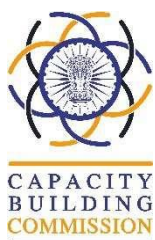




Capacity Building Commission, Government of India

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CAPACITY BUILDING COMMISSION

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Abbreviations

ACBP	Annual Capacity Building Plan
AC	Assistant Commandant
ASI	Assistant Sub-Inspector
BNS	Battalions
BM	Border Management
CBC	Capacity Building Commission
CNA	Capacity Needs Analysis
DC	Deputy Commandant
DIG	Deputy Inspector General
CS	Centre-State
DG	Director General
FTR	Frontier
HQ	Headquarter
GeM	Government eMarketplace
IG	Inspector General
iGOT	Integrated Government Online Training
MDOs	Ministries / Departments / Organizations
MHA	Ministry of Home Affairs
SHQ	Sector Headquarter
SI	Sub-Inspector
SSB	Sashastra Seema Bal
UT	Union Territories
2IC	2 nd In Command

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 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 enabled.

Its primary objective is governance improvements through enhancement of capacity across levels in Civil Services officials 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 recognition that fit for purpose civil service requires a competency framework as central to a capacity enhancement Programme and transitioning them 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 Public Human Resource Council (PMHRC): apex body for the program
- Cabinet Secretariat Coordination Unit: Under the apex body to monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans.
- Capacity Building Commission: Set up for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- Karmayogi SPV (Special Purpose Vehicle): Set up for operating the digital assets created for NPCSCB on behalf of the Government of India that owns and operate iGOT Karmayogi platform.
- iGOT (Integrated Government Online Training): It helps in shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel successes. FRAC stands for Framework for Roles Activities & Competencies. For each Position in Government, FRAC defines the Roles, Activities, and Competencies needed by an individual for effective performance.



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, broadly, 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 credibility and shape a uniform approach to capacity building on a collaborative and co-sharing basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans of Departments, Ministries and participating Organizations and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one among the key functions. The Commission will thereafter monitor and report the periodical progress of implementation to 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 ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

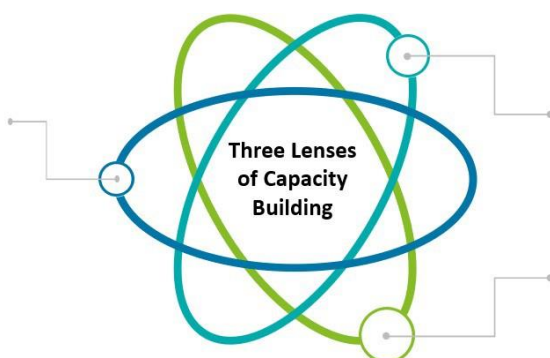
Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal oriented.

CBC suggests three overarching lenses to help identify goals of a Capacity Building Plan:

Citizen Centricity:

Understand the department's key citizen centric governance objectives such as

- Transparent and efficient public service delivery,
- Stability and continuity of various citizen centric schemes,
- Smooth and effective grievance redressal mechanisms,
- Participatory governance, etc



National Priorities:

- Examine department's 'Vision, Mission, and Goals' alignment with National Priorities with a 3-year, 5-year, and 10-year focus
- Identify key capacity gaps
- Overcoming specific constraints

Emerging Technologies:

- Key technology trends that impact the sector that relates to the functioning of the department
- Identify the challenges and opportunities

The Annual Capacity Building Plan shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.



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.

Aspect	Description
Vision	<p>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:</p> <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> 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
Goals and Objectives	<ul style="list-style-type: none"> Preserving the internal security of the country Promoting harmonious Centre-State relations Administering the Union Territories efficiently Preserving and promoting National Integration and Communal Harmony Raising, administering, and deploying Central Police Forces (CPFs) Modernizing State Police Forces Protecting and upholding the principles of human rights Effectively managing the international border and coastline Extending relief and mitigating the hardships on account of disasters Working for the welfare of Freedom Fighters Carrying out the census decennially Preventing and combating drug trafficking and abuse; and Implementing the official language policy
Mandate/ functions	<p>The Ministry of Home Affairs (MHA) discharges multifarious responsibilities, such as</p> <ul style="list-style-type: none"> Internal security Border management Centre-State relations Administration of Union Territories Management of Central Armed Police Forces Disaster management, etc. <p>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.</p>
Departments	<ul style="list-style-type: none"> Department of Border Management Department of Internal Security Department of Jammu, Kashmir and Ladakh Affairs Department of Home Department of Official Language

	<ul style="list-style-type: none"> • Department of States <p>The Department of Internal Security, Department of States, Department of Home, Department of Jammu and Kashmir Affairs and Department of Border Management do not function in watertight compartments. They all function under the Union Home Secretary and are inter-linked. There is a designated Secretary for Department of Border Management and Internal Security also.</p>
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3. Overview of Sashastra Seema Bal

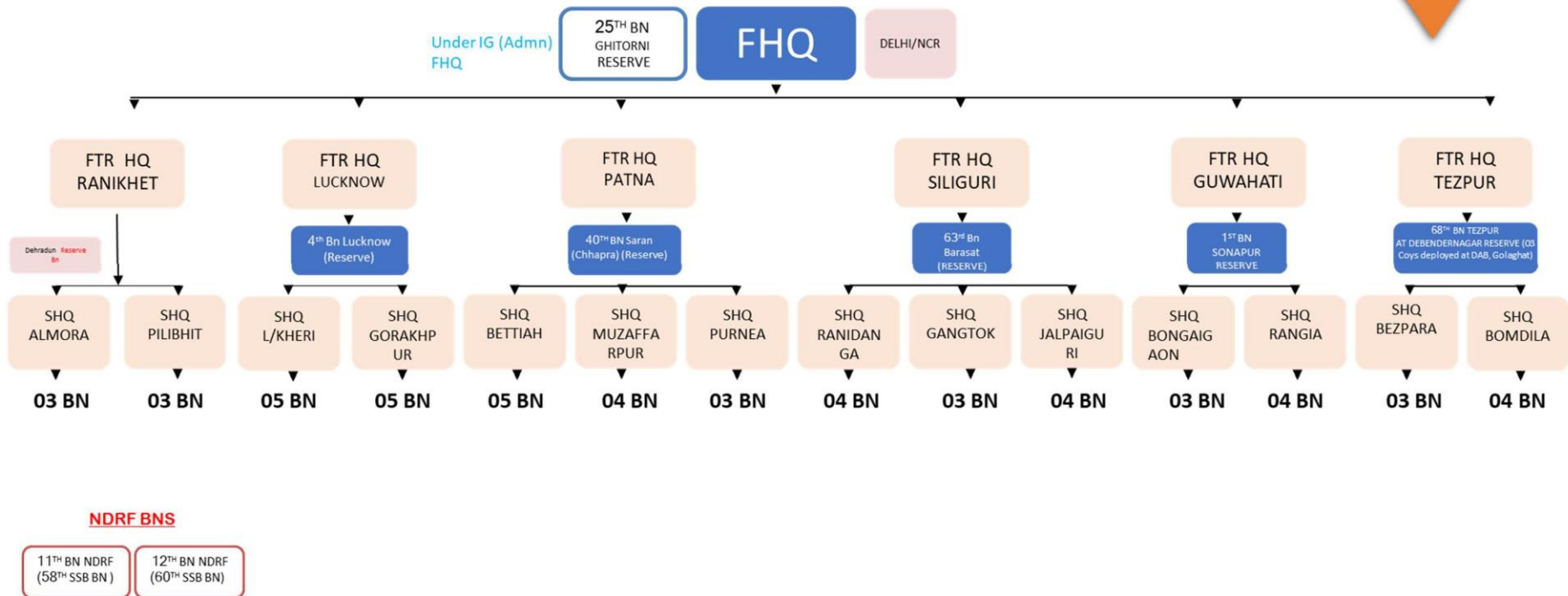
After the Kargil war, the K. Subramanayam Committee's Report was considered by a Group of Ministers for relocation of all Para-military forces to achieve optimum efficiency by assigning one border for each force. SSB was declared as a Border Guarding Force on 15th January 2001 under the Ministry of Home Affairs and renamed as 'Sashastra Seema Bal' on 15th December 2003. On 19 June 2001 SSB was given the mandate to guard the Indo-Nepal Border (1751 Kms.) and was declared the Lead Intelligence Agency for that area. The added responsibility of guarding Indo - Bhutan Border was given to SSB on 12th March 2004 along with being declared the Lead Intelligence Agency for that border.

The different frontiers of SSB are responsible for guarding and securing different parts of the Indian border and play a crucial role in ensuring border security, preventing illegal activities, maintaining law and order along the border areas, intelligence gathering, cross-border cooperation, counter-insurgency operations and community engagement in the operational area. The frontiers under SSB are as follows:

- **Force Headquarters** - The Force Headquarters in New Delhi serves as the administrative and command center for SSB. It houses the top leadership and oversees the overall functioning of the organization.
- **Ranikhet Frontier** - Indo Nepal Border mainly in the hilly region of Uttarakhand State and terai region of Uttar Pradesh
- **Lucknow Frontier** - India-Nepal border in the state of Uttar Pradesh.
- **Patna Frontier** - India-Nepal border in the State of Bihar
- **Siliguri Frontier** - India-Nepal and India-Bhutan borders in the North Bengal region
- **Tezpur Frontier** - Indo-Bhutan Border in North Assam and Arunachal Pradesh
- **Guwahati Frontier** - India-Bhutan borders in the northeastern region of Assam

3.1 Organizational Structure

DEPLOYMENT OF SSB ON INDO-NEPAL AND INDO-BHUTAN BORDERS



4. Capacity Needs Analysis (CNA) for Sashastra Seema Bal

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

4.1 As-Is Assessment of the Ministry



Figure 1 Our Methodology to conduct CNA

- By following a discussion-based approach, we were able to map out the responsibilities, functions, and capacities of Sashastra Seema Bal.
- An 'As-Is' template was circulated to the directorates under scope to collect inputs such as 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 SSB directorates, the 'As-Is' assessment report was finalised.

4.2 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 levels of the said Organization.
- 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.
- The Capacity Need Analysis (CNA) exercise was initiated to identify the competencies required at each role / designation based on the responses received via multiple interactions with the SSB officers.
- It is important to note that competencies derived through the responses were mapped with respective roles / designation.

