Police – II Division	This division deals with the policy, personnel, operational (including deployment) and financial matters relating to all the Central Armed Police Forces (CAPFs) including BSF Air Wing. It also deals with the matters relating to the welfare of the serving and retired CAPF personnel and the deployments in the UN Peace Keeping Missions.
3.	Women Safety Division	MHA has set up a new 'Women Safety Division' on May 28, 2018, to strengthen measures for safety of women in the country and instill greater sense of security in them through speedy and effective administration of justice in a holistic manner and by providing a safer environment for women.

Sr. No	Name of the Division	Mandate
4.	Border Management – II Division	India has 15,106.7 km of land border and a coastline of 7,516.6 km including island territories. In pursuance of the Group of Ministers recommendations on Border Management, the Department of Border Management was created in the Ministry of Home Affairs in January 2004 to pay focused attention to the issues relating to management of international land border and coastline, strengthening of border policing & guarding, creation of infrastructure like roads, fencing & flood lighting on the borders and implementation of Border Area Development Programme. The Department of Border Management has two Divisions – BM-I and BM -II.
5.	Center State - II	The division deals with Centre-State relations, including working of the constitutional provisions governing such relations, the appointment of governors, the creation of new states, nominations to Rajya Sabha/ Lok Sabha, inter-state boundary disputes, over-seeing the crime situation in states, and the imposition of President's Rule.
6.	Freedom Fighter's Rehabilitation Division	The division frames and implements the Freedom Fighters Pension Scheme and the schemes for rehabilitation of migrants from former West Pakistan/East Pakistan and provision of relief to Sri Lankan and Tibetan refugees. It also handles work relating to Enemy Properties and residual work relating to Evacuee Properties.
7.	Police Modernization	Deals with 'Assistance to States and UTs for Modernization of Police' Scheme

Sr. No	Name of the Division	Mandate
8.	Union Territories Division	This division dealt with the Union Territories (except Jammu & Kashmir and Ladakh), namely Andaman and Nicobar Islands (A&NI), Chandigarh, Dadra and Nagar Haveli and Daman and Diu (DNH&DD), Lakshadweep, National Capital Territory of Delhi (NCT of Delhi), and Puducherry. Out of these UTs, two UTs viz. NCT of Delhi, and Puducherry have legislatures. The remaining UTs are without legislature. These territories are administered under the provisions of Article 239 to 241 of the Constitution of India. Under the Government of India (Allocation of Business) Rules, 1961, the Ministry of Home Affairs (MHA) is the nodal Ministry for all matters of UTs relating to legislation, finance and budget, services, and appointment of Lieutenant Governors (LGs) and Administrators. The division is working towards developing Union Territories as role models of development and to develop them as incubation for new ideas.
9	Center-State I Division & Disaster Management Division	While the primary responsibility of disaster management rests with the states, the Central Government supports the efforts of State Governments by providing logistical and financial support. On behalf of the Central Government, DM Division in the Ministry of Home Affairs co-ordinates with disaster affected State Government(s), concerned line ministries/departments, National Disaster Management Authority (NDMA), National Disaster Response Force (NDRF), National Institute of Disaster Management (NIDM) and the Directorate General of Fire Services, Home Guards and Civil Defense, and Armed Forces for effective disaster risk reduction.

2.7 Sectoral Technology Roadmap

2.7.1 Emerging Technologies in Police Sector

<p>Emerging Technological Trends¹</p>	<p>Emerging Technologies: Advances in areas such as 5G communication, electronics miniaturization, augmented reality, etc. allow people to see, hear, and act in new ways.</p> <ul style="list-style-type: none"> • Distributed Sensing and Virtual Patrols: Smart sensors are being used to compile many different types of information to help officers perform faster and effectively. New capabilities can log locations, listen for gunshots, stream video, flag license plates, scan databases, and go on virtual patrol, allowing officers unprecedented awareness in their environments. These capabilities can provide the raw data for detailed analytics and expedite investigations. • Augmented Reality Glasses are used by officers in unfamiliar situations to see pertinent information about prior calls for service from this address, find exits from a building, or see the recent crime history. • Small Autonomous Drones can be programmed to follow officers, scout locations, and provide video streams. • Robots are useful in law enforcement due to their ability to go into dangerous situations such as disposing of bombs, suspect packages, and dangerous items. • Digital Twin is a computer model of any real-world object, system, or process. It is informed by data allowing it to accurately simulate the twin. • Artificial Intelligence and Predictive Policing: Artificial intelligence (AI) and machine learning are emerging as key to future investigations. AI is deployed to help those investigators examine through the data and find the most likely leads to identify exploited children. By analysing patterns, sensor feeds, and databases of records, AI help law enforcement identify critical places, find key linkages between suspects, explore other insights hidden in data. • Evidence-based Policing: Evidence-based policing can analyze data about the outcomes of police interactions to help find the most effective methods and tools while minimizing the use of tactics. Evidence-based policing seeks to pair them with outside assistance, such as academic researchers or computer programmers, to help focus their efforts on the most effective police work. • New Modes of Community Involvement: New technologies help police develop their ties to the community, by enabling officers to be more aware of and responsive to the needs of their constituents. For example, many communities are now using apps where citizens can report minor issues such
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¹ <https://www2.deloitte.com/us/en/pages/public-sector/articles/future-of-policing-and-law-enforcement-technology-innovations.html/#endnote>

	as graffiti or suspicious activity to police, giving police real time awareness, dynamic prioritization of calls, and the freedom to focus on the most pressing challenges.
Best Practices in the Sector²	<p>AI is used by police in multiple countries such as:</p> <ul style="list-style-type: none"> a. England: to analyze CCTV video. b. India: to find 3,000 missing persons in just four days. c. Dutch: to find promising leads in cold cases. <ol style="list-style-type: none"> 1. National police of New Zealand established their Evidence Based Policing Centre. Researchers are now able to comb through data and identify where enforcement actions could be most effective and when officers' time could be better spent elsewhere. 2. In Guangdong, China, the provisional police department has worked with city authorities to create a real-time map of the city in digital twin, showing where incidents are happening, as well as mapping public interactions, calls, use of police resources, and suspected or potential threats. Feeds from 10 separate government departments are consolidated in the model, giving the police force a complete and real-time overview through a visual data analytics platform. This means the police can simulate and assess their response to anything from city-wide emergencies to the distribution of resources to deal with day-to-day issues such as street robbery and community nuisance. 3. In the US, police officers in Oklahoma use AR & VR in a different system called Apex Officer, which helps to train to respond to calls where mental health is an issue. Other systems use 360-degree video walls that surround the trainee, rather than requiring them to wear a headset. 4. In China, police officers have been using AR glasses that can identify suspects and those who are wanted for questioning. The glasses, created by startup Xloong Technology, allow police to access facial and license plate recognition functions in real-time.

² <https://www.forbes.com/sites/siemens-smart-infrastructure/2023/03/13/how-data-centers-are-driving-the-renewable-energy-transition/?sh=108e55cb4214>

2.7.2 Emerging Technologies in Border Management Division

<p>Emerging Technological Trends³</p>	<p>Emerging Technologies: Border protection agencies are under increasing pressure to maintain the highest level of security in the face of growing threats, such as increasing illegal migration and terrorism. As such, agencies are embracing advanced border security technologies to aid in effectively and reliably securing borders in the following ways: -</p> <ol style="list-style-type: none"> 1. eGates: eGates, also known as ABC (Automated Border Control) systems, are automated self-service barriers which utilise data stored in chips of biometric passports, in conjunction with biometric recognition software, commonly facial or fingerprint, to verify a passport holder's identity. 2. Camera Systems There is a growing variety of camera systems being deployed by border protection agencies – an increasing number of which leverage AI to perform complex analysis on footage and automatically detect and identify potential security threats. This is most seen with biometric cameras that leverage facial recognition software to detect or identify specific people or to verify a person's identity. 3. Perimeter Intrusion Detection System: Perimeter intrusion detection systems can be used to create virtual borders or to help protect physical barriers such as fences or walls. Using a combination of UGS (Underground Sensors), camera systems and other types of technologies (e.g., microwave intrusion detection systems), these solutions can alert border agents of activity near borders when people or vehicles get too close to a border cross over a predetermined point being monitored. 4. Airplanes and Rotary Aircrafts: Various types of aircrafts, including airplanes and rotary aircrafts, are used for the purposes of border security management. One such example in use by many customs and border agencies is the Lockheed P-3 Orion maritime surveillance aircraft. 5. Maritime and Riverine Vessels: Border security management can also require the use of manned maritime and riverine vessels. These comprise everything from small boats for use in riverine environments to large maritime vessels, such as the UK's HMC Protector. 6. UAV and UAS (Unmanned Aerial Vehicles): A growing number of countries are turning to the use of UAVs; ranging from nano drones to large UAVs. One of the most famous UAVs in use for border patrol operations is the MQ-9 Predator drone designed by General Atomics. This system is currently in use by the US' CPB (Customs and Border Protection) agency, who has nine in their fleet.
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	<p>7. UUV (Unmanned Underwater Vehicle): UUVs and similar seagoing drones are being increasingly trailed by countries looking to further secure maritime borders. UUVs include ROVs (Remotely Operated Vehicles) and AUVs (Autonomous Underwater Vehicles). These vehicles can either be deployed for use in maritime environments or to further enhance port security. One example of a UUV used for border patrol operations is the Bluefin-9, designed by General Dynamics.</p> <p>8. UGV (Unmanned Ground Vehicle): UGVs for use in border patrol are most associated with ISR (Intelligence, Surveillance, and Reconnaissance) operations; enabling border protection agencies to detect and respond to illegal border crossings more readily. One solution is the HOUND designed by Elbit Systems.</p> <p>9. Smart Video Monitoring: Smart security cameras can provide advanced-level monitoring for border security agents. Equipped with sophisticated analytical capabilities, smart video cameras can detect suspicious behaviors or people based on a set of predetermined criteria. X-ray and thermal imaging can determine the presence of potentially suspicious cargo or passengers at the border crossing and automatically alert border security agents to these signs of danger and illegal activity.</p> <p>10. Movement Sensors: Equipped with Artificial Intelligence, smart movement sensors can automatically detect the presence of people moving across physical borders, even underground. These sensors can collect precise geospatial data to provide border security agents with specific location information. These movement sensors can be used to help detect and prevent human trafficking, drug smuggling, and other illegal activities.</p>
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Best Practices in the Sector⁴	<ul style="list-style-type: none"> • ‘Singapore Customs’ uses advanced data analysis for better border management. • Advancing with tools and methodologies: For easy access, the voluminous data collected such as clearance timings for shipments and permit-related information, is stored in data warehouses. Using analytic tools, officers’ piece together information from different sources to establish links and relationships. Through such analysis, deviations, trends, and patterns in the trading environment can be spotted. Singapore Customs has also implemented an anomaly-detection business intelligence tool to flag out shipments that have permit details that fall out of the norm. The tool aids in anomalies identification in permit declarations based on a set of pre-defined criteria and historical data, and assigns them risk scores, all in real time. Apart from identifying shipments that are unusual, Singapore Customs also analyses similarities in permit declarations. Permit declarations that exhibit extreme similarities could be an indicator of rampancy of incorrect declarations. Singapore Customs is exploring further predictive capabilities in targeting, such as machine learning.
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2.7.3 Emerging Technologies in Women Safety Division

Emerging Technological Trends⁵	<ul style="list-style-type: none"> • Emerging Technologies: Advances in areas such as live tracking, potential hazard alert, development of sexual harassment database zones, safer public transport, help alarms and revision in fundamental policies etc. have changed the way women safety infrastructure and defense exist today: - • Ride-sharing Apps: These apps are designed specifically for female drivers and passengers. This concept is predicated on the fact that many women feel unsafe when sharing an Uber or Lyft with a male stranger. There are a few similar apps in the United States. The most well-known is probably the Boston-based startup Safr, which aims to “provide safe transportation and job opportunities for women everywhere.” • Digital Crowd Mapping Technology platforms like ‘Free to Be’ and ‘Safetipin’ offer apps where women can report their experiences and advice for staying safe in cities around the world and can pinpoint precisely where in the city, they feel safe and unsafe via using geolocation software.
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⁴ <https://www.customs.gov.sg/news-and-media/publications/2017-01-01-Issue44.pdf>

⁵ <https://www.unwomen.org/en/what-we-do/ending-violence-against-women/creating-safe-public-spaces>, <https://www.safetydetectives.com/blog/womens-safety-research/>, <https://www.cashify.in/womens-day-top-safety-apps>, <https://www.chevening.org/stories/the-woman-using-tech-to-keep-women-safe-in-public/>

- **Hotspot Aggregator:** Apps like 'Safecity' makes it easy for women to anonymously report incidents of sexual harassment and abuse. This data then gets aggregated as hotspots on a map, making it useful for individuals, local communities, and local administration to see trends, identify contributing factors, and find solutions. The result: safer spaces for all.
- **Audio / Video Alert System:** The Central Government of India has launched 112 India, an all-in-one women's security app that can be used to issue an SOS alert with only a single tap in any situation. An audio/visual media is used to deliver the emergency alarm and this app also helps in the further investigation of the crime.

Apps with an AI Enabled System, Creative, Innovative, and Helpful Features:

- a) **'Sawdhaan India'**, India's first Artificial Intelligence based application, has been the first of its kind. The woman in distress doesn't have to locate the app to be able to avail its facilities. Just press any of the volume buttons for 5 seconds and the app will be activated. Many times, SMSs are ignored, we are all guilty of doing it, and so the distress message could be ignored intentionally/unintentionally too. Just to eliminate this scenario, 'Sawdhaan' app also makes a call to the primary guardian contact every 5 minutes. A consolidated report with the person's location, photograph clicked from the front and the back camera, surrounding voice will be sent to three guardians in an SMS. The report will be altered every 5 minutes with a new photograph, updated location, and surrounding voices. The app also has an integrated SMS service which can work in areas of low network connectivity. If there is no network, then the app will send alerts through an SMS and the user doesn't have to pay for those messages. The cost of each message will be borne by the app only. The user will have to manually stop the alert once she feels she is out of danger by pressing the 'deactivate' button.
- b) **My Safetipin App**, this online software application employs data mapping techniques to help women feel secure in public places. Its goal is to make cities safer by making data available to consumers via technological tools and applications. Lighting, openness, security guards, pathway, public transportation, gender usage, and emotion are the nine characteristics utilized by the app to determine safety in each region.

Key Features:

- If you choose the incorrect path, your loved ones will be alerted.
- It allows you to determine the safest path.
- If you enter the area with a poor safety score, it will notify your family.
- It allows you to see neighbouring hospitals, stores, and other amenities.

	<p>c) Shake2Safety App can be used in case of an accident, harassment, robbery, or any natural calamities. By shaking the phone or even pressing the power button four times, the app will send an SOS text or call to the registered numbers. Furthermore, internet connection is not needed to use this app. Also, the app works with a locked screen.</p> <p>Key Features:</p> <ul style="list-style-type: none"> • Can be used on both Android and iOS. • Works even without an internet connection or with a locked screen. • Simply, press the power button four times to send an SOS text to the registered numbers.
Best Practices in the Sector⁶	<ul style="list-style-type: none"> • In Port Moresby, Papua New Guinea, for example, the initiative has contributed to increased safety, hygiene, and comfort among women and girls working in markets and while travelling on public transport. • In Quito, Ecuador, a local regulation was adopted to include a specific provision against sexual harassment in public spaces, resulting in reduced sexual harassment on transportation in the city, and it also informed the national strategy on gender-based violence. • In Morocco, the Ministry of Housing developed “National guidelines on gender-responsive planning” to ensure that all women and girls living in cities can safely access and use urban public spaces. • In Maputo, Mozambique, youth advocates equipped with data and advocacy skills mobilized the Ministry of Education to improve women’s and girls’ safety, including holding awareness raising sessions on the prevention of sexual harassment.

2.7.4 Emerging Technologies in Disaster Management Division

Emerging Technological Trends	<ul style="list-style-type: none"> • Drones help in detecting hazardous chemical spills, assist in search and rescue missions, creating 3D maps and models through image processing software, identify infrastructure that was critically damaged, locate broken gas lines, delivering emergency infrastructures and supplies, extinguishing wildfires, determine the flood's direction, etc.
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⁶ <https://www.unwomen.org/en/what-we-do/ending-violence-against-women/creating-safe-public-spaces>

	<ul style="list-style-type: none"> • Blockchain helps in receiving early warning, understand requesting aid of citizens for rescue, assist in keeping track of all the information saved in the blockchain so that the overall damages and the number of resources consumed can be determined, etc. • IoT / Sensors such as ultrasonic sensors are used for flood detection, earthquake sensors are utilized to gather vast amounts of seismic data and analyze it with AI to assess the magnitude and patterns of earthquakes.
Best Practices in the Sector	<ul style="list-style-type: none"> • Psiloritis UNESCO Global Geopark Crete, Greece- Prevention & education activities for citizens: RACCE (Raising earthquake Awareness and Coping Children's Emotions) is a project addressed to children, including those with movement disorders which focuses on raising awareness, improving knowledge on natural hazards, educating relative groups on best practices and state-of-the-art responses, and establishing. • Ciletuh-Palabuhanratu UNESCO Global Geopark Sukabumi, West Java, Indonesia- Evacuation routes & education activities for citizens:⁷ Lectures are held by scientists from universities or related government institutions to educate school children and the public on the mechanisms of tsunamis, earthquakes, landslides, and the damage caused by these disasters. • Flusslandschaft Elbe Biosphere Reserve Dresden, Germany- Nature-based solutions to reduce impacts caused by flooding: Nature-based solutions generally refer to the sustainable management and use of nature for tackling societal challenges such as climate change, water security, food security, human health, and disaster risk management. New landscape plan to create a "compact city within an ecological network" intended to enhance connectivity and green areas in the city. • Danxiashan UNESCO Global Geopark, China- Using UAVs for disaster monitoring & tourist management:⁸ Advanced technology has been adopted for inspections and emergency management. Unmanned Aerial Vehicles (UAVs) have begun to be used to inspect geohazards and forest fires, as well as for emergency aids and collecting information of other illegal activities. It has proven efficient and convenient for determining the potential risk and managing tourists and vehicles. • Fukushima Nuclear Disaster, Japan: In March 2011, a powerful earthquake caused a tsunami to hit Japan, resulting in severe damage to the Fukushima Daiichi nuclear plant. The damage led to a full-scale evacuation because of the amount of dangerous nuclear material that was released. Drones were deployed in the air and on the ground at the first possible instance to assess the extent of the destruction. These unmanned vehicles were able to provide aid in monitoring for radiation exposure, repairing destroyed areas and rebuilding efforts — all while minimizing nuclear fallout exposure for relief officials.

⁷ <https://en.unesco.org/drr-sites/good-practices#flood>

⁸ <https://en.unesco.org/drr-sites/good-practices#earthquake>

2.7.5 Capabilities Defining the Future

- Data-driven performance monitoring & evaluation
- Leveraging new technologies & evolving ecosystem
- Strategic partnerships - evaluation & implementation
- Network centric instead of network enabled operations
- Harnessing existing IT infrastructure and improving technological interventions
- Critical thinking & analytical capabilities
- Understanding of operational excellence methodologies
- Market best practices for people management and training

2.8 Citizen Centric Goals

Sr. No	Name of the Division	Citizen Centric Goals
1	Police – I Division	<i>No Data</i>
2	Police – II Division	<ol style="list-style-type: none"> 1. Pers. Desk - The division has prepared on action plan to ensure that non-GD vacancies are filled up latest by July-2023. 2. Pers.III Desk - Action plan and process thereof prepared by SSB, for filling up of non-GD cadre post by July, 2023 is being closely watched by the division/section in order to ensure finalization of the plan by July, 2023. 3. Pers Policy Desk - The division has prepared on action plan to ensure that DR vacancies are filled up latest by July 2023.
3	Center-State I and Disaster Management Division	<ul style="list-style-type: none"> • To mobilize resources for relief and response to natural disasters except drought, hailstorms, cold and frost waves, and pest attack • To ensure post-disaster/long term rehabilitation and reconstruction for disaster effected territories and life.
4	Center State - II	<i>No Data</i>

Sr. No	Name of the Division	Citizen Centric Goals
4	Women Safety Division	<p>Key Objectives</p> <ul style="list-style-type: none"> • To deal with all aspects of women safety in coordination with relevant Ministries/ Departments and State Governments • To extend protection and a sense of security amongst all the vulnerable sections of the country • To enhance capacity of the existing administrative, investigative, prosecution and judicial machinery, along with appropriate measures for rehabilitation of victims and bringing attitudinal changes in society <p>Citizen Centric Initiatives</p> <ul style="list-style-type: none"> • Emergency Response Support System (ERSS) • Inter-operable Criminal Justice System (ICJS) • Safe City Project • National Database on Sexual Offenders (NDSO) • Investigation Tracking System for Sexual Offences (ITSSO) • Women Help Desks (WHDs) • Anti-Human Trafficking Units (ATHUs)
5	Border Management – II Division	<p>The implementation agencies have a citizen centric interface. The Indian Coast Guard conducts 'Community Interaction Programmes' with fishermen. Coastal Police of all coastal States / UTs supervises this initiative. Similarly, BADP and VVP too, aim at the creation of roads, bridges, drinking water supply, health, agriculture, skill development and allied activities and certain social infrastructures through the implementation agencies in the areas located within 0-10 km distance (crow – fly / aerial distance) from the International Boundary (IB). Mandated to provide complete state-of-the-art infrastructure facilities for cross border movement of passengers and goods, the LPAI also looks forward for providing human-centric facilities, such as Bus Service, Waiting Area, Banks, Health Checkup, Trolley and wheelchair, Washroom, Parking and Taxi, Prayer Room, Cafeteria, and Child Care Room at the ICPs.</p>

Sr. No	Name of the Division	Citizen Centric Goals
7	Freedom Fighter's Rehabilitation Division	<p>Key objectives: To reduce time duration in processing the pension case to reduce public grievance, RTI and court cases.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • More follow-up with concerned authorities like Banks and PAO • Use of technology appropriately to speed up the work related to pension/ pay fixation & DP(C&R), Act 1954 related matter. • Timely solution to Public Grievances to reduce increase in Court Cases • Strengthening the manpower in the o/O CEPI in order streamline the work and to dispose pendency of grievances.
8	Police Modernization	<p>Key Objectives: PM Division's key objective is to handle, monitor, implement the Central Sponsored Scheme ('Assistance to States and UTs for Modernization of Police'), administer Private Security Agency Regulation Act, Police Reform Matters, provisional and expenditure sanction of certain requirement of CAPFs, its procurement policy and process etc.</p> <p>Initiatives: Various efforts have been taken to ease of doing the work assigned to PM Division. This includes 'PASARA Portal', delegation of powers to DGs of CAPFs etc.</p>
9	Union Territories Division	<p>Clean, secure, and safe Union Territories</p> <p>Initiatives: Conference of UTs was organized in December 2022 under the Chairmanship of hon'ble Home and Cooperation Minister, wherein the roadmap to the governance of UTs, their future aspirants, vision for 2047 etc. was discussed and chalked out. The UTs have been advised to have zero tolerance towards corruption and inculcate Minimum Government Maximum Governance in their functioning.</p>

3 Capacity Needs Analysis (CNA) for MHA

Basis our discussions with MHA CBU, organization's officials, and our secondary research, we followed below approach and methodology for conducting the CNA:

3.1 As-Is Assessment of the Ministry

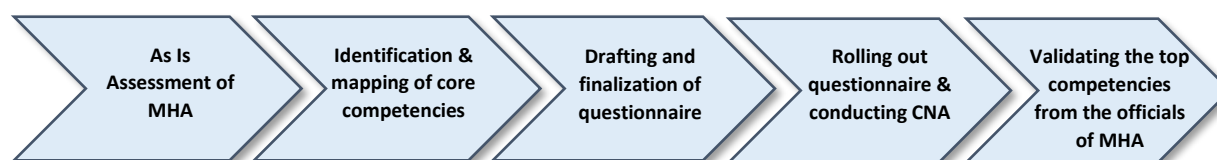


Figure 4 Our Methodology to conduct CNA

- By following a questionnaire-based approach, we were able to map out the responsibilities, functions, and capacities of Ministry of Home Affairs. We also held regular meetings with different divisions following the interviews, discussions, and feedback collection route.
- An 'As-Is' template was circulated to the divisions under scope to collect inputs such a staff list, roles and designations list, legacy trainings undertaken, domain knowledge required, technology roadmap, citizen-centric goals etc. The template harboured a consolidated response of the division.
- Based on the suggestions and comments from the MHA divisions and their respective CBUs, the 'As-Is' assessment report was finalised.

