

**Annexure 6: Change Management, Communication & Awareness, and Capacity Building**

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## 1. Capacity Building

Capacity Building is a highly critical component of CCTNS. The objective of CCTNS Capacity Building (CB) initiatives is to equip the direct users and other stakeholders of CCTNS with the right skills, and knowledge to optimally use CCTNS and achieve its objectives in terms of enhancing outcomes in crime investigation, criminals tracking and other core police functions.

SI holds the responsibility to further strengthen the Capacity Building initiative of Odisha Police. SI will be responsible 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 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 training centers shall be provided by Odisha Police to the SI.

The SI shall be responsible for the following activities as part of the End User and Train the Trainer Training:

- a) Develop overall training plan
- b) Develop District-Wise Training Schedule, Curriculum, and Training Material
- c) Deliver training to end users including carrying out the training effectiveness evaluation
- d) Deliver Training to Trainers (Internal and Trainers from the Training Colleges)
- e) Collection of Training Feedback / Coordination with SPMC for training program assessment

The details of the each of the above items are given below:

### **Develop Overall Training Plan**

SI shall be responsible for finalizing a detailed Training Plan for the program in consultation with SCRB/ Odisha 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 SCRB. SI shall coordinate overall training effort.

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

SI shall develop and manage the District-Wise training schedule in consultation with Odisha Police, aligned with the overall implementation roadmap of the project and coordinate the same with all parties involved. Training schedule shall be developed Training Module-wise 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.

### **1.1 Proposed Training Courses**

The following training programs are proposed by Odisha Police. The bidder shall make an assessment and discuss with Odisha Police before finalizing the content, course and schedule.

- a) Awareness and sensitization of benefits of IT
- b) Role based training for CAS (State) application users
- c) Training of Trainers
- d) System Administration & Support Training

Table 1 Basic Computer Awareness

Type of Training : Basic Computer Awareness & Sensitization of Benefits of IT
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> <li>1. Should focus on the awareness of the general benefits of IT systems such as automation of routine tasks or moving from the paper-based records management to a computer based electronic records system</li> <li>2. 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.</li> <li>3. Email and Office(only relevant) suite training</li> <li>4. Search and Refining Search Results (on Internet)</li> <li>5. Training on analytical functions of the computer</li> <li>6. Typing Training</li> </ol>
Minimum Expected Duration: 40 hours (5 days) of Class Room Training spending sufficient time spent on practical sessions and Typing lessons/practice
Course Content Development: SI shall be responsible for development of the course content
Training Plan: To be created by SI in co-ordination with SCRB/ PMO
Training Evaluation: On-line Test or Testing with results stored in a database.

Table 2 Role Based Training

Type of Training: Role-based CCTNS Application Training
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> <li>1. All major functionality of CAS (State)</li> <li>2. Search functionality and MIS Reports</li> </ol> <p>Additional Guidelines</p> <ol style="list-style-type: none"> <li>a. The training should focus on the users getting comfortable to use the CCTNS application.</li> <li>b. The Training is Role based and would focus based on user category. A single user might get trained on different modules.</li> <li>c. The Training would cover complete life cycle of an activity and would have interconnection with different modules of application.</li> <li>d. Training would cover basic knowledge on the application and its benefits. And also it should cover specific use/working knowledge in depth of each module for the end user.</li> <li>e. This training should be in a role based, benchmarked and standardized format, in English/Oriya 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.</li> </ol>
Minimum Expected Duration:
<ol style="list-style-type: none"> <li>1. All major functionality of Registration, Investigation and Prosecution (5 days)</li> <li>2. All major functionality CAS (State) - 5 days</li> <li>3. Search Functionality and MIS Reports (3 days)</li> </ol>

Responsibility of Course Content: SI in collaboration with CAS SDA (Wipro)

Training Evaluation: On-line or paper based testing.

