



Police-Public Interface: A Balanced Approach for Mutual Benefits

JULY 2013

Submitted by:

Ravi Choudhary

IIT Kharagpur

Mentored by:

Shri Gopesh Agarwal, IPS

DIG, Deputy Director (Administration and Works)
and Faculty, Sardar Vallabhbhai Patel
Nat'l Police Academy

Preface

Ravi Choudhary has completed his third year in Mechanical Engineering at IIT Kharagpur. He joined Rakshak Foundation for his internship in May 2013. He is a part of a social non-profit NGO Gopali Youth Welfare Society at IIT Kharagpur, and this has promoted the social flare in him. He wanted to work for a socially active firm. And through Rakshak Foundation he could not only get the opportunity to make a greater contribution to the society but also widen my horizons by working with some of the brightest minds of India from several different fields and learning things from them. Therefore he applied to Rakshak Foundation's Summer internship program.

Acknowledgements

First of all I am grateful to the Rakshak Foundation for choosing me as an intern. This has been a great opportunity to learn about the Police and see the world through their perspective. I would like to thank my mentor, Shri Gopesh Agarwal, IPS for guiding me in this project. I would also like to thank my family especially my father as his guidance and moral support has helped me reach here. I would like to thank my friends and my co-interns for bearing with me. I would also take this opportunity to thank several writers and the police officers at Missing Persons Squad, Daryaganj, because without their support I would still remain in oblivion about several issues and problems in the society. I would also like to thank the students of JNU for their opinions. I am grateful to Shri P V Ramasastry, IPS for his time and invaluable suggestions.

List of figures

Figure 1: Recommendation strategy	46
Figure 2: Flowchart of Recommendation 1	47
Figure 3: Flowchart of Recommendation 2	48
Figure 4: Sources for publicizing Police work	49
Figure 5: Flowchart of Recommendation 4	50
Figure 6: Flowchart of Recommendation 5	51
Figure 7: Hierarchy of Student Police Cadet department	53
Figure 8: Flowchart for Recommendation 6	53
Figure 9: Flowchart for Recommendation 7	55
Figure 10: Flowchart for Recommendation 8	56
Figure 11: Flowchart for Recommendation 9	57
Figure 12: Flowchart for Recommendation 10	58
Figure 13: Channels that can be used for anonymous complaints	59

List of Abbreviations

FIR	First Information Report
NCRB	National Crime Records Bureau
SHO	Station House Officer
US	United States of America
UK	United Kingdom
SMS	Short Message Service
CLG	Community Liaisons Group
CMG	Community Management Group
UGC	University Grant Commission
NGO	Non-governmental Organisation
NCC	National Cadet Corps
JNU	Jawaharlal Nehru University
SRCC	Shri Ram College of Commerce
IITD	Indian Institute of Technology Delhi
PTC	Police Training College
MOE	Ministry of Education
CD	Compact Disc
TV	Television
IPS	Indian Police Services
CID	Criminal Investigation Department
NIA	National Investigation Agency
IG	Inspector General
CPRC	Community Policing Resource Centres
NRI	Non Resident Indians
NAC	National Advisory Council
AIDS	Acquired Immunodeficiency Syndrome

FOP	Friends of Police
PCGT	Public Concern for Governance Trust
CPO	Community Police Officer
SPC	Student Police Cadet
NSS	National Service Scheme
SP	Superintendent of the Police
CP	Commissioner of the Police
UT	Union Territories
ASM	Area Suraksha Mitras

Contents

LIST OF FIGURES	IV
LIST OF ABBREVIATIONS.....	V
EXECUTIVE SUMMARY	1
1. INTRODUCTION	4
1.1 BACKGROUND INFORMATION	4
1.1.1 <i>Pre-independence background</i>	4
1.1.2 <i>Post Independence era</i>	4
1.2 MAIN PROBLEMS, THEIR SCOPE AND IMPACT ON THE SOCIETY	5
1.2.1 <i>Problems from the side of the Police</i>	5
1.2.2 <i>Problems from the side of the Public</i>	7
1.2 SCOPE AND IMPACT OF THE PROBLEMS.....	9
1.3 GOALS AND OBJECTIVES	9
2. METHODOLOGY	11
2.1 LITERATURE SEARCH.....	11
2.2 FIELD VISITS.....	11
2.3 MEETINGS AND INTERVIEWS.....	12
2.3.1 <i>Meeting with mentor (Shri Gopesh Agarwal)</i>	12
2.3.2 <i>Meeting with others:</i>	12
3. CURRENT NGO AND GOVERNMENT EFFORTS.....	13
3.1 EFFORTS OF NGO IN COMMUNITY POLICE INTERACTION	13
3.2 EFFORTS OF THE CENTRAL GOVERNMENT IN COMMUNITY POLICE INTERACTION.....	15
3.2.1 <i>Efforts of the Central government in community police interaction</i>	15
3.2.2 <i>Efforts of the Kerala State government in community police interaction:</i>	17
3.2.3 <i>Efforts by police personnel of different cities:</i>	18
4. RESULTS AND DISCUSSIONS.....	31
4.1 FINDINGS FROM THE LITERATURE	31
4.1.1 <i>Police-Public interface in India</i>	31
4.1.2 <i>Police-Public interface in other countries:</i>	37
4.2 FINDING FROM THE FIELDS AND IMPACT ON THE THEORETICAL FOCUS OF THE PROJECT	40
4.2.1 <i>Field visit to the Police Training College, Jharodha Kalan:</i>	41
4.2.2 <i>Field Visit to Missing Persons Squad</i>	42

4.2.3 Field Visit to Jawaharlal Nehru University, Delhi:.....	43
4.2.4 Meeting with Shri P V Ramasastry:.....	43
4.3 GAP ANALYSIS.....	44
5. RECOMMENDATIONS, SCOPE AND STRATEGY FOR IMPLEMENTATION	46
5.1 RECOMMENDATION & SCOPE.....	46
6. CONCLUSION	60
7. SUGGESTIONS FOR FUTURE WORK	61
8. REFERENCES	62
9. APPENDIX A.....	64

Executive Summary

The project Police-Public interface deals with the present gap between the Police and the Public in India. It tries to find the reasons for this gap and mistrust. This report highlights the reasons being India's colonial past. This report discusses the contemporary issues that plague the Police. The report takes an unbiased look on the problem and critically shows the faults from the side of the Public as well as the side of the Police which has led to the present scenario of Police-Public relationships. The report says that while the Police face the issue of manpower shortage, corruption, lack of resources, Political pressure etc., the Public face a problem of lack of faith, empathy towards the Police.

Literature review and survey shows that the mindset of both the police and the public need to be changed to bring about the transformation required in the present scenario. The report also presses the need to find innovative techniques so as to solve this problem. The report contains the initiatives taken in the US, the UK and Singapore. The initiative in the US brings accountability of Police towards the people and a survey has also shown that 89% of the people of the USA are satisfied with the efficiency of their Police. Singapore is known for its least crime rate and the initiatives of the Singapore police can be the panacea for the police and public interactions. The Singapore police approach uses the modern media to create crime awareness in the people and to reduce the youth's inclination towards crime.

The report also brings forward the initiative taken by Ministry of Home Affairs through the draft proposal for Community Police Partnership which recommends all the states to have community policing introduced at beat level through 'Police Mitras' and Community Liaison Group. This report briefly mentions the Student Police Cadet Project of Kerala Police through which they aim to train high school students to respect the law, practice discipline and civic sense, and develop

empathy for vulnerable sections of society. The project also aims to strengthen commitment of students towards family, community, and the environment, enabling them to resist negative tendencies such as substance abuse, deviant behaviour, intolerance, and other social evils. The report also mentions Gore Committee Report on Police Training at some places since the training of Police official plays an important role in deciding their behaviour with public and Gore Committee Report highlights the faults in the training part. The report also mentions the initiative taken by the NGO Janaagraha, 'Area Suraksha Mitra' in Bangalore which aims to bring community policing as a solution to tackle the issue of shortage of manpower in Police force. There have already been several initiatives by the police personnel in various parts of India and some of these successful initiatives have been mentioned in the report.

Key Findings mentioned in this report are:

- The problem between the police and public is not new but has been from before the time of independence.
- The problem exists at everyplace due to one common reason being people's mentality of not wanting to be policed.
- Pune is India's safest city and the people are most satisfied with the police in Pune. Therefore the programs like Police internships, Police Public Schools etc., can be replicated from Pune to other places.
- There has been a program called Area Suraksha Mitra by the NGO Janaagraha as a community policing initiative in Bangalore.
- There have been many successful community policing experiments in India and some like the Trichy model have even won international awards.
- There is a need for more community policing and eliminating the cynical mindsets from the public and the police.

Given below are a set of recommendations mentioned in the report:

- Establish the Student Police Cadet system in all the schools in India. This system promotes interaction between the Police and the younger generations from school level itself.

- Offer internships at Police stations to create a synergy between the youth and the Police. It has already been implemented in Pune, Maharashtra.
- The draft proposal of Ministry of Home Affairs stated the date of start of the community Police participation program as 31st December 2011 in the timeline. But it has not yet been initiated. Therefore the government should pass the proposal as soon as possible so as to initiate the programme as early as possible since the situations between the police and public are worsening with every passing day.
- Steps must be taken to publicize initiatives taken by the police through several mediums like newspapers, TV etc. Moreover Police in India are known for all the wrong reasons therefore there is an imperative need to publicize the good works of the Police to improve their image in the public.

1. Introduction

1.1 Background Information

1.1.1 Pre-independence background: Police in India was established after the Police Act of 1861. As it was established after the 1857 independence revolution, it was meant to subdue the efforts of freedom struggle. Local constables formed the main interface between the public and the police, but they were accountable only to the British colonial establishment they served. Fraternization with the public was discouraged. Due to this, people never saw the police as a friendly force as police were tools of a foreign power to keep people under control and in awe of their colonial masters. Thus, historically speaking, people have always feared the police, and this fear, this gap, this widening mistrust between the police and the public has remained intact till date to a considerable degree. Even before independence there were ills plaguing the police organisation, like corruption, misuse of authority, brutality, non-registration of First Information Report (FIR), poor investigation, fabrication of evidence et al. There was a Police Reorganisation Committee established to look into these matters and submit their recommendations to make police more effective and citizen friendly¹.

