

**E-GOVERNANCE**

**MISSION MODE PROJECT  
(MMP)**

**CRIME AND CRIMINAL TRACKING NETWORK &  
SYSTEMS**

**RFP FOR SELECTION OF SYSTEM INTEGRATOR**

**ANNEXURE – V**

**Capacity Building and Change Management**

**RELEASED BY:**



**Delhi Police**

**Government of Delhi**

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# Annexure: 5 Capacity Building and Change Management

# 1

## 1 Introduction

The purpose of this document is to identify detailed requirements on Change Management and Capacity Building to be implemented at the State based on the framework provided by MHA/NCRB. This document also provides the context to the changes expected due to CCTNS and their anticipated impacts on skill development requirements for the workforce. In addition, the document provides details of Capacity building initiatives taken by the state police department; capacity building and training requirements Plan for Capacity building and its Implementation including System integration wrt capacity building and change management initiatives

State specific requirements are defined through a comprehensive understanding and analysis of police functioning for the State, the issues and challenges faced in adopting the new technology to improve the police functioning and enhance its efficiency as well as the training need and capacity building requirements of the Delhi police and its personnel with respect to implementation of CCTNS project in the state and its sustenance.

The details of area and stakeholders coverage are given below:

Hierarchy	Cadres	Level	Branch/Units
<b>Senior Management</b>	<ul style="list-style-type: none"> <li>DCP</li> <li>Adl DCP</li> <li>ACP</li> </ul>	<ul style="list-style-type: none"> <li>District HQ</li> </ul>	<ul style="list-style-type: none"> <li>Traffic</li> <li>EOW</li> <li>South</li> <li>Central</li> </ul>
<b>Middle Management</b>	<ul style="list-style-type: none"> <li>Inspector/SHO</li> <li>Sub inspector</li> <li>ASI</li> </ul>	<ul style="list-style-type: none"> <li>District HQ</li> <li>Police Stations</li> </ul>	<ul style="list-style-type: none"> <li>CAW</li> <li>Special Cell</li> <li>Crime Branch</li> <li>Vigilance</li> <li>Licensing</li> <li>EOW</li> <li>PCR</li> </ul>
<b>Lower Management</b>	<ul style="list-style-type: none"> <li>HC</li> <li>C</li> </ul>	<ul style="list-style-type: none"> <li>Police Stations</li> </ul>	<ul style="list-style-type: none"> <li>30 Sample Police Stations</li> </ul>

### 1.1 Overview of the Capacity building Scope

#### Identification of Trainers (Internal)

Delhi Police is under the process of identification of qualified trainers with relevant IT experience and training competency within each District Mission Team and State Mission Team. SI would be responsible for training them and building their capacity for all the other IT initiatives of Delhi Police. These Trainers will be responsible for implementing the Capacity Building interventions beyond the scope of the System Integrator.

#### Identification of Trainers (Police Training Colleges)

Delhi Police is under the process of identification of qualified Trainers with relevant IT experience and training competency within each of the Police Training Colleges in the State, who will be directly trained by the System Integrator. These trainers will be responsible for including training on CCTNS within the

training college curriculum and impart the training on CCTNS to the new recruits and current personnel (refresher training) at the Police Training Colleges.

### Identification of Trainees

Based on the nature of their responsibilities and their requirements from CCTNS, police staff can be classified into the following categories for training purposes:

- Group I: Key senior officers (Spl CP, Jt CP, Addl CP) responsible for Crime, Law and Order, IT, etc. who are directly impacted by the CCTNS with respect to receiving/analyzing the reports through CCTNS.
  - Role-based training will be carried out for these officers at suitable location in the State by the System Integrator
- Group II: Key officers (Jt CP, Addl CP, DCP, Addl DCP, ACP) in charge of a range/ district/ sub-division who are directly impacted by the CCTNS with respect to reviewing the police station performance through CCTNS, reviewing the reports generated by the system, carrying out the required analysis using CCTNS and providing the necessary guidance to the officers at the cutting edge.
  - Role-based training will be carried out for these officers at suitable location in the State or respective Districts/Commissionerates (if any) by the System Integrator
- Group III: Key officers (SHO, SI, ASI) in the Police Stations and Higher Offices who will use CCTNS for police station management, filing the necessary investigation forms, and utilize the basic and advance search features of CCTNS to facilitate their investigation process.
  - In addition to the computer awareness training, role-based training will be carried out for these officers at District Training Centers in the respective Districts/Commissionerates (if any) by the System Integrator
  - Refresher training can be carried out by the internal trainers subsequent to the System Integrator trainings
- Group IV: At least 3-4 key officers/constables (Station Writers, Court Duty, Head Constables, Constables) in each of the Police Stations and Higher Offices who will use CCTNS for capturing the data/investigation forms, generating the reports and utilize the basic and advance search features of CCTNS to service the general service requests and aid in investigation process.
  - In addition to the computer awareness training, role-based training will be carried out for the identified officers at District Training Centers in the respective Districts/Commissionerates (if any) by the System Integrator
  - Refresher training, subsequent training to the remaining officers/constables in the Police Station and Higher Offices can be carried out by the internal trainers subsequent to the System Integrator trainings
- Group V: At least 2 constables for each DCP Office that can provide the basic computer operation support to the police stations within the District
  - Technical training will be carried out for the identified constables at District Training Centers in the respective Districts/ Commissionerates (if any) by the System Integrator

The main challenges to be addressed effectively by the SI are the geographically dispersed trainee base, wide variability in education and computer proficiency and minimal availability of time. The SI holds the responsibility for creation of a detailed and effective training strategy, user groups and classifications, training plan and guidelines, detailed training material, training program designed their delivery to the target groups.