3.2 Identification and Mapping of Core Competencies

- Based on nature of work allocation, secondary research was conducted to identify the required competencies at unique roles / designation level of the said department.
- Considering an individual possesses competencies of varying types such as core / technical skills related to field of work, interpersonal skills, operational / procedural skills etc., the competencies were segregated into three categories- Functional, Behavioural, Domain.

3.3 Drafting and Finalization of Questionnaire

- The questionnaire was separately drafted for all different divisions of Ministry of Home Affairs. The questionnaire was designed to obtain insight into the literal working reality of the staff members and gauge the actual level of proficiency for the set of competencies identified.

- The questionnaire was further divided into sections to create a flow in the information gathering exercise.
- The questionnaire was finalised after getting it reviewed by the Capacity Building Commission (CBC).

3.4 Questionnaire Rollout and Response Collection

- As a part of competency assessment exercise, a comprehensive questionnaire was shared with all the divisions under MHA.
- The questionnaire was shared with 160 officers across 7 MHA divisions. As many as 126 responses were received from across the working population of MHA, at a response rate of 79%.

The unique designations in the responses include –

Sr. No	Divisions	Responses Received / Designation
Freedom Fighter & Rehabilitation		
1.	Director	2
2.	Deputy Secretary	1
3.	Under Secretary	3
4.	Section Officer	10
5.	Assistant Section Officer	18
6.	Senior Secretariat Assistant	4
7.	Sub Inspector	1
Union Territory		
1.	Assistant Director	1
2.	Deputy Secretary	2
3.	Under Secretary	3
4.	Section Officer	7
5.	Assistant Section Officer	11

Sr. No	Divisions	Responses Received / Designation
Women Safety		
1.	Deputy Secretary	1
2.	Under Secretary	1
3.	Commandant	1
4.	Section Officer	3
5.	Assistant Section officer	7
Police II		
1.	Deputy Secretary	1
2.	Under Secretary	1
3.	Commandant	1
4.	Section Officer	3
5.	Assistant Section officer	7
Police Modernization		
1.	Joint Secretary	1
2.	Director	1
3.	Under Secretary	3
4.	Section Officer	2
5.	Assistant Section Officer	4
6.	Senior Secretariat Assistant	3
7.	Adviser (Provisioning)	1
Center State II		
1.	Joint Secretary	1
2.	Director	1
3.	Under Secretary	3
4.	Section Officer	2
5.	Assistant Section Officer	4
6.	Senior Secretariat Assistant	3
7.	Adviser (Provisioning)	1

Sr. No	Divisions	Responses Received / Designation
Disaster Management		
1.	Director	2
2.	Under Secretary	3
3.	Section Officer	4
4.	Assistant Section Officer	4

- The Capacity Need Analysis (CNA) exercise was initiated to identify the competency required at each role / designation based on the responses received via the questionnaire.
- Responses received from 126 employees across Senior, Middle and Junior Management from across the 7 MHA divisions were consolidated and analysed into three buckets: Functional, Behavioural and Domain competencies. It is important to note that competencies derived through the questionnaire response were mapped with respective roles / designation.
- The analysis ensued after cleaning the raw information of duplicates or incorrect, deficient responses. To best condense the data, some competencies were eliminated to arrive at specific competencies.
- Competency Assessment: As per the defined buckets, top competencies for different divisions under MHA were determined through a step-by-step approach.

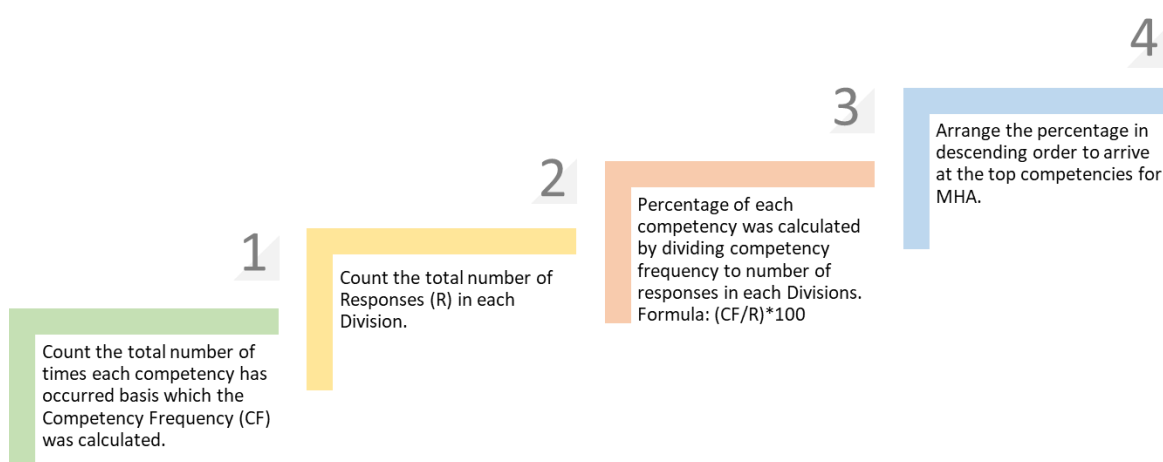


Figure 5 Stepwise approach for assessment of competency

3.5 As-Is Assessment of Training Needs of Employees and Identification of Interventions

3.5.1 Individual Capacity Building

Capacity of an individual is developed at three levels namely behavioral, functional and domain. These constitute the three pillars of capacity building. A competency is generally defined as the combination of attitude, knowledge and skills that enable an individual to perform the task or job efficiently. Capacity building at individual level refers to the process of equipping the individual government officials with the competencies required to effectively perform their assigned roles.

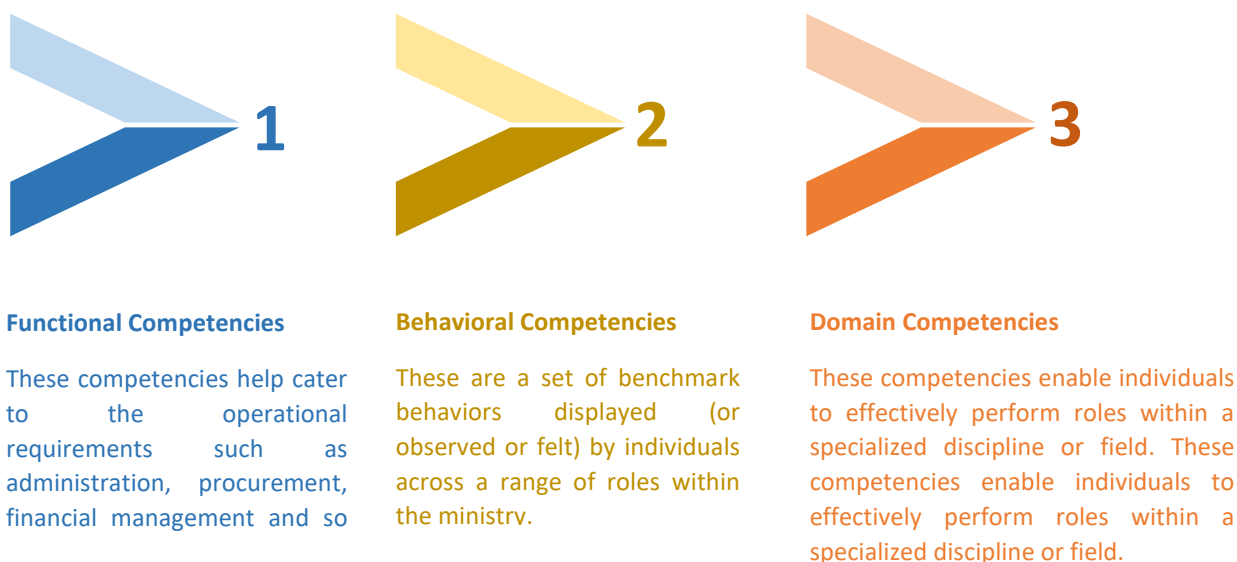


Figure 6 Types of Competencies

3.5.2 Organizational Capacity Building

Capacity building at the organizational level refers to the overall grooming of the organization's processes, procedures, systems, and components.

The intended output of this report is a current and futuristic Capacity Needs Assessment (CNA), which would form the basis for planning of training and non-training interventions.

3.5.3 Competency Assessment of MHA

Based on the responses received across competencies and across levels, the data was analyzed to identify the type of competency needs. To assess the individual competency requirements, the following steps were carried out:

1. Identification of unique designations
2. Mapping the broader roles being performed by these designations' and identifying the associated attitude, skills and knowledge required for performing these roles.

The analysis and some key level insights for the competency assessment exercise are as follows: -

3.5.4 Overview of Responses

The summary of responses from Ministry of Home Affairs have been divided into three management levels: Senior, Middle, and Junior. Out of the total number of officials working in MHA, as many as 126 responses were received from MHA officials .

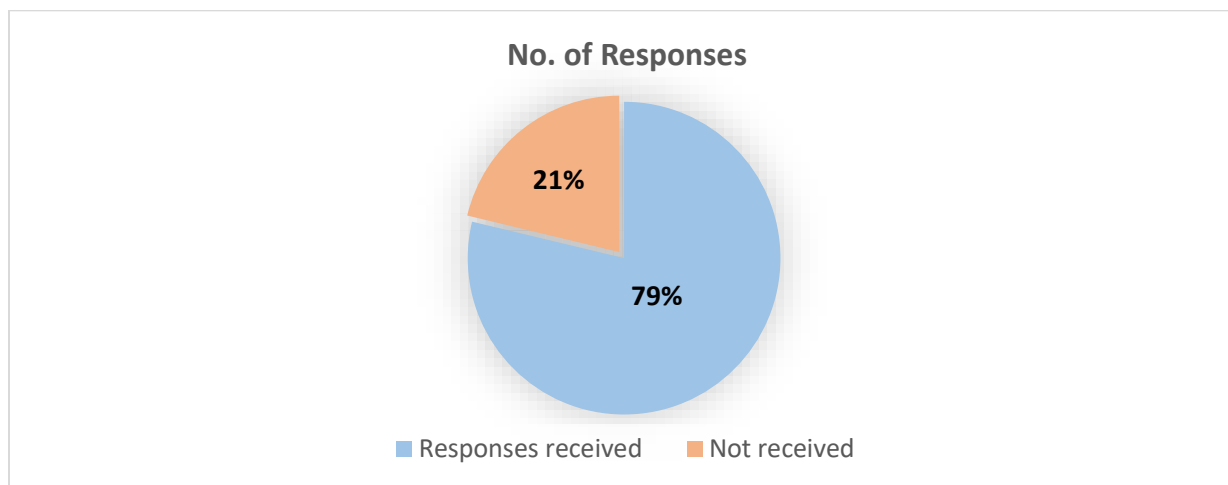


Figure 7 Number of Responses Received

3.5.5 Top Competency Requirements across MHA

The below given graphs identify the training needs across functional, behavioural and domain segments of competencies across MHA

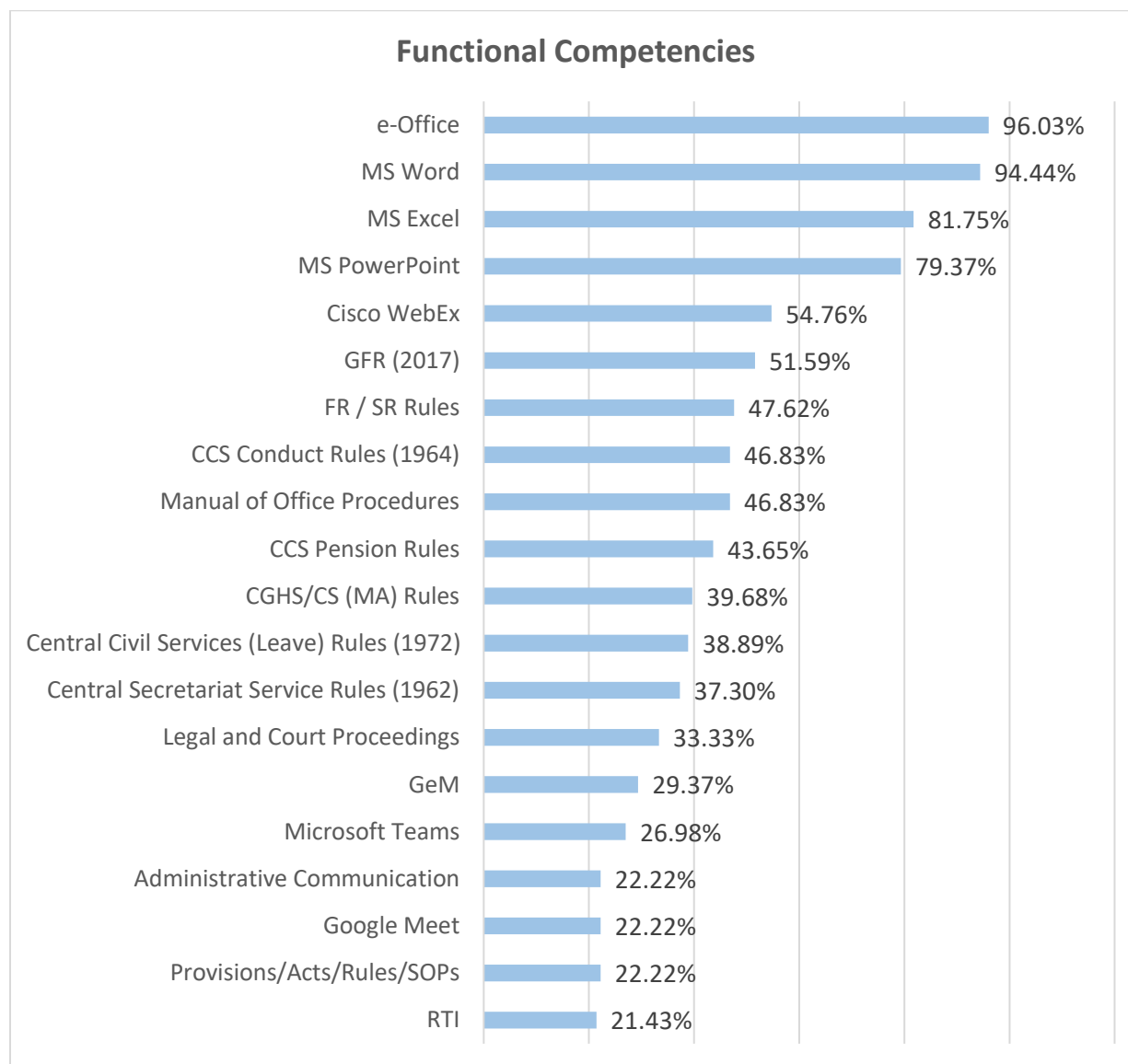


Figure 8 Functional Competencies of Ministry of Home Affairs

- The top ten functional training requirements of Ministry of Home Affairs are e-Office, MS Word (MS Office), MS Excel (MS Office), MS PowerPoint (MS Office), Cisco WebEx, GFR (2017), FR/SR Rules, CCS Conduct Rules (1964), Manual of Office Procedures and CCS Pension Rules.

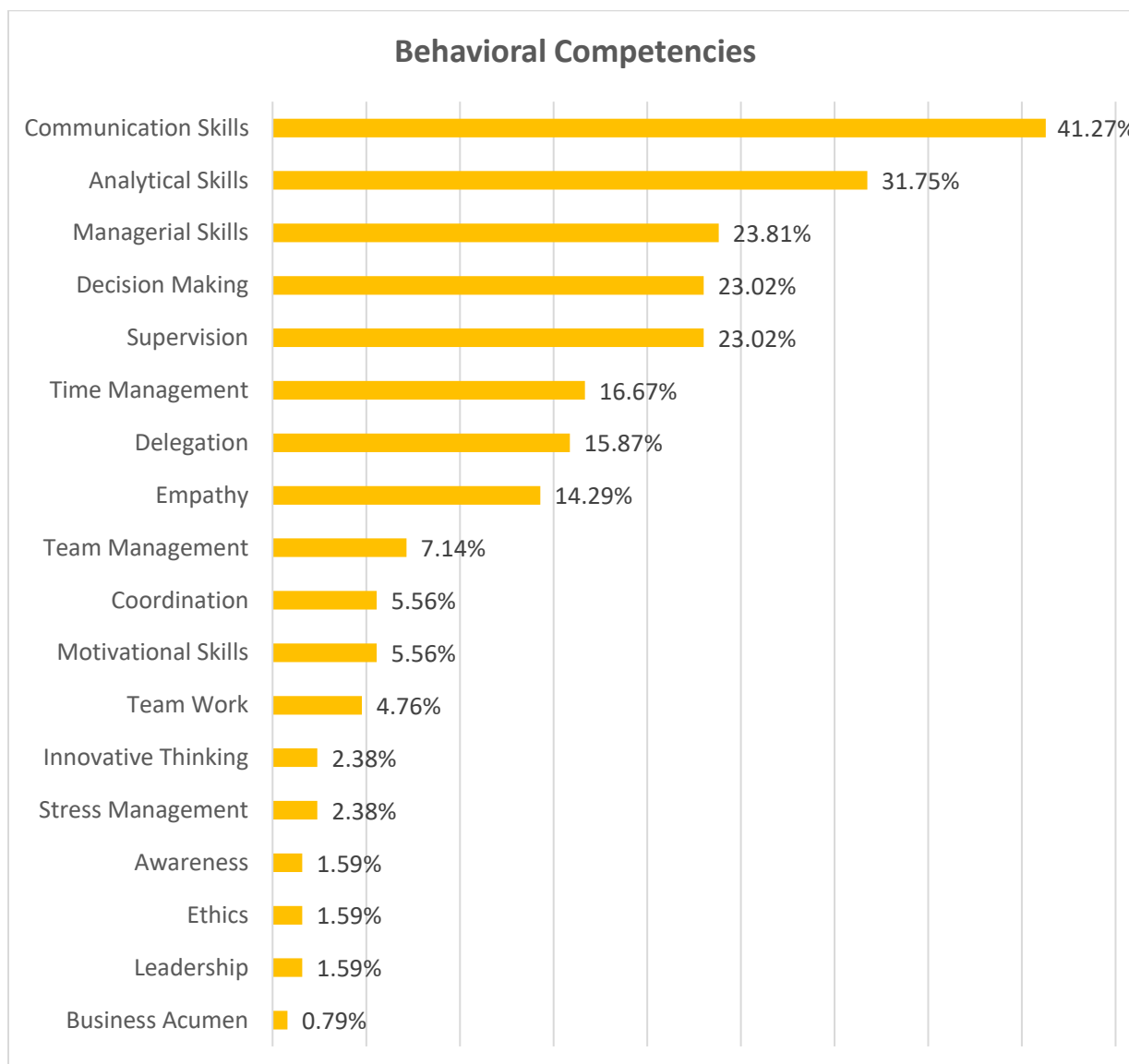


Figure 9 Behavioral Competencies of Ministry of Home Affairs

The top ten behavioural training requirements of Ministry of Home Affairs are Communication Skills, Analytical Skills, Managerial Skills, Decision Making, Supervision, Time Management, Delegation, Empathy, Time Management and Coordination.

4 CNA for MHA Divisions

4.1 Freedom Fighters & Rehabilitation Division

The division frames and implements the Freedom Fighters Pension Scheme and the schemes for rehabilitation of migrants from former West Pakistan/East Pakistan and provision of relief to Sri Lankan and Tibetan refugees. It also handles work relating to Enemy Properties and residual work relating to Evacuee Properties.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Section in the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
49	39	11	10	7