1.1.2 Post Independence era: The onset of democracy after independence did little to change the colonial culture, while the social, economic and political dynamics of the society have transformed dramatically. The Police Act of 1861 remains in effect, and so do the constraints and handicaps of an outmoded system. In 1968 Khosla commission said that “Independent India must choose whether we

¹ Ajay K Mehta, Police Reforms at Sixty, Mainstream Weekly VOL XLV, NO 35, <http://www.mainstreamweekly.net/article286.html>

will have a people's police or a ruler appointed police, in other words whether the people should rule or the party should rule. The Constitution has laid down that people should rule, so the police must also be people's police." After Independence there were many reforms suggested in the antiquated 1861 Police Act to make the police force free from political interventions and to establish them as people's police. This could also help to increase police's efficacy but very few of those recommendations had actually been implemented. As Police exists as State matter, all the decisions regarding police lie with state government. There have been several cases which reduced the people's belief and faith on Police. Gradually with time people started to lack to acknowledge 'police' as the part of the citizen. They were started to be viewed as an alien corrupt system. People started showing cruel indifference towards maimed and killed police constables and officials. It stands 142nd out of 158 countries on the basis of Global Peace Index².

1.2 Main Problems, their scope and impact on the society

1.2.1 Problems from the side of the Police: Among the Main Problems that haunts the police public relations across the country, the reluctance in registering cases is a lot heard of and a lot common³. People believe it to be one of the police tactics to reduce their work load. But there are reasons other than the one visible outright, like the political pressure from the leaders of that particular area on the police to ensure lesser crimes in their area and to improve the image of that place. It is the poor who invariably bear the brunt of police's inefficiency, corruption and brutality. The registration of the First Information Report (FIR), the initial complaint by affected persons before the police take cognizance of an unlawful incident or crime, has for long been used by the police as an instrument to extort

²Anahita Mukherji, [dangerous place to live in](http://articles.economictimes.indiatimes.com/2011-05-25/news/29581919_1_global-peace-index-economics-and-peace-countriesIndia), Economic Times Newspaper, May 25, 2011, http://articles.economictimes.indiatimes.com/2011-05-25/news/29581919_1_global-peace-index-economics-and-peace-countriesIndia

³ S Ahmed Ali, [Registering FIRs still a tough task](http://articles.timesofindia.indiatimes.com/2012-03-26/mumbai/31239460_1_cognizable-police-stations-complaint), The Times of India Newspaper, May 26, 2012, http://articles.timesofindia.indiatimes.com/2012-03-26/mumbai/31239460_1_cognizable-police-stations-complaint

money from and harass the complainants. Bribery which is rampant in almost all the government sector exists here too. This is also one of the major problems that people believe lies with the police. The lack of adequate resources as well as enough number of men required by the police is another player among these problems. As of 1 January, 2011 there were 130 police personnel for every 100,000 citizens. In states like Uttar Pradesh and Bihar, which have traditionally had greater law and order issues, the ratio dips to about 65-75 police personnel per 100,000 citizens.⁴ Compare this with global norms – 220 as laid down by the United Nations, 220-280 as followed by Sweden, Norway, Canada, Australia and USA. Above all, morale of the police officers mostly constables is low due to overextended work hours, very poor remuneration and poor living standards. There is a general tendency among the police personnel to deny the lapses and mistakes done by them. On many occasions, they consciously try to cover up or whitewash these mistakes by some means or the other and defend the delinquent personnel on the pretext of safeguarding the morale and image of the organization. Recently police have been plagued with the news of false encounters and false allegations on innocent citizens. But, this approach, instead of serving the purpose of protecting the image of the organization, has led to smearing the name of the whole police organisation. This usually happens when the media comes out with highly exaggerated speculative ‘stories’ on the misdeeds by the personnel. The whole story though false but leads to ruin the image of the police in the eyes of the public. This underscores the need for fostering a more candid, transparent and open door, fulfilling police-public relationship based on mutual respect and understanding of each other’s roles and responsibilities. Sadly, the negatively motivated far outnumber the do-gooders in the police. Corruption also means that, to a large extent, policing and the criminal justice system favour the rich, the powerful and the influential. Another major problem in the context of Indian policing is the system of handling grievances. A common man has to run from pillar to post to get justice and despite all claims of community policing, it often is very difficult for the person to even get heard by an officer, leave alone talk of justice.

⁴ Malavika Vyawahare, [India’s Police Force Lags Much of the World](http://india.blogs.nytimes.com/2013/01/16/india-has-one-of-the-lowest-police-population-ratios-in-the-world/), New York Times, January 16, 2013, <http://india.blogs.nytimes.com/2013/01/16/india-has-one-of-the-lowest-police-population-ratios-in-the-world/>

1.2.2 Problems from the side of the Public: There are 2 sides of every case. Similarly the lack of interaction between the police and the public can be attributed to both and not only to the Police. While the public complains of the foul play of the police, it also is not a completely innocent one. Even the people are at fault which has led to the present scenario of mistrust between the police and the public.

Police has the maximum visibility in the society among all the parts of a government, and has always been a pet theme for corruption. The whole police force is blamed for the misdeeds of an individual. Their omissions and commissions rapidly attract public attention and spread like a wild fire through gossip and hearsay. As most of the functions of the police are not known to the people, there is a tendency among the common people to believe the hearsay and become judgemental about the police. The image associated in the minds of people regarding the police has always been bad, corrupt and sullied. A study carried out by Benarus Hindu University in 1972 and Indian Institute of Public Opinion, New Delhi in 1978 on the public image of police revealed a very unattractive image in the minds of the people. These studies also suggested that those who had personal experience or some interaction with the police had a better impression of police than those who had formed their opinion on hearsay without any personal knowledge. A survey conducted by 'The Statesman' in Delhi also proved the same fact. The figure associated with the police in the minds of the people according to the survey was that of "a system of power-drunk, corrupt, immoral people without any professional ethics," more than 90 percent of the respondents denied even having given bribe to any policeman; nor did they ever see a policeman beating an alleged offender. A research carried out by Shri UNB Rao, IPS of 2,071 respondents (mostly adolescent students), who responded to a question "whether they have ever met a policeman and talked to him", 72% of the respondents said no. The majority of these students had negative impressions on the style of functioning and image of police. For example, 75% of them spoke ill of police and policing mechanism; 61 to 71% stated that public are afraid to lodge complaint with police; 60 to 90% held that police are corrupt and 32 to 56% disagreed that police are

sympathetic to public. The reason for such thoughts in the minds of these individuals was mainly the media (63 to 70%) while 21 to 30 percent of the respondents stated that they heard about police from others. Significantly, only 13% of them confirmed that they have had personal experience or interaction whatsoever with the police.⁵ Thus, the study showed that as the awareness about the police work and police constraints among the people decreases, the mistaken impressions about the police in the minds of students or public increases.

These impressions lead to a general antipathy, hatred towards police creating a rift between people and police. There is little that can change the impression once imprinted upon the minds of the people at a young age. The reality of the situation is that most of the people especially from the rural areas do not have any personal or specific knowledge on issues like corruption in police. But, their impressions in such matters have been crystallized mainly at the instance of media or hearsay. The visual media with their effective network throughout the country plays up such factors detrimental to the image of police. The instances of corruption and other misdemeanours of police personnel and their stories of prosecution and conviction are frequently given prominence by the media. All too frequently facts are overtaken by fiction, built around speculative characters or instances and it becomes difficult to determine where the true stories end and the fiction begins. No doubt, public awareness of policing has risen tremendously, but issues like corruption are such hidden areas where facts, fiction, myth, perception and reality are very intricately interwoven. The defaulting policeman becomes a symbol of the entire organization and his misconduct would be used as a powerful weapon to tarnish the image of the force. Many people adopt the “guilt by association technique” and smear the police with the failings of a few personnel.

Safety and security is normally taken for granted by citizens as they feel it is the duty of the police. Naturally when crimes occur, people always think of it as a failure on the part of the police. The people remain silent about anything that goes in the Indian society. The people use police for settling their personal score, register fake cases and this leads to wastage of police resources.

⁵ KV Thomas, Corruption in Indian Police, Acad., June, 2004 at 4.

1.2 Scope and impact of the problems

The scope of the problems between the police and the public is huge. As the police are being deemed as a corrupt and a powerless force by the people, this has led to several repercussions. Among them one is that there are several instances of several crimes going unreported. These unreported cases lead to several criminals roaming free on the streets unabated. Thus they tend to do more heinous crimes with time. Most criminals start out as petty thieves and end up as a rapist or a murderer just because their crimes aren't reported before they turn out to be a violent one. Due to the contempt and hate of the public towards the police, police also begin to reciprocate those feelings towards the common man. Thus this rift between police and public has caused antipathy between them which continues to increase gradually with each instance of a crime going unreported due to the fault of either the police or the public. This has also led to lack of cooperation of the people to the police in solving cases.

1.3 Goals and Objectives

The main objective of this project is to suggest ways in which the interaction between the police and the public is positively increased. This can be achieved through the following set of actions

- Find the changes that could be made in the training schedule or the syllabi of new recruits of the police to ensure good public relations.
- Identifying the roadblocks coming in the path of these interactions.
- Find innovative solution to improve the image of the police in the minds of the people and to enhance the interaction between them.

- Find initiatives like community policing, Neighbourhood Watch etc., to involve people in the day to day working of the policemen to ensure empathy of the people towards police personnel.
- Find the initiatives taken by other countries to ensure good relations between the police and the public. Find ways in which these initiatives can be implemented in India at local level.
- Find the shortcomings of these initiatives if already taken at any place in India.

2. Methodology

2.1 Literature Search

This report is based on several newspaper articles from The Times of India, Economic Times, New York Times etc., which explain the lack of Police force in India, and the problems of non-registration of FIRs, need for community policing in India.