The SI holds the responsibility for creation of training material, designing the training programs and their delivery to the target group. The SI shall be responsible for the following activities as part of the End User and Train the Trainer Training:

### **Develop Overall Training Plan**

SI shall be responsible for finalizing a detailed Training Plan for the program in consultation with Delhi Police covering the training strategy, environment, training need analysis and role based training curriculum. SI shall own the overall Training plan working closely with the Delhi Police Training team. SI shall coordinate overall training effort.

### **Develop District-Wise Training Schedule and Curriculum**

SI shall develop and manage the District-Wise training schedule in consultation with Delhi Police, aligned with the overall implementation roadmap of the project and coordinate the same with all parties involved. Training schedule shall be developed by solution and shall be optimized to reduce business impact and effective utilization of Training infrastructure and capacities. The training curriculum for the CCTNS training program should be organized by modules and these should be used to develop the training materials. The training curriculum outlines the mode of delivery, module structure and outline, duration and target audience. These sessions should be conducted such that the users of the application/modules are trained by the time the application “goes-live” in the District with possibly no more than a week’s gap between completion of training and going live of modules. Continuous reporting (MIS) and assessment should be an integral function of training. SI shall also identify the languages to be used by the end-user for entering data and ensuring multi-language training to the end users as per requirement.

### **Develop Training Material**

Based on their needs and the objectives of CCTNS, training programs could be organized under the following themes:

1. Basic IT skills and use of computers to creating awareness about the benefits of ICT and basic computer skills. *SI may consider the Training Material as prepared by existing Agency, proving the said training.*
2. Role-based training on the CCTNS application – Basic and Advanced. This training should be in a role based, benchmarked and standardized format, multi-lingual and lead to learning completion and assessment. It should also allow for self-learning and retraining. Training would include mechanism for demonstration using audio/video/simulated/demo practice exercises and evaluation of trainees.
3. “Train the Trainer” programs, where members of the police staff would be trained to enable them to conduct further training programs, thus helping build up scalability in the training program and also reducing the dependency on external vendors for training.
4. System Administrator training: a few members of the police staff with high aptitude would be trained to act as system administrators and troubleshooters for CCTNS.
5. Customization of the Training Manuals, User Manuals, Operational and Maintenance Manuals provided along with the CCTNS CAS Software
6. Design and development of the Training Manuals, User Manuals, Operational and Maintenance Manuals for the modules developed at the Delhi Police level.

In cases where the training material may be made available by MHA/NCRB, it is the SI’s responsibility to ensure the relevance of the material to the State/UT, customize if necessary and own up the delivery and effectiveness.

SI shall ensure that the training content meets all the objectives of the training course. The material shall be developed in English, Hindi and vernacular language. SI shall also develop the training material for

delivery through Computer Based Training, Instructor Led Training, Online User Material/Help Manuals and Job Aids.

SI shall provide detailed training material providing step-by-step approach in soft and hard copies to all police stations and offices for reference.

### **Deliver Training to End Users**

SI shall deliver training to the end users utilizing the infrastructure at the District Training Centers. Role-based training for the Senior Officers will be carried out for at suitable location in the State by the System Integrator.

SI shall also impart simulated training on the actual CAS (State) with some real life like database. The SI should create case studies and simulation modules that would be as close to the real life scenario as possible. The objective of conducting such trainings would be to give first hand view of benefits of using CAS system. Such specialized training should also be able to provide the participant a clear comparison between the old way of crime and criminal investigation against the post CCTNS scenario. This training needs to be conducted by the SI at the very end when all the other trainings are successfully completed. This training may seem similar to role play training mentioned in the section above. However, in this simulated training, the SI would ensure that the IO's are provided an environment that would be exactly similar at a Police Station post CAS (State) implementation.

Most of the training would be an Instructor-Led Training (ILT) conducted by trained and qualified instructors in a classroom setting. To maintain consistency across CCTNS trainings, standard templates should be used for each component of a module.

An ILT course will have the following components:

- Course Presentation (PowerPoint)
- Instructor Demonstrations (CAS - Application training environment)
- Hands-on Exercises (CAS - Application training environment)
- Application Simulations: Miniature version of CAS Application with dummy data providing exposure to the IOs to a real life scenario post implementation of CAS
- Job Aids (if required)
- Course Evaluations (Inquisition)

In addition to the ILT, for the modules that may be more appropriate to be conducted through a Computer Based Training (CBT), a CBT should be developed for them. CBT should involve training delivered through computers with self instructions, screenshots, simulated process walk-through and self assessment modules.

Select set of police staff with high aptitude group and/or relevant prior training, are to be imparted with the training/skills to act as system administrators and also as troubleshooters with basic systems maintenance tasks including hardware and network.