4.3 Focused Group Discussions with SSB Officials

- Focussed group discussions were conducted with officers of SSB at Headquarter and Frontier levels through video conferencing. The purpose was to understand their competency gaps, challenges and priorities
- Domain expertise was discussed at length for better clarity and identification of competencies and skills required at each designation

4.4 Validating Top Competencies

- 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 designations under SSB were determined through a step-by-step approach.

The unique designation buckets in the analysis include –

S.No	Designations
1.	Inspector General
2.	Deputy Inspector General
3.	Commandant/2IC
4.	AC/DC/Inspector
5.	SI/ASI

These designations in SSB spread across the following directorates:

S.No	Directorates
1.	Administration
2.	Operations
3.	Training
4.	Personnel
5.	Communication and Provisioning
6.	Intelligence
7.	Medical
8.	Vigilance

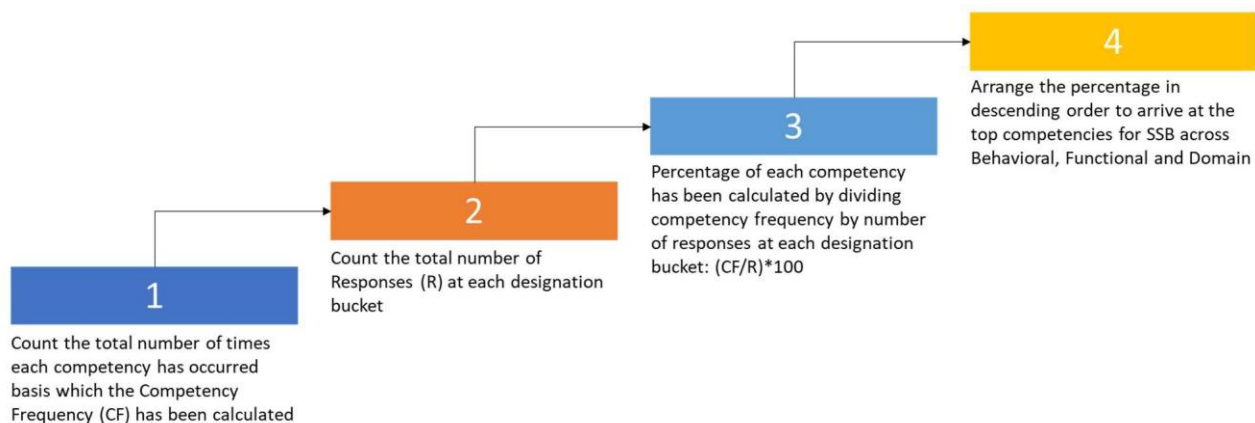


Figure 2 Stepwise approach for assessment of competency

*The percentage does not signify the felt need of the competencies

4.5 As-Is Assessment of Training Needs of Officers and Identification of Interventions

4.5.1 Individual Capacity Building

Capacity of an individual is developed at three levels namely behavioural, functional and domain level competencies. These are the three pillars of the individual 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.

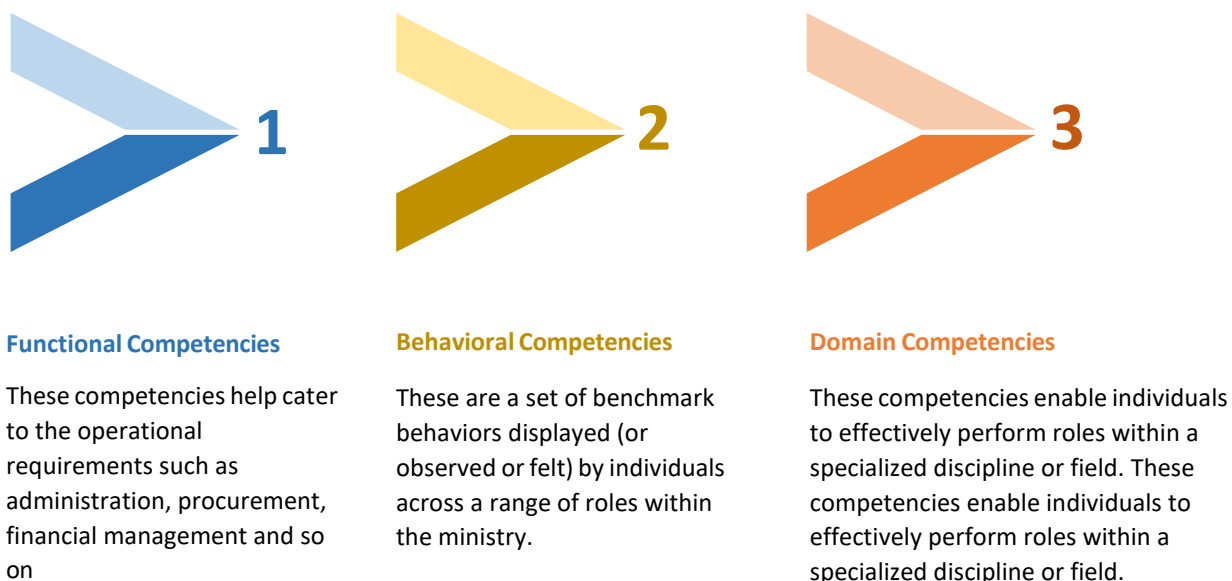


Figure 3 Types of Competencies

4.5.2 Organizational Capacity Building

Capacity building at the organizational level refers to the overall grooming of the organisation'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.

4.5.3 Competency Assessment of SSB

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:

4.5.4 Top Competency Requirements across SSB

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

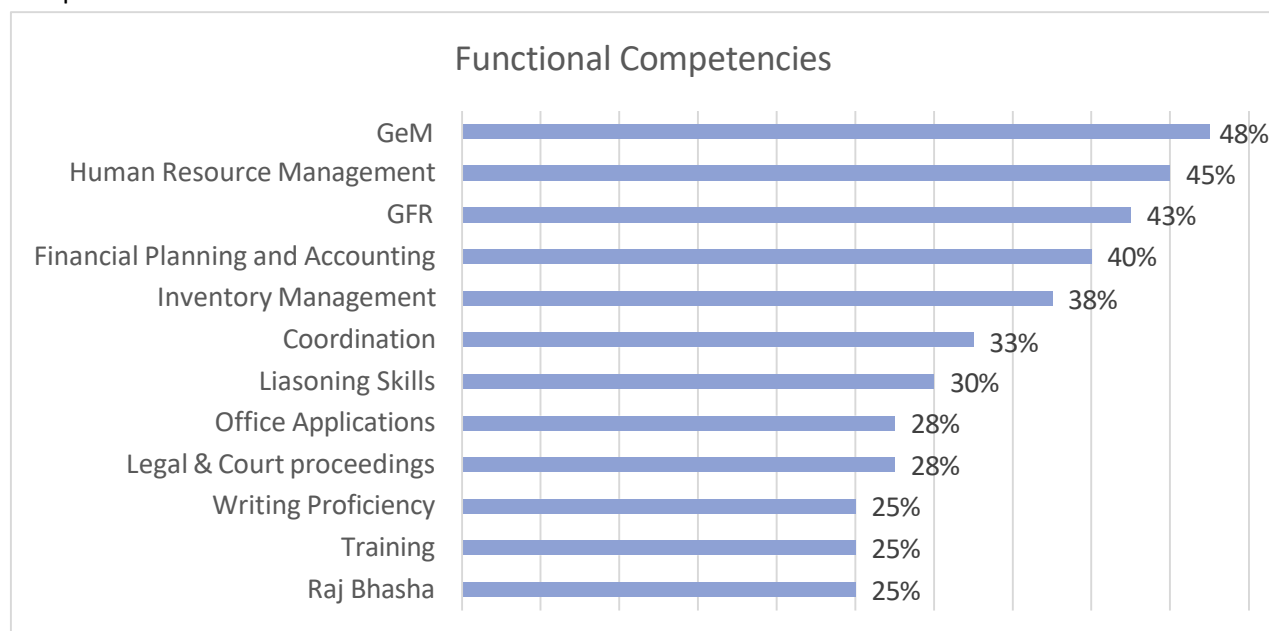


Figure 4 Functional Competencies of Sashastra Seema Bal

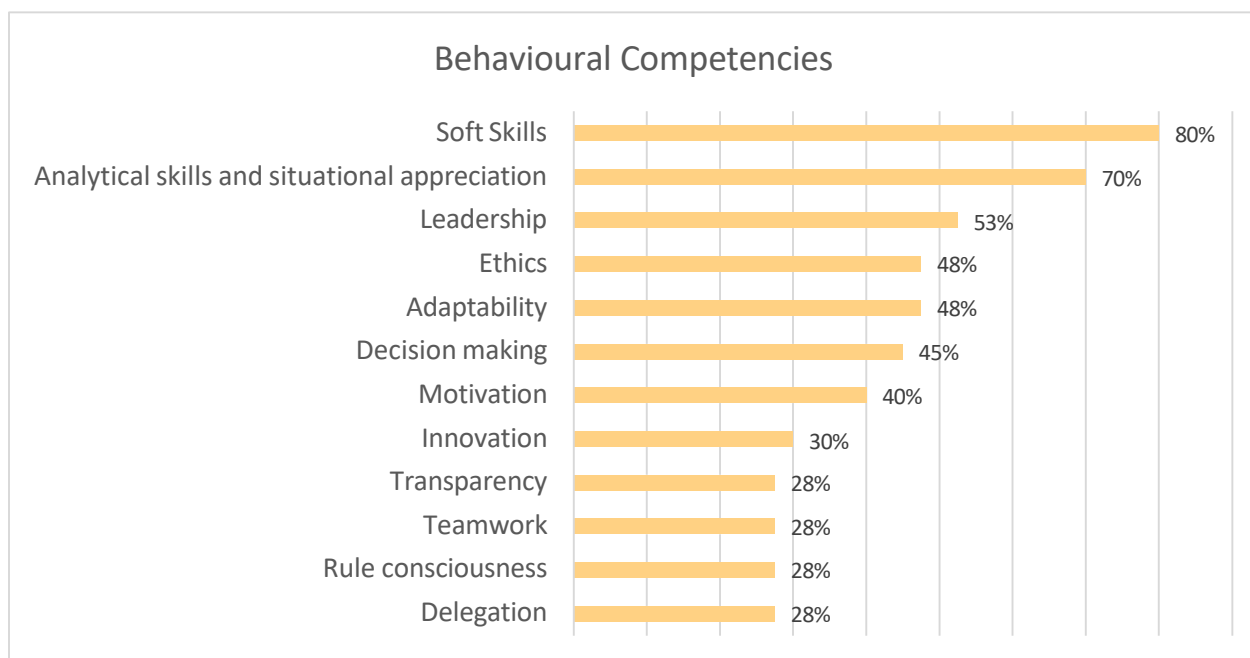


Figure 5 Behavioral Competencies of Sashastra Seema Bal

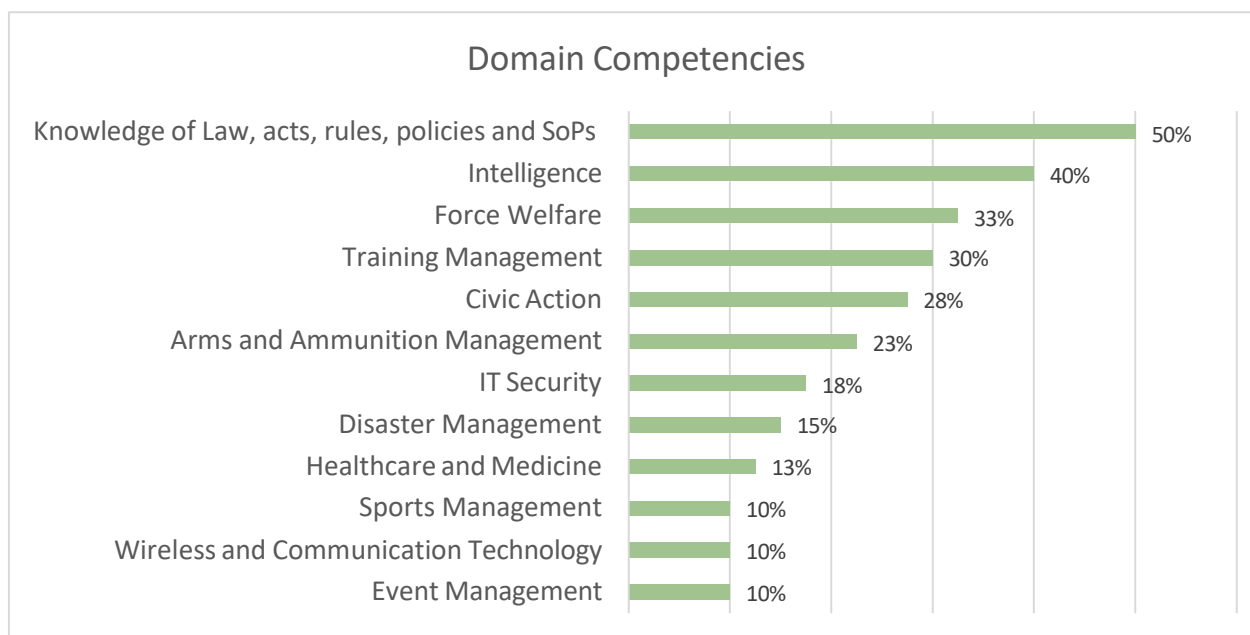


Figure 6 Domain Competencies of Sashastra Seema Bal

5. CNA for Each Designation in Sashastra Seema Bal

5.1 Inspector General

the Inspector General (IG) is a high-ranking officer who holds a key leadership position within the organization. As an important part of the SSB's command structure, the IG typically reports to the Director General (DG) or the highest-ranking officer in the organization. They are responsible for implementing policies, ensuring the efficient functioning of the SSB, and maintaining discipline within the force. There are eight Inspector Generals, one for each directorate and their responses have been summarized below.

5.1.1 Functional Competency Needs of Inspector General

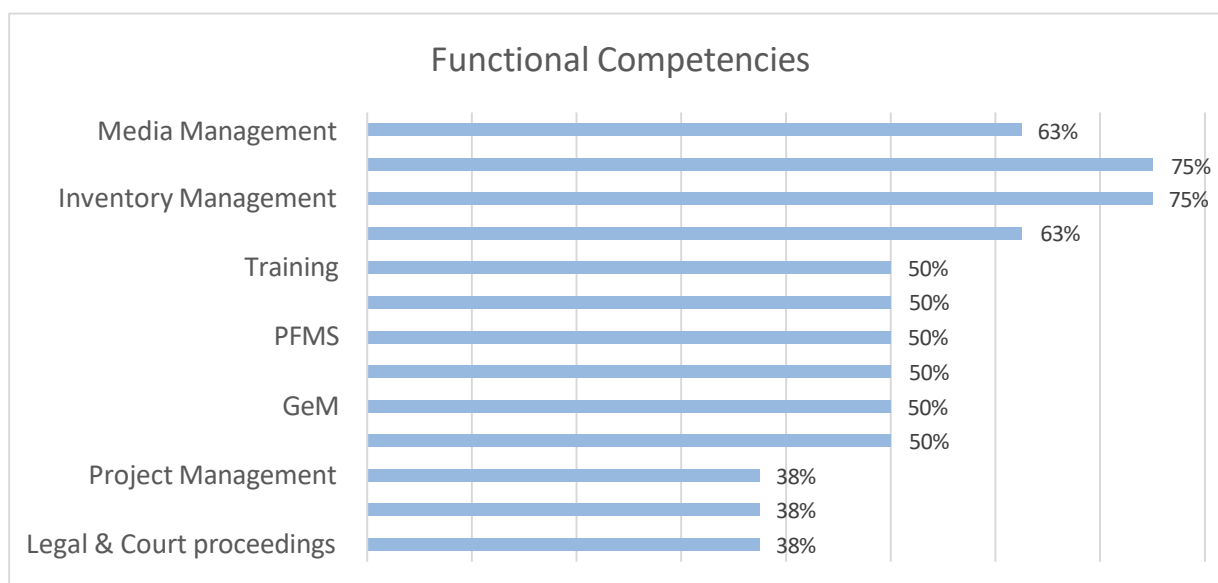


Figure 7 Functional Competencies for Inspector General

5.1.2 Behavioural Competency Needs of Inspector General

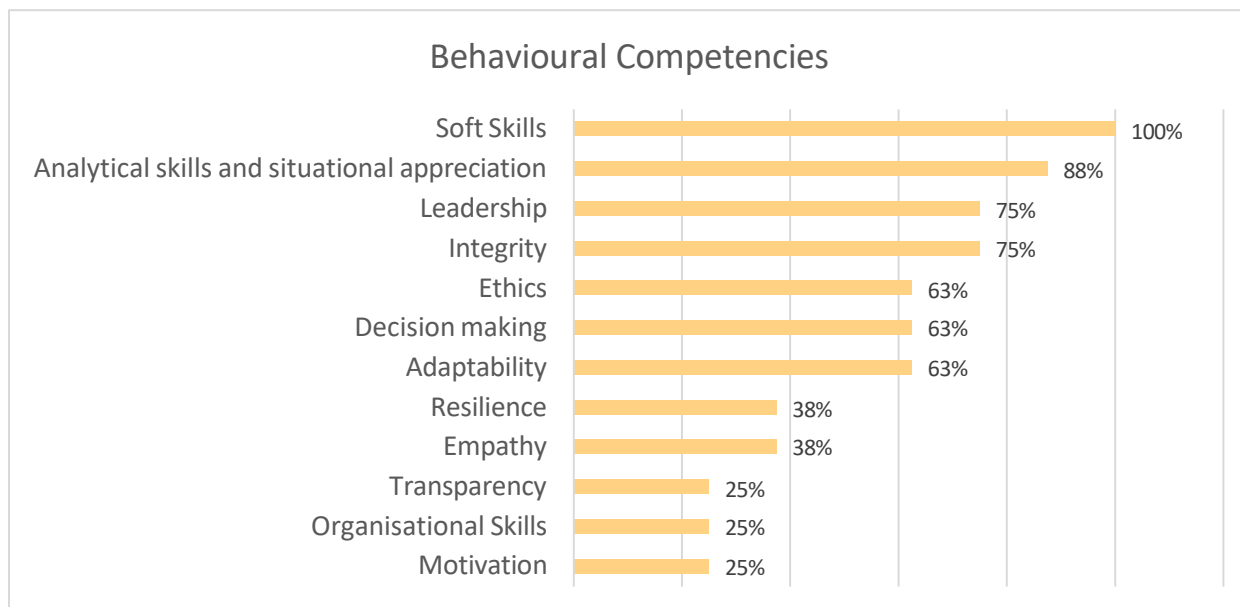


Figure 8 Behavioural Competencies for Inspector General

5.1.3 Domain Competency Needs of Inspector General

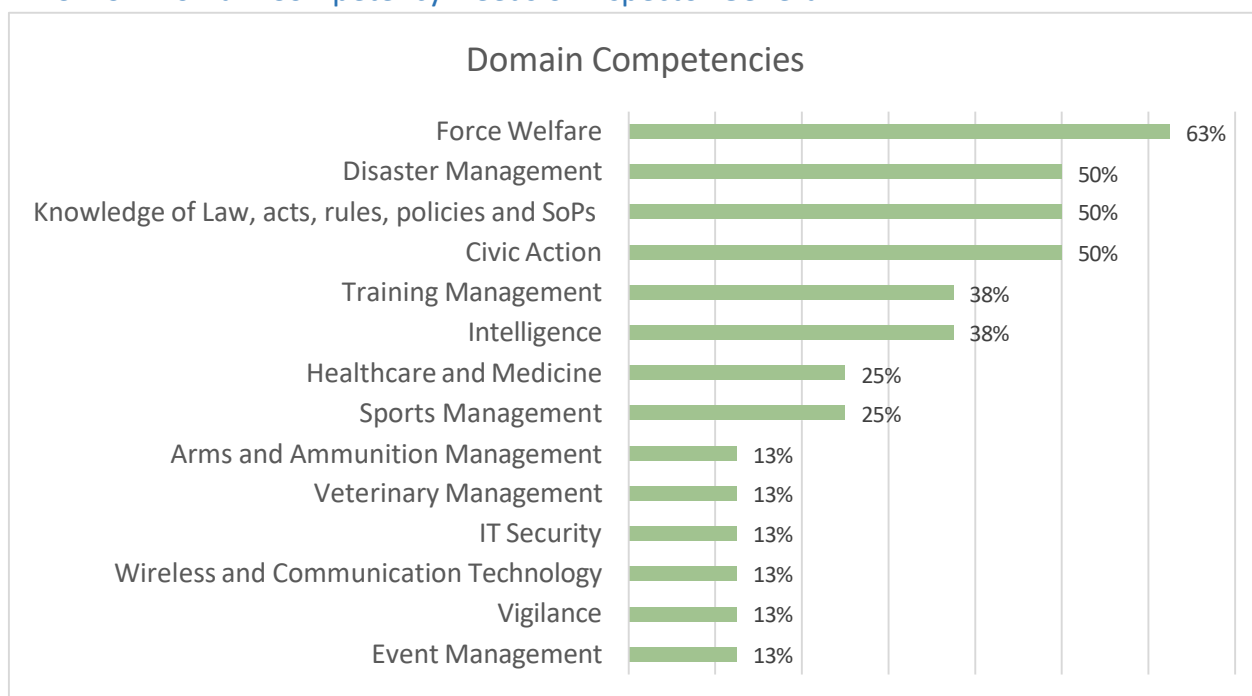


Figure 9 Domain Competencies for Inspector General

5.2 Deputy Inspector General

The Deputy Inspector General (DIG) at Sashastra Seema Bal (SSB) assists the Inspector General in overseeing operations, coordinating units, ensuring compliance, and managing personnel. Responses from DIGs were received across 08 Directorates and Field Units (FTRs/TCs) and their responses have been summarized below.