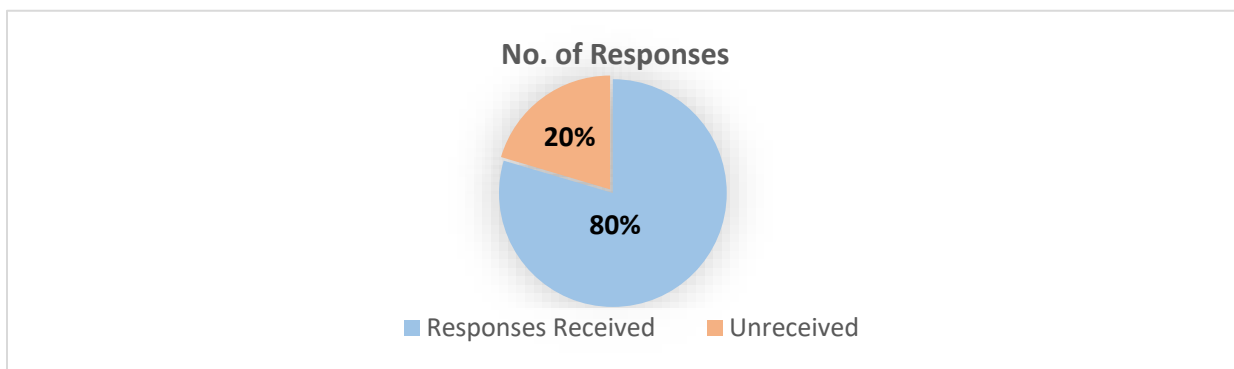


Figure 10 Questionnaire response ratio of the FFR Division

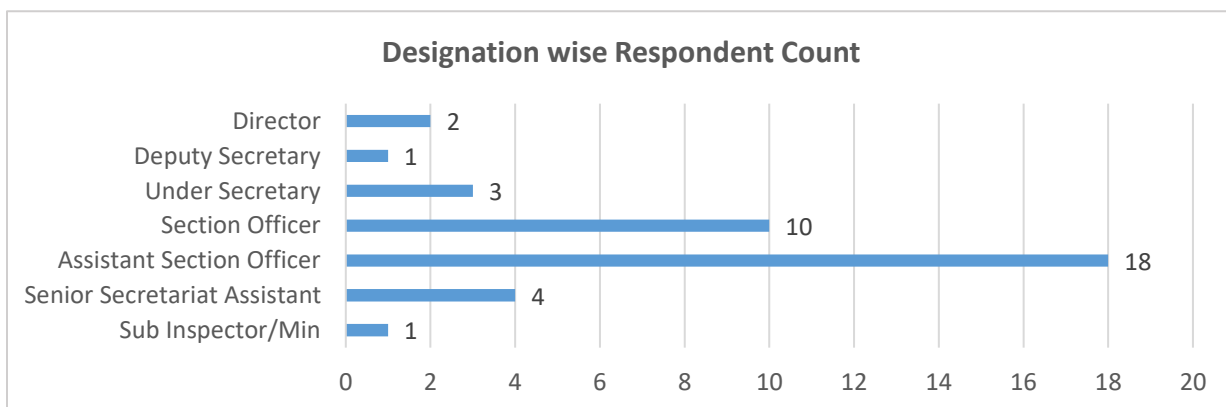


Figure 11 Questionnaire response ratio of the division

4.1.1 Functional Competency Needs of FFR Division

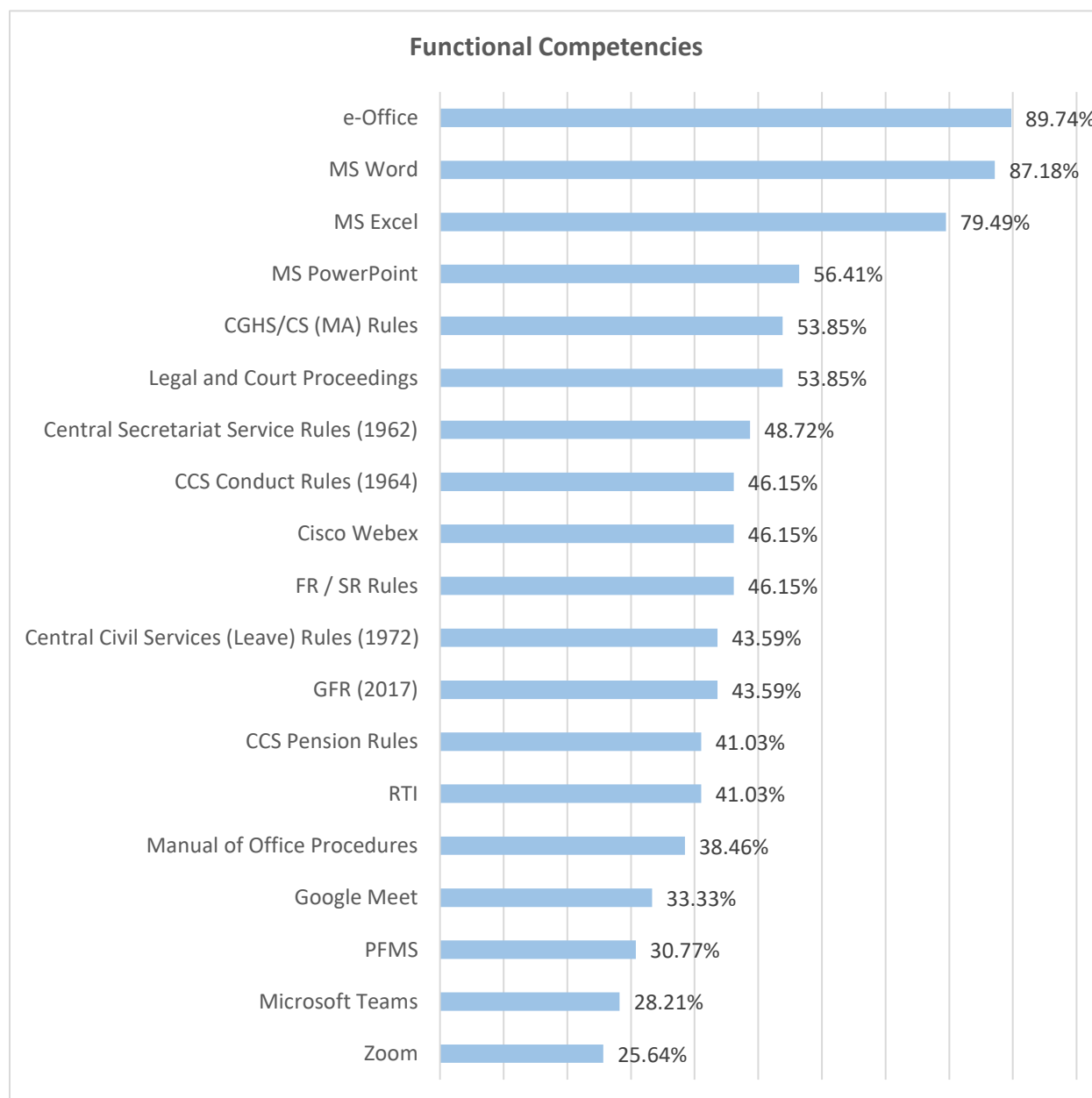


Figure 12 Functional Competencies of FFR Division

4.1.2 Top Functional Competencies of FFR Division

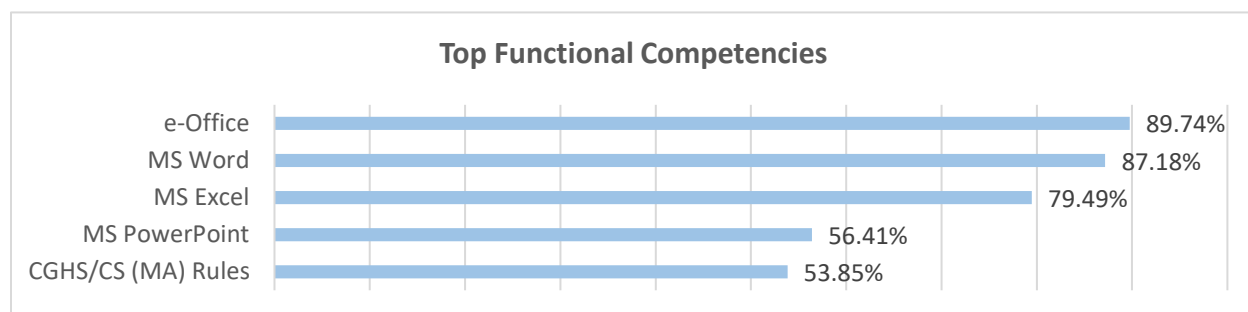


Figure 13 Top Functional Competencies of the FFR Division

- The top functional competency requirements for Freedom Fighters and Rehabilitation Division are MS Word (Ms Office), e-Office, MS PowerPoint, MS Excel (MS Office) and CCS Pension Rules.
- During the validation workshop conducted, all the division heads agreed that it is crucial to provide training in CAT Cases and Legal Proceedings.

4.1.3 Behavioral Competency Needs of FFR Division

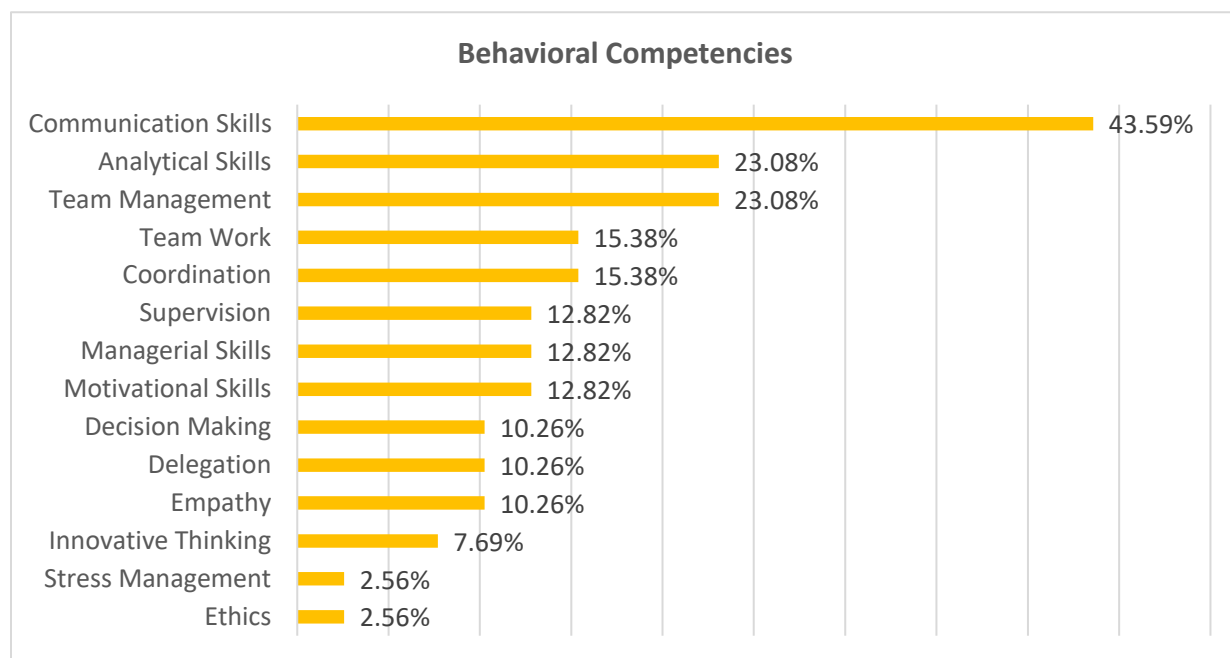


Figure 14 Behavioral Competencies of the FFR Division

4.1.4 Top Behavioral Competencies of FFR Division

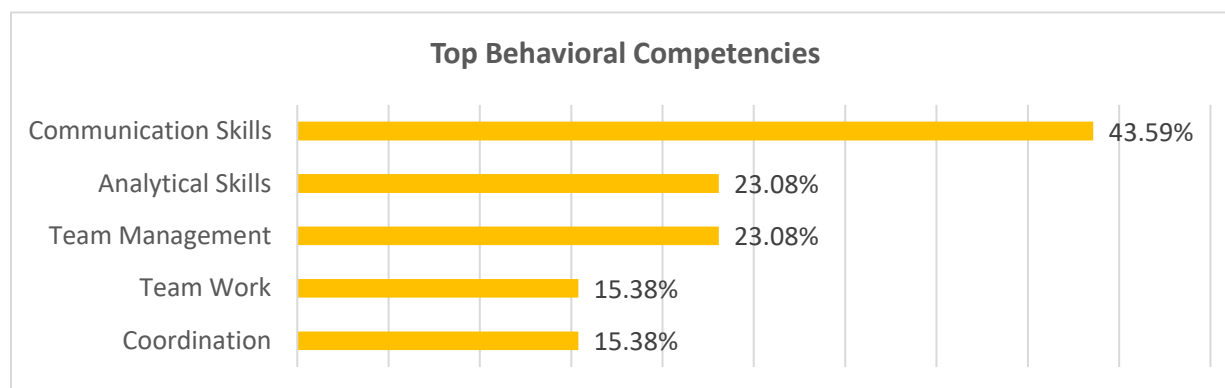


Figure 15 Top Behavioral Competencies of the FFR Division

- The top behavioural competency requirements for Freedom Fighter Division are Analytical Skills, Communication Skills, Decision Making Skills, Managerial / Supervisory Skills, and Time Management.

4.1.5 Domain Competency Needs of FFR Division

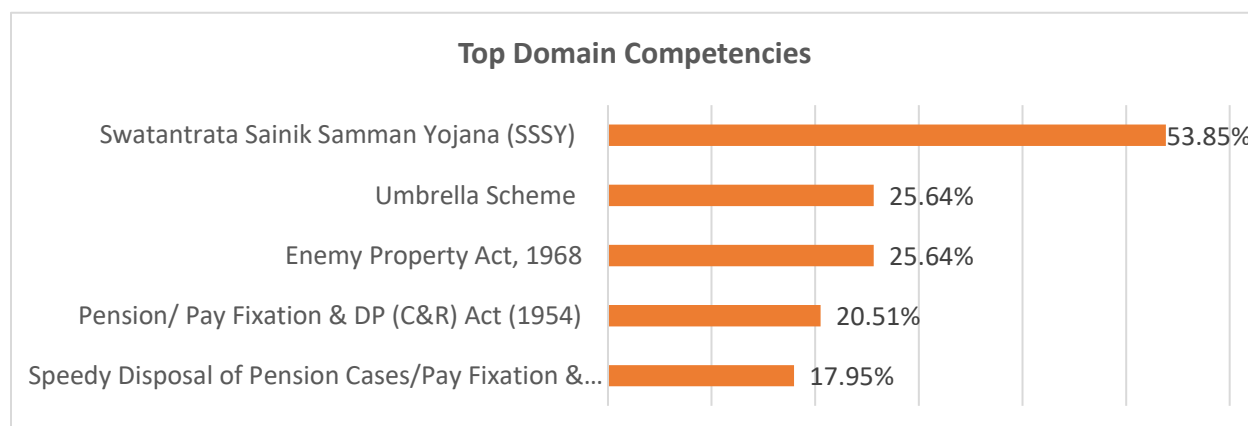


Figure 7 Top Domain Competencies of the FFR Division

- The top domain requirements for Freedom Fighters and Rehabilitation Division are Swatantrata Sainik Samman Yojana (SSSY), Umbrella Scheme, Enemy Property Act (1968) and Pension/ Pay Fixation & DP (C&R) Act (1954).

4.2 Union Territories Division

This division deals with the Union Territories (except Jammu & Kashmir and Ladakh), namely Andaman and Nicobar Islands (A&NI), Chandigarh, Dadra and Nagar Haveli and Daman and Diu (DNH&DD), Lakshadweep, National Capital Territory of Delhi (NCT of Delhi), and Puducherry. Out of these UTs, two UTs viz. NCT of Delhi, and Puducherry have legislatures.

The remaining UTs are without legislature. These territories are administered under the provisions of Article 239 to 241 of the Constitution of India. Under the Government of India (Allocation of Business) Rules, 1961, the Ministry of Home Affairs (MHA) is the nodal Ministry for all matters of UTs relating to legislation, finance and budget, services, and appointment of Lieutenant Governors (LGs) and Administrators. The division is working towards developing Union Territories as role models of development and to develop them as incubation for new ideas.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
30	24	6	5

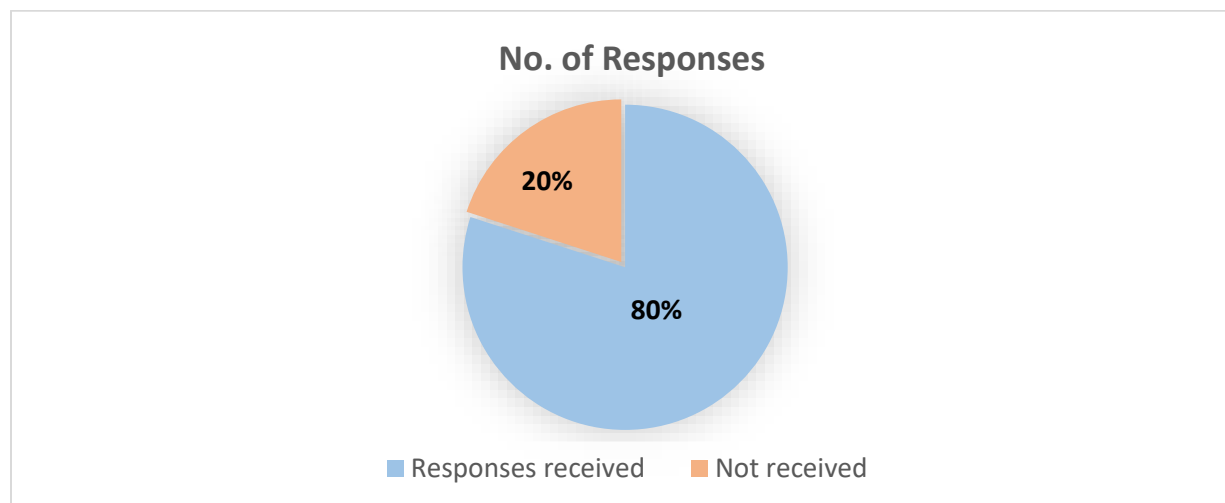


Figure 16 Questionnaire response ratio of the UT Division

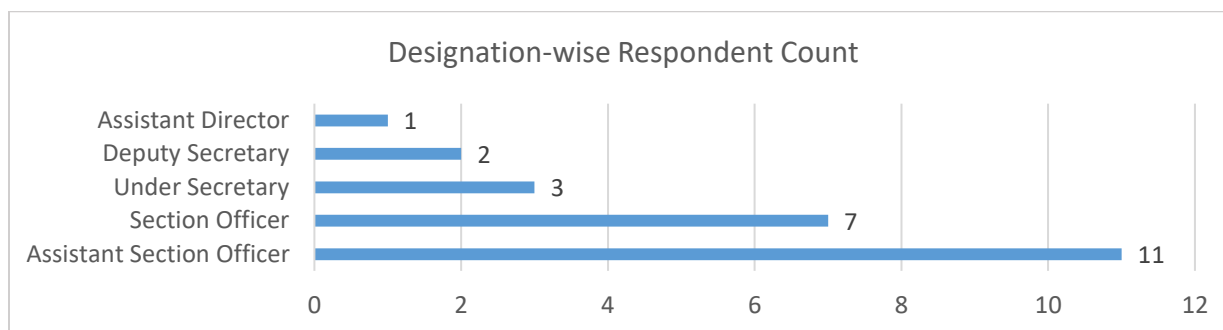


Figure 17 Designation wise response of the UT Division

4.2.1 Functional Competency Needs of Union Territories Division

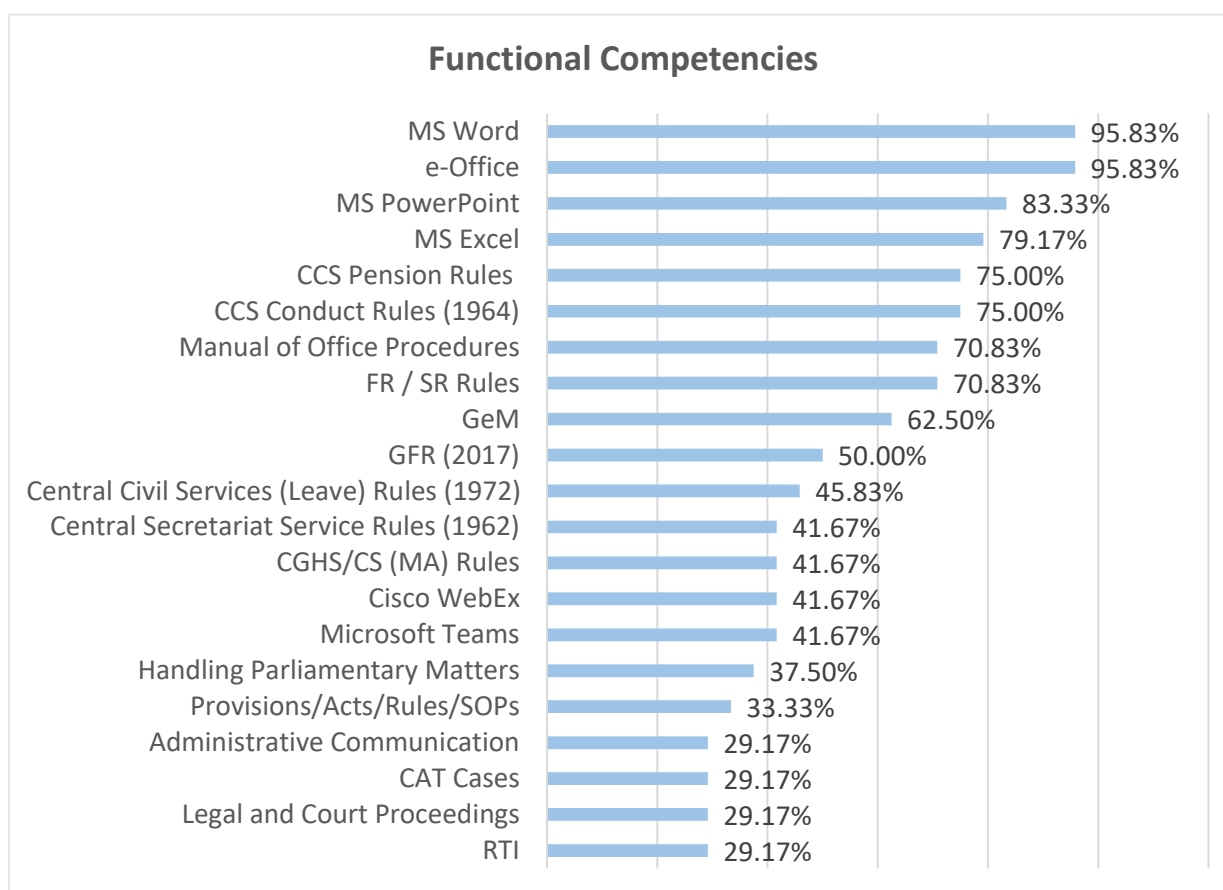


Figure 18 Functional Competencies of UT Division

4.2.2 Top Functional Competencies of Union Territories Division

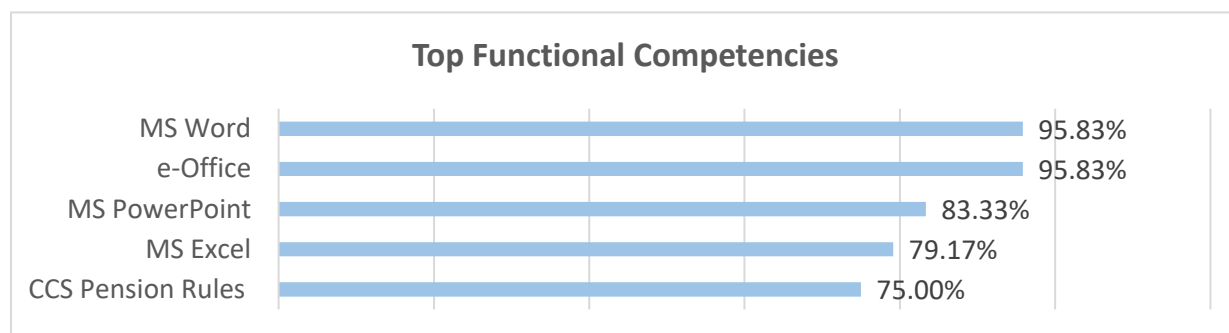


Figure 19 Top Functional Competencies of UT Division

- The top functional competencies for Union Territories Division are e-Office, MS Word (MS Office), MS Excel (MS Office), MS PowerPoint (MS Office), and CCS Pension Rules.
- During the validation workshop conducted, all the division heads agreed that it is crucial to provide training in CAT Cases and Legal and Court Proceedings.

4.2.3 Behavioral Competency Needs of Union Territories Division

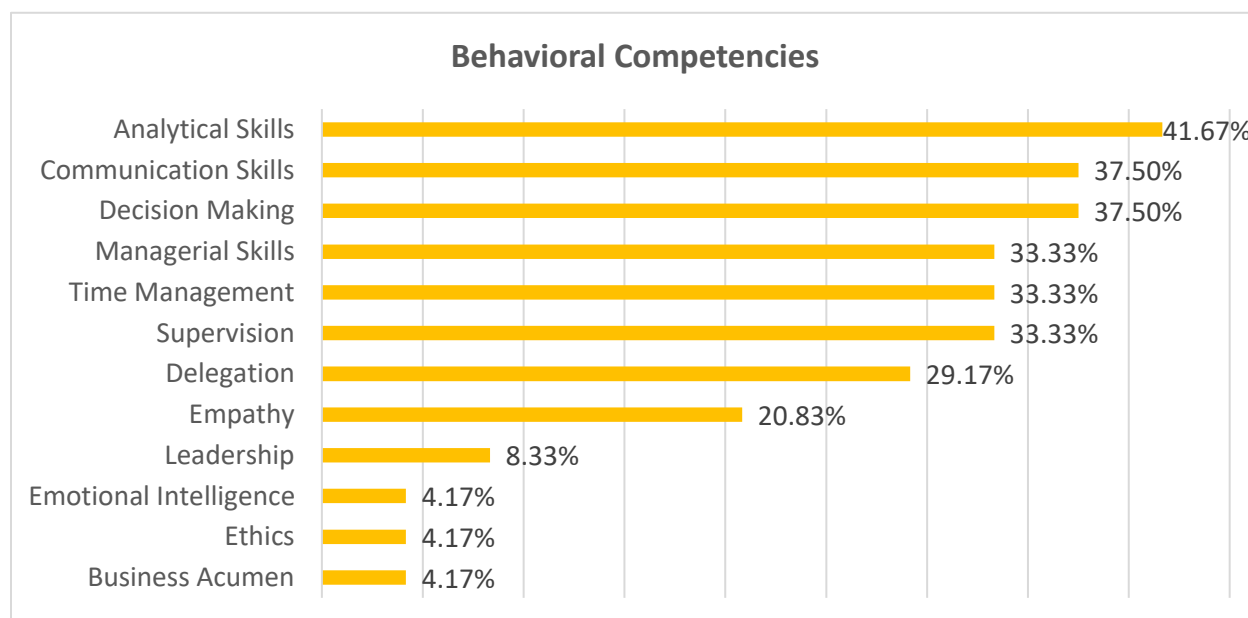


Figure 20 Behavioral Competencies of UT Division

4.2.4 Top Behavioral Competencies of Union Territories Division

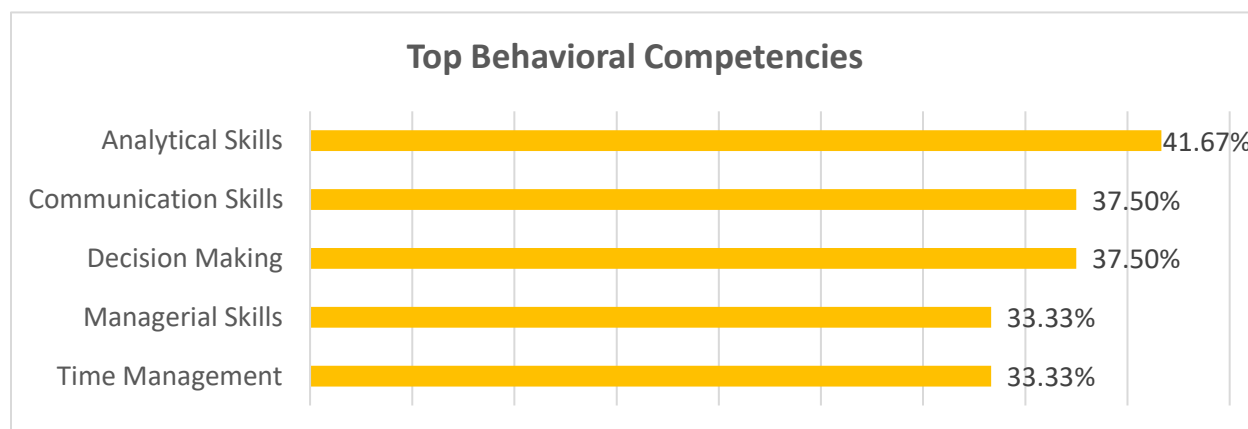


Figure 21 Top Behavioral Competencies of UT Division

- The top behavioural competency requirements of Union Territories Division are communication Skills, Analytical Skills, Team Management, Time Management and Teamwork.