### **Deliver Training to Trainers (Internal and Trainers from the Training Colleges)**

SI shall help Delhi Police in assessing and selecting the internal trainers as well as the trainers at training colleges who can conduct the end user training subsequent to the training by the SI. SI shall coordinate the 'Train the Trainer' session for the identified trainers to ensure that they have the capability to deliver efficient training.

In addition to the training delivered to the end-users, the trainers should also be trained on effectively facilitate and deliver training to end users. Also, it is advisable to always run pilots for any training program before deployment. This training will hence serve as the pilot and as a training session for trainers as well. In addition the end-user training sessions, ToT training will consist of three segments:

1. The first segment will be set of workshops covering effective presentation skills and coaching techniques and discussing the benefits and structure of the trainer model.
2. The second segment will be the formal CCTNS training which will consist of all modules of CCTNS relevant for their role.
3. The third segment will be a teach-back session where trained trainers will present course content and receive feedback regarding content, flow, and presentation techniques. This will also include a feedback session where trainers can provide feedback on the training materials, flow, comprehension level, and accuracy.

### **Training Effectiveness Evaluation**

SI shall evaluate the effectiveness of all end users trainings using electronic or manual surveys. SI shall be responsible for analyzing the feedback and arrange for conducting refresher training, wherever needed.

Delhi Police will periodically monitor the training effectiveness through the performance metrics and Service levels and the SI shall comply with the same.

## **2 Training and Capacity Building As-Is**

### **2.1 Need for Capacity Building**

The Department of Police, Government of Delhi has recognized the potential of Information and Communication Technology (ICT) in strengthening the performance of the police delivery system in the State and is keen to adopt & infuse IT in the applicable areas. Accordingly, the department has defined the following key objectives for the CCTNS project (IT initiative of the department):

The following goals and objectives have been defined for CCTNS:

1. To Empower the Police Officers on duty to effectively provide services to the citizens and other departments
2. To eliminate Drudgery from the current Police Station processes, essentially eliminating the need of repetitive data entry at various data entry points
3. To Provide Enhanced Tools for Investigation, Crime Prevention, Law & Order Maintenance and other functions like Traffic Management, Emergency Response, etc.
4. To Increase Operational Efficiency
5. To create platforms at State and Central levels for sharing crime and criminal information / databases across states and across the country. This would enable easy sharing of real-time information/ intelligence across
6. To implement secure channels for data and information sharing police stations and districts at the State level and across states at the National level
7. To improve the service delivery to the public/ citizen/ stakeholders

Capacity Building is a highly critical component of CCTNS. The objective of CCTNS Capacity Building (CB) initiatives is to empower the direct users and other stakeholders of CCTNS to optimally use CCTNS and enhance outcomes in crime investigation, criminals tracking and other core police functions; and also ensure a smooth functioning of CCTNS.

Success of CCTNS, both in short term as well as long term has unswerving dependency on the level of penetration it is able to accomplish. Drawing upon the diverse challenges expected for the



implementation of CCTNS, specifically the workforce challenges, it is apparent that capacity building is the need of the hour to further ensure that CCTNS, as a program, is successful.

The implementation of the multiple solutions and new process will significantly impact the functioning of police force across India. The challenge will be to empower and support the workforce to understand, learn, and adopt the new ways of working in order to fully realize the potential benefits of this fundamental change.

To manage a large scale implementation which impacts a mammoth number of users directly or indirectly, a comprehensive and well-structured Capacity Building approach is required. Capacity Building approach would include availability of requisite infrastructure and resources to support the entire program. It would also ensure that the required user groups receive sufficient training to equip them with the skills required to efficiently use or be aware of the new processes and/or systems.

In totality Capacity Building Programs will assist in:

- Identify the training audience groups
- Training delivery methods
- Training development and delivery resource

Hence, the objectives of developing a Capacity Building Program are:

- To motivate, train and capacitate police workforce
- Efficiently embark on the revised roles and responsibilities as part of CCTNS
- Embed sustainability of the project
- To ensure successful implementation of CCTNS

## **2.2 Snapshots of Capacity Building Initiatives in the State**

### **2.2.1 Delhi Police, an Overview**

Delhi Police today is an 81467 strong force which has steadily grown over the years in organization, equipment, operational techniques, attitude and outlook. The mission of Delhi Police is to uphold the law, maintain order and keep peace, safeguard the people and their property, control crime, disorder and unlawful activities and preserve the sense of social security. It works in partnership with the community to protect life and property, prevent crime and disorder, detect and apprehend offenders and preserve a sense of security in the society.

Currently Delhi Police is very well equipped with state of the art infrastructure and latest technologies like Information Technology, Forensic Science laboratory and developed telecommunication facilities. New departments and specialized units have been incorporated with trained personnel. There has been a remarkable change in the attitude, strength, operational techniques, outlook and organization of this police force.

The Headquarters of the Delhi Police is located at Indraprastha Estate, Delhi. The organization is headed by the Commissioners of Police and his assisted by 9 Special Commissioners of Police, 17 Joint Commissioners of Police, 13 Addl. Commissioners of Police, 81 Deputy Commissioners of Police / Addl. DCP and 250 ACPs and a very large number of other police officers/men to assist them (employee strength are approx).