This report is not only based on the newspaper articles but also the Gore Committee report of 1971 which had some of the recommendations for improving the police and its image. Reports from magazines on Mohalla Committees and their purpose, achievements have been read to prepare this report. In addition to magazine articles, interviews and opinion of some of the police officers are also taken in making of this report.

Reports on the community policing approach in India, Singapore, the USA and the UK have also been read to get a complete overview of different approaches that can be recommended to bring an efficient, amiable policing model in India. The efforts made by the Police in different parts of India and the NGOs have been highlighted in this report.

2.2 Field Visits

In order to gain more insights on the training of the police officers and to get information on the working of community policing in Delhi field visits were done to the Missing Persons' Squad, Daryaganj, Police Training College, Jharaodha Kalan.

Another field visit was done to Jawaharlal Nehru University to know the opinion of the students and teachers on the Police and their efforts.

2.3 Meetings and Interviews

2.3.1 Meeting with mentor (Shri Gopesh Agarwal): All the discussions with the mentor were through email. The discussion resulted in changing focus the project mainly on community policing efforts and roadblocks in India, community policing of other countries which can be replicated in India, to find the major recommendation of Gore committee which needs to be implemented in current scenario and the responsibilities of public towards the police personnel. All the other mails were just the review on the weekly reports.

2.3.2 Meeting with others:

Date	Name	Designation	Institution	Topic of Discussion
28/06/2013	Shri P V Ramasastry	Inspector General	National Investigation Agency	Recommendations for the project

3. Current NGO and Government Efforts

3.1 Efforts of NGO in community police interaction

In order to have a safe neighbourhood where citizens have reliable assistance at all times in their homes, streets, neighbourhoods and communities, NGO Janaagraha launched a community policing programme called 'Area Suraksha Mitra', in association with the Bangalore police.⁶ This was launched as a pilot project in 2011. Its impact still has to be studied. Seven police stations of Bangalore have been selected for this pilot project. The selected police stations are Yelahanka, Banaswadi, Ashoknagar, Madiwala, JP Nagar, Jnanabharati campus and Rajagopalnagar police stations.⁷

Janaagraha has launched Area Suraksha Mitra with an objective to comprehensively gather intelligence information from the citizens and to channelize this information to help the police department in tackling crime. Thus the project helps in making the community act as an effective channel of communication. Janaagraha's Area Suraksha Mitra project helps citizens actively engage in creating safe communities, neighbourhoods and handle contingencies in localities. According to Janaagraha, the crime rate will initially rise as more crimes will be reported, but this will reduce soon as awareness is created.

Citizens are inducted as volunteers, and are given the alias Area Suraksha Mitras. Citizens above the age of 15 years, having passed primary exams, and with no criminal record can apply become an Area Suraksha Mitras. These volunteers are

⁶ Citizen's participative movement- 'Civil Defence' of Karnataka, Times of India Newspaper, December 6, 2008, http://articles.timesofindia.indiatimes.com/2008-12-06/bangalore/27936091_1_civil-defence-area-suraksha-mitras-janaagraha

⁷ Is community policing need of the hour?, The New Indian Express Newspaper, January 22, 2013, <http://newindianexpress.com/states/karnataka/article1430481.ece>

chosen by the police and the Janaagraha members. These Area Suraksha Mitras assist the police in patrolling their wards. Meetings called 'Jan Suraksha Samiti' between the police and ASMs is held periodically. Thus this program will also help to tackle the problem of lack of resources with police. With the help of the ASMs who will notify the police in case of any irregularity or suspicion in their respective areas, crimes against women and children can definitely reduce.

The area covered by the ASM corresponds to a polling booth, i.e., it consists of 3-4 streets and approximately 1200 residents. If an incident is reported, the Area Suraksha Mitras of the nearest place visits the spot and if police intervention is required, they are intimated. The contact details of Area Suraksha Mitras are available on the website. Fliers are also handed out which contains the contact information of Area Suraksha Mitras. Though the aim of this programme is to prevent crime, by involving the public in police activities, this does not mean that ASMs will get any police powers. The listed roles and responsibilities for the Area Suraksha Mitras (also known as Wardens) are as follows:

- To establish a working relationship with the local police authorities so as to share area information with them at an agreed upon frequency.
- To report proactively on suspicious objects and people as well as any untoward incidents that occurs in their area.
- To attend periodic mock drills
- To give general advice on Safety and Security to area's residents.
- Help recruit volunteers to become Area Suraksha Mitras.
- To assist the police, fire department and home guards during critical incidents like air-raid, floods, fire, earthquake, building collapse, serious accidents and other disasters by cordoning off areas providing information like area topography, connecting the right people, securing useful equipment like ladders, ropes, buckets etc.

3.2 Efforts of the Central government in community police interaction

3.2.1 Efforts of the Central government in community police interaction: The ministry of Home Affairs has drafted a proposal under Micro-mission 2 of the National Police Mission titled 'Draft Project Proposal/Business Case on Police-Community Partnership⁸'. Under this proposal it has been recommended to build a pan-India Overarching Community Policing Model with a decentralized beat policing as the foundation. The proposal states that a pragmatic model of community policing will necessarily encompass interface with the citizens at the beat and police station levels. It also states that every police station in the country should be divided into certain number of beats. The main recommendations of this proposal are as follows:

- Citizens ought to be involved the police at beat level as Police Mitras. This has got to be ensured by the beat constables. Every beat constable ought to attempt to inscribe one hundred - two hundred national volunteers as 'Police Mitras'.
- A Community Liaison cluster containing ten – fifteen Police Mitras and some prestigious individuals from the community is to be created at each beat to represent that area and to bring out the problems of the people from their area.
- Every police office ought to form their own Community Liaison cluster comprising of thirty – forty individuals with people from all the beats. This will facilitate to reduce the gap between police and public.
- Every beat officer ought to be appointed for tenure of at the smallest amount two years and for a most of three years.
- A Community Police coaching and Documentation Centre are going to be established in each state/Union Territory to conduct coaching programmes for the coaching of trainers, police personnel and members of community.

⁸ [Draft project proposal/business case on Police-Community Partnership prepared by Micro Mission 2 \(Community Policing\) of Prime Minister's National Police Mission 2008-11](http://bprd.nic.in/writereaddata/linkimages/8631343564-Police%20Community%20Partnership.pdf), May 21, 2011, <http://bprd.nic.in/writereaddata/linkimages/8631343564-Police%20Community%20Partnership.pdf>

- Project Director/Nodal Officer for National Police Mission will be responsible for monitoring and supervising of the actual ground level functioning of this project.
- All states ought to incorporate community policing within their school curricula and additionally in the training syllabi of NCC, NSS etc.
- The Central Government has proposed to provide a onetime expenditure required for establishing the Community Policing Training Centres and Documentation Centre.
- Central government has additionally proposed to provide complete recurring expenditure for the implementation of the scheme in naxal affected areas and three fourth of the recurring expenditures the implementation of the scheme in other areas.
- The remaining expenditure i.e., one fourth of the recurring expenditure in non-Naxal affected areas is anticipated to be borne by the State/UT Governments.
- While applying to become a 'Police Mitra', the applicant can opt to work in one or more of the following areas:
 - Crime Prevention.
 - Crime Awareness Campaign.
 - Traffic Assistance and Awareness.
 - Police arrangements throughout the society at the time of religious festivals, public meetings, processions, fairs etc.
 - Night Rounds in their neighbourhood.
 - Awareness pertaining to encroachment, child abuse or any other anti-social activity.
 - Awareness campaign on human rights, women rights, narcotics, AIDS, anti-immorality campaign.
 - Matrimonial Disputes Intervention and Counselling.
 - Victim help Programme.
 - Police-Public Sports Programme.
 - Prisoner's Rehabilitation and Prohibition Offenders Rehabilitation.
 - Campaigns for Rights of Deprived and Weaker Sections of Society.

- Environmental Protection Programme.
- Campaign to foster and promote communal harmony.
- Any additional task known to the SP/CP depending upon the necessity of the locality.

3.2.2 Efforts of the Kerala State government in community police interaction:

The Student Police Cadet (SPC) project was launched in 2011 by the Kerala state government with the functioning similar to the National Cadets Corps (NCC) and the National Service Scheme (NSS)⁹. The objective of the SPC has been to inculcate in the minds of young students the spirit of integration, secularism. It also helps the students to know more about the functioning of the police and eliminate the bad and frightening reputation of the police from their minds. Thus the project will help in moulding these students as law-abiding citizens of the future. The project will also equip the cadets so as to fight the menace and evils that prevail in the society today such as terrorism, communalism, casteism and substance abuse as well as combat the rising tide of juvenile crimes. A Community Police Officer (CPO) and a teacher selected from the school are entrusted with the responsibility of training the cadets. There are 3 types of training provided to the cadets and they are physical training, study classes and hands-on sessions in field. Student Police Cadet (SPC) project may be adopted by other States if the National Police Commission accepts a recommendation submitted to it by the Inspector General of Police, Thrissur Range, B. Sandhya¹⁰.

⁹ Biju Govind, [VS to launch Student Police Cadet project](http://www.hindu.com/2010/08/02/stories/2010080257040700.htm), The Hindu newspaper, August 2, 2010, <http://www.hindu.com/2010/08/02/stories/2010080257040700.htm>

¹⁰ [Student police scheme may find favour in other States](http://www.hindu.com/2011/06/16/stories/2011061654660300.htm), The Hindu newspaper, June 16, 2011, <http://www.hindu.com/2011/06/16/stories/2011061654660300.htm>

3.2.3 Efforts by police personnel of different cities: Doel Mukherjee¹¹ listed out several community policing experiments by the Police personnel in several parts of India.

Public Concern for Governance Trust (PCGT) was started as an experimental community policing initiative in Mumbai. It had the potential to alter the vox populi and to improve the public participation and involvement in creating more efficient governance. This directive was to prevent misuse of laws and policies, and to promote honesty and efficiency in governance. The movement mostly took up causes of a generally neglected section of the society, particularly the poorest of the poor, and it started promoting honesty, accountability among government personnel. One of its key strategies involving community policing was Participative Policing Project. In the initial phase, the project was intended to make a plan and implement it at 3 levels i.e., first by generating awareness among the public, later through support from the professionals and the final phase was meant to be bring about a synergy between the civil society members and the government official.