Table 3 Training Of Trainers

Type of Training: Training of Trainers
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> <li>1. The Training will comprise of advance training on Desktops, Servers, Network Devices, Networking concepts and trouble shooting skills.</li> <li>2. The trainees will be selected by Odisha Police based who have relevant educational background, technical skill sets and also inclination towards technical roles.</li> <li>3. Select set of police staff with high aptitude and/or relevant prior training is to be imparted with the training/skills to act as trainers and also as Incident Management Support staff with basic system maintenance task</li> <li>4. The Trainees shall be identified from each Police Station and higher offices. This would ensure presence of people with technical know-how to troubleshoot issues of lesser complexity.</li> </ol>
Training Duration: 80 hours (10 days)
Course Content: To be proposed and developed by SI upon agreement with Odisha Police
Training Evaluation: Testing

Table 4 System Administrator Training

Type of Training: System Administrator Training
System Administrator Training
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> <li>1. The Training will comprise of advance training on Desktops, Servers, Network Devices, Networking concepts and trouble shooting skills.</li> <li>2. The trainees will be selected by Odisha Police based on relevant educational background, technical skill sets and also inclination towards technical roles.</li> <li>3. Select set of police staff with high aptitude and/or relevant prior training is to be imparted with the training/skills to act as system administrators and also as Incident Management Support staff with basic system maintenance task</li> <li>4. The Trainees shall be identified from each Police Station and higher offices. This would ensure presence of people with technical know-how to troubleshoot issues of lesser complexity.</li> <li>5. The system administrators should be trained to troubleshoot basic issues.</li> <li>6. Possibilities should be explored to impart technology specific training to staff.</li> <li>7. The model of system administrator training shall be proposed by SI and will be finalized in consultation with the Odisha Police</li> </ol>

Minimum Expected Duration: To be proposed by SI

Responsibility of Course Content: SI will propose and to be finalized with UP Police

Training Evaluation: CompTIA or other certifications.

### **General Guidelines on Training Material**

- a) SI shall ensure that the training content meets all the objectives of the training course.
- b) The material shall be developed in English and Odia languages.
- c) SI shall also develop the training material for delivery through Computer Based Training, Instructor Led Training, Online User Material/Help Manuals and Job Aids.
- d) SI shall provide detailed training material providing step-by-step approach in soft and hard copies to all police stations and offices for reference.
- e) If the training material requires modifications / updates either because of the feedback from the end users / SCRB or because of the enhancements to the CCTNS application, the SI shall undertake these modifications with the prior approval of the State.

### **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 at suitable location in the State Headquarters 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 CCTNS 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 CCTNS 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 (CCTNS Application training environment)
- Hands-on Exercises (CCTNS - Application training environment)
- Application Simulations: Miniature version of CCTNS Application with dummy data providing exposure to the IOs to a real life scenario post implementation of CAS (State)
- 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, and 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 trouble-shooters with basic systems maintenance tasks including hardware and network.

The Police Personnel in Odisha has been categorised into following groups

Table 5 No. of Personnel to be trained

S.No.	Group	No. of personnel
a.	Group A - senior officers of SP rank and above	258
b.	Group B - officers of ASI rank and above	9853
c.	Group C - officers of Constable rank and above	43660
	<b>Total</b>	<b>53771</b>

Approximate Number of People to be trained course wise and group wise is given below:

Table 6 Course wise training

Training Program	Group A	Group B	Group C
Basic Computer Awareness and Sensitization of Benefits of IT	258	493	437
Role based training for application users	258	7882	17646
Trainers Training	0	10	109
Administration & Support Training	0	0	1310

## 1.2 Training Effectiveness Evaluation

SI shall be responsible for the evaluation of the effectiveness of all end users trainings by an independent Third Party Assessment Agency using online certifications, electronic or manual surveys. SI shall be responsible for analyzing the feedback and arrange for conducting refresher training, wherever needed.

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

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

SI shall help State's Nodal Agency 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, Training of Trainers training will consist of three segments:

- a) 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.
- b) The second segment will be the formal CCTNS training which will consist of all modules of CCTNS relevant for their role.
- c) 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.

## 2. Change Management

SI shall help the State with complete Change Management exercise needed to make this project a success. It is required that if SI doesn't operate in the Change Management, Communication and Training domain then SI shall collaborate work with a specialist agency who will be responsible for complete implementation of Change Management, Awareness and Communication as required as per the scope of this RFP.

SI shall take lead in assisting State in implementing the change and State in turn shall provide all the necessary support for successful implementation of the change management plan developed by the SI.

The SI shall proactively work with the State to address the project needs and gain buy-in and involvement of all the stakeholders in achieving the change. During the whole exercise, stakeholders' awareness, understanding and commitment to new ways of working should be raised. Stakeholders should also be encouraged, where appropriate, to contribute to or participate in the project to create a joint sense of ownership.

It is to be noted that SI is required to incorporate the cost of all resources required for design, execution and management of Change Management Plan for project, in its overall project cost.