Delhi has been trifurcated in three ranges and further into 11 Districts for the purpose of maintaining law & order. Each range is headed by an officer of the rank of Joint Commissioner of Police and the District is headed by a Deputy Commissioner of Police.

There are eleven districts in Delhi Police. The overall supervision of the Police Stations/Police posts in the District rests with respective Deputy Commissioners of Police.

In Delhi, CAW looks after the women related problems including cases involving dowry, rape, eve-teasing, immoral trafficking of young girls and women and so on. There are about 11 CAW's Police Stations have been set up in the state.

Delhi police has 7 Special Units consisting of

1. SPUW&C
2. Vigilance
3. Licensing
4. Crime Branch (General Crime and EOW)
5. Traffic
6. Special Branch
7. Police Control Room

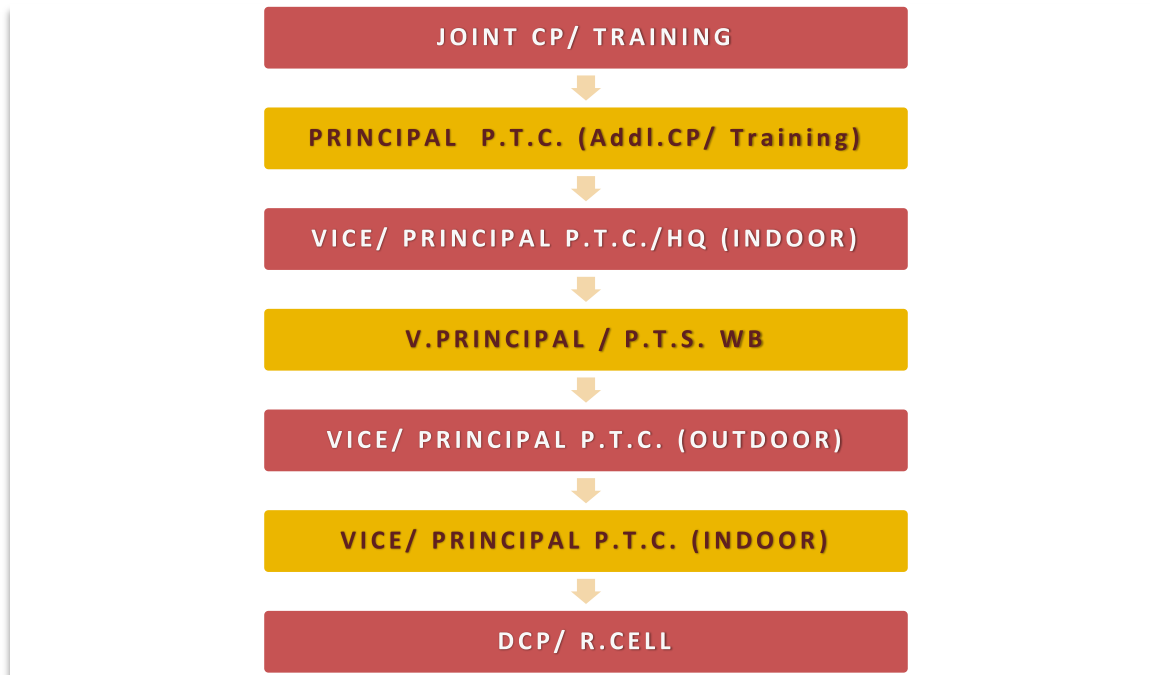
Range	Districts	Spl. CP/ Jt. CP/ Addl. CP/ DCP/Addl DCP Offices	Police stations	
			Total	CIPA
1. New Delhi	3	10	39	39
2. North	4	13	57	57
3. South	4	13	66	66
4. Crime & Railway	-	6	14	14
5. Operations – IGI	-	2	2	2
6. SPUW & C	-	4	1	1
7. Special Cell	-	3	1	1
8. Special Branch	-	3		
9. EOW	-	6	1	1
<b>Total</b>	<b>11</b>	<b>60</b>	<b>181</b>	<b>181</b>

Source: CIPA Head Quarter, Delhi Police

**Table 1: Delhi Police Strength**

<b>Group</b>	<b>Ranks</b>	<b>Sanctioned Strength</b>	<b>Present Strength</b>
Group "A" (ACP and above)	Commissioner of Police	1	<b>1</b>
	Special Commissioner of Police	10	<b>9</b>
	Joint Commissioner of Police	20	<b>17</b>
	Addl. Commissioner of Police	19	<b>13</b>
	Deputy Commissioner of Police / Addl. Deputy Commissioner of Police	106	<b>81</b>
	Asstt. Commissioner of Police	348	<b>250</b>
	<b>Total</b>	<b>504</b>	<b>371</b>
Group "B" (ASI to Inspector)	Inspector	1319	<b>1291</b>
	Sub-Inspector	5305	<b>4398</b>
	Asstt. Sub-Inspector	6783	<b>6428</b>
	<b>Total</b>	<b>13407</b>	12117
Group "C" (Const. & Head Const.)	Head Constable	20817	<b>19078</b>
	Constable	46739	<b>44257</b>
	<b>Total</b>	<b>67556</b>	63335
	<b>Grand Total</b>	<b>81467</b>	<b>75807</b>

### Police Training - Organizational Structure



**Figure 1: Police Training Organization Hierarchy**

Addl. CP (Training) is in charge of Training both initial and in-service for various ranks of Delhi Police. He controls various training Institutions including PTC and Police Training School / Recruitment Training Center in the state.