In the first phase of the program i.e., raising public awareness part, people were taught about the roles, responsibilities of the Police force in the society, the work done by them and the boundaries and limitations of their work which keep them constrained. In order to increase the awareness of rights and responsibilities of citizen vis-à-vis the police force, fliers containing proactive guidelines was published and distributed.

In the second part of the project i.e., support from the professionals, all the grievances of the citizens and government personnel were identified through discussions and surveys. And the solutions of these problems were found by increasing the interaction between the Police and the Public. The second part would finally fit together with the final part which involved identifying distinctive areas in which civil society could complement the law enforcement agencies in reducing the grievances of the society like communalism, crime and corruption. Help Desks were set up at Police Stations. The planned activities of this project

¹¹ Doel Mukherjee, [Community policing experiments in India](http://www.humanrightsinitiative.org/new/community_policing_experiments_in_india_1.pdf), (last visited July 22, 2013) http://www.humanrightsinitiative.org/new/community_policing_experiments_in_india_1.pdf

involved inculcating moral values among Police personnel and Civil Society members. NGOs were also involved to tackle certain specific issues/problems which lead to grievances in civil society and law enforcement agencies, and even for conducting lectures, workshops and seminars to motivate the people and to change the attitude of Police personnel and the public and taking policemen to schools and colleges so as to teach students about civic, moral values. Interaction of the Policemen with other professionals was also increased through this initiative.

In Tamil Nadu a community policing initiative named “The Friends of Police” was started. This was an innovative notion in the direction of better policing. This initiative supplemented a much needed psychological, proactive, holistic approach to the old method of policing in India. In this initiative of community policing, Policemen and the citizens were empowered equally so as to lead to a perfect example of police public partnership. Friends of Police started out by providing opportunities to members of civil society to effectively contribute to the prevention and detection of crime. Any member of the civil society, irrespective of their sex, age, caste, and creed could become a member of FOP at only one condition that they should not be involved in civil or criminal case. Members of FOP could also prevent any abuse of police power because station house officer (SHO) and other senior personnel were easily accessible to the members of FOP. The FOP members had the roles and responsibilities such as patrolling of the beats, assisting in traffic management, prevention of crime, collecting information and proving it to the police personnel, assisting the Police in maintenance of Law and Order. This experiment was able to create effective channels of communication between the police and the citizens. This had often been useful while solving cases thus reducing the crime. It was an early successful effort which tried to inject fairness, transparency and impartiality in the working of governance system in Tamil Nadu.

In order to become trustworthy in the eyes of the people of Coimbatore, Police started “Samarth Yojna Community Policing experiment.” The Police personnel tried to remain focussed on the aspects of finding and resolving the disputes and

the problems in the community and in this process they also tried to restore the lost confidence of the people in them. To accomplish these goals Area Committees involving citizens and police personnel were created in order to detect and prevent crime through proactive policing. The people were educated in all the facets of community policing which assisted them in tracing and settling small local matters. Regular meetings were convened between the group members to discuss the issues and grievances in the society. This forum thus helped the police solve petty problems, issues and furthermore assisted them by providing very useful information regarding the actions of criminals thus successfully helping the Police in solving crimes. In order to change the attitude of Police personnel many workshops and seminars were conducted. The Policemen were encouraged through these seminars to communicate with the community in a friendly and respectable way so as to gain their respect and trust. In order to resolve small conflicts in the community, meetings were coordinated so as to consult all the stakeholders i.e., the area committee members or the citizens or victims of the society, government bureau personnel, and the Municipal Corporation personnel. Vigilance Committees were conceived in order to reduce the number of incidences of property misdeeds by providing regular information on the absconding terrorists. This strategy had also helped the Police in getting hold of dangerous materials like explosives, contrabands, lethal weapons, etc and also some of the smuggled items. Through effective interaction between the students and the police, the mindsets of many youngsters were changed. Students used to go help the Police in the situations of man power shortage by checking the motor vehicles on the roadways and also checking the abandoned luggage at public places especially the railway stations, bus stops. Thus with the help of students the problem of manpower shortage was tackled. The police interacted with various professionals like advocates, teachers, doctors in order to create good rapport with them.

Due to the lack of economic resources and a varied socio economical profile, slums in any town or city tends to turn into a hub for criminal activities. The atmosphere, surroundings of the slums and the laws of differential association nurture these undertakings in the slums. These areas slowly turn more and more hostile for the

police personnel and over a time span policemen fear in even entering these areas. In order to turn these areas more accessible and to reduce the inclination of the slum dwellers towards criminal activity, the police initiated the Slum Adoption program which worked for the betterment of the living conditions of the people in the slums. In Trichy and Coimbatore, Slum Adoption Scheme was developed under which proactive steps were taken by the Police to halt slum dwellers from engaging in anti social undertaking and to help the police by creating contacts in the slums areas. Several mass awareness programmes were undertaken in these areas on problems related to drugs/alcoholism, importance of sanitation, hygiene and also to raise awareness on AIDS. Self-help groups were formed for the women, vocational training classes were organised for the people and financial assistance was granted to those who wanted to manufacture and market their products. Community Centre was created with the help of the people and the local NGOs. Organisation of Medical camps, sport activities for the youth were done to improve the environment of the community. Even tree plantation drive was undertaken. In Trichy this program was tremendously successful by reforming 162 potential criminals as they began to volunteer for rehabilitation programs with the help of NGOs, government and private agencies.

One of the most successful usages of beat policing was started by the Police in Trichy. The city was divided into fifty seven beat zones and four constables were created accountable of every beat and were appointed as Beat Officers of their respective zones. This filled them with joy and pride as this system provided them with the opportunity to create decisions independently creating them more and more skilled and aware of public desires thus making them more responsible. Police personnel were inspired to address civic issues in order to win the support and belief of the civil society. Through all of these efforts, the police was successful in making an environment that helped the citizen turn friendly towards the police and was causative for the general public to share data. The people began to appreciate the efforts created by the police and volunteered to help in hindering and curbing the crime and the criminals.

Trichy Police set complaint boxes at several distinct parts of the city so as to obtain data regarding crime from the people who favoured to stay anonymous and take part in the effort to curb the crime by helping the police through the information. These notes were taken out of keep the information coming. A help line for the distressed women was set up by a group of police personnel with the assistance of activists and students. After the distress calls were received, the Police personnel visited the victims to help them by services in the form of counselling, legal help, medical support etc. The Trichy police even promoted programs for raising awareness in the society regarding women's rights and legal services. Police even helped the victims who called the help line through financial aid, accommodation, vocational coaching, and employment, in conjunction with their kids, with the assistance of NGOs, women organizations, etc.

In Tuticorin, various police camps were organized in communally sensitive villages to redress public grievances on the spot. These camps were organized to revive the belief of the public in the police. These camps had the law enforcement officials work in conjunction with the villager to find the solutions for petty matters, which if left unattended could turn out to be a bigger law and order problem for the village. Decisions for grave crimes were even taken on the spot so as to satisfy both parties. To show their goodwill, the police personnel started attending the local festivals and conjointly played sports with the local youth to build good relations with the community.

In Assam, the community policing initiative was evolved so as to bring a change in the perspective of the police personnel towards the general public, to make them amicable, to enhance their living and working environment, to tackle social issues and bridge the gap between the police and the community. Owing to the low rate of literacy and lack of medical facilities, people of some of the villages in Assam had a blind belief in witchcraft and superstitions. Several innocent people had been victimized by the people who had beliefs in superstitions. The Police of Assam made unrelenting efforts to get rid of these convictions from the people's mindsets. Police also encouraged the people who practiced witchcraft to end this blind superstition. This initiative led to root out this evil from the society. Community

Management Groups were created at the state, district and Police Station level where renowned people and people with no political background came together to meet the police so as to bring out the grievances of the people and to improve the policing standards. Several water sources like hand pumps, canals etc. were made by the police personnel in association with the community to reduce the scarcity of drinking water supply in the village. The entire commutation channel to the villages was repaired. Through the promotion of self-employment initiatives and the latest agricultural technology the problem of unemployment was tackled. Thus the Assam police tried to bring back their glory and honour.

In Himachal Pradesh each area under a police station was divided into several sectors each corresponding to a different ward of Panchayat/NAC. All the residents of a specific sector became the members of the People's Policing Committee pertaining to that particular sector. Any committee would typically comprise of a group of 6 distinguished individuals of that sector, 1 home guard, 1 chowkidar and 1 Constable as Secretary who actively participated to reduce the crime. One of these members was given the post of convener. Police undertook the initiative to train all the Girl students of their area in unarmed combat. This helped them in self defence against the eve teasers and other anti social elements. School children were taken to police stations at regular time periods on a visit to reduce the fear of the Police from their minds and to create transparency in the police. It also helped to build generate awareness, create better understanding of the work done by the police. Several educative films were produced and distributed among the public and in the schools. The films were created to explain the functions of police personnel at police stations and in traffic management. The film explained the rules by which police officers at various levels should adhere to. Once in a while the District Superintendent of Police went on a tour to the village to discuss the law and order related problems faced by the people and other issues. In order to help the tourists, Police Assistance Centres were built at tourist attraction spots. These centres were established to help the tourists and to remove the fear from the minds of the general public, especially tourists. Police personnel were assisted by community members to list out all the citizens above the age of 65 years and

living on their own. A police personnel or a volunteer had a responsibility to visit the homes of these people weekly at least once in order to ensure their safety, health, welfare. This program helped the older people in getting assistance in their activities. In order to attend issues related to women, special cells manned by lady officers were established which helped the woman complainants by reducing the gender barrier.

In Punjab, Community Policing Resource Centres (CPRCs) were established by some individuals from the community and police personnel. The CPRCs were set up to make services of the Police more amiable to common man, to turn police personnel more reactive to the wants of the people and to create a better image of the police in the public's minds. CRPCs consisted units specific for the victims of crime, another one to cater the needs of Non Resident Indians (NRIs), and a unit for women.