4.2.5 Domain Competencies of Union Territories Division

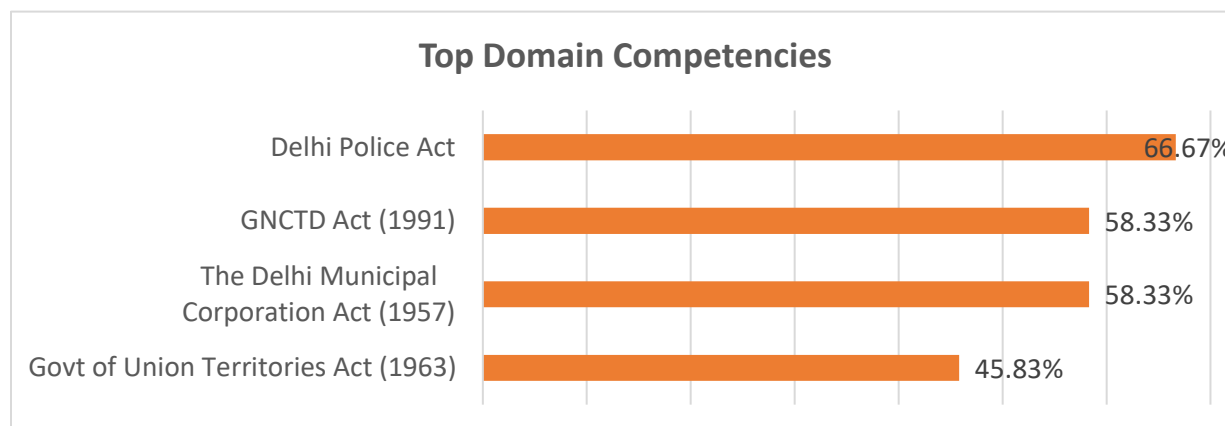


Figure 22 Domain Competencies of UT Division

- The top competency domain requirements for Union Territories Division are Swantrata Sainani Samman Yojana (SSSY), Umbrella Scheme, Enemy Property Act (1968) and Pension Pay Fixation Act (1954)

4.3 Women Safety Division

MHA has set up a new 'Women Safety Division' to strengthen measures for safety of women in the country and instil greater sense of security in them through speedy and effective administration of justice in a holistic manner and by providing a safer environment for them to live in.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
19	13	7	5

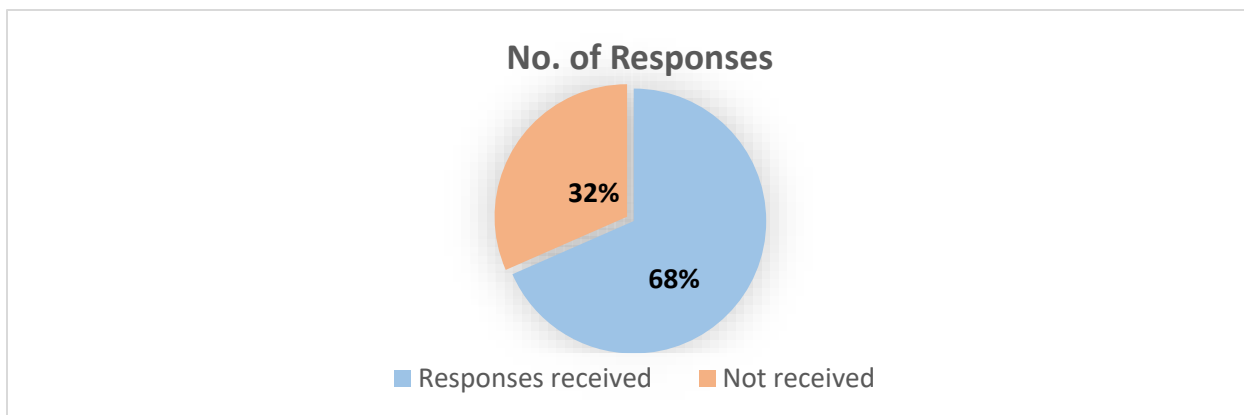


Figure 23 Response Ratio of the Women Safety Division

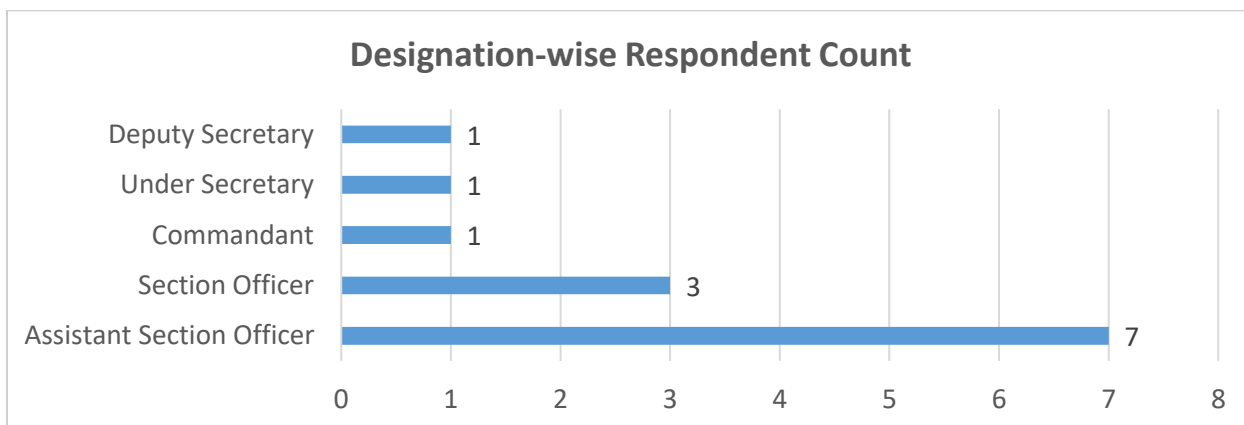


Figure 24 Designation wise responses from the Women Safety Division

4.3.1 Functional Competency Needs of Women Safety Division

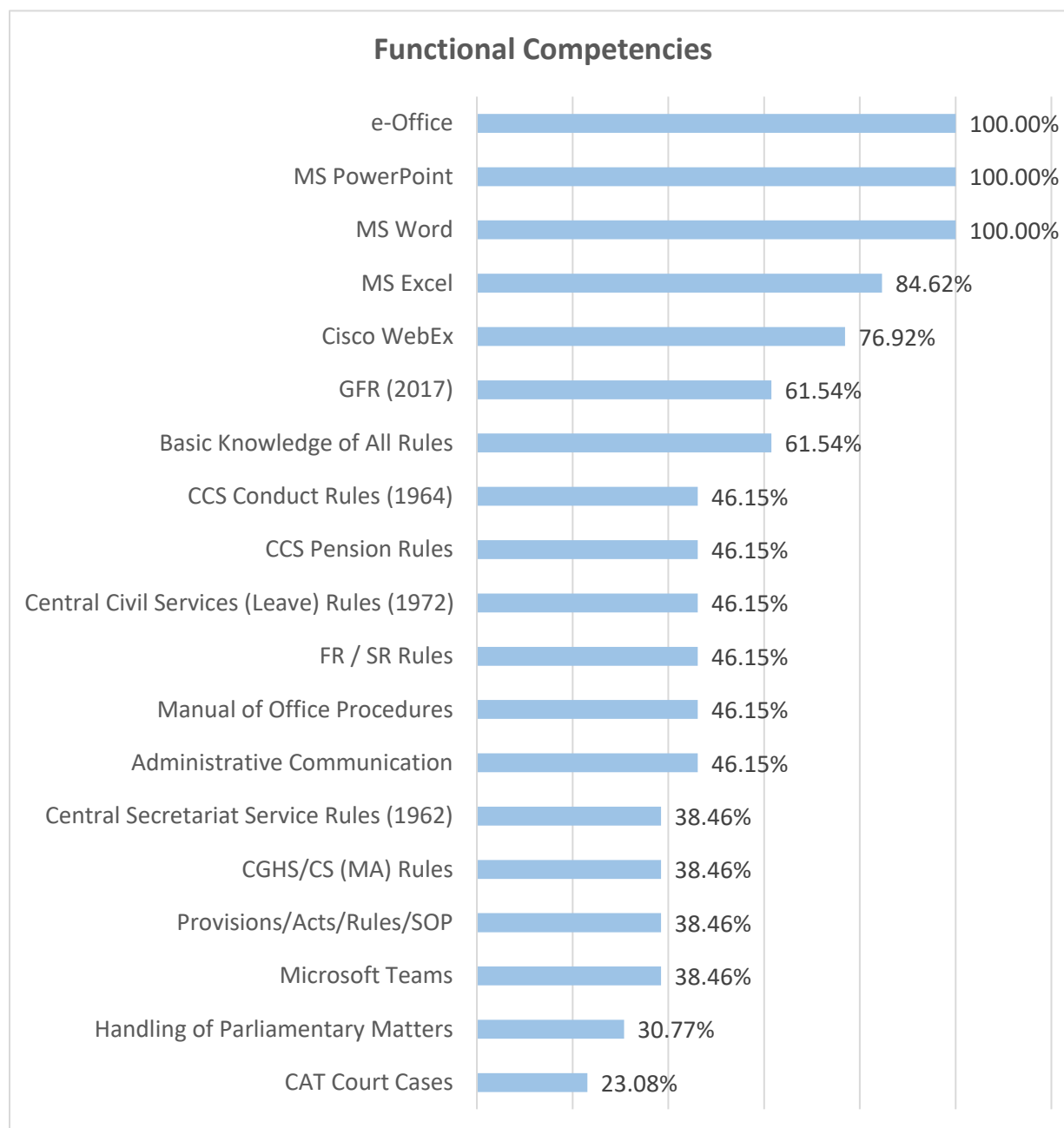


Figure 25 Functional Competencies of WS Division

4.3.2 Top Functional Competencies of Women Safety Division

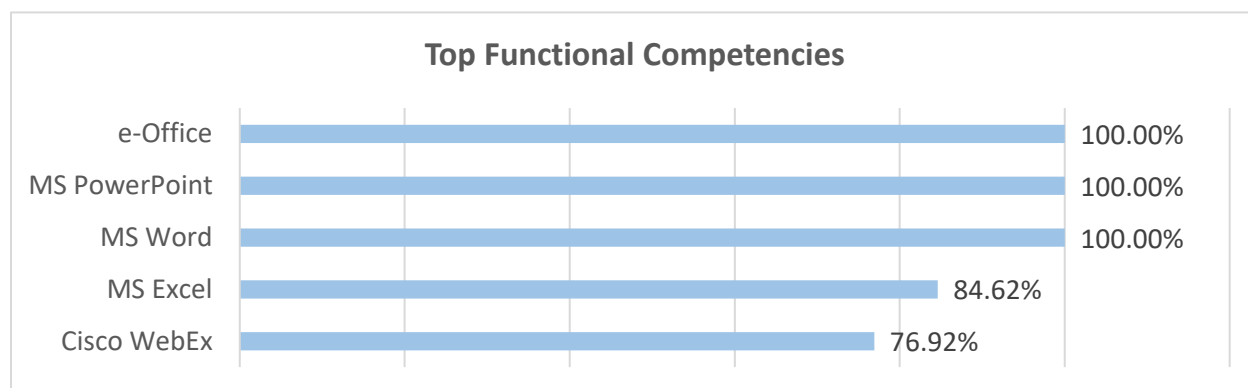


Figure 26 Top Functional Competencies of WS Division

- The top functional competency requirements of Women Safety Division are e-office, MS Power Point (MS Office), MS Word (MS Office), MS Excel (MS Office) and Cisco WebEx.

4.3.3 Behavioral Competency Needs of Women Safety Division

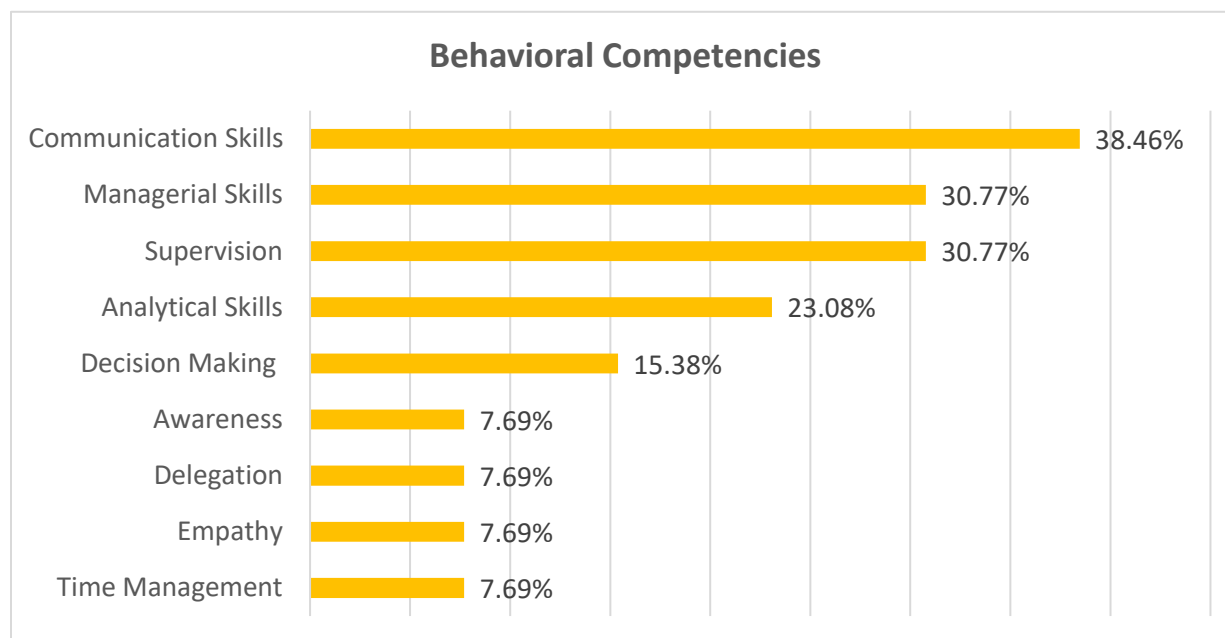


Figure 27 Behavioral Competencies of Women Safety Division

4.3.4 Top Behavioral Competencies of Women Safety Division

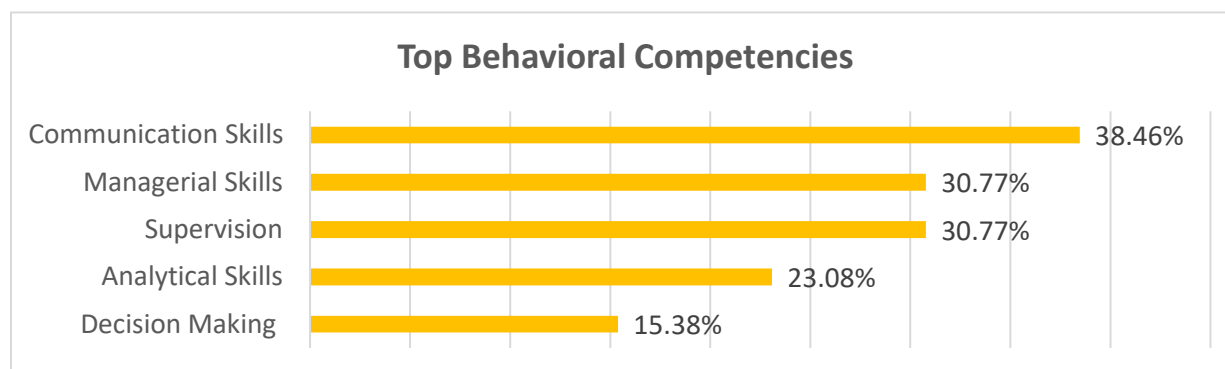


Figure 28 Top Behavioral Competencies of Women Safety Division

- The top behavioural competency requirements of the Women Safety Division are Managerial and Supervisory Skills, Analytical Skills, Communication Skills, Reading and Writing Skills and Decision-Making Skills.

4.3.5 Domain Competency Needs of Women Safety Division

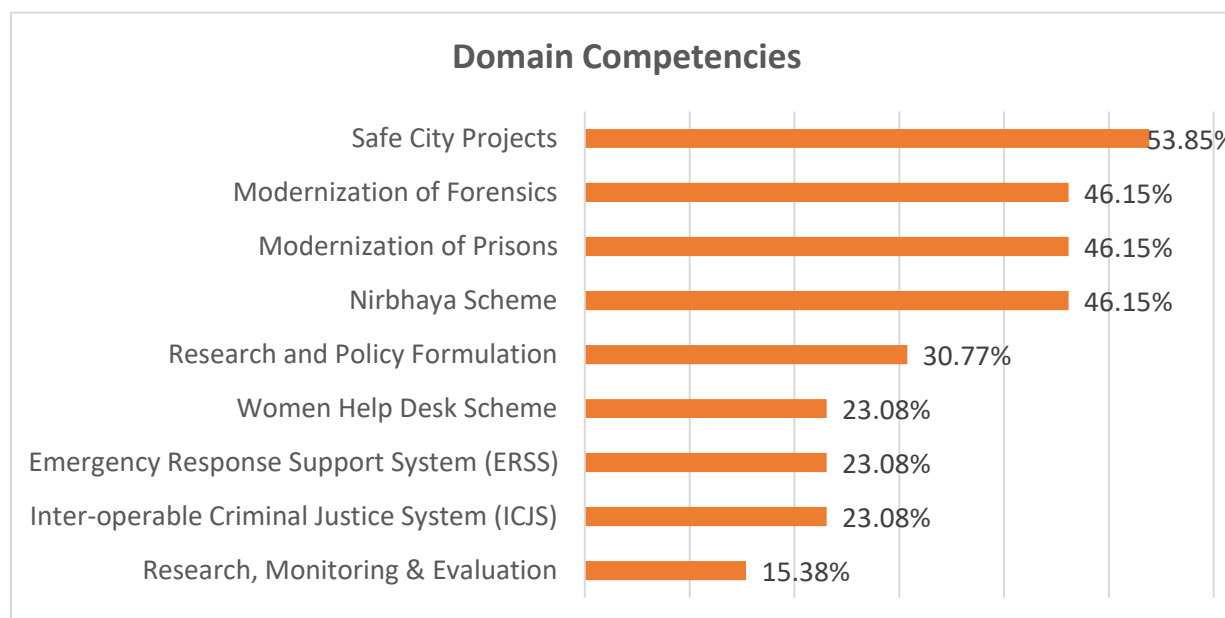


Figure 29 Domain competencies of the Women Safety Division

4.3.6 Top Domain Competencies of Women Safety Division

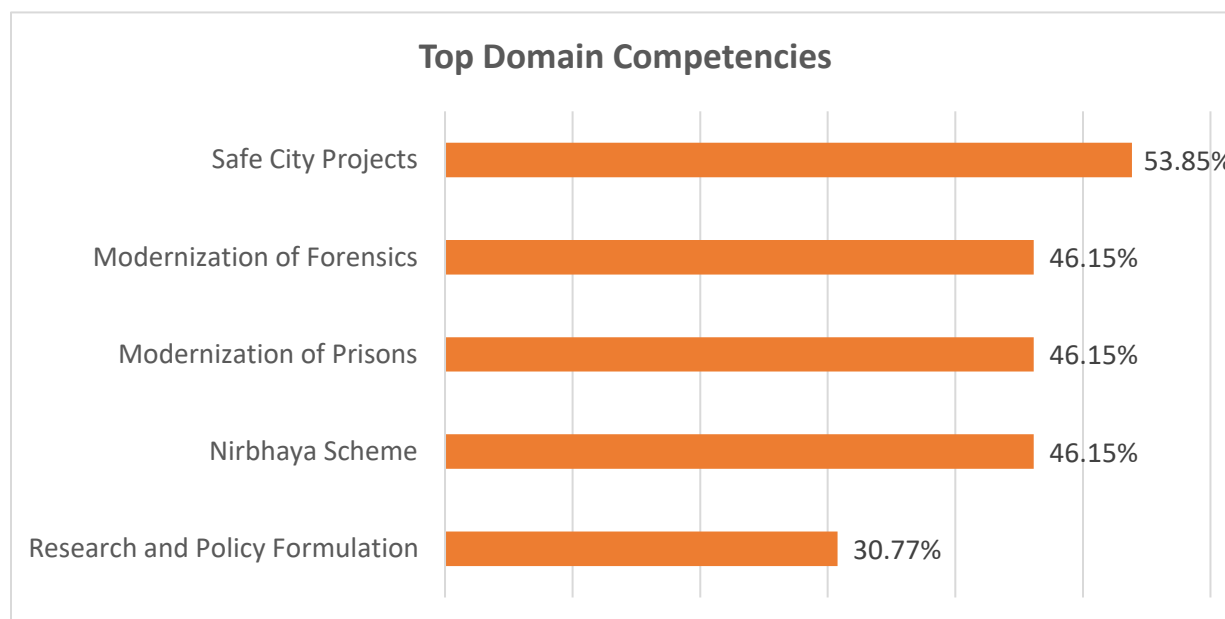


Figure 30 Top Domain Competencies of Women Safety Division

- The top domain competencies for Women Safety Division are Safe City Projects, Modernization of Forensics, Modernization of Prisons, Nirbhaya Scheme and Research and Policy Formulation.