CP periodically visits the police training schools or institutions and guides the Principal/commandant. He sends his observations to Addl. CP (Training) regarding the functioning of police training institutions periodically.

**Table 2: Police Training Institutes**

Police Training Institutes	Role
1. Police Training College, Jharoda Kalan , New Delhi	<ul style="list-style-type: none"> <li>• Main centre of training for Delhi Police officers of the level of Constables to Gazetted officers (IPS)</li> <li>• Imparts training of S.I. to IPS officers of Delhi police</li> <li>• IT Training is given to police personnel in IT Lab which is equipped with state of art infrastructure, this training is given by Delhi Police Personnel</li> <li>• IT Training course curriculum is given by NCRB</li> <li>• IT Training course includes CCIS and CIPA module-wise training</li> </ul>
2. Recruitment Training Center / Police Training School, Wazirabad, Delhi	<ul style="list-style-type: none"> <li>• Imparts training to Delhi Police fresh recruits</li> <li>• IT Training is given to police personnel in IT Lab which is equipped with state of art infrastructure, this training is given by Delhi Police Personnel</li> <li>• IT Training course curriculum is given by NCRB</li> </ul>

	<ul style="list-style-type: none"> <li>IT Training course includes CCIS and CIPA module-wise training</li> </ul>
3. Recruitment Training Center / / Police Training School, Jharoda Kalan , New Delhi	-do-
4. IT Training Center, Connaught Place Police Station	<ul style="list-style-type: none"> <li>IT Training is given to police personnel in IT Lab which is equipped with state of art infrastructure, this training is given by Delhi Police Personnel</li> <li>IT Training course curriculum is given by NCRB</li> </ul>
5. CCTNS Training Institute, South Ext. (outsourced to Pvt. Org.)	<ul style="list-style-type: none"> <li>IT Training is given to police personnel in IT Lab which is equipped with state of art infrastructure, this training is given by Private professional</li> <li>IT Training course curriculum is given by NCRB</li> <li>At present only basic IT training is given</li> </ul>
6. CCTNS Training Institute, Pritampura (outsourced to Pvt. Orgn.)	-do-
7. CCTNS Training Institute, Patel Nagar (outsourced to Pvt. Orgn.)	-do-
8. CCTNS Training Institute, Vivek Vihar (outsourced to Pvt. Orgn.)	-do-

Training in these centers is given keeping in mind the growing complexities of crime, violence, communal and law and order situations. New subjects relating to human rights, atrocities against women, police custodial deaths, police-public relations, juvenile delinquency, cyber crime, pollution control and environment awareness have to be tackled. The trainees are imbued with the principles of social service and made familiar with the latest findings in criminology, human behavior, police-community relations, gender issues, community policing, human resource development and other allied subjects.

Training Course	Course Duration	Target Group
IT Basics – I	20 Hours	Constables, Head Constables and lower functionaries who will be primary users of computers at Police Stations and Districts
IT Basics – II	20 Hours	SI, Inspectors and Personal Staff who will be primary users of computers at Police Stations and Districts
IT Basics – III (Tuition Mode)	20 Hours	Senior Officers who will be users of computers for MIS and Decision Support Mechanism
IT Basics (For Advanced Users)	40 Hours	Constables, Head Constables and lower functionaries who are computer aware and have been using computers for their day to day working and who will be primary users of

		computers at Police Stations and Districts
IT Basics (For Advanced Users)	20 Hours	SI, Inspectors and Personal Staff who will be primary users of computers at Police Stations and Districts

**Table 3: IT Courses conducted at PTC, PTS and IT Training Centre****2.3 Capacity Building Initiatives undertaken by the Department**

- *Training on ICT Basic Modules:* The proposed ICT Basic Training Modules for personnel of Delhi Police have been modified by NCRB. This Module is being used in the ongoing training program being conducted at PTC, RTC / PTSs, IT Training Center at CP and 4 CCTNS Training Centers.
- *Implementation and management of ICT basic training Programme:* Delhi Police has started CCTNS basic IT training proposed by NCRB from 17<sup>th</sup> May 2010. PTC, RTCs / PTSs and IT training institute had already included the training in their training calendar. Intimation about training nomination on periodic basis is given to district office.

**3 Strengthening of Capacity Building and Development of Training Centers**

The State Crime Records Bureau is designated as Nodal Agency in the state for implementation of CCTNS project in the state. The CIPA Headquarter - Connaught Place is identified as **State Designated Agency (SDA)** for CCTNS implementation.

As a part of CCTNS capacity building program, The SI is required to set up 12 Training centers for strengthening of Capacity building.