Amritsar Police took an initiative to provide a single-window facility to resolve various grievances, issues of the common man. These centres helped the people in easier verification for the passports, arm licenses. Even a senior Superintendent of Police was designates as the in-charge of this service. The centres were supposed to have help lines specifically to address the grievances of women and children, have doctors in order to provide medical facilities to the victims of the accident cases etc.

Programmes to create awareness among the common masses regarding drugs and its effects were organized by the Kolkata Police as part of its community policing initiatives year round in several schools, colleges and slums. In order to help the drug-addicts de-addiction camps were organized by the Kolkata Police in association with the local NGOs and the people of the locality. In order to create good relations with the public, Kolkata Police organizes the Friendship Cup Football Tournament each and every year which sees the participation of the local clubs of Kolkata. In addition to the friendship cup, an Inter School Football Tournament is also organised by the Police. A programme called "Nabadisha" meaning new way was launched for the street children and it involved medical

check-ups, educational camps for them. These camps are organized with the help of local NGOs. A program for Weekly blood donation was undertaken by the Police. This program held on Saturdays at a different police station every week. Police personnel as well as common people of the locality came up to donate blood for this project.

Every year an award ceremony felicitating the Citizens for their acts of bravery and honesty was organised by the Police personnel. This promoted the citizens to do the right things and also set examples for the others. Police worked with various NGOs of the city and started counselling centres to help victims especially women, children, senior citizens, addicts. These centres had trained psychiatrists to help these people out of their depressions and conditions. Kolkata Police also provided financial aid to the deserving ex-convicts through the Claude Martin Fund.

In Nadia district of West Bengal, an entirely different building was created by the Police with the aim to resolve minor issues and disputes in the society through counselling services. These centres were called Sahayata centres and were set up just a little far from the Police headquarters building. Police played an active part in this system of resolving attention deserving issues through an affordable and efficient way. The aim of starting this project was to make the people part of the disputes resolving team of the police and thus delivering justice to the people in a rapid and cost-effective manner. This also helped to bringing together the affected parties in order to bring out a peaceful long term solution. This project also aimed to develop a sense of patriotism in the people. These centres had a complaint box set just outside to help the people having a problem with the centres to express it without revealing their identity.

Programmes were organized by the police officers with the involvement of local community leaders to create awareness among general masses. In order to ease the interaction between the people and the Police personnel, Police officers who took the responsibilities of these centres were carefully chosen. They were appointed so as to help the citizen volunteers by providing them with the technical knowledge in resolving disputes.

In Diamond Harbour area of West Bengal, the police in conjunction with the native businessmen set up a neighbourhood resistance group to tackle the problem of increasing crime within the area. The main goal of this initiative was to forestall the villagers from turning into criminals. As a popular adage says that 'An idle mind is a Devil's workshop,' so the principle idea of this initiative was to not let them be idle. So the Police took steps to involve the villagers in protecting the villagers instead of making laborious efforts in arresting them after they turned towards the life of crime. Thus this proactive system of policing had been initiated by the Police of Diamond Harbour. The initiative was also meant to bring a realization within the minds of these villagers of the fact that policing is not going violent against the public but working in a synergy with them to solve conundrums.

Andhra Pradesh Police had launched an initiative by the name of Maithri meaning friendship with an objective to create police personnel who were not just good at their work but also cared and were compassionate for their fellow human beings. This would help to enhance the confidence level, trust of the common man in the police and also to incorporate a sense of safety in the public. This initiative was taken up supported by a belief that the modern community issues can be easily resolved through a decentralized and personalized police approach involving the community which is taught them to self policing. Maithri was started out to meet the demands of the community by making them a part of the day to day policing processes, taking actions to forestall crime and to bring good and personalized policing service to the common man at the localized level. The processes of Maithri included regular consultation meeting with the community in order to find their needs and to encourage them to come up with potential suggestions that are legally viable solutions for their problems, developing innovative policing techniques and applying applicable legal procedures to resolve local issues, displacing the community resources for the application of the proposed solution after determining the local people's needs and eventually doing the real implementation part of resolution of the matter.

Police Mee Kosam (Police for you) was an experimental initiative in Adilabad District of Andhra Pradesh and was started to manage the faction ideology. The folks of this area began to feel neglected by the government. They lived in dire poverty and blamed government for their state of affairs. Thus slowly and steadily these people started to turn against the government. The Andhra Pradesh government took a two pronged approach to deal with this matter. One approach of the government was to bring the much needed recovery and development of the area. The government's main motive was to bring development to these areas through the Police thus making the police the heroes of those areas and building trusted relationship between the people and the police which in long term could help to fight off the extremism in the area. Several reforms were made in the policing in order to project the humane nature of the police. The reforms were rapidly implemented and constructive programs were started off in the remote villages. The reforms of the police were based on a very famous proverb "Give respect and take respect". Therefore the police personnel started respecting tribal customs and sentiments and following some of those customs. They started mixing amiably with the natives.

The Adilabad police started Grama Sabhas in these villages which helped the police to enumerate the major concerns related to the villagers. The problems that caught the attention of the Police in these meetings were lack of drinking water, medical facilities, electricity, irrigation and the commutation channel from the village. The police began to co-ordinate with other departments to solve the problems of the villagers. Free of cost medical check-ups and health camps were brought in these villages under this program. Camps for eye donation and surgeries were also set up, which resulted in saving the vision of several near blind people. Police also helped some critically ill patients, who were in need of operations which they were not able to afford on their own by which these people got a new lease of life. In order to tackle the issue of lack of irrigation and drinking water de-siltation of the water was done, watersheds were developed and damaged wells were repaired. Roads were also laid with the assistance of the villagers which resulted in bringing monetary and social growth in these villages. The road brought about social and

economical development in the villages that were suffering from low prices being paid to them for their agricultural produce. This also resulted in decrease in the mortality rate of the village as the medical facilities could now be easily availed. This road not only brought prosperity to the village but also led to peace and tranquillity in the village. Due to these initiatives of the government villagers now began to support the police in their operations against the extremists. Even the problem of power supply was tackled in these villages through the installation of new transformers and rigging of power lines. To ease the transportation of the people Road Transportation Corporation (RTC) bus services were provided in these rural areas. The police helped the community in conducting a mass marriage ceremony which helped the tribal people economically. In order to win the trust of the sympathizers of the extremists, the police began releasing some of the minor militants from bondage. The young people of the villages were taken out on excursion tours to Hyderabad to let them experience a world different from their own so as to expand their knowledge base so that they try to change their community for the betterment with new ideas, new vigour and changed attitudes. The police also started to coordinate sports for the young people in order to keep them from engaging in extremist movement. New programmes were launched which aimed to bring higher education, employment to the youth in these remote tribal villages. The relations between the villagers and the police personnel of the region improved to the point that a survey by the Andhra Pradesh government found Adilabad to be the least corrupt, least partisan district. The police personnel of the region were also credited to be way more transparent and accountable than in any other area of the state.

Project Aasara was launched by the police in Nalgonda district of Andhra Pradesh. It was started with the intention to put a curb on the crimes human trafficking and immoral trafficking. This project was meant to work at 2 levels among that the primary level was developed to stop the crime against the women and the children and the secondary level consisted of rehabilitation related work. In the rehabilitation phase, the rescued sex workers and their children were rehabilitated. Even those sex workers who wanted to get rid of this line of work

were also rehabilitated. In this project the police took direct roles and responsibilities in the rehabilitation of the rescued sex workers and their families.

Madhya Pradesh and Chhattisgarh Police also took up many community policing programs over a period of time and a few of these initiatives were Raksha Samitis (Guarding committees at decentralized levels), Balmitra Thanas (Police stations especially for children), helplines for the children, Medical Relief to the injured, helping the visually challenged, de-addiction camps.

Raigarh District Police made substantial efforts in nurturing a better society through the creation of family counselling centres to resolve disputes and conflicts among family members. The Police thought that as most criminals become what they are due to their social environment, the crimes in the city could be reduced by creating a better surrounding for the development of a law abiding citizen through reduction of family disputes. These centres work by determining the main reason that led to the discord in the relationship. This centre took initiatives to save families that were going to fall apart. Since problems at home can affect the child mentally at a small age and can lead them to a life of crime, Police personnel worked to solve these personal problems at an early stage. Counselling Centre has been successfully satisfying the community by mending the relationships which are the verge of breaking. Through this initiative Police has also effectively won the confidence of the people and changed the perspective of the people towards it.

In the Raksha Samiti Community Policing experiment of Rajandgaon, decentralized Community Liaison Groups were created to reach the grass root levels. These groups went down from the Sub Divisional Office level, to the Police Station level, to the Beat level and finally the Village level. Core Group at each of the aforementioned levels comprised of 15-20 individuals, 4-5 individuals, 2-3 individuals and 5-15 individuals respectively. Due to an urgent need for the sensitization of the police personnel regarding the expectations, needs of the public and the necessity of increasing awareness among the public about certain basic terms associated with the law such as Cognizable and Non-cognizable offences, Bailable and Non-bailable Offences, etc., this program was seen to be the

need of the hour. It was also meant to educate the people regarding their rights as humans and as citizens of India and also make them aware of the working conditions of the police personnel. During this experiment, the general public supported the police by providing data on every anti-social activity in their respective locality thus playing their part in crime prevention. Villagers started taking responsibilities like caring for their fellow villagers, providing data to assist the police in the arrest of wanted criminals, serving the people and the authorities throughout the time of disaster, facilitate the law enforcement agency in maintenance of law and order in their locality. These initiatives helped the police in the proactively curbing crimes. Additionally police also took initiatives to complement the citizen's services by organizing drug de-addiction programs, family counselling centres, blood donation camps, tree plantation drives, mass awareness programmes, mobile police stations, meetings and conferences with the community. By making the community part of the policing activity and teaching those people regarding the aim of the Naxalism, the police tried to deracinate the sympathy in the minds of the people for Naxalites which later helped the Police to effectively address the Naxalite menace. Village Rakshaks were provided proper accoutrements like that of a constable to help the police in patrolling. Several members were awarded for honestly trying to help the Police in crime control.