4.4 Police II Division

This division deals with the policy, personnel, operational (including deployment) and financial matters relating to all the Central Armed Police Forces (CAPFs) including BSF Air Wing. It also deals with the matters relating to the welfare of the serving and retired CAPF personnel and the deployments in the UN Peace Keeping Missions.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
21	16	7	5

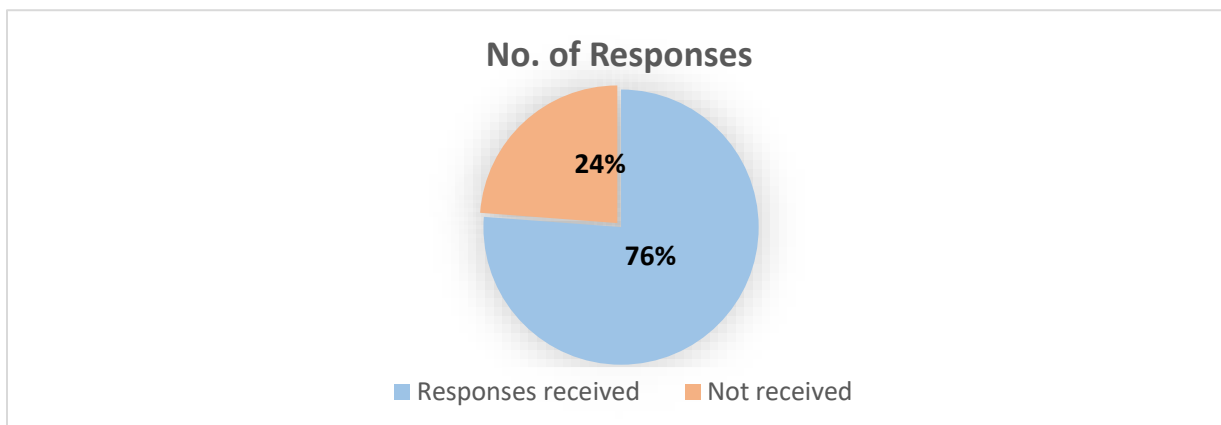


Figure 31 Response ratio of the Police II Division

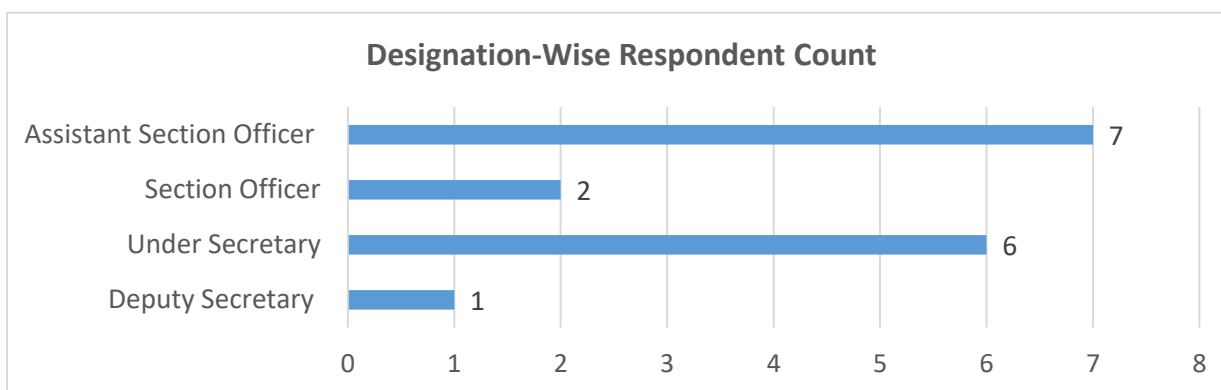


Figure 32 Designation wise response of Police II Division

4.4.1 Functional Competency Needs of the Police II Division

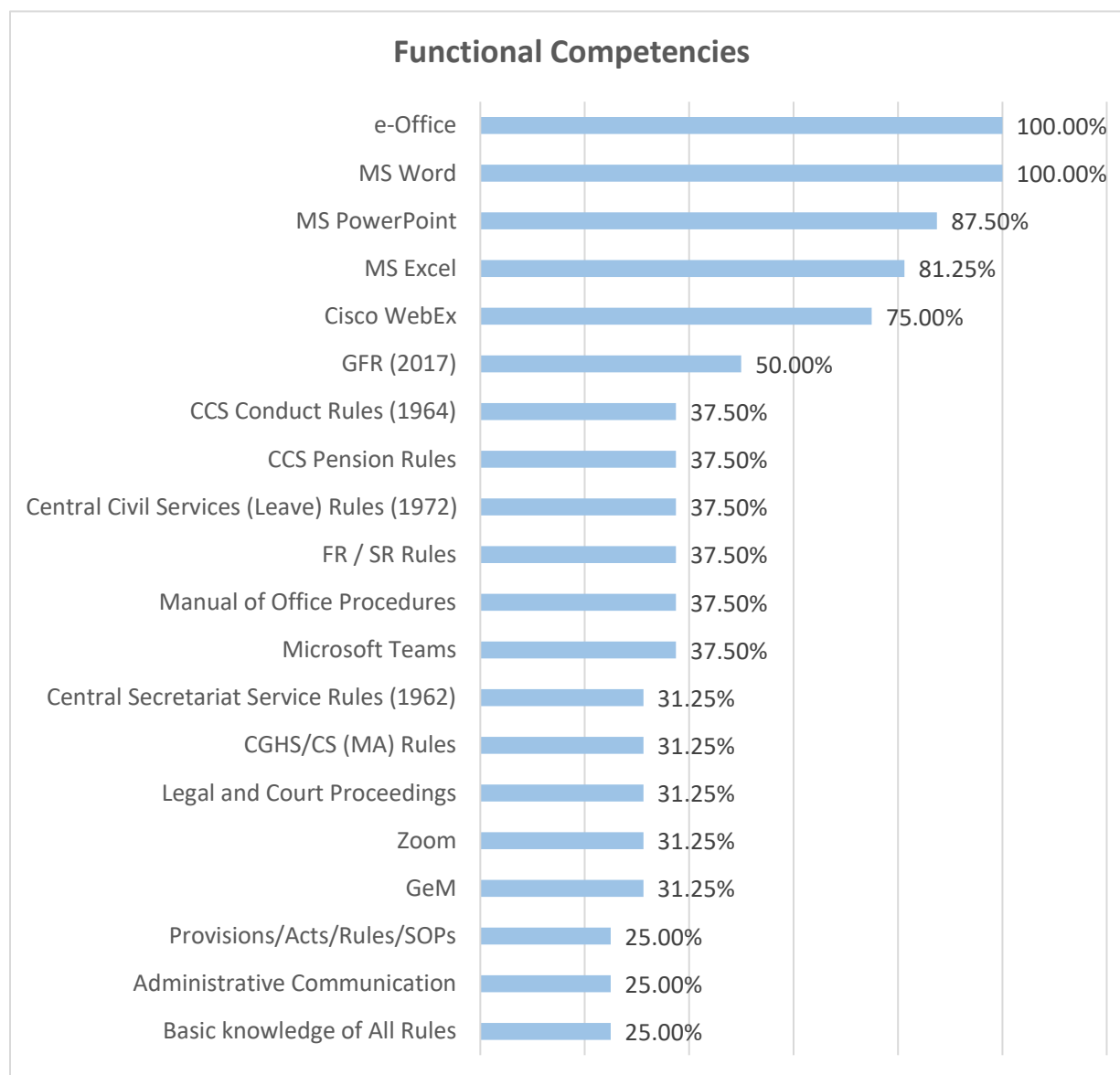


Figure 33 Functional Competencies of Police II Division

- The top functional competency requirements of Police II Division are e-office, MS Word (MS Office), MS PowerPoint (MS Office), MS Excel (MS Office) and CISCO WebEx.

4.4.2 Top Functional Competencies of the Police II Division

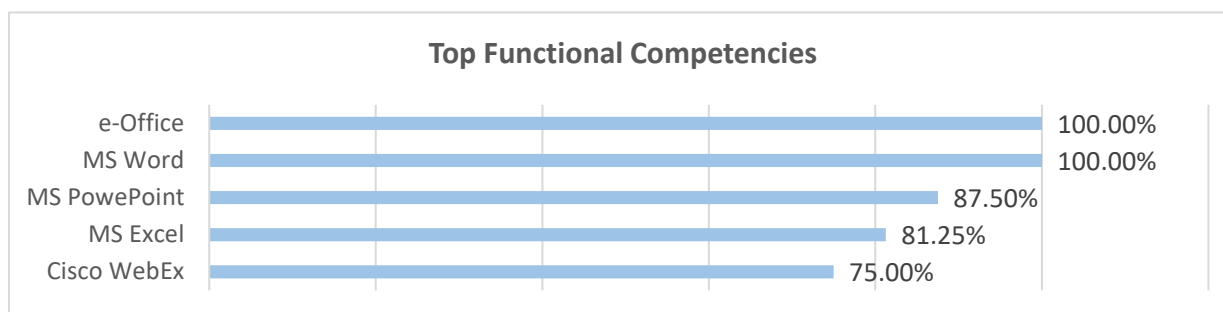


Figure 34 Top Functional Competencies of Police II Division

4.4.3 Behavioral Competency Needs of the Police II Division

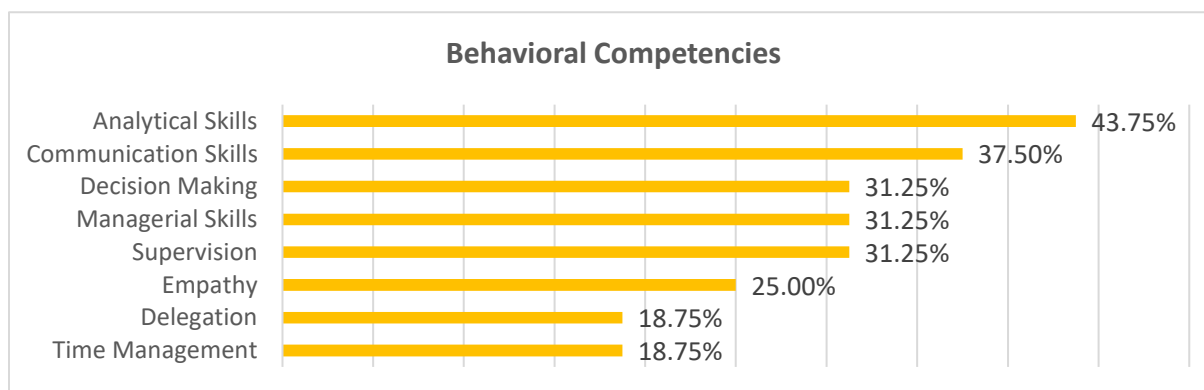


Figure 35 Behavioral competencies of the Police II Division

4.4.4 Top Behavioral Competencies of the Police II Division

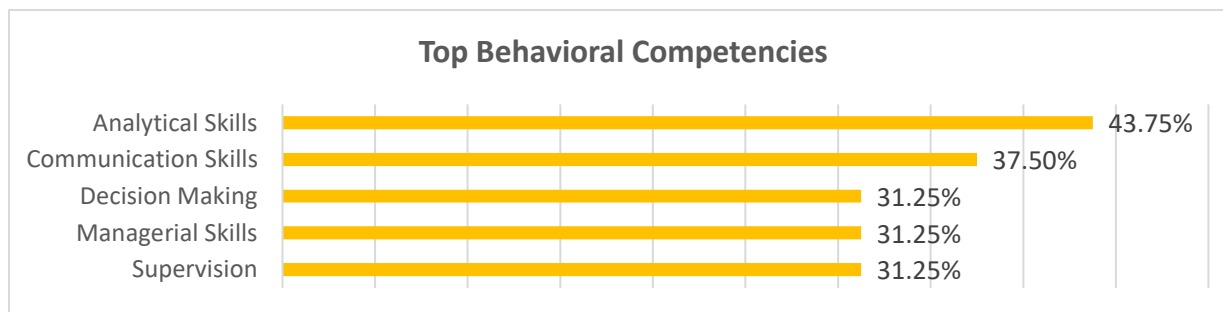


Figure 36 Top Behavioral Competencies of Police II Division

4.4.5 Domain Competency Needs of the Police II Division

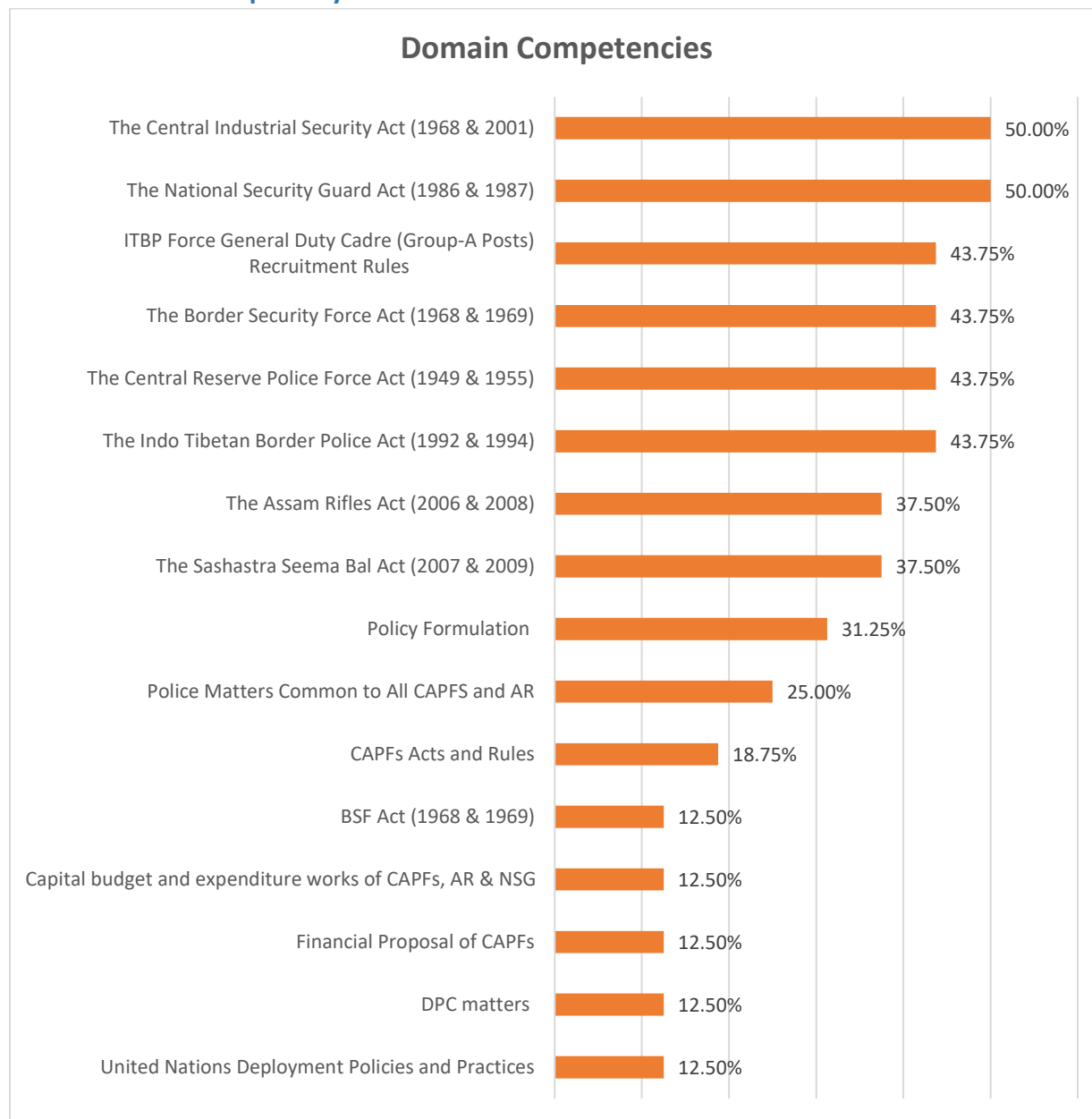


Figure 37 Domain Competencies of Police II Division

4.4.6 Top Domain Competencies of the Police II Division

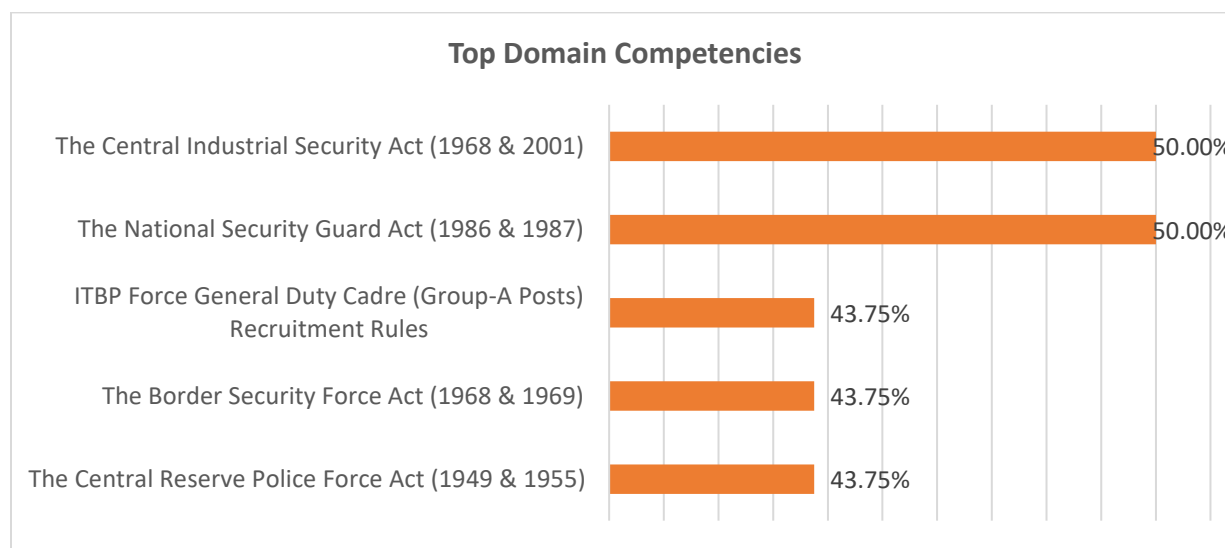


Figure 38 Top Domain Competencies of Police II Division

4.5 Disaster Management Division

While the primary responsibility of disaster management rests with the states, the Central Government supports the efforts of State Governments by providing logistical and financial support.

On behalf of the Central Government, Disaster Management Division in the Ministry of Home Affairs co-ordinates with disaster affected State Government(s), concerned line ministries / departments, National Disaster Management Authority (NDMA), National Disaster Response Force (NDRF), National Institute of Disaster Management (NIDM) and the Directorate General of Fire Services, Home Guards and Civil Defense, and Armed Forces for effective disaster risk reduction.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
16	13	7	4