5.2.1 Functional Competency Needs of Deputy Inspector General

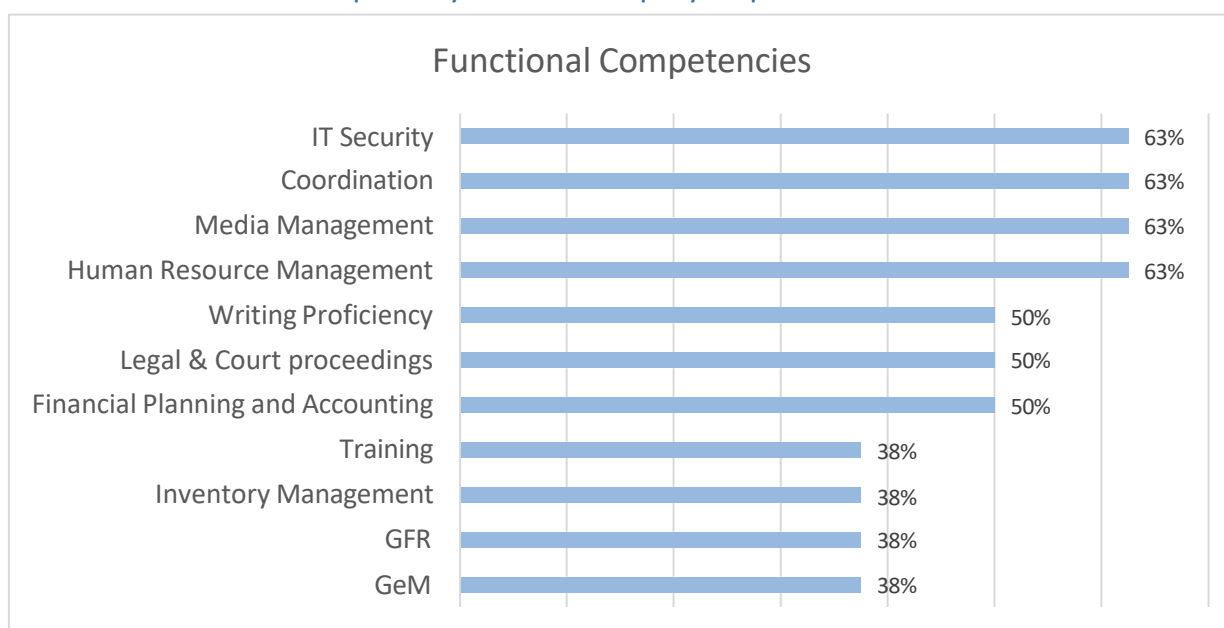


Figure 10 Functional Competencies for Deputy Inspector General

5.2.2 Behavioural Competency Needs of Deputy Inspector General

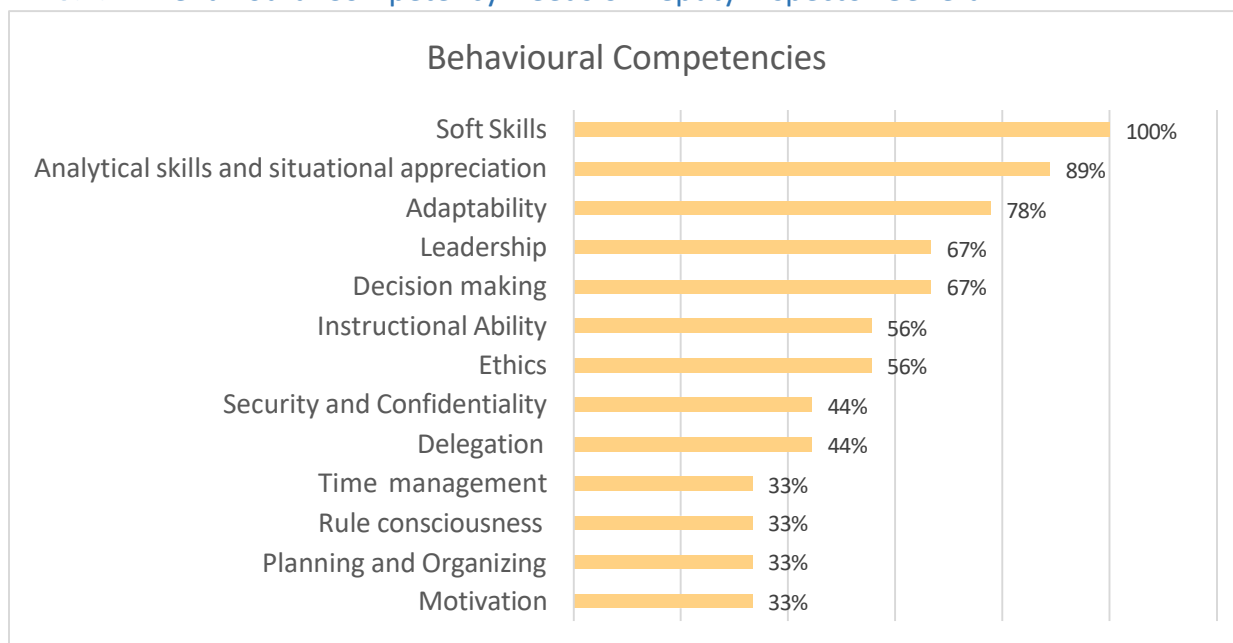


Figure 11 Behavioural Competencies for Deputy Inspector General

5.2.3 Domain Competency Needs of Deputy Inspector General

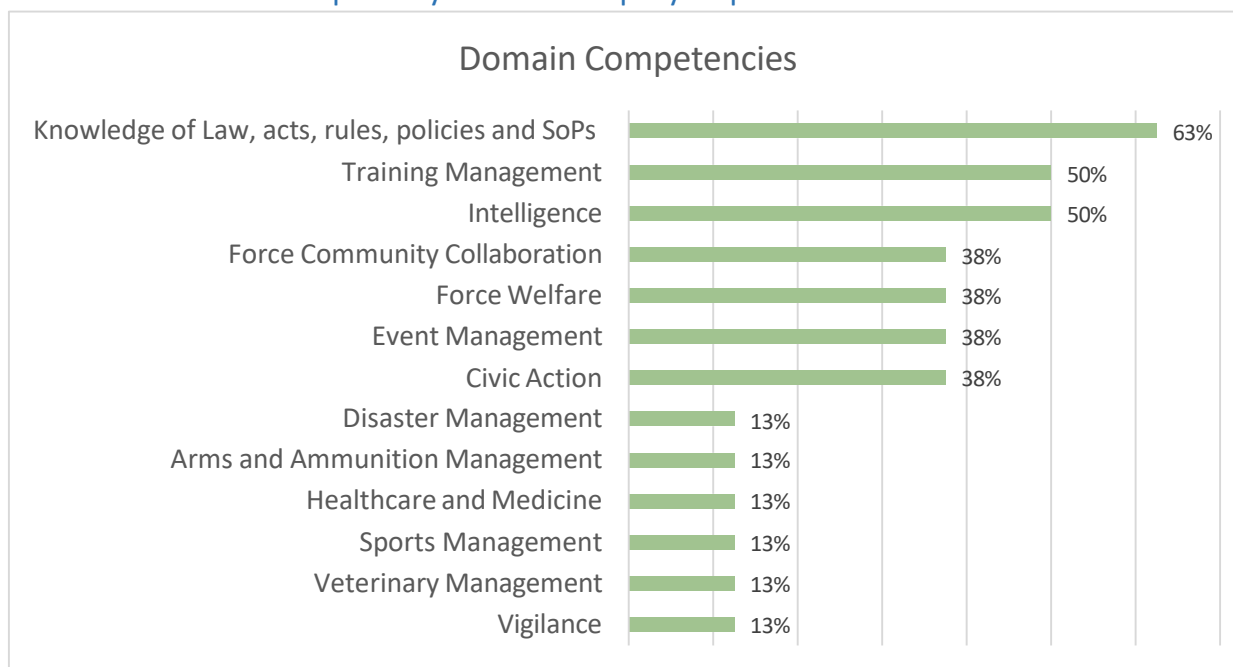


Figure 12 Domain Competencies for Deputy Inspector General

5.3 Commandants/2IC

The Commandant/2IC at Sashastra Seema Bal (SSB) are senior officers responsible for commanding and managing specific units or formations, overseeing operations, ensuring discipline, and coordinating with other units and agencies. Responses from Commandants/2IC were received across 08 Directorates and Field Units (FTRs/TCs) and their responses have been summarized below:

5.3.1 Functional Competency Needs of Commandants and 2IC

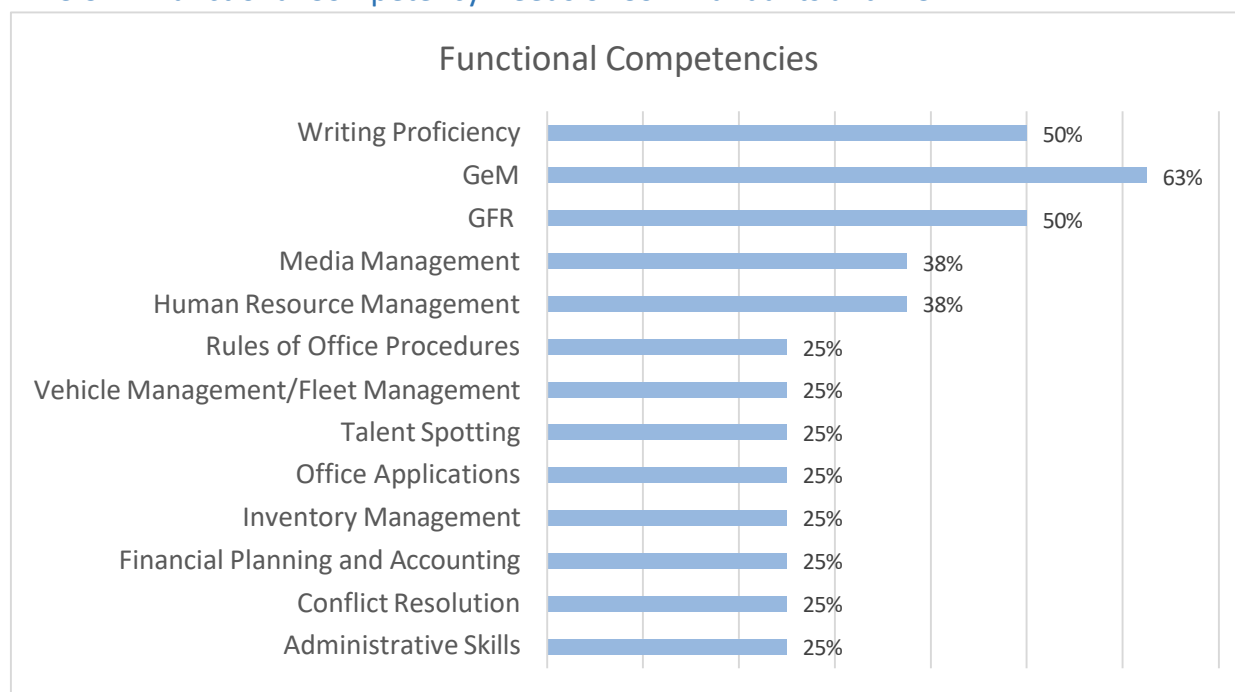


Figure 13 Functional Competencies for Commandants/2IC

5.3.2 Behavioural Competency Needs of Commandants and 2IC



Figure 14 Behavioural Competencies for Commandants/2IC

5.3.3 Domain Competency Needs of Commandants and 2IC

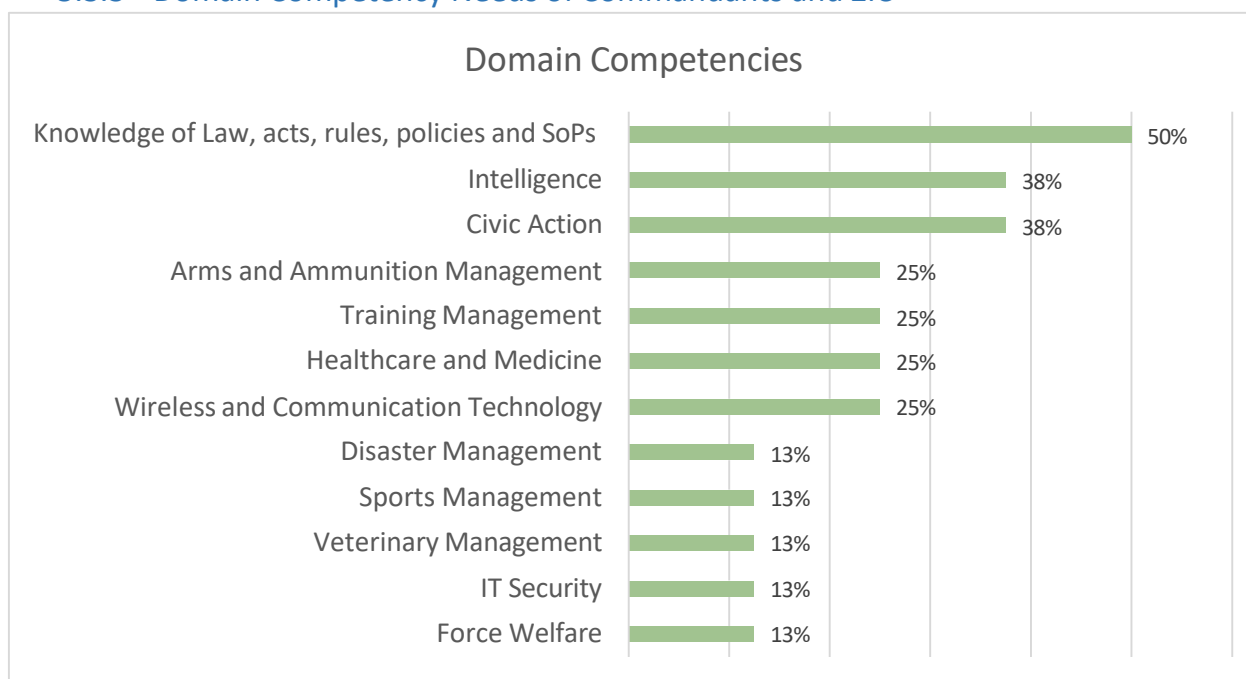


Figure 15 Domain Competencies for Commandants/2IC

5.4 AC/DC/Inspector

These designations play a vital role in operational planning and execution, personnel management, administrative duties, training and readiness, coordination with other units and agencies, reporting and communication, and maintaining discipline within the unit. They support the Commandant in ensuring efficient operations, high standards of professionalism, and effective execution of assigned tasks. Responses from AC/DC/Inspectors were received across 08 Directorates and Field Units (FTRs/TCs) and their responses have been summarized below.