Pune has been told to be one of the safest cities in India according to a survey¹² and people seemed to be most satisfied with the police in Pune. Pune police implemented Police internship program and Police Public schools.

All the above initiatives have been successful in removing the barrier between the Police and Public. The initiatives like the senior citizens assistance, Slum adoption needs to be taken by the Police in order to improve its image and also to control crime. These initiatives were started by different individuals at different places. But as Ashok Kumar had said that these initiatives can only be as good as the person in charge wants it to be. Therefore as the maker of the program goes away, the implementation generally stops.

¹² Archana Rai, The best and the worst cities of India according to ET-Janaagraha Study, The Economic Times Newspaper, April 4, 2013, http://articles.economictimes.indiatimes.com/2013-04-04/news/38278793_1_cities-urban-indians-urban-governance/2

4. Results and Discussions

4.1 Findings from the literature

The literature search has helped me understand the use of police-public interactions. It helped me gain insights on the initiatives taken by the police, the government and the NGOs towards a better police-public interface. It also helped me understand certain roadblocks that the community policing initiatives faces. It helped me to know about the initiative regarding community policing taken in other countries. Some of those initiatives can be applied in the Indian context too with certain changes as necessary.

4.1.1 Police-Public interface in India: Gore Committee in their Report on Police Training,¹³ mentioned the importance of training of individuals in their lives and in discharging their duties. The report highlights the lack of training among Police personnel especially the constables who are mostly in contact with the public and in general represent the police at grass root level. A recent interview of former Home Secretary G K Pillai to Aditi Phadnis in 2010 regarding the police reforms reveals the lack of training among constables and sub-inspectors. Gore Committee in their report suggested several recommendations to improve the training and to improve the police public relations in 1971. Many of those recommendations have

¹³ [The Gore Committee Report on Police Training](http://bprd.nic.in/writereaddata/linkimages/9180652084-THE%20GORE%20COMMITTEE%20REPORT%20ON%20POLICE%20TRAINING.pdf), Gore Committee (1972) available at <http://bprd.nic.in/writereaddata/linkimages/9180652084-THE%20GORE%20COMMITTEE%20REPORT%20ON%20POLICE%20TRAINING.pdf>.

still not been implemented. Some of those recommendations which are required to be implemented imperatively are mentioned below.

- To ensure training to be a continuous process, intensive in-service training programme like refresher, orientation, specialised, middle level and senior level courses, besides the induction training of new recruits at different levels was recommended.
- To increase the overall efficiency of the police, courses on managerial skills and team management had been recommended in the training syllabi of these schools.
- To ensure that the people undergo the in-service training programs, it was recommended to link the promotions to these courses.
- It was also recommended in the report to assign persons who have undergone particular courses to the jobs where they can make use of the training imparted to them.
- Intelligence and psychological tests were recommended for Constables and Sub-Inspectors. This can solve some of the problems related to police public relations but seeing the lack of police personnel as a severe problem. This recommendation may solve one problem but create another.
- Establishment of Police Cadet Corps similar to National Cadet Corps was recommended.
- Establishment of a Police school similar to Sainik School.
- Internships/assistance-ship with the police as cadets was similar to the program introduced in UK as it helped them to overcome the lack of manpower in their police.

Dr. Doel Mukherjee in a report on a conference regarding Police Public Interface¹⁴ stated the present initiatives taken by the government and the police to enhance the interactions between police and public in different states in India. The

¹⁴ [Dr. Doel Mukerjee, Police Public interface: Making it happen, \(November 2, 2004\), http://www.humanrightsinitiative.org/programs/aj/police/india/workshops/mumbai_workshop_report.pdf.](http://www.humanrightsinitiative.org/programs/aj/police/india/workshops/mumbai_workshop_report.pdf)

following initiatives taken by the Maharashtra Police as a way to establish strong public relations were brought to light through the report.

- Mohalla committees for communal harmony.
- Slum policing.
- Traffic committees in all districts of Maharashtra facilitate interaction with citizens on traffic related problems.
- A regular interaction is maintained with the NGOs working with women and other vulnerable groups of the society. Constant dialogues are maintained with NGOs on matters related to narcotics, drugs, etc.
- Beat marshals and beat patrolling is given adequate importance.
- An initiative under former Mumbai Police Commissioner Mr. A.N. Roy, was taken up to deal with the problems related to Juvenile justice. The initiative had multi-disciplinary team consisting of students, social workers, councillors, psychiatrists and police officers.
- Family Counselling Centres were started in several police stations of Nagpur in order to solve the family issues at the police station itself.

Usha Thakkar¹⁵ in her report on Mohalla Committees described the situations in Mumbai in 1992-1993 and how it gradually led to shape up Mohalla Committees which resulted in communal harmony in the city. It also describes the core activities of the mohalla committees. According to the her Mohalla Committees focuses on the issues related to

- a) Complaints about the work of the police of the area.
- b) Civic issues like health, availability of water, environment, and garbage disposal.
- c) Facilities for education for the children and youth in the area.
- d) Activities promoting communal harmony like celebrating festivals of different communities.

¹⁵ Usha Thakkar, Mohalla Committees of Mumbai Candles in Ominous Darkness, Economic and Political Weekly Magazine, February 7, 2004, <http://www.jstor.org/stable/4414609>

An article on an initiative by the CID website of Andhra Pradesh¹⁶ revealed the way the technology is soon going to come into the policing in India. Crime Investigation Department of the Andhra Pradesh Police has initiated a help desk on its website for people to post their complaints, requests or information related to several crimes. And after a complaint is registered, the CID officer concerned would reply to the complaint on their email id within three working days, addressing the issue. An article on Kiran Bedi¹⁷ described her initiative in 1981 to reduce the crimes in West Delhi by the means of community policing.

Bertus R. Ferreira¹⁸ in his article on the effectiveness of the community policing in democratic country described the importance of community policing and types of community policing. Ferreira's article is largely relevant to India since India is in dire need of such an initiative. He distinguished 3 types of Community Policing initiatives in his article on the basis of their functioning as:

- Crime Prevention and Peace Preservation Policing: This system of community policing defines the main task of the police as to prevent crimes and preserve the peace. This type of community policing requires police to secure the active cooperation from the community. In this model citizens are expected to be involved in monitoring and controlling police activities.
- Communications Policing: In this model police act as agents of consensus by making communities cooperative to one another. This model encourages interaction with community members so that they can provide for their own security.
- Community Building Policing: In this model of community policing, it is proposed that police should take social actions as opposed to legal actions. This type of system requires the Police to penetrate the community in all its aspects and develop personal relationships at beat level. Police needs to be

¹⁶ CID Launches Online Help Desk, October 5, 2012, <http://news.fullhyderabad.com/hyderabad-news/report-crime-online-cid-ap-police-launches-online-help-desk-7261.html>

¹⁷ Joint night patrolling by citizens, police, February 8, 1981, <http://www.kiranbedi.com/communitypolicing.htm>

¹⁸ Bertus R. Ferreira, The Use And Effectiveness Of Community Policing In A Democracy, (last visited on May 29, 2013) <https://www.ncjrs.gov/policing/use139.htm>

flexible in this type of model to ensure good relations to the community, since communities are changing with times and places. In this system of community policing, the police must help to build communities. Since a common good is important for a community, police should be involved in the multi-agency involvement in their social engineering approach. To respond appropriately police must view their role in neighbourhoods as a means of re-establishing the neighbouring relationships and strengthening the institutions that make a community competent and able to deal with its problems.

Ministry of Home Affairs draft project proposal on Police-Community Partnership reveals the plans of the government introduce community policing at grass root levels in all the states of India. The main objectives of the project mentioned proposal are to create a Citizen's Intelligence Network in order to further augment national security, to empower the citizens to contribute to crime prevention, detection as well as maintenance of law and order, to strengthen the beat system by restructuring the beat and to empower every beat officer. The project aims to create a way in which beat constables would get the respect from the citizens of the area and would be obliged to work for the betterment of the people. In normal policing the lower rank policemen do not get any recognition or respect. But as a leader of 100 – 200 Police Mitras, they will get recognition, honor and respect which in will result in increased self esteem, more enthusiasm and better performance. And thus this project can lead to a good community policing initiative which in long run can help in establishing a self-accelerating process for the betterment of the police.

Ashok Kumar, IPS officer ¹⁹ in his article points out that the community policing initiatives in India though being in-built systems are mostly individualized, i.e. they are too much dependent on the individuals in charge of systems. As a result, the system is can be made to work on the whims of the person in power. A motivated, incorruptible individual can make a huge difference and bring excellent results out

¹⁹ Ashok Kumar, Policing in India: A Long Road Ahead, August 2010, <http://www.nipsa.in/community-policing-in-india-a-long-road-ahead/>

of the initiative like the Mohalla Committee but the good work can also be undone within days by a corrupt successor. Mohalla Committees too are suffering now since the police are not very vocal in their support for Mohalla committees, with some officers even alleging that members of such committees often misuse their powers. Ashok Kumar recommends through his article to establish a policing system that does not depend on the discretion of the individual in power. He says that if the police retains its sensitivity, maintains an approachable image to the common man, tries to patiently hear their woes, problems and acts neutrally without fear from anyone or favour or nepotism, only then a public-friendly, humanitarian and effective police service can be established. Such policing practices help raise people's confidence in the force and restore the hopes related to judiciary in the minds of the people. It can also help in reassuring the people that the basic purpose of the police is to help them and not to harass them. Thus a good community policing initiative would require a whole attitude change among many police officers.