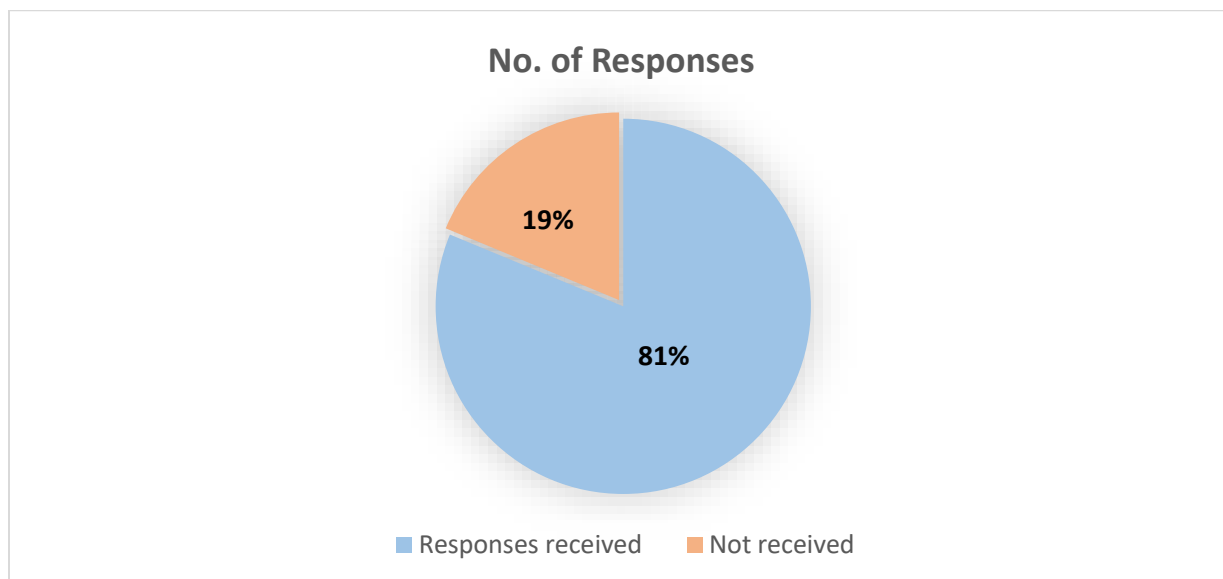


Figure 39 Response ratio of the Disaster Management Division

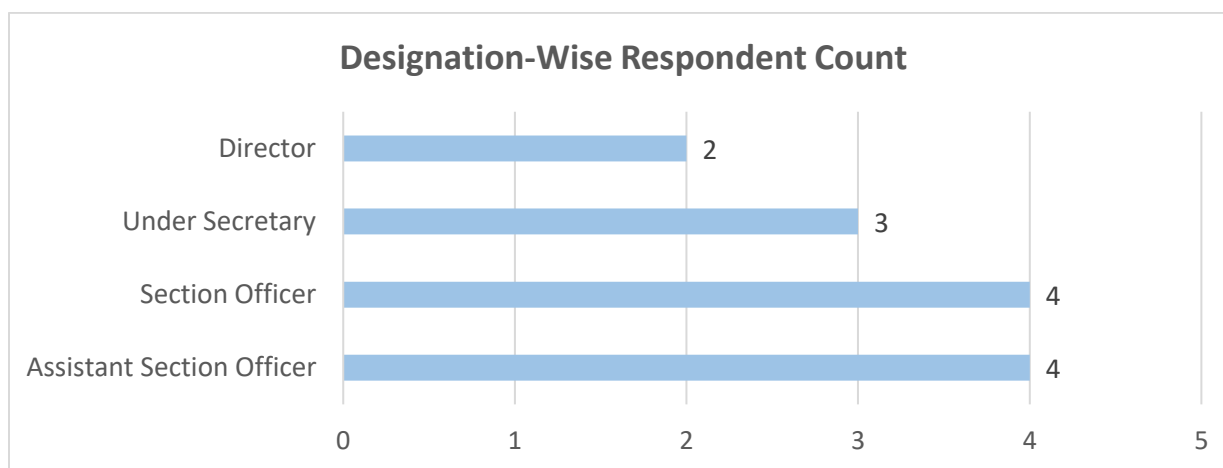


Figure 40 Designation wise response of Disaster Management Division

4.5.1 Functional Competency Needs of Disaster Management Division

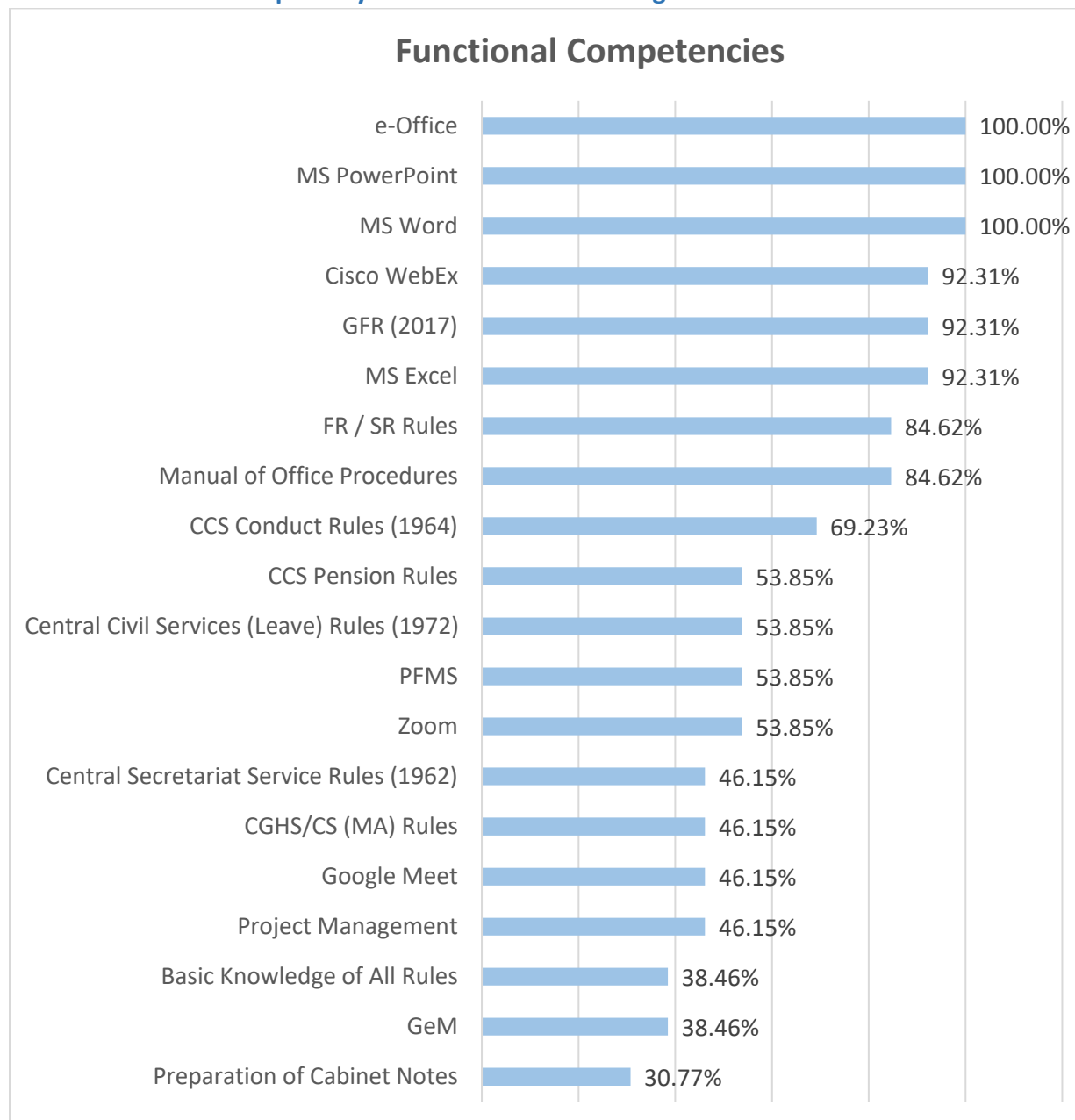


Figure 41 Functional Competencies of Disaster Management Division

4.5.2 Top Functional Competencies of Disaster Management Division

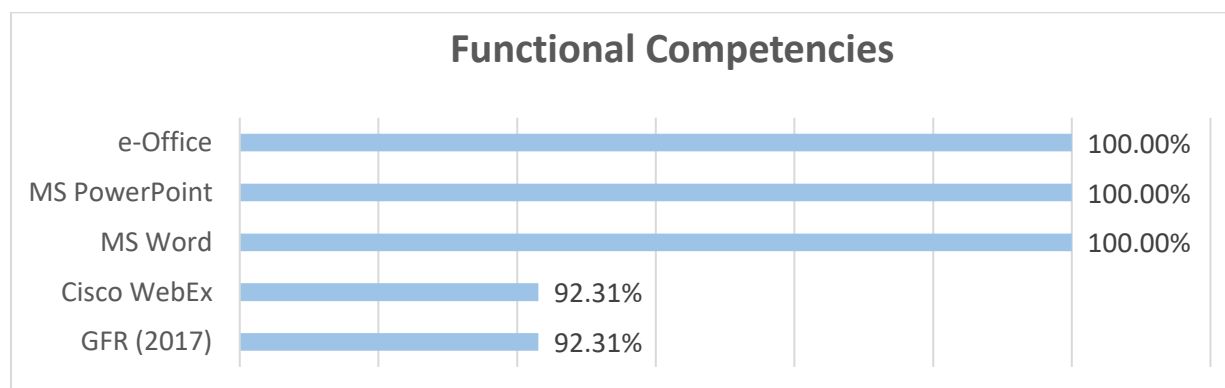


Figure 42 Top Functional Competencies of Disaster Management Division

4.5.3 Behavioral Competency Needs of Disaster Management Division

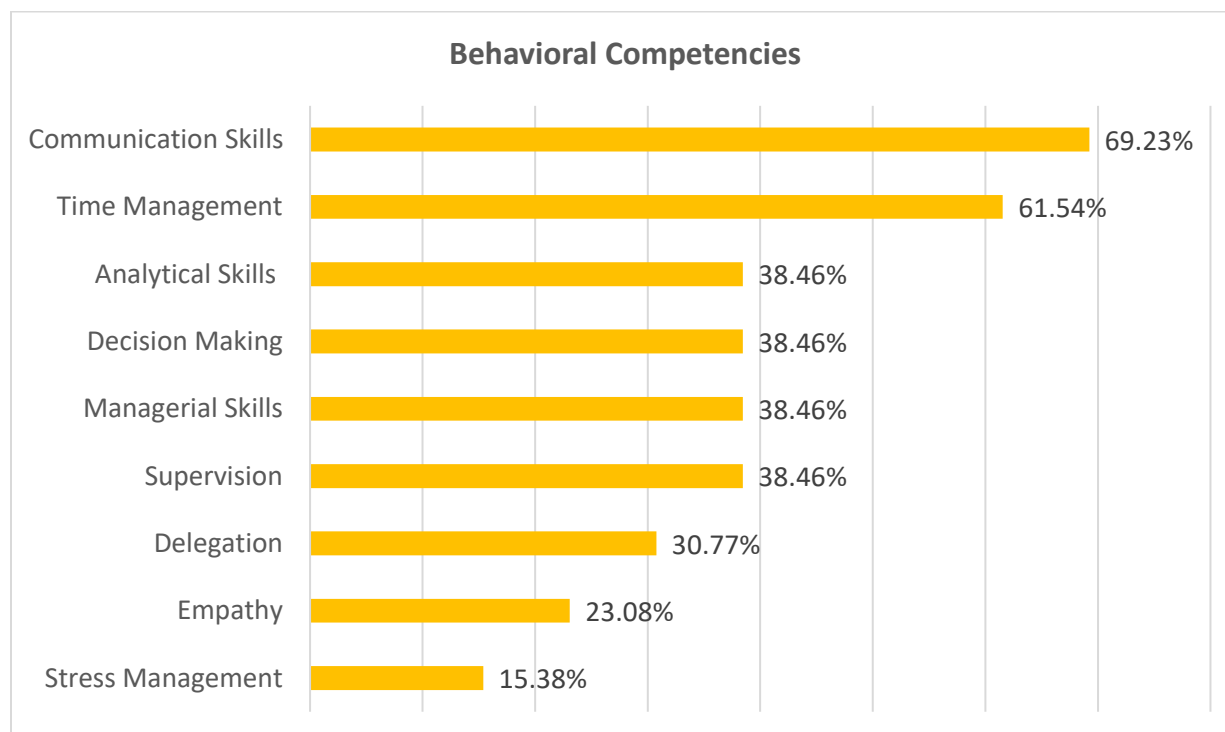


Figure 43 Behavioral Competencies of Disaster Management Division

4.5.4 Top Behavioral Competencies of Disaster Management Division

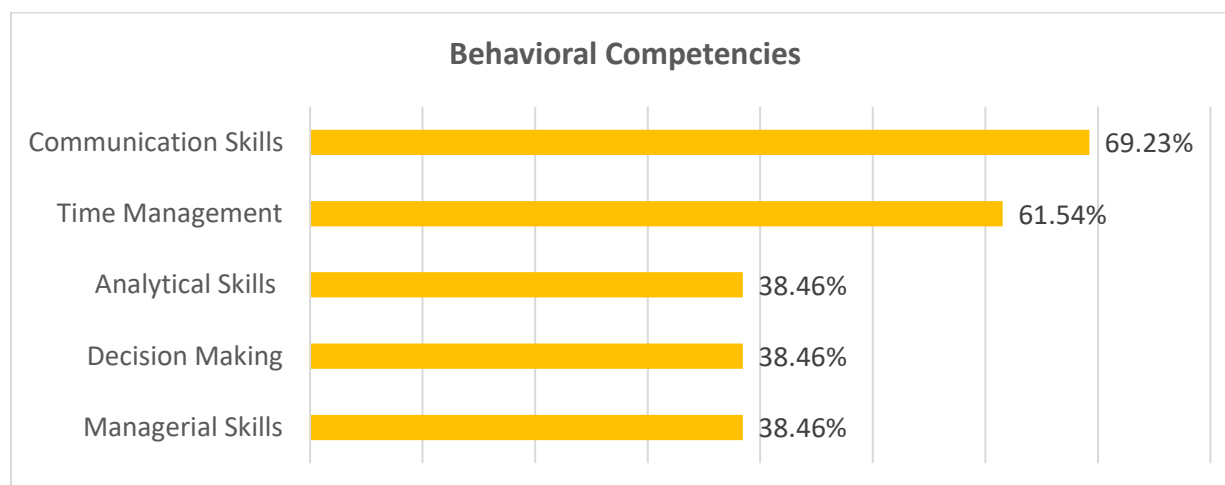


Figure 45 Top Behavioral Competencies of Disaster Management Division

4.5.5 Top Domain Competencies of Disaster Management Division

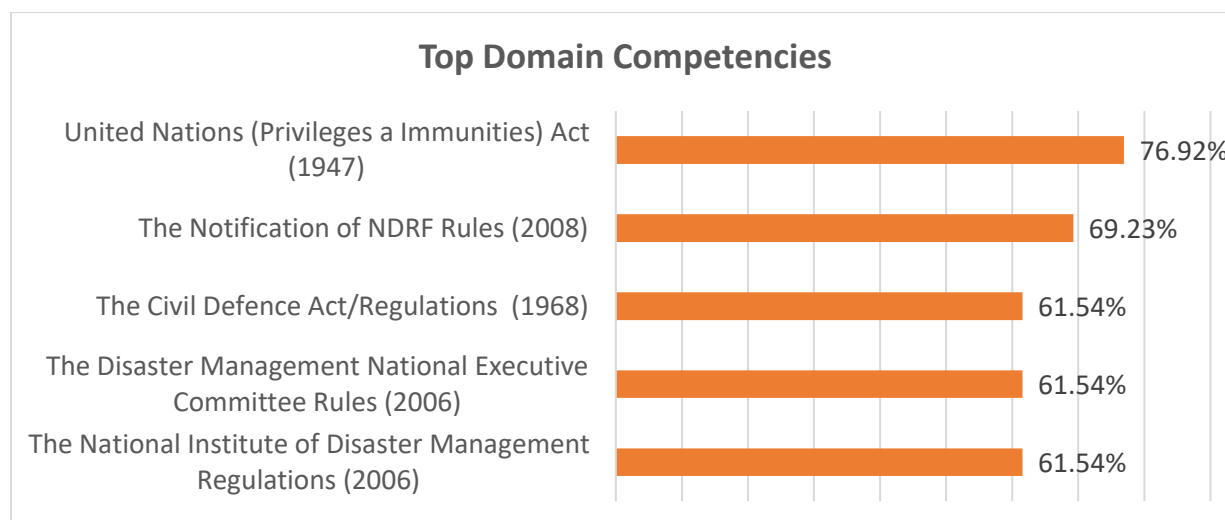


Figure 46 Top Domain Competencies of Disaster Management Division

4.5.6 Domain Competency Needs of Disaster Management Division

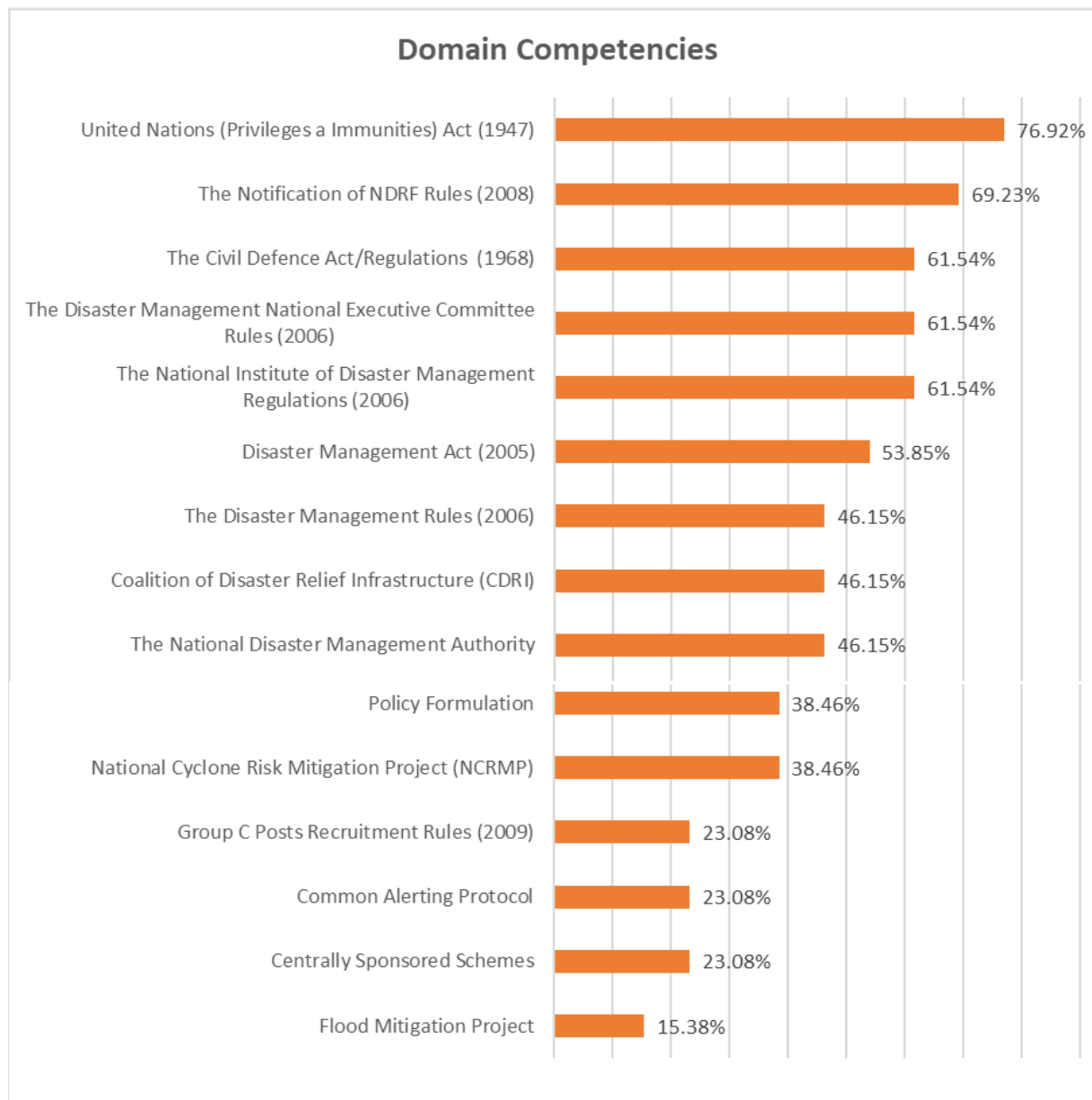


Figure 44 Domain Competencies of Disaster Management Division

4.6 Police Modernization Division

This division deals with 'Assistance to States and UTs for Modernization of Police' Scheme. It is also responsible for administering acts, bringing in police reforms in the form of matters relating to various reports, recommendations for police reforms, looking into all administrative and financial matters of Directorate of Coordination Police Wireless among others.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
17	15	8	7

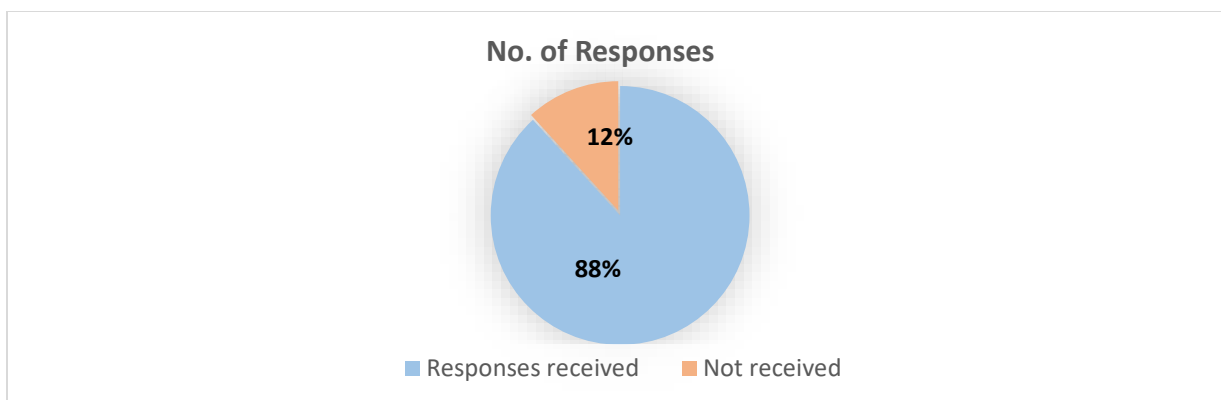


Figure 45 Response ratio of the Police Modernization Division

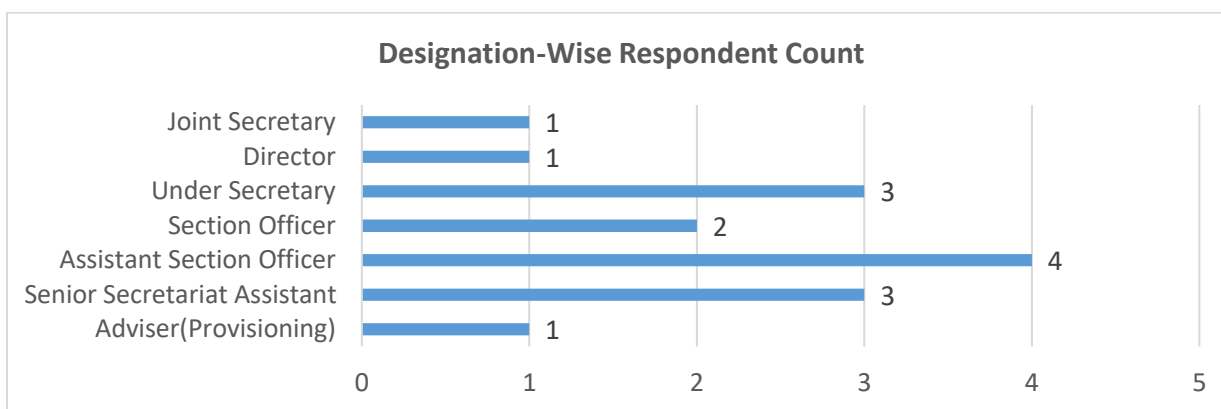


Figure 46 Designation wise response of Police Modernization Division

4.6.1 Functional Competency Needs of Police Modernization Division

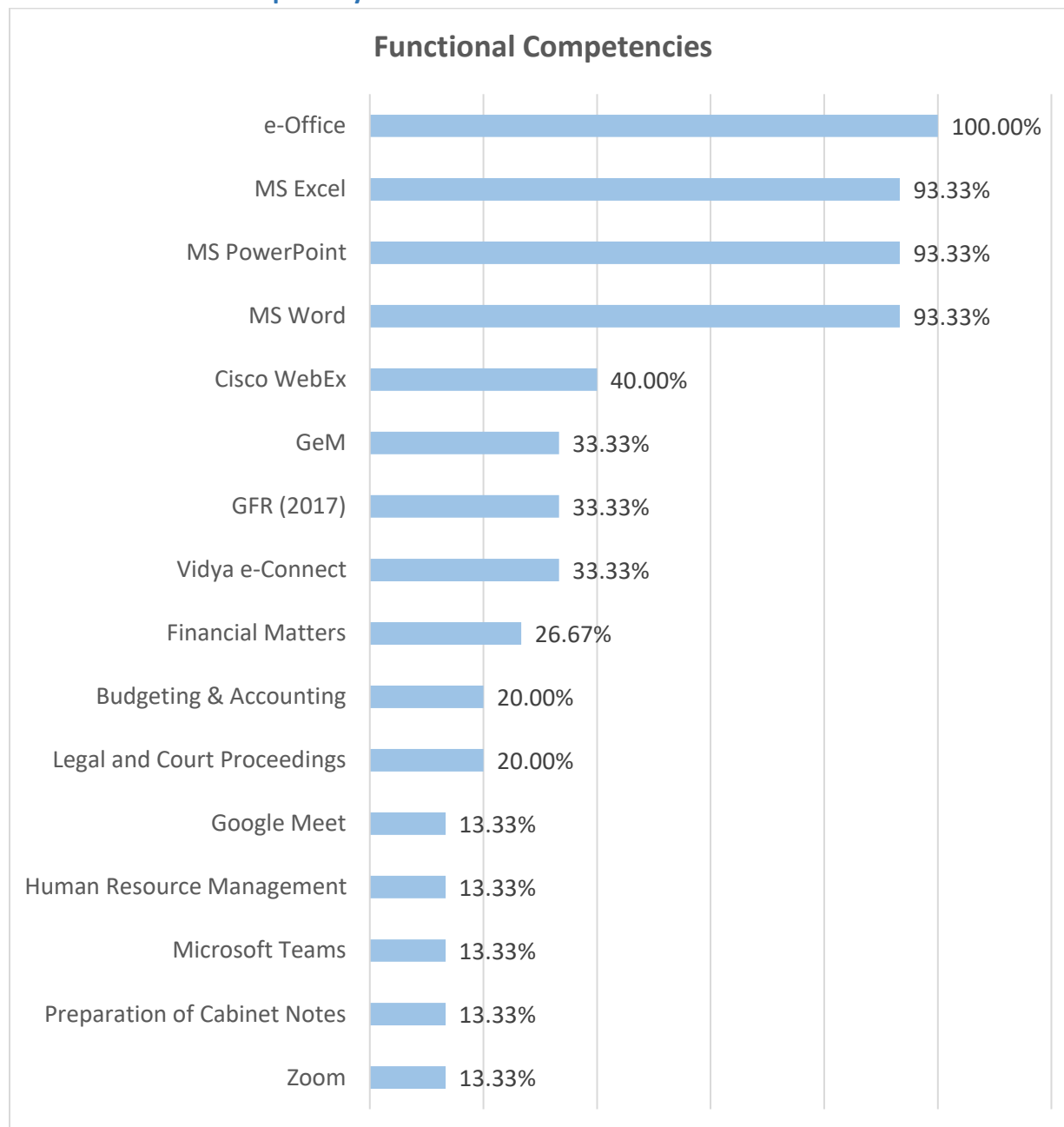


Figure 47 Functional Competencies of Police Modernization Division

4.6.2 Top Functional Competencies of Police Modernization Division

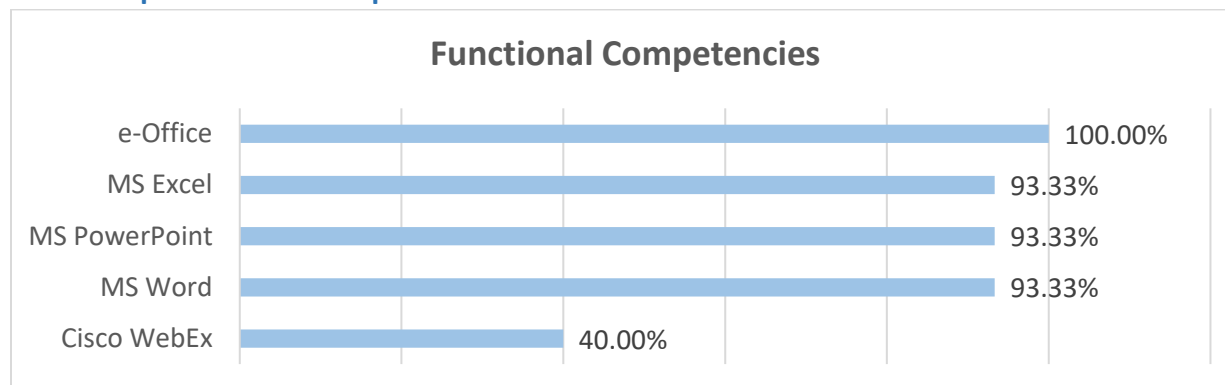


Figure 48 Top Functional Competencies of Police Modernization Division

The top functional competency needs of the Police Modernization Division are e-Office, MS Excel, MS PowerPoint, MS Word and Cisco WebEx.