SI will be required to undertake Site preparation and infrastructure development at these training centers

List of places where the computers, servers, printers, network devices and cabling have to be installed and supported is as given below. Minimum technical specifications of the hardware for training centres is detailed in Annexure 3 to this RFP.

**Table 4: Location of proposed training centres**

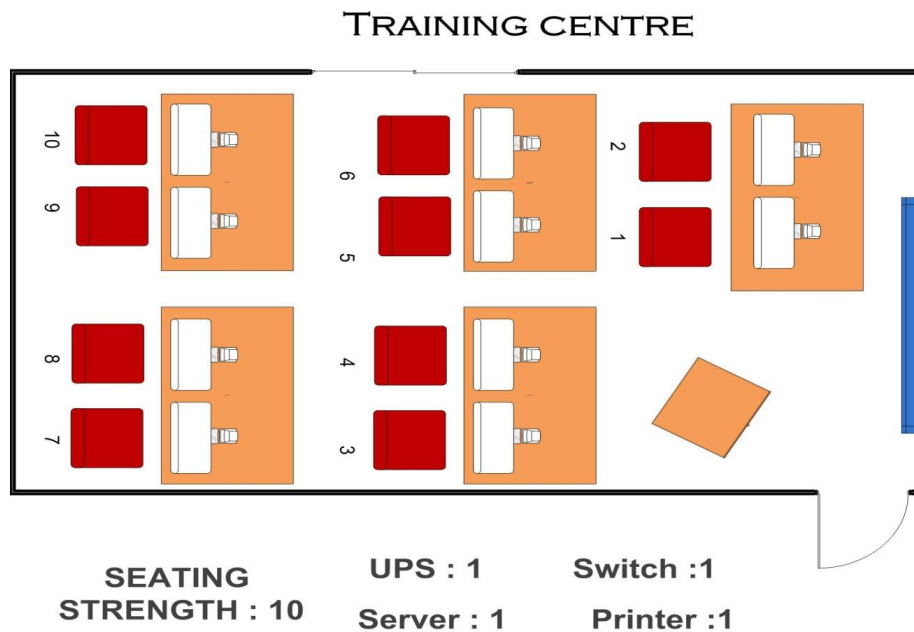
S.No	District/ Location	Name of Sub Division	Type
1.	South East	District Training Centre South East District,	DTC
2.	South West	District Training Centre South West District	DTC
3.	New Delhi	District Training Centre New Delhi District.	DTC
4.	East	District Training Centre /East District,	DTC
5.	North East	District Training Centre /North East District	DTC
6.	Central	District Training Centre Central District	DTC
7.	North	District Training Centre North District.	DTC
8.	North West	District Training Centre /North West District	DTC
9.	Outer	District Training Centre /Outer District.	DTC
10.	Crime and Railways	District Training Centre /Crime	DTC
11.	Waziarabad	Recruitment Training Center	RTC
12.	Jharoda kalan	Recruitment Training Center	RTC

The infrastructure to be provided to by the SI for each of the District training centers is as follows. These will be Classrooms with 10 Seat Capacity, and the SI will be responsible for Installation of Computers, Servers, Printers, UPS, Networking devices ,cables etc in a classroom format.

#### District level Training Center Infrastructure Details

DTC Infrastructure Details	Quantity
Server Computer	1
Computer	10
UPS	1
LCD Projector	1
Multi functional Printer	1
Network Switch	1
White screen	1
White Board	1
Internet connectivity	Yes

Schematic for a typical DTC is as follows



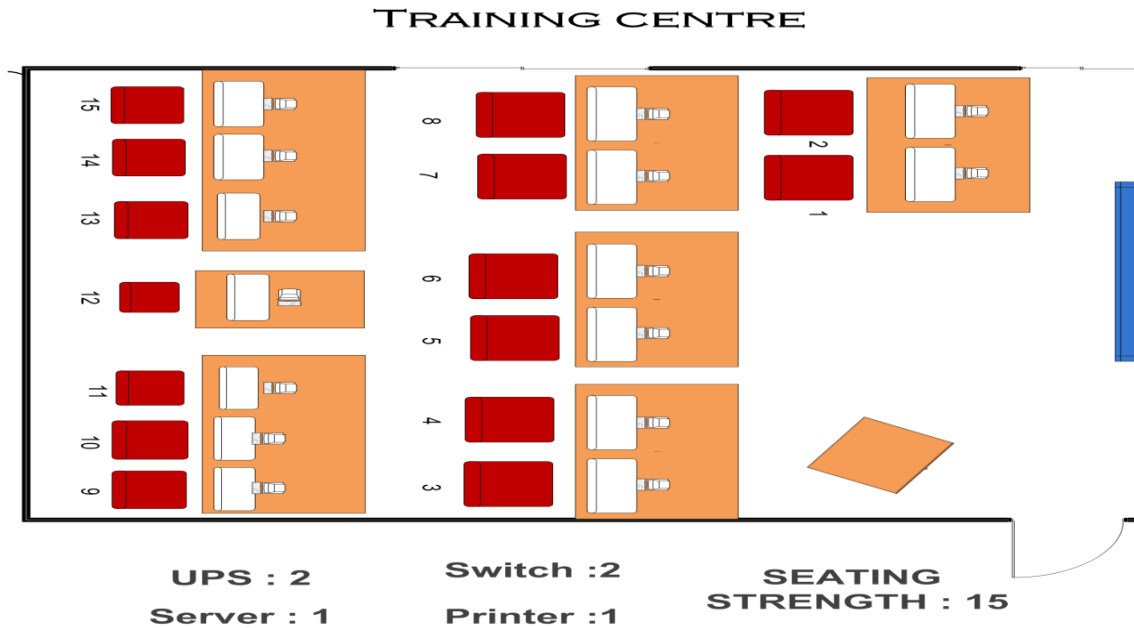
The infrastructure to be provided to by the SI for each of the Recruitment training centers is as follows. These will be Classrooms with 15 Seat Capacity, and the SI will be responsible for Installation of Computers, Servers, Printers, UPS, Networking devices ,cables etc in a classroom format