Arpita Mitra²⁰ in her article "Community Policing in Action: A Study of the Police Commissionerate of Bhubaneswar and Cuttack" in Odisha review wrote on community policing and listed out all the bottlenecks that may appear in the way of the community policing initiatives in India. Some of those problems are the presence of inertia among a few police personnel who view community policing as a threat to professionalism of the police, present system of policing which acts as resistance to community policing, lack of resources and manpower, lack of accountability, absence of any reward structure and difficulty to even present a reward structure since there is no method to measure the amount of crime a certain police officer prevented, expectations of the Public from the police, similarly expectations of police from the public, lack of cooperation from the community to the Police as community policing requires cooperation and participation of both the sides. Some suggestions are mentioned in the report to avoid these roadblocks and these are making the police personnel understand the idea of community policing as it will help them to shed their inhibitions and

²⁰ Arpita Mitra, Community Policing in Action: A Study of the Police Commissionerate of Bhubaneswar and Cuttack, Odisha Review Magazine, May 2012.

colonial stigma regarding community policing as a risk. The stigma in the police personnel can be reduced by training them through some courses and other such means. The common people should also be made aware of the community policing programmes as it will help them to take interest in policing activities and help the police in its mission to make the city peaceful. The police can thereby ward off the stigma of being authoritarian, repressive and biased. Young people from each of the neighbourhoods should be bestowed the responsibility of patrolling at night under the supervision of officers from the police station. Police officers should take frequent foot patrolling everyday on the streets to make their presence felt among the citizens of the city. Regular meetings should be conducted with the citizens of each neighbourhood to discuss problems if any and also seek their suggestions for possible remedies. A rumour control programme should be developed as a useful forum for discussing common police problems in many neighbourhoods where unfounded or exaggerated rumours can be identified and exposed. Greater transparency should be ensured in the activities of the police station by informing the residents the developments in cases which have been lodged by different people of the locality. Steps should be taken to make the police organization accountable and transparent taking into consideration the Right To Information Act 2005, which has been bestowed to the citizens of India. Police station tours must be conducted by civic organizations and school groups to make the people aware of the operation of these bureaus.

4.1.2 Police-Public interface in other countries: A case study on the Police-Public Interface of Suffolk Constabulary²¹ describes the police-public interface implemented in the UK. The case study describes the interface as a web based portal and services solutions. The case study mentions the web based services to report of a crime, an online registration page to subscribe to receive information from their local police force according to the preferences of each subscriber, whether by email, SMS, recorded message or fax among the Police Public interface

²¹ Implementing a Police-Public Interface. A Case Study of Suffolk Constabulary, October 2007, http://www.htkhorizon.com/sites/default/files/clients/case_study/HTK%20Case%20Study%20-%20Suffolk%20Police.pdf

solutions. The case study claims that this system has helped the Police in getting crucial information in many cases from the citizens.

A quick look through the website of Boston Police Department defines their idea of Police-Public interface. Boston Police Department website maintains a form to register complaints anonymously. The website also mentioned a telephone number for the people to text anonymously about any crime occurring in their neighbourhood. It also has a form to register a complaint any Boston Police Department employee. Through these initiatives Boston Police Department has been a little successful in eliminating the fear barrier between police and public. The Neighbourhood Watch in the US has been for long and is one of the oldest community policing initiatives. A report on the Citizen Review system of Police²² in the US revealed insights on the way in which accountability towards the citizens has been developed in the Police department. There are 4 types of citizen review system and they are

- Model I: In this model a review board made completely of only citizens handle each step of the review process from original complaint through investigations and recommendations. This model is the most independent citizen review model.
- Model II: In this model the review body is made of law enforcement officers i.e., the police. Complaints are reviewed, investigated, and recommendations for disciplinary or policy action are made by the law enforcement officers with a board of citizens overseeing the whole case. This model of citizen review system is not as independent as the model I.
- Model III: Review, investigation of the complaints is done by the law enforcement officers of the Internal Affairs Unit. After the investigation they recommend disciplinary action as necessary to the chief of the Police. And if the complainant is still unsatisfied with outcomes of investigations, he/she can appeal for review to a board composed of both citizens and sworn

²² Police Accountability And Citizen Review, The International Association of Chiefs of Police (November, 2000), available at <http://www.theiacp.org/PoliceServices/ProfessionalAssistance/Ethics/ReportsResources/PoliceAccountabilityandCitizenReview/tabid/193/Default.aspx>

officers. Citizens who are part of the board then review the appeal and if necessary, police officers of the review board check the case for any wrong investigation. Thus the citizens who are part of the board in this model are restricted in their power to just reviewing the appeal for re-investigation.

- Model IV: This model has an independent citizen auditor or auditor system which reviews the police's internal complaint review process and if needed makes recommendations to improve the effectiveness of the police. In this model however the complaints are meant to be internal and are reviewed by the citizen auditor system. After the investigations and the recommendations, complainants are contacted to assess their satisfaction with outcome of the investigation.

Jarmal Singh²³ mentioned descriptively the initiatives taken by Singapore Police for Police public interaction. Some of the initiatives of Singapore Police are mentioned below:

- To educate the general public through the TV medium, the police conjointly with the NCPC jointly produced the Crime Watch TV Programme Series. The programme tried to create crime awareness by showing the audience solved and unsolved cases, requesting for information and witnesses. The show also had a public education segment on crime prevention measures and road safety. This TV programme was shown monthly during prime-time in both the English and Chinese languages.
- A series of textbooks on crime prevention were introduced into the school curriculums in order to teach students from upper primary to lower secondary levels the importance of crime prevention. The textbook was also meant to teach about road safety, fire safety. It also had drug abuse prevention messages from the Central Narcotics Bureau.
- A crime prevention interactive multimedia CD targeting students and youths had been developed. The CD contained the messages of crime prevention, fire safety / emergency preparedness, anti-drug abuse and road

²³ Jarmal Singh, Crime Prevention-The Singapore Approach, 112th International Training Course Visiting Experts' Papers, 2003

safety, from the police, Singapore Civil Defence Force and the Central Narcotics Bureau respectively. The CD came complete with digitised images and good audio and visual animation to make learning fun and interactive for students and youths alike.

- An educational video called “Gangfile” warning teenagers of the dangers of joining gangs; and a handbook called “Say No To Gangs”, was produced and distributed to all schools. Another video, entitled “Prison Me? No Way!” had been produced for students and youths to steer them away from crime. The video was a documentary containing the firsthand experience of the prison life of 2 youth offenders, and tried to convey the severity, harshness and consequences of a prison sentence. The video was distributed to all schools, along with a teachers’ guide.
- The police, Central Narcotics Bureau and Ministry of Education (MOE) worked together to draw up a year-long lecture schedule for schools. This schedule ensured that every school was visited by the officers and benefit from their talks. Apart from the schedule, schools could also request special talks to small group of students who had been singled-out for any kind of infractions. This helped the police and CNB to establish better ties with discipline masters and with schools in general.
- Youth camps were organized for high-risk students by the police to serve as an outlet for energy and imagination, to steer youths away from crime or associating with bad elements. This also instilled some confidence as well as social skills in them.

4.2 Finding from the fields and impact on the theoretical focus of the project

The result of an interview of officers at the Missing Persons Squad, Daryaganj revealed the introduction of public relations course in the Police training schools. As a result one thing has become clear that if the officers are to be believed, then

the training in the Delhi Police is being given a lot of importance. But since Delhi Police comes directly under the Central government, it can be that the level of training in Delhi is a lot different from the training in other areas. According to the officers most constables and Sub-inspectors undergo whole training program and are mainly trained in public relations due to the increasing number of complaints regarding the behaviour of the police officers. The police officers said that there are refresher courses offered as was recommended by the Gore Committee Report. The survey also helped me understand certain roles and responsibilities that police expect from the public. It helped me understand the problems from the public side which becomes a roadblock to the police public interface. One of the findings from the visit to Police training college, Jharodha Kalan was that the promotional courses and refresher courses are being offered at the college. A conversation with the students of Jawaharlal Nehru University, Delhi played an instrumental role in finding the awareness about the Police in the youth and the problems faced by them. The students had little to no idea of the Neighbourhood Watch initiative and several other initiatives by Delhi Police but they knew the community policing initiative of Kerala. The students complained that the police personnel did not comply with their requests unless they mentioned their college name and in some cases they even ignores the request as the student was not from any renowned college.

4.2.1 Field visit to the Police Training College, Jharodha Kalan: The field visit was undertaken to find the importance being given to the public relations training in Police training. The field visit was helpful in finding out that one of the proposals of Gore Committee report of running refresher courses and promotional courses is being implemented in the Police training colleges. The college didn't offer courses to police personnel outside of Delhi. There was no problem of overcrowding in the hostels. The playing fields for volleyball and other games did not seem to be properly utilized as the grounds had been totally covered with grass.

A field visit to Daryaganj revealed the perspective of Police on this topic through conversations with two Police officers on training, community policing, Police cadet system. Following were some of the suggestions received from them:

- Change the minimum qualification for being a constable to a degree in order to improve the police public interaction.
- Increase the powers of constables or at least start the minimum rank of the Police from Sub-inspectors.
- Implement Police Cadet System as in Kerala and introduce a compulsory course regarding policing at the 12th standard in order to inculcate discipline in the minds of the individuals at the right age and to sensitize the people towards the police.
- Conduct meetings of people and police in open areas such as parks to reduce the economical burden on any person.

4.2.2 Field Visit to Missing Persons Squad: A field visit to Daryaganj revealed the perspective of Police on this topic through conversations with two Police officers on training, community policing, Police cadet system. Following were some of the suggestions received from them:

- Change the minimum qualification for being a constable to a degree in order to improve the police public interaction.
- Increase the powers of constables or at least start the minimum rank of the Police from Sub-inspectors.
- Implement Police Cadet System as in Kerala and introduce a compulsory course regarding policing at the 12th standard in order to inculcate discipline in the minds of the individuals at the right age and to sensitize the people towards the police.
- Conduct meetings of people and police in open areas such as parks to reduce the economical burden on any person.

4.2.3 Field Visit to Jawaharlal Nehru University, Delhi: A discussion with the students led to realisation of the following facts:

1. There is a lack of knowledge among youth regarding initiatives taken by Police but since students in the college are from outside Delhi and do not participate in these efforts it was expected to happen. This lack of knowledge may just be present in the students but not the residents of the area where the initiative was started.
2. It was observed that the women have not lost complete faith in Police and feel that policemen will surely help them than most other men.
3. Students had to mention their college (JNU, SRCC, IITD etc.) to get help. Police personnel behaved rudely many a times with students of not so famous colleges.