4.6.3 Behavioral Competency Needs of Police Modernization Division

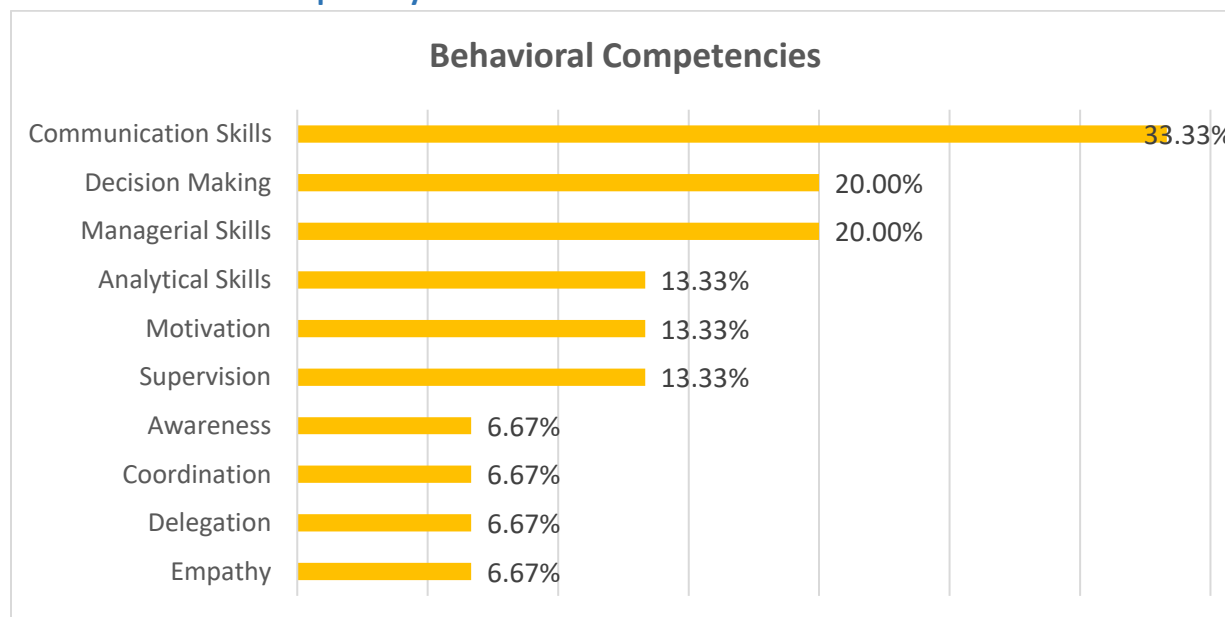


Figure 49 Behavioral Competencies of Police Modernization Division

4.6.4 Top Behavioral Competencies of Police Modernization Division

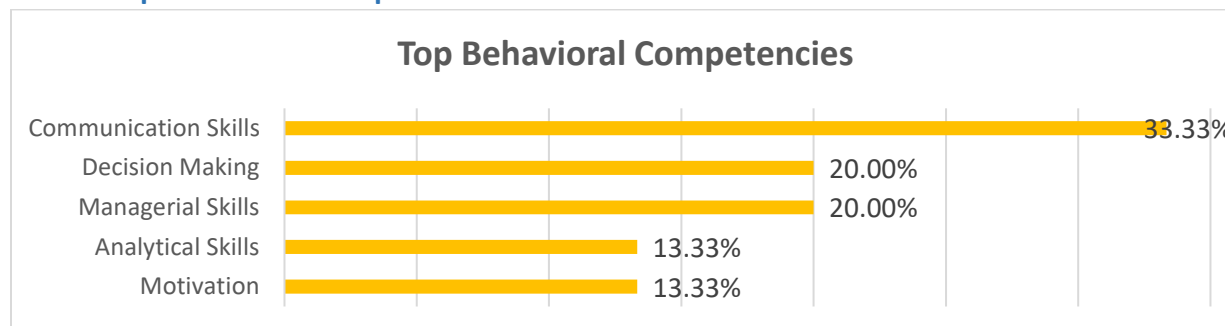


Figure 50 Top Behavioral Competencies of Police Modernization Division

4.6.5 Domain Competency Needs of Police Modernization Division

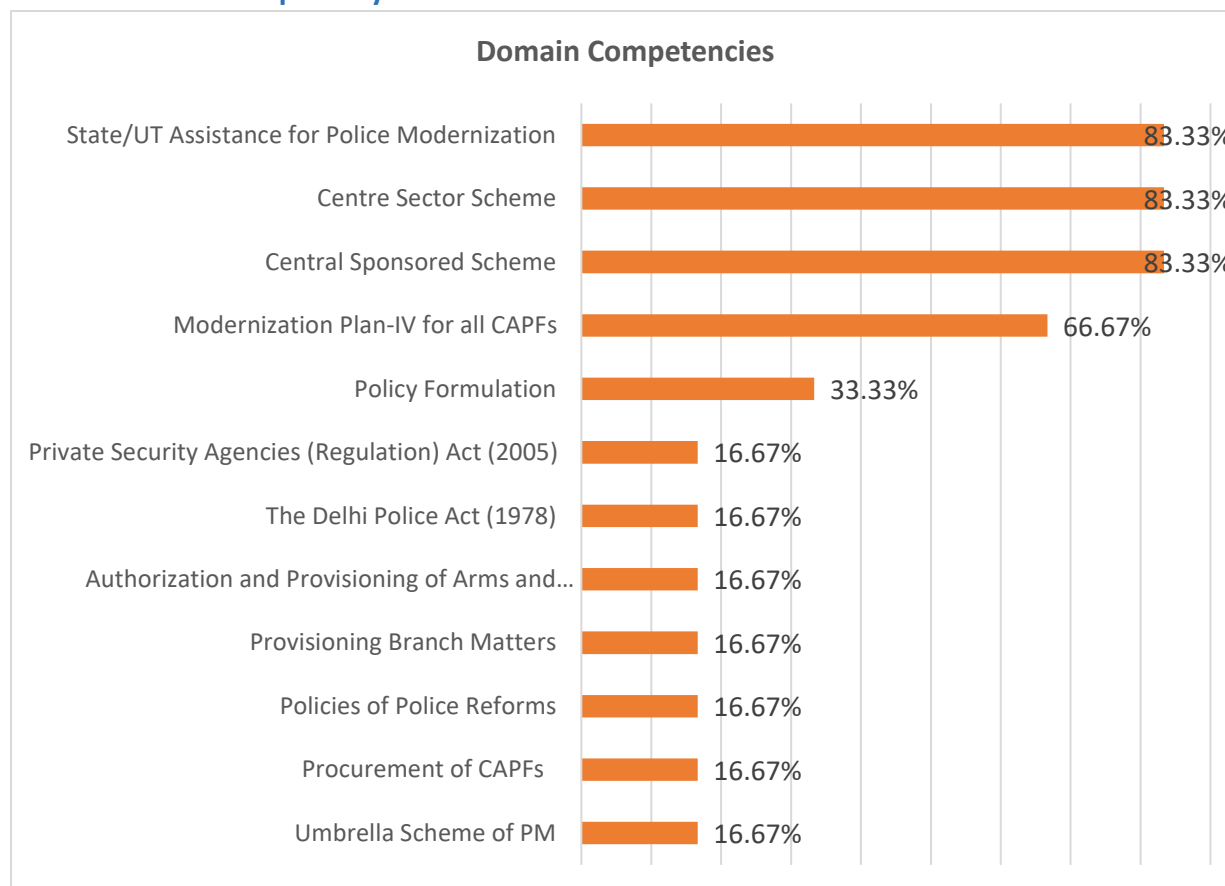


Figure 51 Domain Competencies of Police Modernization Division

4.6.6 Top Domain Competencies of Police Modernization Division

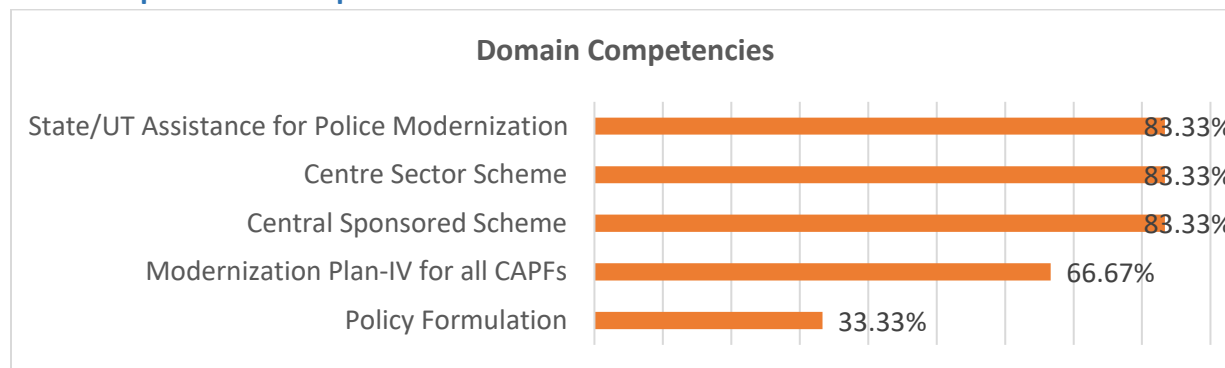


Figure 52 Top Domain Competencies of Police Modernization Division

4.7 Center State II Division

The division deals with Centre-State relations, including working of the constitutional provisions governing such relations, the appointment of governors, the creation of new states, nominations to *Rajya Sabha/Lok Sabha*, inter-state boundary disputes, over-seeing the crime situation in states, and the imposition of President's Rule.

Total No. of Officers in the Divisions	Total No. of Responses from the Division	Total No. of Designations in the Division	Total No. of Designations Responded in the Division
8	6	6	6

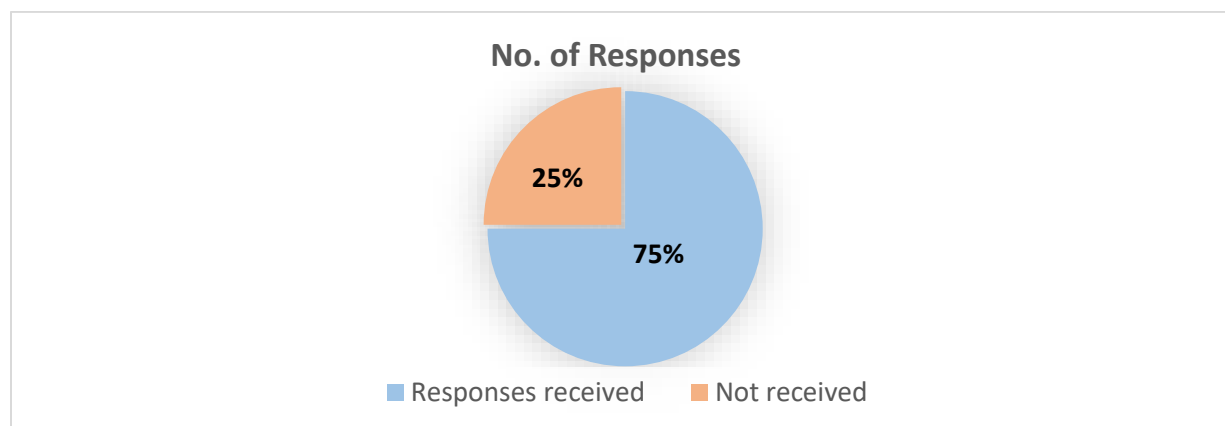


Figure 53 Response ratio of the Center State II Division

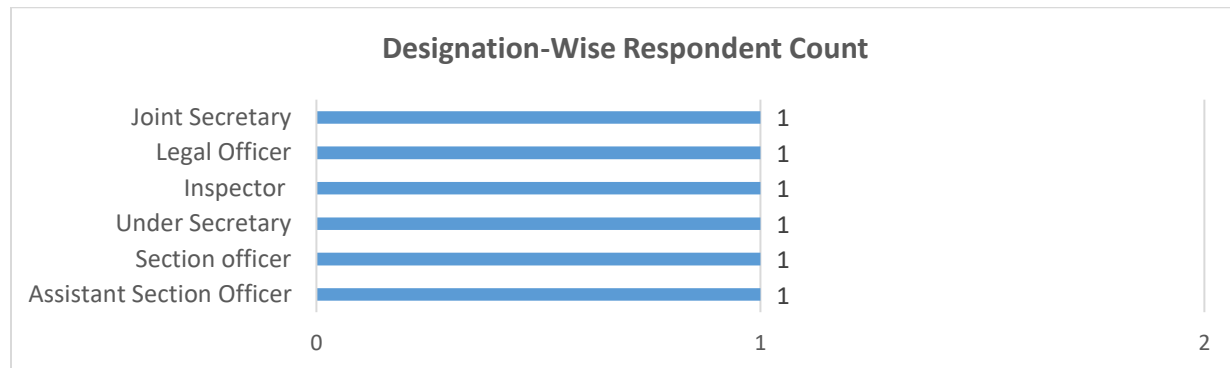


Figure 54 Designation wise response of Center State II Division

4.7.1 Top Behavioral Competencies of Center State II Division

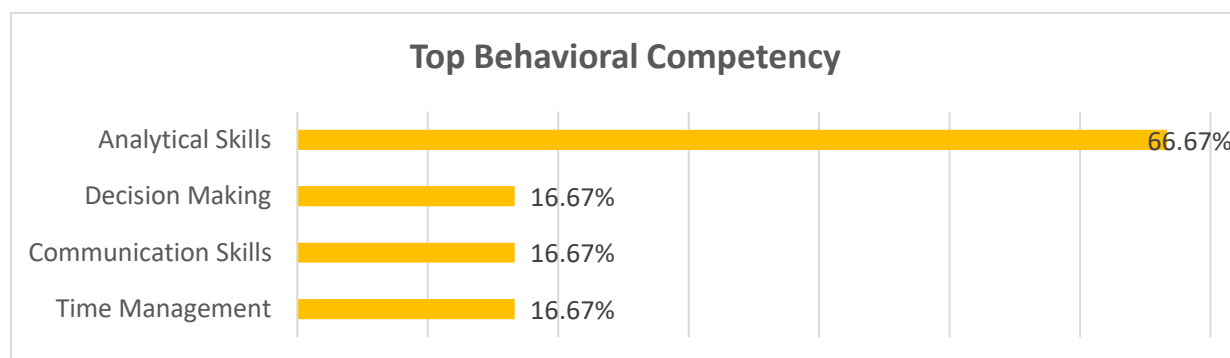


Figure 55 Top Behavioral Competencies of Center State II Division

4.7.2 Top Domain Competencies of Center State II Division

Center State Policy Formulation	16.67%
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4.7.3 Functional Competency Needs of Center State II Division

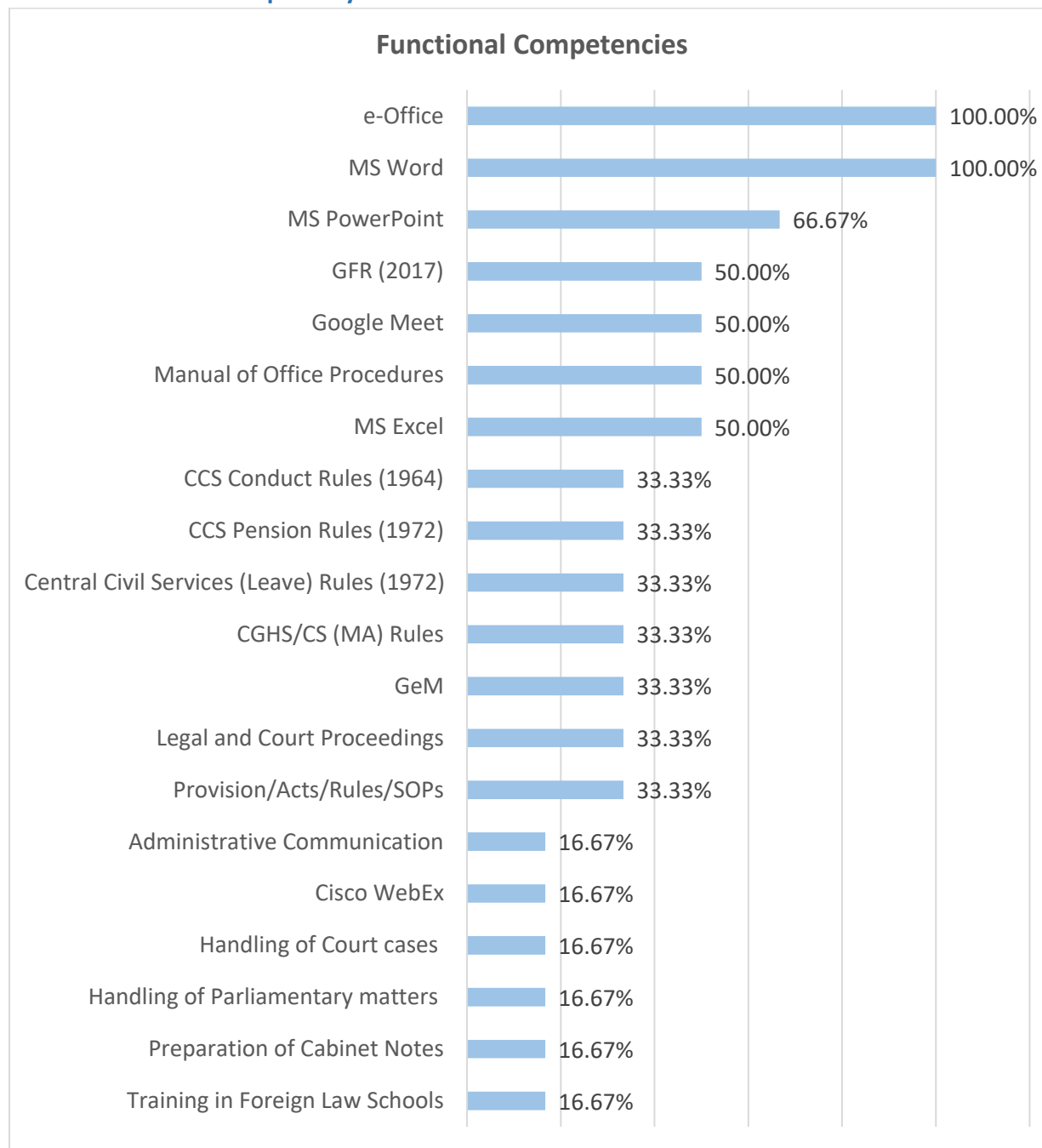


Figure 56 Functional Competencies of Center State II Division

4.7.4 Top Functional Competencies of Center State II Division

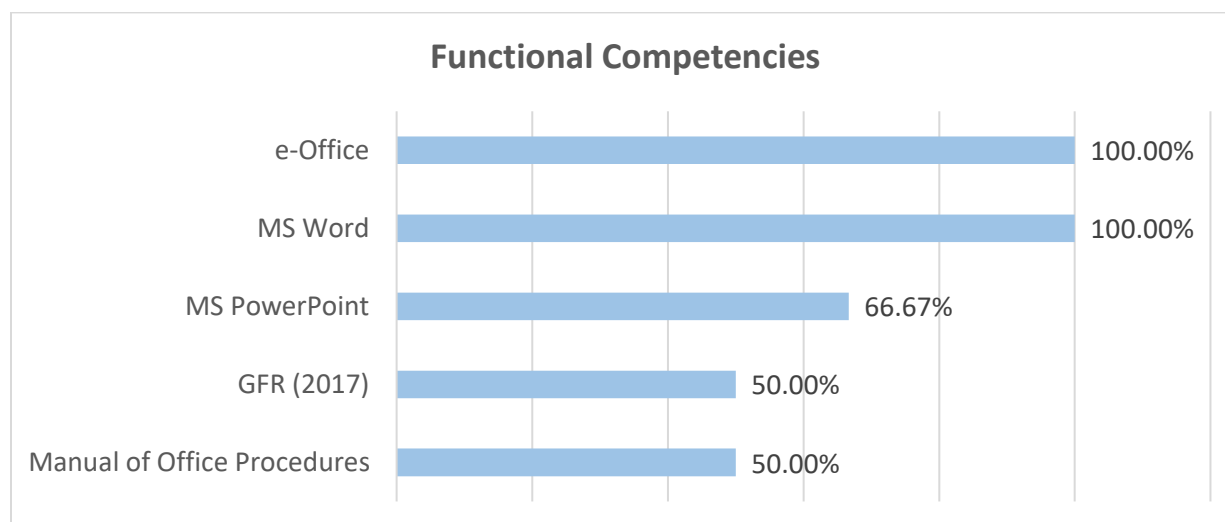


Figure 57 Top Functional Competencies of Center State II Division

4.8 Police I Division

Note: As-Is data was received by the Division. However, since the questionnaire could not be attempted, CNA has not been possible.

4.9 Border Management II Division

Note: As-Is data not received by the Division. The questionnaire could not be attempted as well, hence CNA has not been possible.

5 Draft Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Department. This section covers the elements of capacity building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Department.

The capacity building initiatives have been categorized into two priority levels (Immediate and Mid-Long term) based on factors such as ease of implementation, stakeholders, budget, and duration.

The immediate priority initiatives are those that can be implemented within 1 to 3 months through online mode. On the other hand, the mid/long-term capacity building initiatives may be undertaken within 3 to 12 months in offline/physical mode.

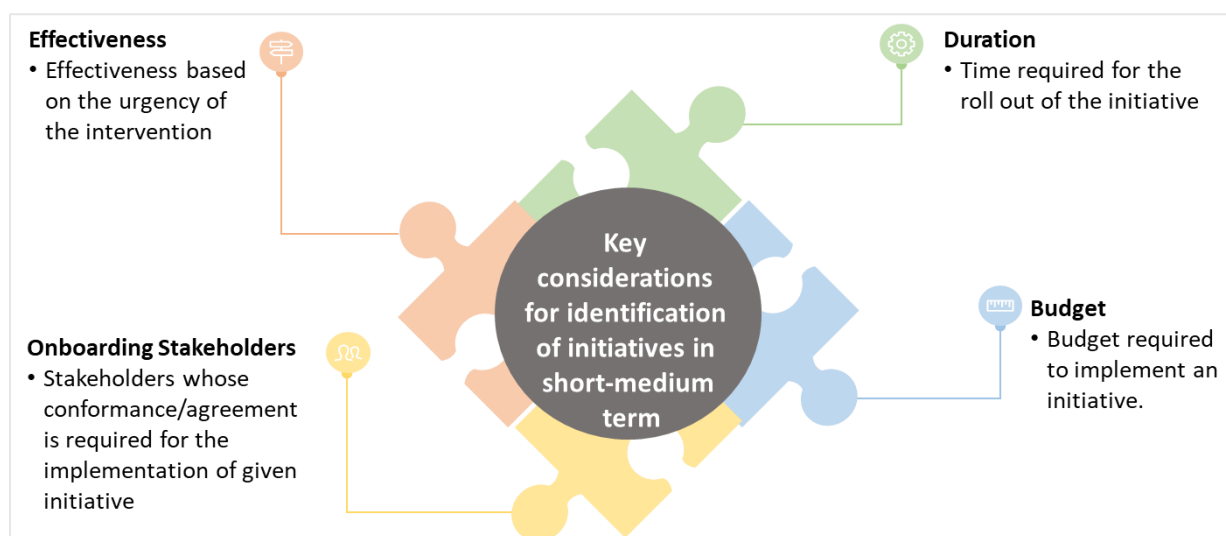


Figure 58 Key considerations for identification of initiatives in short - medium term

5.1 Individual Capacity Building Initiatives (Training Interventions)

Based on the capacity need assessment, competencies across behavioral, functional and domain were identified and analyzed. Furthermore, the training needs in accordance with the competencies were identified in conjunction with the available courses across multiple online and offline training platforms/institutes.

5.1.1 Immediate Priority Initiatives

The immediate priority initiatives have been identified in this section based on the domain, functional and behavioral competency requirements identified in section 3, along with above-mentioned training platforms and these may be taken up within 1 to 3 months timeline. The training for relevant competencies across the categories may be covered through digital training platforms – iGOT, and FutureSkills Prime (joint initiative by NASSCOM and MeitY). Also, the detailed competency to training mapping is mentioned in **Annexure 2, 3 & 4**.

Table 1: MHA Competencies which can be immediately accessed by digital training platforms (Suggestive)

Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Mode	Duration
Behavioral	Analytical Thinking/Skills	Thinking Critically	MeitY - Future Skills Prime	Basic	Online	5.8 hours
Behavioral	Communication Skills	Effective Communication	iGOT	Advanced	Online	7.31 hours
Behavioral	Decision Making	Making Decision	MeitY - Future Skills Prime	Advanced	Online	5.58 hours
Behavioral	Delegation	Effective Delegation: Self leadership	iGOT	Basic	Online	1.27 hours
Behavioral	Empathy	Ethics and Values	iGOT	Basic	Online	0.83 hours
Behavioral		Increasing your Emotional Quotient	iGOT	Basic	Online	1 hours
Behavioral	Supervision	Understanding & Managing Stakeholders	MeitY - Future Skills Prime	Basic	Online	3 hours
Behavioral		Managing Teams	MeitY - Future Skills Prime	Advanced	Online	3 hours

Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Mode	Duration
Behavioral	Time Management	Time Management	iGOT	Basic	Online	1.5 hours
Behavioral	Coordination	Brisk Business Administrator – Functional Skills	MeitY - Future Skills Prime	Basic	Online	1.5 hours
Behavioral		Decoding Others	MeitY - Future Skills Prime	Advanced	Online	3.75 hours
Behavioral	Team Management	Team Building	iGoT	Basic	Online	1.25 hours
Functional	MS Office	Microsoft Excel for Beginners, Microsoft PowerPoint Beginners, Microsoft Word Beginners	iGOT	Basic	Online	12 hours
Functional	GFR	Course on GFR 2017	iGoT	Basic	Online	1.4 hours
Functional	FR / SR Rules	Fundamental Rules (FR) and Supplementary Rules (SR)	iGoT	Advanced	Online	3.54 hours
Functional	CCS Conduct Rules (1964)	Level III Training Programme to Develop Functional Competencies in Government- (Module 4)	iGOT	Advanced	Online	2.26 hours

Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Mode	Duration
Functional	Manual of Office Procedures	Level III Training Programme to Develop Functional Competencies in Government – (Module 1)	iGOT	Advanced	Online	1.49 hours
Functional	CCS Pension Rules	Level III Training Programme to Develop Functional Competencies in Government- (Module-10)	iGOT	Advanced	Online	1.57 hours
Functional	CGHS/CS (MA) Rules	Central Government Health Scheme (CGHS) & Central Services (MA) Rules	iGOT	Basic	Online	1.10 hours
Functional	Central Civil Services (Leave) Rules (1972)	Level III Training Programme to Develop Functional Competencies in Government – (Module-6)	iGOT	Advanced	Online	1.13 hours
Functional	Legal and Court Proceedings	Advanced Administrative Law	iGOT	Basic	Online	1 Hour

Table 2: Division wise Domain Competencies which can be immediately accessed by digital training platforms (Suggestive)

Sr. No.	Division Name	Domain Competencies	Course(s)	Advanced/ Basic	Mode	Platform/ Institute	Duration
1	Freedom Fighters Division	Pension / Pay Fixation & DP (C&R) Act (1954)	Pay Fixation • Family Pension Under NPS • Pensionary Benefits	Basic Basic	Online Online	iGOT iGOT	1.26 Hours • 9 minutes • 55 minutes
2	Women Safety Division	Modernization of Prisons	Special Acts	Basic	Online	iGOT	7.17 Hours
3		Research and Policy Formulation	Basics of Public Policy	Basic	Online	iGOT	2.48 Hours
4		Prevention of Cyber Crimes against Women and Girls/ Cyber Security	Stay Safe in Cyber Space	Basic	Online	iGOT	1.16 Hours
5		Prevention of Gender Based Violence	Tackling Violence Against Women and Girls	Basic	Online	iGOT	38 minutes
6	Disaster Management Division	Disaster Mitigation/ Prevention	Disaster Management – Role of Telecommunications	Basic	Online	iGOT	7.49 Hours
			Safety, Accident Prevention and Disaster Management	Advanced	Online	iGOT	11.37 Hours
			Economics of Climate Resilient Development	Basic	Online	iGOT	1.21 Hours

Sr. No.	Division Name	Domain Competencies	Course(s)	Advanced/ Basic	Mode	Platform/ Institute	Duration
7	Police Modernization Division	Policy Formulation	Basics of Public Policy	Basic	Online	iGOT	2.48 Hours
8	Center State II Division	Policy Formulation	Basics of Public Policy	Basic	Online	iGOT	2.48 Hours

5.1.2 Mid – Long Term Priority Initiatives

Mid- to long-term efforts may include training initiatives that are specially arranged/ curated/ scheduled according to the needs of the department and delivered in partnership with inter-Ministerial/ Government/ Commercial institutes, and these may be taken up within 3 to 12 months timeline.