### 2.1 Target Stakeholders for Change Management and Awareness and Communication

Stakeholder groups can be categorized into below categories, based on their influence and role in managing the change and making it successful:

- **Group I:** Key senior officers (ADGP, IG, DIG) responsible for Crime, Law and Order, Intelligence who are directly impacted by CCTNS with respect to receiving/analyzing the reports through CAS (State) Application.
- **Group II:** A few of the key officers (IG, DIG, SP, Addl. SP, Dy. SP) in charge of a zone/range/district/sub-division who are directly impacted by CCTNS with respect to reviewing the police station performance through CCTNS, reviewing the reports generated by the system, carrying out the required analysis using CAS (State) and providing the necessary guidance to the officers at the cutting edge.
- **Group III:** A few of the key officers (SHO, SI, ASI) in the Police Stations and Higher Offices who will use CAS (State) for police station management, filing the necessary investigation forms, and utilize the basic and advance search features of CAS (State) to facilitate their investigation process.
- **Group IV:** A few of the key officers/constables (Station Writers, Court Duty, Head Constables etc.) in the Police Stations and Higher Offices who will use CAS (State) for capturing the data/investigation forms, generating the reports and utilize the basic and advance search features of CAS (State) to service the general service requests and aid in investigation process.



## 2.2 Change Management Requirements

Following outlines the responsibilities of SI with respect to designing and implementation of change management for the Project.

- a) SI shall conduct Change Management workshops to build appreciation of change management and develop change leadership across the stakeholder groups.
- b) The SI is required to conduct the Change Management Workshops for all the identified Police personnel in a phased manner in line with the overall implementation plan. These workshops shall be conducted at the locations provided by the State.
- c) SI shall conduct workshops for each group of personnel in sync with the capacity building plan.
- d) SI shall conduct at least three Change Management Workshops (minimum of one-day) in the State Headquarters for Group I comprising of Key senior officers (ADGP, IG, DIG) responsible for Crime, Law and Order, Intelligence etc. per annum for the term of assignment and engagement.
- e) SI shall conduct at least three Change Management Workshops (minimum of one-day) in the Range / District Headquarters for Group II comprising of key officers (IG, DIG, SP, Addl. SP, Dy. SP) in charge of a zone/range/district/sub-division etc. per annum for the term of assignment and engagement.
- f) SI shall conduct at least three Change Management Workshops (minimum of one-day) in the District Headquarters of all Districts for Group III & Group IV comprising of key officers (SHO, SI, ASI, HC, C, Station Writer) per annum for the term of assignment and engagement.
- g) SI is required to provide the necessary material for the workshops including presentations, training material etc in both soft and hard copy formats. The workshop content & material shall be designed with specific focus on the requirements of the personnel. SI shall design the necessary content (reading material, presentations) in English and Kannada for the Change Management Workshops. SI shall develop content - discussion scripts, presentations or videos to explain the objectives of the program, what is in it for them and their people, what the benefits are.
- h) SI shall also associate and train the identified internal change agents (identified from the District and State Mission Teams) during these workshops so that subsequent workshops can be conducted by the internal change agents.
- i) SI shall employ innovative methods for the conduct of Change Management Workshops like
  - Interactive Discussions
  - Case Studies / Success stories
  - Group Projects
  - Individual Presentations
  - Panel Discussions
  - Role Plays
  - Quizzes
  - Assessment Exercises
- j) SI's performance in this area will be evaluated on the basis of an incremental usage of the CAS (State) Application at all levels in the Police hierarchy.

## 2.3 Communication and Awareness

Communication and Awareness aims at engaging officers of the police force in two way interactive communications about the changes so that all individuals in the State police department understand the target vision and strategy for moving forward. The purpose of communication plan is to educate and involve all audience groups to build understanding and ownership of the CCTNS Project. The communication plan

also ensures that the CAS (State) project provides relevant, accurate, consistent and timely project information to relevant stakeholders to promote and gain support for CCTNS Project. This plan provides a framework to manage and coordinate the wide variety of communications that take place during the project covering who will receive the communications, how the communications will be delivered, what information will be communicated, who communicates, and the frequency of the communications.

Communication & Awareness campaigns will be conducted throughout the duration of the implementation of the CCTNS project across the State at Project, Program level as well as for General awareness.