#### District level Training Center Infrastructure Details

RTC Infrastructure Details	Quantity
Server Computer	1
Computer	15
UPS	2

LCD Projector	1
Network Switch	2
Multi functional Printer	1
White screen	1
White Board	1
Internet connectivity	Yes

**Schematic for a typical RTC is as follows**



## 4 Implementation Plan

### 4.1 Training and Capacity Building Plan

Capacity Building for CCTNS Project will allow **State's Nodal Agency's** to manage day to day challenges faced as a result of the project and to ensure a sustainable operating model during and after implementation and stabilization.

Building capacities at various levels is critical to the successful implementation of the recommended IT initiatives. Also, the training programs would cover general/basic computer awareness programs in addition to CCTNS-specific programs in order to ensure adoption of the system at the police station level.

#### 4.1.1 Main Training Themes

Based on their needs and the objectives of CCTNS, training programs would be organized under the following themes:

- a. Creating awareness about the benefits of ICT and basic computer skills
- b. Role-based training on the CCTNS application



- c. "Train the Trainer" programs, where members of the police staff would be trained to enable them to conduct further training programs, thus helping build up scalability in the training program and also reducing the dependency on external vendors for training.
- d. System Administrator training: a few members of the police staff with high aptitude would be trained to act as system administrators and troubleshooters for CCTNS.

The above themes are expanded as below:

**a. Creating awareness and sensitization regarding the benefits of ICT; and creating Basic Computer Skills**

- i. This part of the training focuses on the awareness of the general benefits of IT systems such as automation of routine and redundant tasks or moving from the paper-based records management to a more sophisticated electronic records system that can alleviate the efforts to create reports for senior management.
- ii. Fundamentals of computer usage should focus on the basics of using the computer, keyboard, and mouse in order to make the users feel comfortable with the computer.
- iii. Email and Office suite training
- iv. Training on analytical functions of the computers such as worksheet applications should be imparted to the users to actually derive the benefits of analyzing the data.

**b. Role based training on application software**

- i. The training should focus on the users getting comfortable to use the CCTNS application.
- ii. This training would be tailored according to the unique requirements of each user category. The training program must ensure to cover the following user categories:
  - Senior police officers (there might be sub-categories in this category with training needs differing from each other; for example, the training for DCP will have to reflect their requirements in comparison to the requirements of an IGP)
  - Station House Officers (SHO)
  - Investigating officers
  - Reader
  - Pairavi Officer
  - Duty officers

**c. "Train the Trainer" Programs**

- i. Select set of police staff with high aptitude group and/or relevant prior training, are to be trained as trainers who would, in turn, train their colleagues.
- ii. "Train the Trainer" program could be held at a central location or two
- iii. The trained trainers would, in turn, conduct training programs for their colleagues at lower levels such as the district
- iv. Trainers would be trained to impart training in basic computer awareness & skills, and role-based training on CCTNS.

#### d. Specialized training on system administration and troubleshooting

Select set of police staff with high aptitude group and/or relevant prior training, are to be imparted with the training/skills to act as system administrators and also as troubleshooters with basic systems maintenance tasks including hardware and network.

##### 4.1.2 Indicative Training Plan for the Members of Police Department

The following is an indicative training plan for members of state police departments based on the nature of their responsibilities:

**Table 5: Indicative Training Plan**

S.N	Name of the Training Programme	Indicative Location	Frequency	Indicative Duration (Days)	Avg Batch Size	Estimated no. of batches Per Location
1	Orientation to change management	PHQ	Once	3	20	1
2	Change Management	District Training Centers / PTC / PTS	Once in each Location	5	25	4
3	Teamwork Skills	District Training Centers / PTC / PTS	Once	2	25	1
4	Project Management	District Training Centers / PTC / PTS	Once	5	25	1
5	Orientation to IT & Computers	District Training Centers / PTC / PTS	Twice in each Location	5	25	4
6	Orientation to CCTNS applications & its benefits	District Training Centers / PTC / PTS	Twice in each Location	5	25	4
7	Information Security & IT Infrastructure Security	District Training Centers / PTC / PTS	Once	5	25	2
8	Data Centre & Network Administration	District Training Centers / PTC / PTS	Once	5	25	2
9	Hardware component Installation & maintenance	District Training Centers / PTC / PTS	Once	5	25	2
10	Management Information System	District Training Centers / PTC / PTS	Twice in each Location	3	25	4
11	CCTNS Core Modules	District Training Centers / PTC / PTS	Twice in each Location	3	25	4