5.4.1 Functional Competency Needs of AC/DC/Inspector

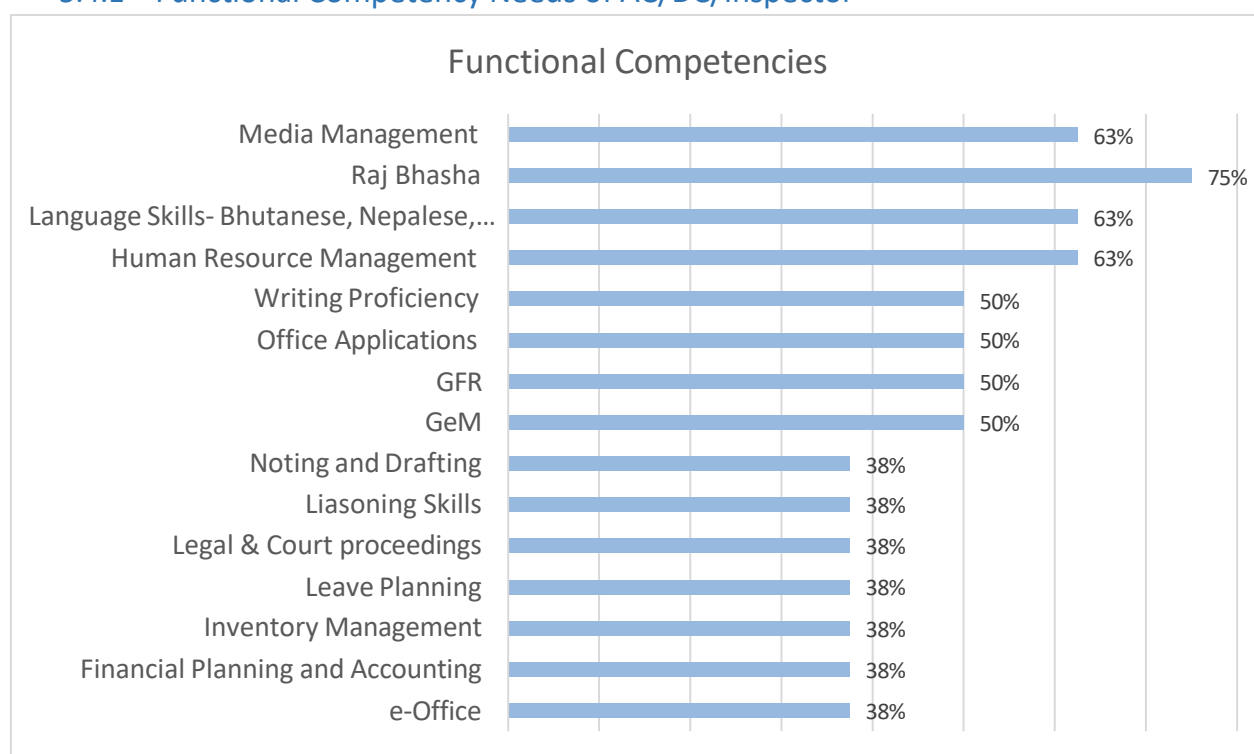


Figure 16 Functional Competencies for AC/DC/Inspectors

5.4.2 Behavioural Competency Needs of AC/DC/Inspector

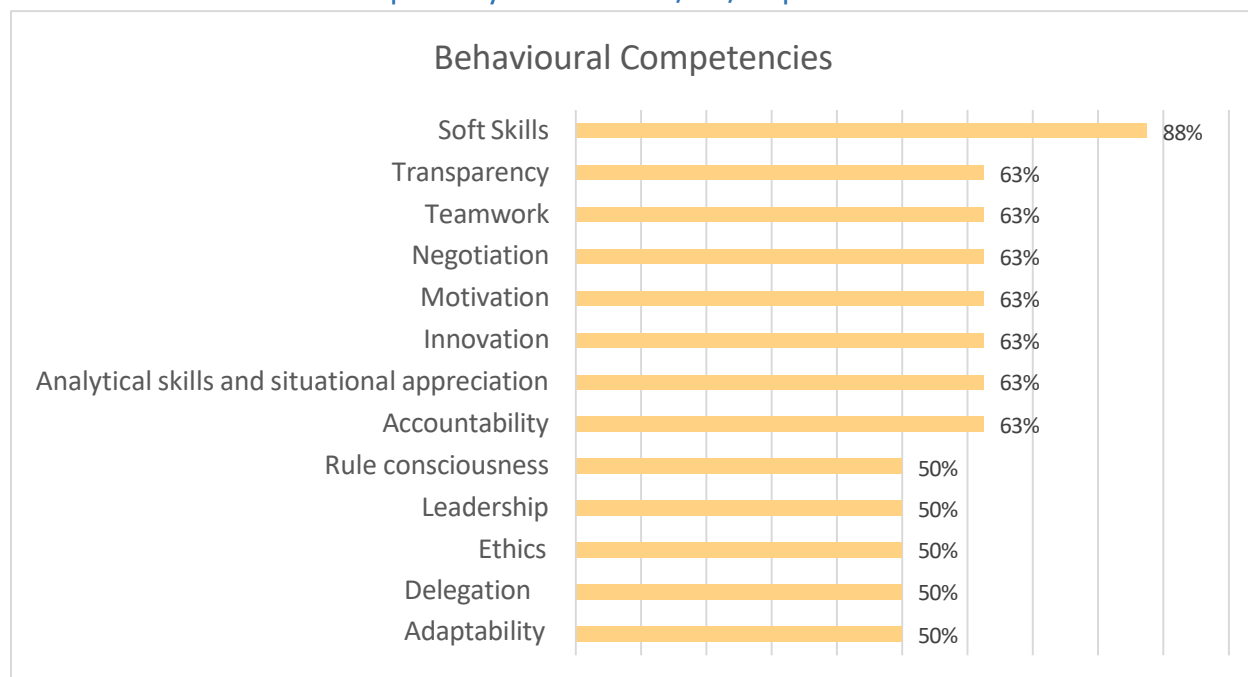


Figure 17 Behavioural Competencies for AC/DC/Inspectors

5.4.3 Domain Competency Needs of AC/DC/Inspector

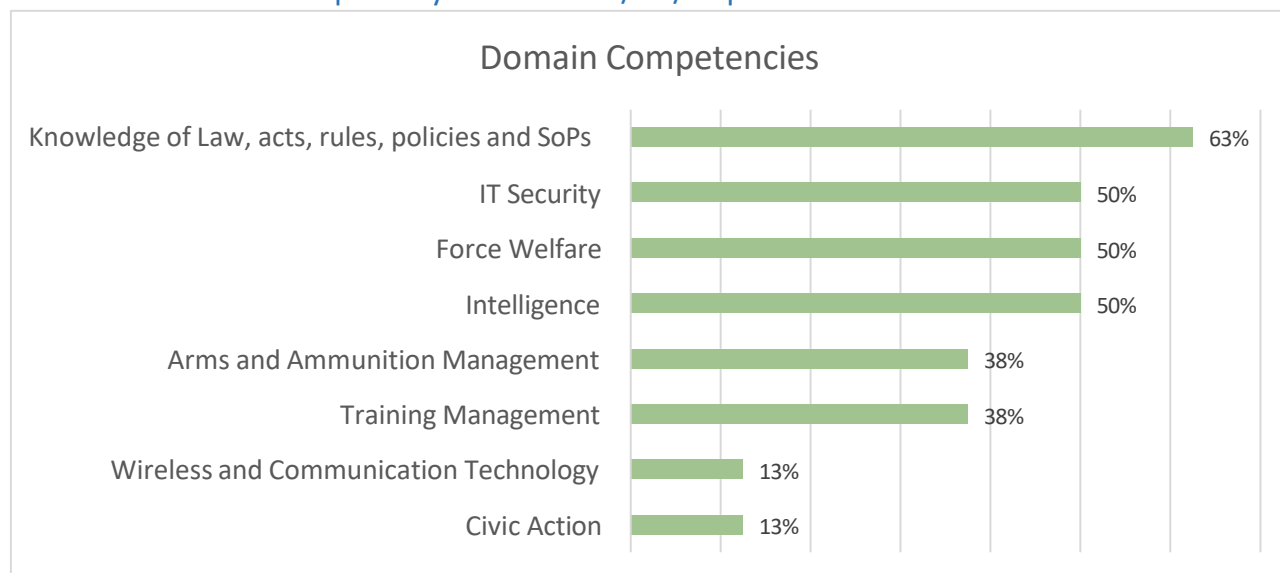


Figure 18 Domain Competencies for AC/DC/Inspectors

5.5 SI/ASI

Sub Inspectors and Assistant Sub Inspectors are responsible for carrying out operational duties, enforcing laws and regulations, conducting investigations, maintaining law and order, gathering intelligence, participating in training programs, assisting with administrative tasks, coordinating with other agencies, and engaging with the public. Responses from SI/ASI were received across three directorates and their responses have been summarized below.