To provide such training, the Department may collaborate with government or private institutions. Such institutes may include - Institute of Secretariat Training and Management, Lal Bahadur Shastri National Academy of Administration, National Informatics Centre (NIC), Indian Statistical Service Training Division IITs, IIMs and other private sector online platforms like Udemy Business, LinkedIn Learnings and Coursera. Also, the detailed competency to training mapping is mentioned in [Annexure 2, 3 & 4](#).

Table 2: Table: Competencies which can be met in mid - long term (Suggestive)

Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Mode	Duration
Behavioral	Analytical Thinking/ Skills	Strategic Thinking and Leadership	Other Govt. Institute (Indian Universities)- IIM Lucknow	Advanced	Offline	3 days
Behavioral	Decision Making	Master Your Decision Making and Critical Thinking Skills	Udemy	Basic	Online	4.5 hours

Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Mode	Duration
Behavioral		Decision Making: Solve Problems with Emotional Intelligence	Udemy	Basic	Online	4 hours
Behavioral	Supervision	Supervisory Skills	Institute of Secretariat Training and Management	Advanced	Online	4 days
Behavioral	Time Management	Productivity and Time Management for the Overwhelmed	Udemy	Basic	Online	2 hours
Behavioral	Team Management	Group Work	Lal Bahadur Shastri National Academy of Administration	–	Online/Offline	–
Behavioral		Team Management: How to Manage Virtual & Hybrid Teams	Udemy	Basic	Online	2 hours
Behavioral		Team Management and Leadership	National Academy of Indian Railways	–	Online/Offline	–
Behavioral		Soft Skills - Managing a Cross-Functional Team	LinkedIn Learning	Basic	Online	1 hour
Functional	e-Office	E-Office	National Informatics Centre (NIC)	Basic	Online, Offline	4 hours

Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Mode	Duration
Functional	GFR	GFR-Procurement of goods and services	Indian Statistical Service Training Division	–	Online/Offline	–

Table 4: Table: Division wise Domain Competencies which can be met in mid - long term (Suggestive)

Sr. No .	Division Name	Domain Competencies	Course(s)	Advanced/ Basic	Mode	Platform / Institute	Duration
1	Women Safety Division	Modernization of Forensics	Mobile Forensics and CDR Analysis			Central Bureau of Investigation Academy	
2		Research and Policy Formulation	Public Policy Formulation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Policy Formulation on Legislation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Public Policy for Good Governance	Basic	Online	Institute of Secretariat Training and Management (ISTM)	3 Days
			Good Governance and Public Policy Formulation	–	–	Lal Bahadur Shastri National Academy of Administration (NBSNAA)	–

Sr. No.	Division Name	Domain Competencies	Course(s)	Advanced/ Basic	Mode	Platform / Institute	Duration
3		Prevention of Cyber Crimes against Women and Girls/ Cyber Security	Cyber Crimes and Cyber Law	Basic	–	SVP National Police Academy	–
			Cybercrime and Security	Basic	–	Central Bureau of Investigation Academy (CBIA)	–
4		Force Community Collaboration	Sub Module - VII Human Behaviour and Relationship Management:	Basic	Online / Offline	Bureau of Police Research and Development	8 months
			1. Human Behaviour				
			2. Police and Human Rights				
			3. Community Policing				
5	Police II Division	Cyber Security	Cyber Security	Basic	Online / Offline	Defence Headquarters Training Institute (DHTI)	1 day
			Cyber Security	Basic	Offline	National Academy of Defence Financial Management	3 Days

Sr. No.	Division Name	Domain Competencies	Course(s)	Advanced/ Basic	Mode	Platform / Institute	Duration
6		Force Community Collaboration	Human Behaviour and Relationship Management: 1. Human Behaviour 2. Police and Human Rights 3. Community Policing	Basic	Online / Offline	Bureau of Police Research and Development	8 months
7	Disaster Management Division	National Disaster Relief Force (NDRF) Rules	NDRF Rules	Advanced	Online	NDRF Annual Training calendar 2023	19 Weeks
8		Disaster Mitigation/ Prevention	Disaster Management	Basic	Online / Offline	National Industrial Security Academy (NISA)	—
9	Police Modernization Division	Wireless and Communication Technology	Wireless and Communication Technology	Basic	Online / Offline	Bureau of Police Research and Development	—
10		Cyber Security	Cyber Security	Basic	Online / Offline	Defence Headquarters Training Institute (DHTI)	1 day
			Cyber Security	Basic	Offline	National Academy of Defence Financial	3 Days

Sr. No.	Division Name	Domain Competencies	Course(s)	Advanced/ Basic	Mode	Platform / Institute	Duration
11		Policy Formulation				Management	
			Public Policy Formulation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Policy Formulation on Legislation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Public Policy for Good Governance	Basic	Online	Institute of Secretariat Training and Management (ISTM)	3 Days
12	Center State II Division	Policy Formulation	Public Policy Formulation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Policy Formulation on Legislation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Public Policy for Good Governance	Basic	Online	Institute of Secretariat Training and Management (ISTM)	3 Days

Note: Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), the training courses need to be evaluated by the CBU.

5.2 Organizational Capacity Building Initiative (Non-Training interventions)

To support capacity building plan, organizational interventions are imperative. These are initiatives that improve the shared aspect within which officials across the Department operate. This includes interventions across the following dimensions:

- Processes
- Resources and Assets
- Partnerships & Relationship
- Technology and Data
- Personnel management

Table below showcases key potential organizational interventions across various afore-mentioned categories which can be further deliberated to formalize action plans.

Table 3: Potential organizational interventions

Intervention Type	Category	Recommendation (<i>Indicative</i>)
Processes	Knowledge Generation and Management	<ul style="list-style-type: none"> • Process and Output Documentation: Documenting all processes and related outputs of MHA such that they are easily accessible • Knowledge Transfer: Knowledge transfer sessions between the officials at peer level may be conducted for sharing the work experiences. For seamless transfer of the same, development of a Knowledge Management System (KMS) is recommended.
Resources and Assets	Infrastructure Development	<ul style="list-style-type: none"> • Documenting case studies of successful projects/ programs/ schemes conducted by MHA • Establishment of training labs with proper budget allocation for MHA Training Centres, Institutes and Academies

Intervention Type	Category	Recommendation (<i>Indicative</i>)
Partnerships and Relationships	Partner and Outreach Program	<ul style="list-style-type: none"> • Outreach system for citizens through mobile/ web-based applications/contact center for MHA schemes and initiatives • strategic partnerships with state home departments, local law enforcement agencies, civil society organizations, international security agencies, foreign ministries of home affairs, and academic institutions to enhance coordination, information sharing, community engagement, and global cooperation in matters of national security. These collaborations will leverage expertise, resources, and knowledge to address transnational crimes, terrorism, cyber threats, and promote evidence-based policymaking and professional skill development for ministry personnel.
Technology and Data	Data and Asset Management	<ul style="list-style-type: none"> • All organizational data such as vigilance matters, reply to parliament queries etc. (but not limited to) may be centrally stored in a repository to facilitate preventive measures • Comprehensive data management system to centralize and streamline data collection, storage, and retrieval processes across different departments and agencies within the ministry. • An automated asset tracking system to monitor the acquisition, allocation, utilization, and disposal of assets within the ministry.
Personnel Management	Training Support (Learning and Development)	<ul style="list-style-type: none"> • Continuous support of Capacity Building Unit (CBU) for leading the Learning and Development agenda of MHA • Hiring/appointing/bringing onboard Subject Matter Experts (non-trainers) either on a part-time or full-time basis

Note: These interventions need to be evaluated by CBU for formalizing initiatives and action plans

Annexures

Annexure 1 – List of Competencies Across 7 MHA Divisions

S. No	Behavioral	S. No	Functional	S. No	Domain
1	Communication Skills	1	e-Office	1	<i>Swatantrata Sainik Samman Yojana</i> (SSSY)
2	Analytical Skills	2	MS Word	2	Umbrella Scheme
3	Managerial Skills	3	MS Excel	3	Enemy Property Act (1968)
4	Decision Making	4	MS PowerPoint	4	Pension/ Pay Fixation & DP (C&R) Act (1954)
5	Supervision	5	Cisco WebEx	5	Delhi Police Act (1978)
6	Time Management	6	GFR (2017)	6	GNCTD Act (1991)
7	Delegation	7	FR / SR Rules	7	The Delhi Municipal Corporation Act (1957)
8	Empathy	8	CCS Conduct Rules (1964)	8	Government of Union Territories Act (1963)
9	Team Management	9	Manual of Office Procedures	9	Safe City Projects
10	Coordination	10	CCS Pension Rules	10	Modernization of Forensics
11	Motivational Skills	11	CGHS/CS (MA) Rules	11	Modernization of Prisons
12	Teamwork	12	Central Civil Services (Leave) Rules (1972)	12	<i>Nirbhaya</i> Scheme
13	Innovative Thinking	13	Central Secretariat Service Rules (1962)	13	Research and Policy Formulation
14	Stress Management	14	Legal and Court Proceedings	14	Prevention of Cyber Crimes against Women and Girls/ Cyber Security
15	Awareness	15	GeM	15	Force Community Collaboration
16	Ethics	16	Microsoft Teams	16	Prevention of Gender Based Violence
17	Leadership	17	Administrative Communication	17	The Central Industrial Security Act (1968 & 2001)
18	Business Acumen	18	Google Meet	18	The National Security Guard Act (1986 & 1987)
		19	Provisions/Acts/Rules/SOPs	19	ITBP Post General Duty Cadre (Group A-Posts) Recruitment Rules

S. No	Behavioral		S. No	Functional		S. No	Domain	
			20	RTI		20	The Border Security Force Act (1968 & 1969)	
			21	Zoom		21	The Central Reserve Police Force Act (1949 & 1955)	
			22	Handling of Parliamentary Matters		22	Cyber Security	
			23	Basic Knowledge of All Rules		23	Force Community Collaboration	
			24	PFMS		24	United Nations (Privileges and Immunities) Act (1947)	
			25	CAT Cases		25	The Notification of NDRF Rules (2008)	
			26	Preparation of Cabinet Notes		26	The Civil Defence Act / Regulations (1968)	
			27	e-HRMS		27	The Disaster Management National Executive Committee Rules (2006)	
			28	LIMBS		28	The National Institute of Disaster Management Regulations (2006)	
			29	Budgeting & Accounting		29	Disaster Mitigation/ Prevention	
			30	Financial Matters		30	State / UT Assistance for Police Modernization	
			31	Project Management		31	Centre State Scheme	
			32	e-Samiksha		32	Central Sponsor Scheme	
			33	Office protocols		33	Wireless and Communication Technology	
			34	Central Secretariate Manual of Office Procedure (CSMOP)		34	Modernization Plan – IV for all CAPFs	
			35	EFC		35	Cyber Security	
			36	LTC rules		36	Policy Formulation	
			37	PMOPG Portal		37	Policy Formulation (CS-II)	
			38	Vidya e-Connect				
			39	Human Resource Management				

S. No	Behavioral		S. No	Functional		S. No	Domain	
			40	Noting & Drafting				
			41	AIS (Conduct, D&A, Pension) Rules				
			42	CPGRAMS				
			43	Establishment Matters				
			44	Audit and Account Rules				
			45	Data Analytics				
			46	License Agreement				
			47	Monitoring and Evaluation				
			48	Vigilance Matters				
			49	Arbitration & Legal Matters				
			50	Artificial Intelligence				
			51	CCA rules				
			52	Data Management				
			53	e-Governance				
			54	e-Lekha				
			55	e-Purti				
			56	General Provident Fund (GPF) Rules				
			57	Handling of Court cases				
			58	Knowledge of Deputation Rules				
			59	Pension/NPS				
			60	POSH ACT				
			61	Record Management				

Annexure 2 – Detailed List of Training Interventions for Top Behavioral Competencies:

S.No.	Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Applicable Designations	Mode	Duration
1	Behavioral	Analytical Thinking/ Skills	Strategic Thinking and Leadership	Other Govt. Institute (Indian Universities)- IIM Lucknow		Upto Director level		4 days
			Master Your Decision Making and Critical Thinking Skills	Udemy			Online	4.5 hours
			Thinking Critically	MeitY - Future Skills Prime			Online	5.8 hours
2	Behavioral	Communication Skills	Effective Communication	IGOT		Upto Director level	Online	7.31 hours
3	Behavioral	Decision Making	Making Decision	MeitY - Future Skills Prime		Director and above	Online	5.58 hours
			Decision Making: Solve Problems with Emotional Intelligence	Udemy			Online	4 hours
4	Behavioral	Delegation	Effective Delegation: Self leadership	iGOT		Director and above	Online	1.27 hours
5	Behavioral	Empathy	Ethics and Values	iGOT		Below Director	Online	0.83 hours
			Increasing your Emotional Quotient	iGOT			Online	1 hours
6	Behavioral	Managerial Skills	MeitY - Future Skills Prime	Understanding & Managing Stakeholders		Under Secretary and above	Online	3.0 Hours
			MeitY - Future Skills Prime	Managing Teams			Online	3.0 Hours

S.No.	Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Applicable Designations	Mode	Duration
			Udemy	Leadership: Practical Leadership Skills			Online	3.0 hours
7	Behavioral	Supervision	Understanding & Managing Stakeholders	MeitY - Future Skills Prime		Below Director	Online	3 hours
			Managing Teams	MeitY - Future Skills Prime			Online	3 hours
			Supervisory Skills	Institute of Secretariat Training and Management			Online	
8	Behavioral	Time Management	Time Management	iGOT		Director and below	Online	1.5 hours
			Productivity and Time Management for the Overwhelmed	Udemy			Online	2 hours
9	Behavioral	Team Management	Group Work	Lal Bahadur Shastri National Academy of Administration		Below Director		
			Soft Skills - Managing a Cross-Functional Team	LinkedIn Learning			Online	1 hour
10	Behavioral	Coordination	Brisk Business Administrator – Functional Skills	MeitY - Future Skills Prime		Joint Secretary and below	Online	1.5 hours
			Decoding Others	MeitY - Future Skills Prime			Online	3.75 hours

Annexure 3 – Detailed List of Training Interventions for Top Functional Competencies:

S.No.	Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Applicable Designations	Mode	Duration
1	Functional	e-Office	E-Office	National Informatics Centre (NIC)	Basic	For all	–	4 hours
2	Functional	MS Office	Microsoft Excel for Beginners, Microsoft PowerPoint Beginners, Microsoft Word Beginners	iGOT	Basic	For all	Online	12 hours
3	Functional	GFR (2017)	Course on GFR 2017	iGoT	Basic	Middle and Lower Management	Online	1.4 hours
			GFR- procurement of goods and services	Indian Statistical Service Training Division				–
4	Functional	FR / SR Rules	Fundamental Rules (FR) and Supplementary Rules (SR)	iGoT	Advanced	Middle and Lower Management	Online	3.54 hours
5	Functional	CCS Conduct Rules (1964)	Level III Training Programme to Develop Functional Competencies in Government	iGOT	Advanced	Middle and Lower Management	Online	16 hours 14 minutes
			Conduct Rules and Police Conduct	Bureau of Police Research and Development		Lower Management of Police I and Police II		

S.No.	Competency Type	Competency Name	Course Name	Platform / Institute	Proficiency Level	Applicable Designations	Mode	Duration
6	Functional	Manual of Office Procedures	Level III Training Programme to Develop Functional Competencies in Government	iGOT	Advanced	Middle and Lower Management	Online	16 hours 14 minutes
7	Functional	CCS Pension Rules	Level III Training Programme to Develop Functional Competencies in Government	iGOT	Advanced	Middle and Lower Management	Online	16 hours 14 minutes
8	Functional	CGHS/CS (MA) Rules	Central Government Health Scheme (CGHS) & Central Services (MA) Rules	iGOT	Basic	Middle and Lower Management	Online	1.10 hours
9	Functional	Central Civil Services (Leave) Rules (1972)	Level III Training Programme to Develop Functional Competencies in Government	iGOT	Advanced	Middle and Lower Management	Online	16 hours 14 minutes
10	Functional	Legal and Court Proceedings	Administrative Law	iGOT	Basic	Director and below	Online	1 hour

Annexure 4 – Detailed List of Training Interventions for Top Domain Competencies:

Sr.No.	Division Name	Domain Competencies	Course(s)	Advanced / Basic	Mode	Platform / Institute	Duration
1	Freedom Fighters Division	Enemy Property Act (1968)	https://www.indiacode.nic.in/handle/123456789/1582?sam_handle=123456789/1362				–
2		Pension/ Pay Fixation & DP (C&R) Act (1954)	Pay Fixation	Basic	Online	iGOT	1.26 Hours
			<ul style="list-style-type: none">Family Pension Under NPSPensionary Benefits	Basic	Online	iGOT	<ul style="list-style-type: none">9 minutes55 minutes
3	Union Territories Division	<ul style="list-style-type: none">i. Delhi Police Act (1978)ii. GNCTD Act (1991)iii. The Delhi Municipal Corporation Act (1957)iv. Government of Union Territories Act (1963)	<ul style="list-style-type: none">i. https://www.indiacode.nic.in/handle/123456789/1742?view_type=search&sam_handle=123456789/1362ii. https://www.indiacode.nic.in/handle/123456789/1923?view_type=search&sam_handle=123456789/1362iii. https://www.indiacode.nic.in/handle/123456789/1410?view_type=search&sam_handle=123456789/1362iv. https://www.indiacode.nic.in/handle/123456789/1546?view_type=search&sam_handle=123456789/1362				–
4	Women Safety Division	Modernization of Forensics	Mobile Forensics and CDR Analysis			Central Bureau of Investigation Academy	
5		Modernization of Prisons	Special Acts	Basic	Online	iGOT	7.17 Hours
6		Nirbhaya Scheme	<ul style="list-style-type: none">https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1742823https://wcd.nic.in/schemes/one-stop-centre-scheme-1				-
7		Research and Policy Formulation	Basics of Public Policy	Basic	Online	iGOT	2.48 Hours
	Public Policy Formulation		Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week	

Sr.No.	Division Name	Domain Competencies	Course(s)	Advanced / Basic	Mode	Platform / Institute	Duration
8			Policy Formulation on Legislation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Public Policy for Good Governance	Basic	Online	Institute of Secretariat Training and Management (ISTM)	3 Days
			Good Governance and Public Policy Formulation	–	–	Lal Bahadur Shastri National Academy of Administration (NBSNAA)	–
		Prevention of Cyber Crimes against Women and Girls/ Cyber Security	Stay Safe in Cyber Space	Basic	Online	iGOT	1.16 hours
			Cyber Crimes and Cyber Law	Basic		SVP National Police Academy	–
			Cybercrime and Security	Basic		Central Bureau of Investigation Academy (CBIA)	–
9		Force Community Collaboration	Sub Module - VII Human Behaviour and Relationship Management:	Basic	Online / Offline	Bureau of Police Research and Development	8 months
			1. Human Behaviour				
			2. Police and Human Rights				
			3. Community Policing				

Sr.No.	Division Name	Domain Competencies	Course(s)	Advanced / Basic	Mode	Platform / Institute	Duration
10		Prevention of Gender Based Violence	Tackling Violence Against Women and Girls	Basic	Online	iGOT	38 minutes
11	Police II Division	i. The Central Industrial Security Act (1968 & 2001) ii. The National Security Guard Act (1986 & 1987) iii. The Border Security Force Act (1968 & 1969) iv. The Central Reserve Police Force Act (1949 & 1955)	i. https://www.indiacode.nic.in/handle/123456789/1599?view_type=search&sam_handle=123456789/1362 ii. https://www.indiacode.nic.in/handle/123456789/1853?view_type=search&sam_handle=123456789/1362 iii. https://www.indiacode.nic.in/handle/123456789/1561?view_type=search&sam_handle=123456789/1362 iv. https://www.indiacode.nic.in/handle/123456789/1608?sam_handle=123456789/1362				
12		Cyber Security	Cyber Security	Basic	Online/Offline	Defence Headquarters Training Institute (DHTI)	1 day
			Cyber Security	Basic	Offline	National Academy of Defence Financial Management	3 Days
13		Force Community Collaboration	Human Behaviour and Relationship Management:	Basic	Online / Offline	Bureau of Police Research and Development	8 months
			1. Human Behaviour				
	2. Police and Human Rights						
		3. Community Policing					
14	Disaster Management Division	i. United Nations (Privileges and Immunities) Act (1947) ii. The Civil Defence Act (1968)	i. https://www.indiacode.nic.in/handle/123456789/1697?view_type=search&sam_handle=123456789/1362				

Sr.No.	Division Name	Domain Competencies	Course(s)	Advanced / Basic	Mode	Platform / Institute	Duration
			ii. https://www.indiacode.nic.in/handle/123456789/1524?view_type=search&sam_handle=123456789/1362				
15		<ul style="list-style-type: none">The Disaster Management National Executive Committee Rules (2006)The National Institute of Disaster Management Regulations (2006)	https://www.indiacode.nic.in/handle/123456789/2045?view_type=search&sam_handle=123456789/1362 <ul style="list-style-type: none">RulesRegulations				
16		National Disaster Relief Force (NDRF) Rules	NDRF Rules	Advanced	Online	NDRF Annual Training calendar 2023	19 Weeks
17		Disaster Mitigation/ Prevention	Disaster Management – Role of Telecommunications	Basic	Online	iGOT	7.49 Hours
			Safety, Accident Prevention and Disaster Management	Advanced	Online	iGOT	11.37 Hours
			Economics of Climate Resilient Development	Basic	Online	iGOT	1.21 Hours
			Disaster Management	Basic	Online/ Offline	National Industrial Security Academy (NISA)	–
18		Police Modernization Division	State / UT Assistance for Police Modernization	–	–	–	–
19	<ul style="list-style-type: none">Wireless and Communication Technology		Wireless and Communication Technology	Basic	Online/ Offline	Bureau of Police Research and Development	–
20	Modernization Plan – IV for all CAPFs		–	–	–	–	–

Sr.No.	Division Name	Domain Competencies	Course(s)	Advanced / Basic	Mode	Platform / Institute	Duration
21		Cyber Security	Cyber Security	Basic	Online/ Offline	Defence Headquarters Training Institute (DHTI)	1 day
22		Cyber Security Policy Formulation	Cyber Security	Basic	Offline	National Academy of3Defence Financial Management	3 Days
			Basics of Public Policy	Basic	Online	iGOT	2.48 Hours
23		Policy Formulation Policy Formulation	Public Policy Formulation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Policy Formulation on Legislation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Public Policy for Good Governance	Basic	Online	Institute of Secretariat Training and Management (ISTM)	3 Days
			Basics of Public Policy	Basic	Online	iGOT	2.48 Hours
24	Center State II Division	Policy Formulation	Public Policy Formulation	Basic	Online	Institute of Secretariat Training and	1 Week

Sr.No.	Division Name	Domain Competencies	Course(s)	Advanced / Basic	Mode	Platform / Institute	Duration
						Management (ISTM)	
			Policy Formulation on Legislation	Basic	Online	Institute of Secretariat Training and Management (ISTM)	1 Week
			Public Policy for Good Governance	Basic	Online	Institute of Secretariat Training and Management (ISTM)	3 Days

Note: Due to the unique nature of work handled by MHA, it's opined that a training institute or a center in any existing training institute should undertake training programs exclusively for MHA staff in the areas of Acts, Rules / Regulations, Schemes etc. Alternatively, it is advised that collaborations with institutions specialized in training MHA staff should be taken up.

The various acts of the parliament passed from time to time since 1950 are available and have been identified from <https://www.india.gov.in/my-government/acts> and <https://www.indiacode.nic.in>. These have been further mapped in the above-mentioned table. The acts/rules/regulations are available free online and can be accessed by all citizens. Departments/Divisions would need to curate the syllabus from these acts.