SI shall work with the identified internal change agents (identified from the District and State Mission Teams) for all the Communication and Awareness Programs.

SI shall utilize existing channels of communication and at the same time use innovative methods of communication for effectiveness.

SI should ensure that the communication messages are consistent, continuous and easy to understand and wherever possible in vernacular medium using all available channels.

SI shall align communication content, timing and delivery to the deployment phases/plan of each solution.

Table 7 Communication and Awareness

S. No	Activities	Details	Frequency
1.	Develop and Validate detailed communication plan	<ul style="list-style-type: none"> <li>SI shall facilitate an exploration of specific objectives; i.e., who must understand what, by when, and why with respect to the project, to ensure successful uptake of the project.</li> <li>SI shall prepare a detailed communication plan for the program in line with the implementation timelines of each solution</li> <li>SI shall ensure that all the impacted audience is covered in the communication plan and the most appropriate mode of communication is being used to deliver the messages to the target audience</li> <li>These key audiences are not the only ones who will receive information, but their demographics will shape the strategy in terms of message and vehicle selection.</li> </ul>	Once per quarter
2.	Develop Communication Content	<ul style="list-style-type: none"> <li>SI shall be responsible for developing the content for communication material in English, Hindi and Oriya.</li> <li>SI shall ensure that the communication is simple, continuous and consistent.</li> </ul>	Recurring Activity over the entire duration of the SI
3.	Deliver Communication Events	<ul style="list-style-type: none"> <li>Prior to implementing the plan, the SI shall obtain the necessary sign-offs from State on the Communication Strategy &amp; plan and make necessary changes as recommended by State.</li> <li>SI shall determine who needs to approve</li> </ul>	Recurring Activity (once a month) over the entire duration of the SI

S. No	Activities	Details	Frequency
		<p>communications prior to dissemination, who is responsible for distributing the message, and who is responsible for ensuring that those accountable for specific elements of the plan follow through on their responsibilities.</p> <ul style="list-style-type: none"> <li>• SI shall organize the communication events or interventions for the target audience.</li> <li>• SI shall ensure consistency between messages delivered via different interventions, since the engagement of a key individual stakeholder or stakeholder group is an integrated effort, aiming at the same objective.</li> </ul>	
4.	Measure Effectiveness of Communication and Update Change Management Plan	<ul style="list-style-type: none"> <li>• After implementing the communications program, SI shall seek feedback on and measure the impact of the communications program.</li> <li>• SI shall evaluate the effectiveness of the communication by electronic or paper based survey or focused group discussion and develop an action plan to improve the effectiveness of communication</li> <li>• SI shall refresh the Change Management Plan in consultation with <i>State's Nodal Agency's</i> Change Management Plan</li> <li>• Through feedback, SI shall assess which messages have been delivered most clearly; which vehicles are most effective; and whether the appropriate target audiences have been identified. Based on such assessment, SI shall update the communication strategy &amp; plan and shall ensure that objectives of communication program are ensured, which further should lead to successful uptake of system.</li> </ul>	Once in Six Months

**Other Requirements:**

- SI shall work with the identified internal change agents (identified from the District and State Mission Teams) for all the Communication and Awareness Programs
- SI shall utilize existing channels of communication and at the same time use innovative methods of communication for effectiveness
- SI should ensure that the communication messages are consistent, continuous and easy to understand and in English / Odia using all available channels
- The SI shall conduct Communications & Awareness Campaigns for each major revision/deployment of CCTNS being implemented through various means - Print, Electronic, Face to Face, Audio/Visual etc.
- SI shall align communication content, timing and delivery to the deployment phases/plan of each solution.

### 3. Existing capacity building infrastructure (District Training Centers and Police Training Colleges)

This section provides the details of the Capacity Building & Change Management initiatives undertaken by the State for IT awareness amongst the police personnel, their benefits envisaged and outcomes of these initiatives. This will also include the details of trainings and knowledge sessions held in the past for police personnel across all the levels.