5.5.1 Functional Competency Needs of SI and ASI

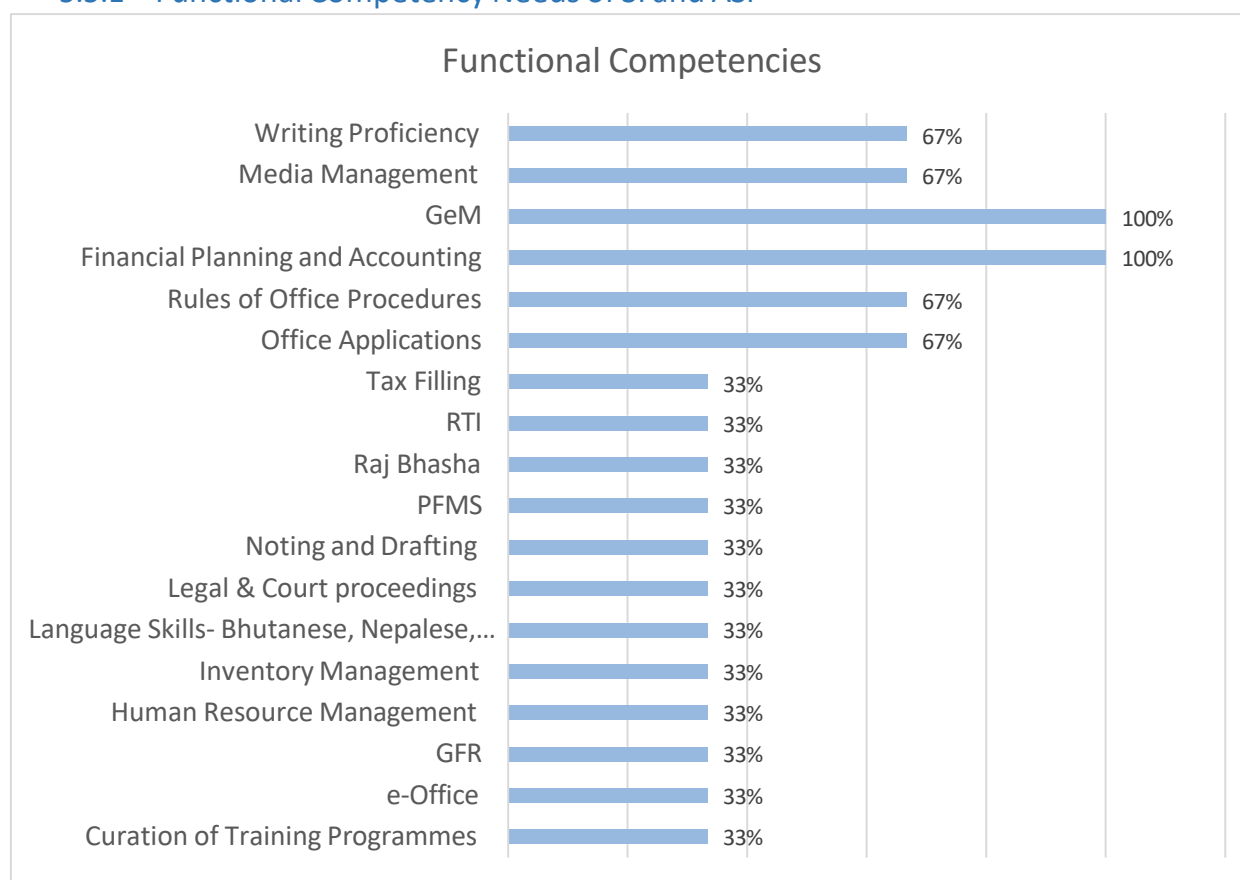


Figure 19 Functional Competencies for SI/ASI

5.5.2 Behavioural Competency Needs of SI and ASI

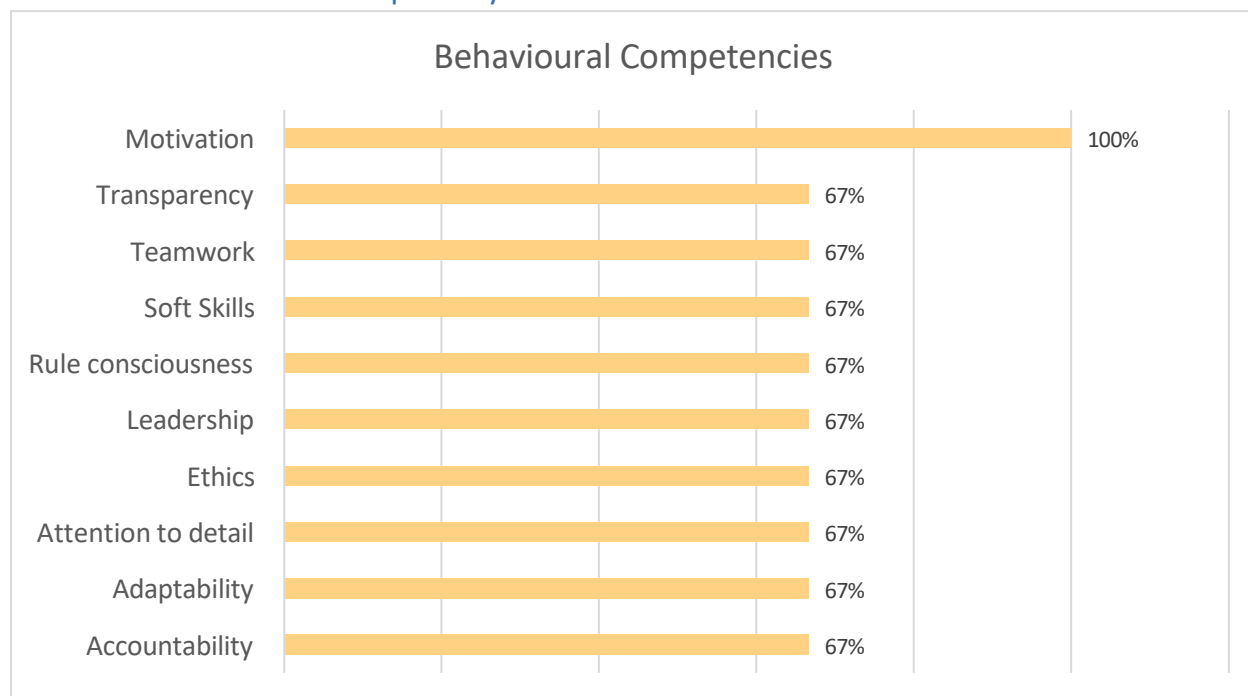


Figure 20 Behavioural Competencies for SI/ASI

5.5.3 Domain Competency Needs of SI and ASI

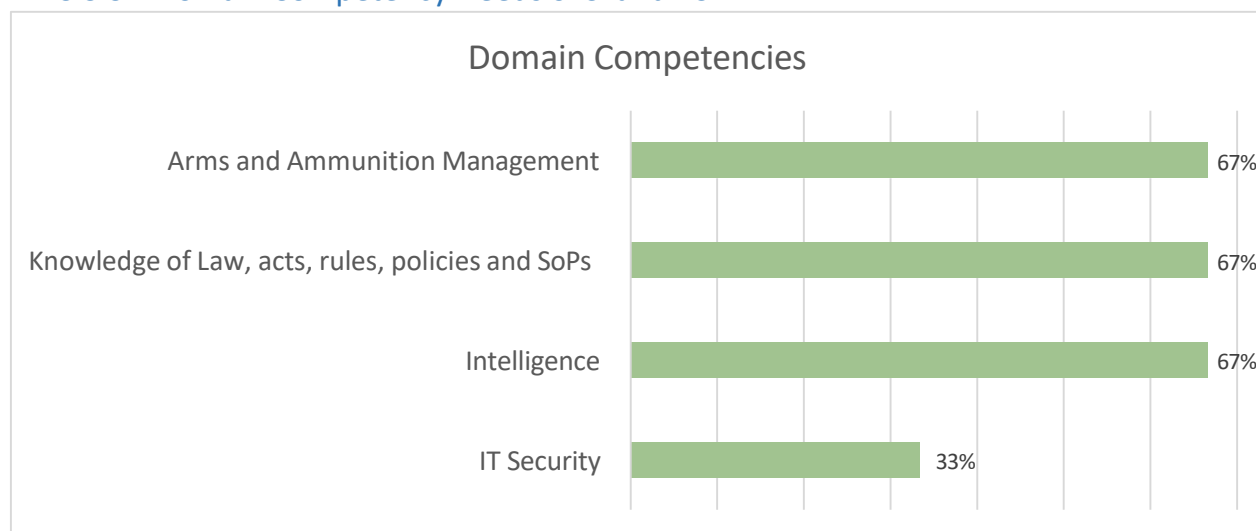


Figure 21 Domain Competencies for SI/ASI

6. 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 22 Key considerations for identification of initiatives in short - medium term

6.1 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.

6.1.1 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](#)

6.1.2 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 SSB 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, SSB 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.

7. Organizational capacity building initiatives (non-training intervention)

Digitally transformation of paramilitary forces in India and enhancing visibility on resources in border areas is one major aspect towards which, several key steps can be taken. Here's an overview of the processes that SSB may like to adopt:

- (a) Establishing a comprehensive digital infrastructure: Developing a robust and secure digital infrastructure to support the transformation - this would involve upgrading existing systems or implementing new technologies, such as cloud computing, data centres, and high-speed connectivity.
- (b) Implementing integrated information systems: Deployment of integrated information systems that consolidate data from various sources and enabling real-time monitoring and analysis -this would include implementing enterprise resource planning (ERP) systems, geographic information systems (GIS), and communication networks.
- (c) Utilization of Internet of Things (IoT) devices: Deployment of IoT devices in border areas to collect data on resources, personnel, and activities - this would include sensors, drones, surveillance cameras, and smart devices. These devices can provide real-time information on the ground situation and enhance situational awareness.
- (d) Developing a centralized command and control centre: Establishment of a centralized command and control centre that serves as a nerve centre for monitoring and decision-making - this centre should integrate data from various sources, provide visualizations and analytics, and facilitate communication and coordination among different units.
- (e) Implementing data analytics and AI capabilities: Utilizing data analytics and artificial intelligence (AI) techniques to process and analyse the vast amounts of data collected. AI algorithms can help

identify patterns, anomalies, and potential threats, enabling proactive decision-making and resource allocation.

- (f) Enhancing communication and collaboration: Implementing secure and encrypted communication systems would facilitate seamless communication between different units, Battalions, Frontiers and the Headquarters. This would include encrypted messaging apps, secure voice and video conferencing, and dedicated communication channels.
- (g) Strengthening cybersecurity measures: With increased digitization, it is essential to prioritize cybersecurity. Implementing robust cybersecurity measures, including firewalls, intrusion detection systems, encryption protocols, and regular security audits, and conducting training programs to educate personnel about cyber threats and best practices for maintaining digital security would be one very important aspect that SSB would need to look into.
- (h) Providing training and skill development: Conducting comprehensive training programs to ensure that the SSB personnel are skilled in utilizing digital tools and technologies effectively - this should include training on data collection, analysis, and interpretation, as well as cybersecurity protocols and operational procedures related to digital systems.
- (i) Fostering partnerships and collaboration: Collaborating with technology partners, research institutions, and industry experts to leverage their expertise and stay updated on the latest advancements in digital technologies, and engaging in knowledge-sharing initiatives and participating in joint research and development projects.
- (j) Continuous evaluation and optimizing: Regular assessment of the effectiveness of digital transformation initiatives and making necessary adjustments based on feedback and evolving requirements. Continuous monitoring of the performance of digital systems, collecting user feedback, and identifying areas for improvement should form a part of SSB's organizational function.

By following the above steps, all paramilitary forces in India including SSB can undergo a digital transformation that shall enable complete visibility on resources in border areas, facilitate data-driven decision-making, and enhance overall operational efficiency.



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Annexures

Annexure 1: List of Competencies Across SSB

S.No.	Functional Competencies	Behavioural Competencies	Domain Competencies
1	Administrative Skills	Accountability	Arms and Ammunition Management
2	Allowance Regulation	Achievement orientation	Civic Action
3	APAR correspondence	Adaptability	Disaster Management
4	Auto-CAD	Advocacy	Event Management
5	Basic Computer Knowledge	Analytical skills and situational appreciation	Force Community Collaboration
6	Billing Software	Attention to detail	Force Welfare
7	Career Progression	Collaboration	Healthcare and Medicine
8	Case Management	Confidentiality	Intelligence
9	Centre Management	Conflict resolution	IT Security
10	CGHS Rules	Consensus building	Knowledge of Law, acts, rules, policies and SoPs
11	Coaching Skills	Counselling	Sports Management
12	Community Outreach	Crisis Management	Training Management
13	Conflict Resolution	Critical Thinking	Veterinary Management
14	Contract Management	Decision making	Vigilance
15	Coordination	Delegation	Wireless and Communication Technology
16	Curation of Training Programmes	Dependability	
17	Cyber Security	Emotional Intelligence	
18	Data Analytics	Empathy	
19	Disciplinary Proceedings	Ethics	
20	E-Bill Software	Fast Comprehension of complex situations	
21	e-Office	Fearlessness	
22	Financial Planning and Accounting	Feedback	
23	FR&SR	Initiative	

S.No.	Functional Competencies		Behavioural Competencies		Domain Competencies
24	GeM		Innovation		
25	GFR		Instructional Ability		
26	GIS		Integrity		
27	Grievance Redressal		Investigative Skills		
28	Human Resource Management		Leadership		
29	Infrastructure, Land and asset management		Mentorship		
30	Inventory Management		Motivation		
31	Language Skills- Bhutanese, Nepalese, Mandarin, Local Languages		Negotiation		
32	Leave Planning		Networking		
33	Legal & Court proceedings		Objectivity		
34	Material Management		Operational Efficiency		
35	Media Management		Organisational Skills		
36	National Anthem, flag code of India, and state emblem of India		People management		
37	Noting and Drafting		Physical Fitness		
38	Office Applications		Planning and Organizing		
39	Office Management		Presentation Skills		
40	Operations preparedness		Problem Solving		
41	Pedagogy		Quantitative Skills		
42	Personnel Administration		Resilience		
43	PFMS		Risk taking		
44	Policy Development		Rule consciousness		
45	Presentation Skills		Security and Confidentiality		
46	Procurement Management		Self confidence		
47	Project Management		Social Intelligence		
48	Proposal Writing		Soft Skills		
49	Raj Bhasha		Stakeholder Management		

S.No.	Functional Competencies		Behavioural Competencies		Domain Competencies
50	Recruitment		Stress management		
51	Research and Analysis		Teamwork		
52	Risk Assessment and Mitigation		Time management		
53	RTI		Transparency		
54	Rules of Office Procedures				
55	Science Communication				
56	Science Diplomacy				
57	Server Management				
58	Social Media				
59	STAAD				
60	Strategic Planning				
61	Supervision				
62	Supply Chain Management				
63	SWOT Analysis				
64	Talent Spotting				
65	Tax Filling				
66	Team Management				
67	Training				
68	Vehicle Management/Fleet Management				
69	Vendor Management				
70	Video editing				
71	Writing Proficiency				

Annexure 2: Detailed list of Trainings for Functional Competencies across SSB

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
1	Raj Bhasha	Rajbhasha Course	National Academy of Indian Railways			
		Provision of Official Language for Govt. Offices	Defence Headquarters Training Institute (DHTI)	Basic	Offline	1 Day
		Rajbhasha Hindi	National Academy of Defence Financial Management	Basic	Offline	1 Day
		Rajbhasha Course	Indian institute of mass communication			
2	Writing Proficiency	Writing Proficiently	MeitY - Future Skills Prime	Advanced	Online	4.8 hours
		Noting, Drafting & Vigilance	Defence Headquarters Training Institute (DHTI)	Basic	Offline	2 Days
3	Legal & Court proceedings	Handling of CAT / Court Case / AFT Cases	Defence Headquarters Training Institute (DHTI)	Basic	Offline	2 Days
		Parliament Procedure and Handling Parliament Questions	Defence Headquarters Training Institute (DHTI)	Basic	Offline	1 Day
		Course on Disciplinary Proceedings Court cases and other legal matters	National Academy of Defence Financial Management	Advanced	Offline	3 Days
4	Office Applications	MS Office	Institute of Secretariat Training and Management	Basic		
		Microsoft PowerPoint Beginners	IGOT	Basic	Online	3 hours
		Microsoft Word Beginners	IGOT	Basic	Online	3 Hours
		Microsoft Excel for Beginners	IGOT	Basic	Online	7 hours
5	Coordination	Brisk Business Administrator – Functional Skills	MeitY - Future Skills Prime	Basic	Online	1.5 hours
6	Inventory Management	Indian Railways: Inventory Management	IGOT	Basic	Online	39 minutes