12	Traffic Module	District Centers / PTC / PTS	Training	Once in each Location	3	25	2
13	Forensics Module	District Centers / PTC / PTS	Training	Ones	3	25	2
14	Document Management System	District Centers / PTC / PTS	Training	Twice in each Location	2	25	4

#### 4.2 Target Audience for Indicative Training Programmes

**Table 6: Target Audience of Training Programmes**

S.No	Name of the Training Program	Indicative Duration (Days)	Target Audience
<b>Change and Project Management</b>			
1	Orientation to change management	3	Project Director, Project CCTNS Addl CPs, JCPs, DCPs, Addl DCPs State Mission Team District Mission Teams
2	Change Management	5	ACP, SHO, ATO, Inspector Investigation, Selected Phase Wise Investigation Officers (Head Constables / ASI / SI) , Traffic Police Officers of Selected Locations Phase Wise Heads of various Police Functions of Selected Locations Phase Wise District Mission Teams State Mission Team Other change agents identified for the project CCTNS
3	Team Work Skills	2	Team members of the Core team for Change management Team Members of the Change Implementation Team identified in District Mission Teams and State Mission Teams
4	Project Management	5	Team members of the Core team of the Project CCTNS Team Members of the Change Implementation Team identified in District Mission Teams and State Mission Teams
<b>Information Technology</b>			

5	Orientation to IT & Computers		This Training is being Imparted as part of the CCTNS Program at District Training Centers. As part of this Program a total of 38,000+ people would be trained phase wise. The details of the same have been included in the capacity building plan.
6	Orientation to CCTNS Application and its benefits	5	<p>Team members of the Core team of the Project CCTNS</p> <p>ACP, SHO, ATO, Inspector Investigation, IOs Selected Phase Wise</p> <p>Heads of various Police Functions of Selected Locations Phase Wise</p> <p>District Mission Teams</p> <p>State Mission Team</p>
7	Information Security & IT Infrastructure Security	5	Staff identified by the Core Team of CCTNS
8	Data centre & Network Administration	10	Staff identified by the Core Team of CCTNS
9	Hardware Components, Installation & maintenance	10	Staff identified by the Core Team of CCTNS
Application			
10	Management Information System	Based on scope of solution implemented.	<p>DCP, Addl. DCP, ACP Selected Phase Wise</p> <p>SHO, ATO, Inspector Investigation Selected Phase Wise</p> <p>District Mission Teams</p> <p>State Mission Team</p>
11	Core Modules( Registration, Investigation, Prosecution, Verification)	Based on scope of solution implemented.	<p>Addl DCP, DCP, ACP Selected Phase Wise</p> <p>SHO, ATO, Inspector Investigation, Reader, Duty Officer, Malkhana In charge, Record Incharge, IOs Selected Phase Wise from different Police Stations</p> <p>District Mission Teams</p> <p>State Mission Team</p> <p>Core Team of CCTNS</p>
12	Traffic Module	Based on the scope of solution implemented.	<p>Addl DCP Traffic, DCP Traffic</p> <p>Traffic Police Stations SHOs</p> <p>Traffic Head Constables and Constables</p> <p>Other Traffic Officers</p>
13	Forensics Module	Based on the scope of solution implemented.	<p>AFIS Team</p> <p>Forensic Officers</p> <p>IOs Selected Phase Wise</p>

14	Document Management System/Reporting	Based on the scope of solution implemented.	DCP, Addl. DCP, ACP SHO, Reader, Record In charge Selected Phase Wise District Mission Teams State Mission Team
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### 4.3 Handholding Support

1. CCTNS scheme funds one competent person per police station for a period of 6 months to support the staff in that police station and ensure that the staff in that police station are able to use CCTNS on their own by the end of the support period.
2. First year warranty will be bundled with the hardware and software deployed. Additional support for the next four years has also been provisioned in the financials and SI would be the single point of contact for delivering continued support for the same.

## 5 Annexure

### 5.1 Total Number of Personnel to be trained:

Total number of personnel to be trained in basic computer awareness programme under the CCTNS project

Staff Group	Total Strength	Staff Strength covered under CCTNS (%age)	Staff Strength covered under CCTNS
Group "A" (ACP and above)	504	100	504
Group "B" (ASI to Inspector)	13407	80	10726
Group "C" (Const. & Head Const.)	67556	40	27023
Total Strength covered under CCTNS			38253

### 5.2 Police Stations /Offices of Delhi Police Department Distributed phase wise

Range	Districts	Spl. CP/ Jt. CP/ Addl. CP/ DCP/Addl DCP Offices	Police stations	
			Total	CIPA
1. New Delhi	3	10	39	39
2. North	4	13	57	57
3. South	4	13	66	66
4. Crime & Railway	-	6	14	14
5. Operations – IGI	-	2	2	2
6. SPUW & C	-	4	1	1
7. Special Cell	-	3	1	1
8. Special Branch	-	3		
9. EOW(Under Jt CP Crime)	-	6	1	1
Total	11	60	181	181