Table 8 Sanctioned and present strength of police force

District Name	Sanctioned Strength					Present Strength				
	Insp.	SI	ASI	Hav.	Const.	Insp.	SI	ASI	Hav.	Const.
Angul	21	53	105	26	170	17	33	97	19	125
Balasore	15	29	119	38	196	15	27	85	30	174
Bargarh	7	19	72	16	94	5	16	51	10	106
Berhampur	11	24	57	13	111	9	24	51	13	121
Bhadrak	13	19	79	31	155	10	15	29	30	97
Bolangir	13	12	74	15	90	11	21	9	14	101
Boudh	4	6	33	8	50	4	7	33	7	34
Commissionerate, BBSR	23	73	116	27	234	20	63	136	23	159
Commissionerate, Cuttack	21	56	109	22	205	18	54	121	18	139
Cuttack	12	27	85	18	122	12	26	70	15	95
Deogarh	5	18	9	5	72	4	13	4	4	43
Dhenkanal	11	29	65	17	119	9	27	47	13	88
Gajapati	9	36	27	12	145	6	21	24	12	116
Ganjam	23	26	106	41	257	21	33	65	35	159
Jagatsingpur	12	38	58	31	152	10	15	57	20	126
Jajpur	17	54	80	23	183	14	34	60	19	116
Jharsuguda	11	23	56	13	84	10	15	46	12	71
Kalahandi	11	23	71	16	108	9	23	68	15	92
Kendrapara	13	17	54	28	142	13	14	39	15	71
Keonjhar	21	49	97	26	228	16	44	68	24	184
Khurda	9	10	41	10	54	9	13	34	10	49
Kandhamal	12	31	75	18	167	9	28	60	14	130
Koraput	23	36	98	24	221	17	19	73	18	99
Malkangiri	9	35	36	12	157	7	22	28	8	64
Mayurbhanj	18	54	139	33	248	16	51	98	33	195

District Name	Sanctioned Strength					Present Strength				
	Insp.	SI	ASI	Hav.	Const.	Insp.	SI	ASI	Hav.	Const.
Nayagarh	11	13	53	13	91	10	8	16	13	63
Nawarangpur	11	16	48	13	95	9	14	34	12	60
Nuapada	5	5	35	7	54	4	8	30	6	41
Puri	22	52	132	31	244	19	30	119	21	207
Raygada	17	51	41	18	216	14	25	32	13	167
Raourkela	22	77	89	24	261	22	36	68	23	184
Sambalpur	22	61	79	24	256	16	39	81	19	165
Sonepur	8	12	33	9	77	5	6	22	7	58
Sundargarh	11	14	76	15	93	10	15	60	14	93
GRP, Cuttack	4	5	34	13	112	3	8	18	15	119
GRP, Rourkela	4	6	44	13	95	2	13	12	16	114
<b>Total</b>	<b>481</b>	<b>1119</b>	<b>2525</b>	<b>703</b>	<b>5358</b>	<b>405</b>	<b>860</b>	<b>1945</b>	<b>590</b>	<b>4025</b>

### 3.1 Strengthening of institutions of capacity building

Sr.No.	Training Institution Type	No of Training Institutions	Existing IT Infrastructure (such as computers, Projector, Printer, Scanner, UPS, DG Set, Finger print reader, digital camera, Site Preparation etc.)	Future IT Infrastructure Requirements
1.	District HQ	34	Server-01,Desktop-10(Proposed and likely to be purchased very soon),Laptop-01, LCD Projector-01,White Board-01,UPS(2KVA LI)-01	Other items like Digital Camera, Desktop, Multifunction Printer, Site Preparation also to be done out of the fund provided.
2.	RPCTC	-	-	-
3.	SCRB	1	Server-01,Desktop-20(Proposed and likely to be purchased very soon),Laptop-01, LCD Projector-01,White Board-01,UPS(2KVA LI)-01	Other items like Digital Camera, Desktop, Multifunction Printer, Site Preparation also to be done out of the fund provided.

Sr.No.	Training Institution Type	No of Training Institutions	Existing IT Infrastructure (such as computers, Projector, Printer, Scanner, UPS, DG Set, Finger print reader, digital camera, Site Preparation etc.)	Future IT Infrastructure Requirements
4.	PTC/PTS	3	Server-01,Desktop-10(Proposed and likely to be purchased very soon),Laptop-01, LCD Projector-01,White Board-01,UPS(2KVA LI)-01	Other items like Digital Camera, Desktop, Multifunction Printer, Site Preparation also to be done out of the fund provided.
5.	Others, if Any(Recruit Training Centers)	10	Server-01,Desktop-10(Proposed and likely to be purchased very soon),Laptop-01, LCD Projector-01,White Board-01,UPS(2KVA LI)-01	Other items like Digital Camera, Desktop, Multifunction Printer, Site Preparation also to be done out of the fund provided.