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
		Materials Management and Inventory Control	Udemy	Basic	Online	1 hour
7	Financial Planning and Accounting	Budgeting in Defence	IGOT	Basic	Online	1 hour
		Capital Budgeting and Project Evaluation Techniques	Udemy	Basic	Online	1 hour
		Workshop on Formulation of Budget	Institute of Secretariat Training and Management			2 days
		Workshop on Financial Management in Government	Institute of Secretariat Training and Management	Advanced		1 Week
		Workshop on Financial Management for PSUs and other Autonomous Bodies	Institute of Secretariat Training and Management	Advanced		1 Week
8	GFR	GFR- procurement of goods and services	Indian Statistical Service Training Division	Basic	Online	
		Course on GFR	IGOT	Basic	Online	1.5 hours
		Public Procurement Framework of GOI	IGOT	Basic	Online	2 hours
9	Human Resource Management	Strategic Human Resource Management	Udemy	Basic	Online	37 minutes
10	GeM	Bid Participation (GeM)	IGOT	Basic	Online	21 Minutes
		Buyer Dashboard (GeM)	IGOT	Basic	Online	16 Minutes
		Catalogue Management (GeM)	IGOT	Basic	Online	42 Minutes
		Introduction to GeM for Buyers	IGOT	Basic	Online	10 Minutes
11	Cyber Security	Cyber Security Basics	IGOT	Basic	Online	2.2 hours

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
		Digital Safety Essentials	IGOT	Basic	Online	1.2 hours
12	Project Management	Agile Scrum Project Management	Udemy	Basic	Online	2 Hours
13	Language: Bhutanese	Learn Dzongkha	uTalk (INR329, Per Month)	Varying	Online	
14	Language: Nepalese	Learn Basic Nepali Language	Udemy	Basic	Online	1.5 hours
15	Language: Bengali	The Complete Bengali Learning Course	Udemy (Paid, INR799)	Basic	Online	5 hours
16	Language: Kashmiri	Spoken Kashmiri, a Language course	Koshur.org	Basic	Online	20 Lessons
17	Language: Assamese	Learn Assamese	uTalk	Varying	Online	
18	RTI	RTI	Defence Headquarters Training Institute (DHTI)	Basic	Offline	1 Day
		Record Management and Right to Information	Institute of Secretariat Training and Management	Advanced		3 Days
		Seminar on Right to Information	Institute of Secretariat Training and Management			1 day
19	PFMS	Orientation Training Programme on PFMS	Institute of Secretariat Training and Management			2 Days
20	Training Management	Management of Training	Institute of Secretariat Training and Management			1 Week

Annexure 3: Detailed list of Trainings for Behavioural Competencies across SSB

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
1	Delegation	Effective Delegation: Self leadership	IGOT	Basic	Online	1.27 Hours
2	Teamwork	Workshop on Team Building and Leadership	Institute of Secretariat Training and Management			3 days
3	Innovation	Innovation Management Foundations	Udemy (Paid INR1,999)	Basic	Online	3.5 Hours
4	Decision making	Making Decision	MeitY - Future Skills Prime	Advanced	Online	5.58 hours
		Problem Solving and Decision Making	IGOT	Basic	Online	1.45 hours
5	Adaptability	Improve Team Adaptability to Maximize Work Performance	Udemy (Paid INR 999)	Basic	Online	2.5 hours
6	Ethics	Ethics and Values	IGOT	Basic	Online	0.83 hours
7	Leadership	Becoming a Better Leader	Udemy	Basic	Online	45 Minutes
		Inspiring Leadership Attitude	Defence Headquarters Training Institute (DHTI)		Offline	2 Days
8	Analytical skills and situational appreciation	Thinking Critically	MeitY - Future Skills Prime	Basic	Online	5.8 hours
		Critical Thinking	IGOT	Basic	Online	40 Mins
		Critical Thinking & Problem-Solving Techniques	Institute of Secretariat Training and Management			2 Days
		Critical Thinking	Defence Staff College Ooty			
9	Soft Skills	Effective Communication	IGOT	Advanced	Online	7.31 hours
10	Conflict Management	Conflict Management and Negotiation	IGOT	Basic	Online	
		Conflict Management	College of Defence Management Hyderabad			

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
11	Stress management	STRESS MANAGEMENT	IGOT	Basic	Online	1.54 hours
		Managing Stress	Defence Headquarters Training Institute (DHTI)	Advanced	Offline	3 Days
12	Time management	Time Management	IGOT	Basic	Online	1.5 hours
13	Ethics	Ethics and Values	IGOT	Basic	Online	0.83 hours
14	Delegation	Effective Delegation: Self leadership	IGOT	Basic	Online	1.27 hours

Annexure 4: Detailed list of Trainings for Domain Competencies across SSB

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
1	Intelligence	Fundamentals of Remote Sensing and Geospatial Analysis	Udemy (Paid, INR2,999)	Basic	Online	2 Hours
		Complete remote sensing and GIS - ArcGIS - Erdas	Udemy (Paid, INR2,699)	Advanced	Online	11 Hours
		Map Academy: get mapping quickly with QGIS	Udemy (Paid, INR3,199)	Advanced	Online	15.5 Hours
		Psychological Warfare	Defence Staff College Coonoor			
		Social Media Monitoring	Udemy (Paid, INR799)	Advanced		6 hours
		Cybercrime investigation and computer forensics	Central Bureau of Investigation Academy			
		Course on intelligence collection and source raising- practical exercises for surveillance	Central Bureau of Investigation Academy			
2	Disaster Management	https://nidm.gov.in/PDF/trgcal/Trg_Cal_2023-24.pdf	National Institute of Disaster Management	Varying	Offline	Varying
3	Knowledge of Law, acts, rules, policies and SoPs	Capsule on Land Management	National Institute of Defence Estates Management			
		Training Capsule on Right to Information Act & Office Procedure	National Institute of Defence Estates Management			
		Training on Effective Land Acquisition, Resettlement and Rehabilitation	National Institute of Defence Estates Management			
		Workshop on Policy Formulation to Legislation	Institute of Secretariat Training and Management	Advanced		4 Days
		Seminar on Right to Information	Institute of Secretariat Training and Management			1 day

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
		Human Rights: a Basic Course	Udemy	Basic	Online	6 hours
4	Force Welfare	Orientation Course for Retiring Officers	Defence Headquarters Training Institute (DHTI)	Basic		3 Days
		Pension & NPS	Defence Headquarters Training Institute (DHTI)	Basic		2 Days
		Income Tax Module & Filing ETDS	Defence Headquarters Training Institute (DHTI)	Basic		1 Day
		Gender Sensitisation	Defence Headquarters Training Institute (DHTI)	Basic		1 Day
5	Civic Action	Security Consciousness	Defence Headquarters Training Institute (DHTI)			1 Day
		Civilian Personnel Management	Defence Headquarters Training Institute (DHTI)			2 days
		Workshop on Citizen-Centric & Service Delivery Approach	Institute of Secretariat Training and Management			3 Days
6	Event Management	Event Management	Udemy (Paid, INR999)	Basic	Online	1.5 hours
7	Wireless and Communication Technology	Wireless Equipment Maintenance Courses	Naval Communication School Cochin			
		Investigation and Trial- Methods and Skills (forensics)	Bureau of Police Research and Development			
8	IT Security	Mobile forensics and CDR analysis	Central Bureau of Investigation Academy			
		Course on apple mac forensics	Central Bureau of Investigation Academy			
		Cyber Security	Defence Headquarters Training Institute (DHTI)			1 day
			National Academy of Defence Financial Management		Offline	3 Days

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
		Big Data Analytics in Government (Basic)	Institute of Secretariat Training and Management	Advanced		3 Days
		Machine Learning - Foundation	MeitY - Future Skills Prime (Paid, INR8,000)	Advanced	Online	60 hours
9	Veterinary Management	Emerging trends in diagnostics	Bachelor of Veterinary Science & Animal Husbandry (BVSc & AH) Degree course, Veterinary Council of India	Advance	Hybrid	02 days (Online), 04 days (Offline)
		Hands on surgery on equine and canine	Bachelor of Veterinary Science & Animal Husbandry (BVSc & AH) Degree course, Veterinary Council of India	Advance	Hybrid	02 days (Online), 04 days (Offline)
10	Arms and Ammunition Management	Storage	Naval Gunnery School Cochin	Varying	Offline	Varying
		Disposal		Varying	Offline	Varying
		Firearm Discipline		Varying	Offline	Varying
		Arms Inspecting Authority Course (AIA)		Varying	Offline	Varying
		Ammunition Technical Officer Course - BSF, Army, CRPF		Varying	Offline	Varying
		Ammunition Technical Inspector - BSF, Army, CRPF		Varying	Offline	Varying
11	Sports Management	Sports Management	Udemy (Paid, INR2699)	Basic	Online	4.5 Hours
		Sport injury Rehabilitation	Udemy (Paid, INR649)	Basic	Online	1 Hour
12	Healthcare and Medicine	Training on Best Practices and Innovations in Health Care Delivery	National Institute of Defence Estates Management			

S.No.	Competency Name	Course Name	Platform/ Institution	Proficiency Level	Mode	Duration
		Hospital Management and Medical Technology - Hospital management and administration, awareness programme	SIHS Pune, IIHMR Delhi	Advanced	Varying	Varying
13	Vigilance	Orientation Training Programme on Preventive Vigilance	Institute of Secretariat Training and Management	Basic		1 Day
		Vigilance course for chief vigilance officers	Central Bureau of Investigation Academy			
		Investigation of fake Indian currency notes	Central Bureau of Investigation Academy			
14	Force Community Collaboration	Human Behaviour and Relationship Management: a) Human Behaviour b) Relationship Management c) Relation with Groups and Institutions d) Police and Human Rights e) Community Policing	Bureau of Police Research and Development			