4.2.4 Meeting with Shri P V Ramasastry: The meeting with Shri P V Ramasastry, Inspector General, National Investigation Agency helped in the following findings:

- The municipal corporation in India are not much empowered for the bringing up citizen review system similar to the one in USA in India and therefore systems such as citizen review won't work in India.
- The media in India presents a biased picture which paints the Police in the wrong way and for all the wrong reasons. The media tends to the media blame the whole police force for the actions of a few and thus destroying the image of even the honest and diligent personnel. The media personnel tend to be biased in debates or even in showing news. The media should restrain from generalising the notion of corrupt and bad officials for the whole police as it deters the honest officers.
- The people should see through the propaganda by the media which try to influence their opinion. Since Police personnel aren't much articulate and hence their good actions aren't publicized.

- There is a need for publicizing the good work of the Police so as to reduce the rift between the Police and the Public and to raise the awareness of the public towards these issues.
- In the present policing system whenever a public outcry occurs, Police officials or ministry officials just assure the people that they will tighten the leash on their officers but the reason for the ordeal i.e., the tainted officers are not replaced with good officers. And thus the mistakes bound to repeat more often than not.
- There is a need for bringing accountability to present policing system and this can be achieved through citizens' charter, citizen report cards and citizen grievances forums.
- There is a need for different initiatives at different places as the same initiatives do not tend to work at all places.
- A central government initiative to enforce community policing in all localities won't be much fruitful as people and police have turned lethargic and reluctant to try something new.
- The public should make sensible judgments regarding policing and should not be influenced by media houses and propagandas.
- There is reluctance in the public to be controlled which poses several problems. So there is a need for initiatives to change this mindset of the public.
- Beat policing can be a solution to several problems related to Police Public interface if taken proper advantage of. There is a need for initiatives which can use it so as to see its impact on the Police-Public Relations.

4.3 Gap analysis

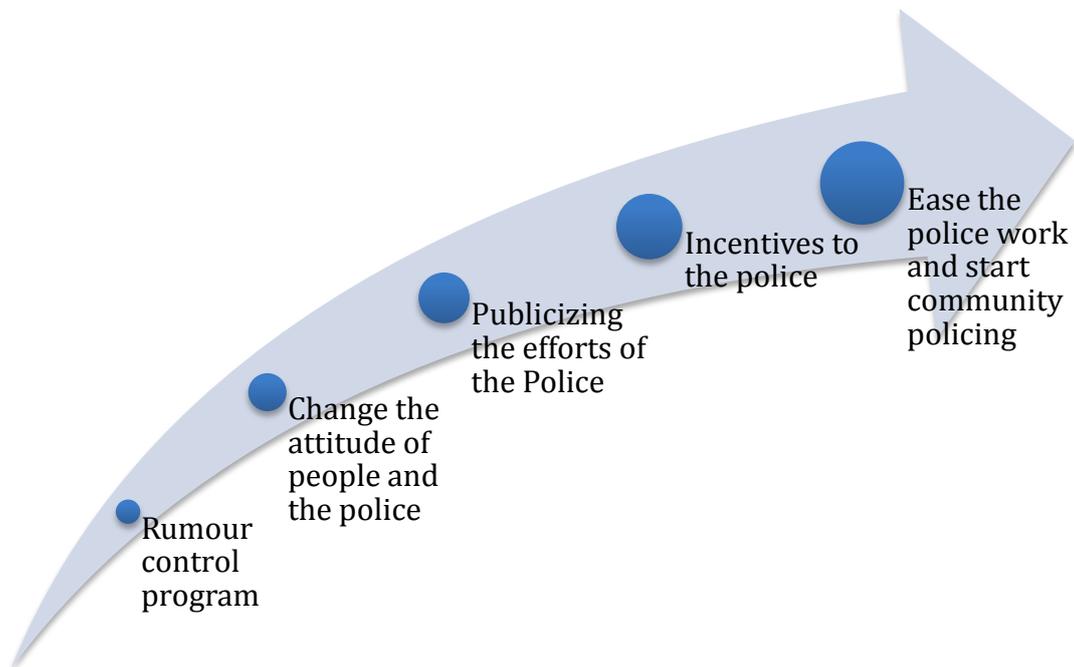
The proposal for community policing was drafted in 2011 and it stated 31st December, 2011 as the date by which the Community Policing Training and Documentation Centres in State/Union Territories had to be established. But

nothing has been done in this matter. There are no documents showing progress on this proposal. Therefore it is clear that the timeline posted in the proposal is not being followed. The recommendations of Gore Committee Report stated that student police cadet system be introduced in all the states. But until now Kerala has been the only state which has adopted this system and that too in 2010, i.e., nearly 40 years after the recommendations were given in the proposal.

5. Recommendations, Scope and Strategy for Implementation

5.1 Recommendation & Scope

Figure 1: Recommendation strategy



Recommendation 1

Setting up rumour control programs

Scope

Since most of the people form opinions on Police just based on the rumours in the society and hearsay, there is a need to control these rumours. This can be done in the basic way by beat policing concept. Since beat constables are present at the grass root level, they can visit homes or call for informal meetings with community in a park to clear all the rumours and to find the problems of people with Police. After the problems are known and the rumours are stopped, the solutions of the

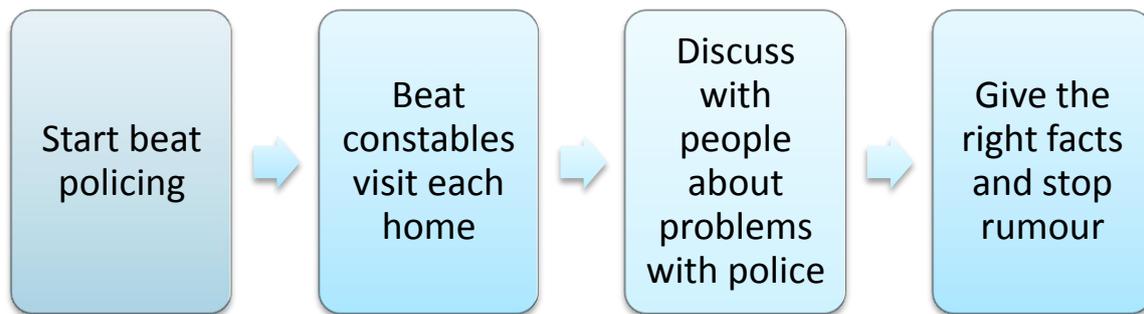
problems can be found out

Strategy

This can be implemented in a city by the permissions of the Police Commissioner.

Flowchart

Figure 2: Flowchart of Recommendation 1



Recommendation 2

To conduct lectures and workshops to bring attitudinal changes in the mindsets of the public and the Police personnel

Scope

To bring the best out of the public and Police interaction, there is a need for change in the attitude of the police personnel and the public. To bring about this change community policing can be introduced and then there can be lectures and workshop sessions for the public. For the police personnel there can be training courses on community policing and regular lectures and workshops can be conducted.

Strategy

This can be implemented in a city by the permissions of the Police Commissioner. Create tie-ups with NGOs and conduct lectures and seminars for police officers during their training and even in-service regularly to change their attitudes towards the public and to show them the grass root level realities.

Flowchart

Figure 3: Flowchart of Recommendation 2



Recommendation 3

Raise awareness about the Police initiatives through TV, newspapers, social media platforms.

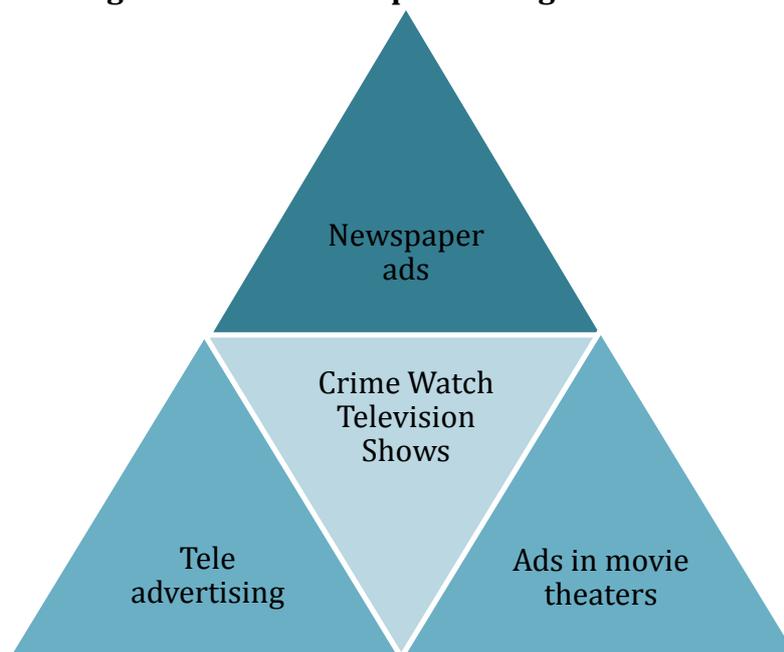
Scope

In some areas of India, though police takes new initiatives to increase police-public interaction, but due to the lack of knowledge about the initiative among the local population, the program suffers. Therefore steps must be taken to publicize such initiatives through several mediums like newspapers, TV etc. Moreover Police in India are known for all the wrong reasons therefore there is an imperative need to publicize the good works of the Police to improve their image in the public. Programs similar to the Singapore approach can be taken i.e., Crime Watch programme can be made to create public awareness about crimes and to appeal for information related to unsolved cases. Though there are programs like Crime Patrol, Savdhaan India but they tend to present a dramatized view with lesser focus on the role of the Police.

Strategy

The Ministry of Home Affairs and Directorate of Advertising and Visual Publicity may create advertisements to be shown in newspapers, TV, etc. A small ad clip can be shown before the start of the movies in movie theatres to create awareness among the people. Steps must be taken to publicize the good work done by the Police even through social media platforms like Twitter, Facebook, etc.

Figure 4: Sources for publicizing Police work



Recommendation 4

Placing citizens' charter at every Police station for the public to view and also on the police website.

Scope

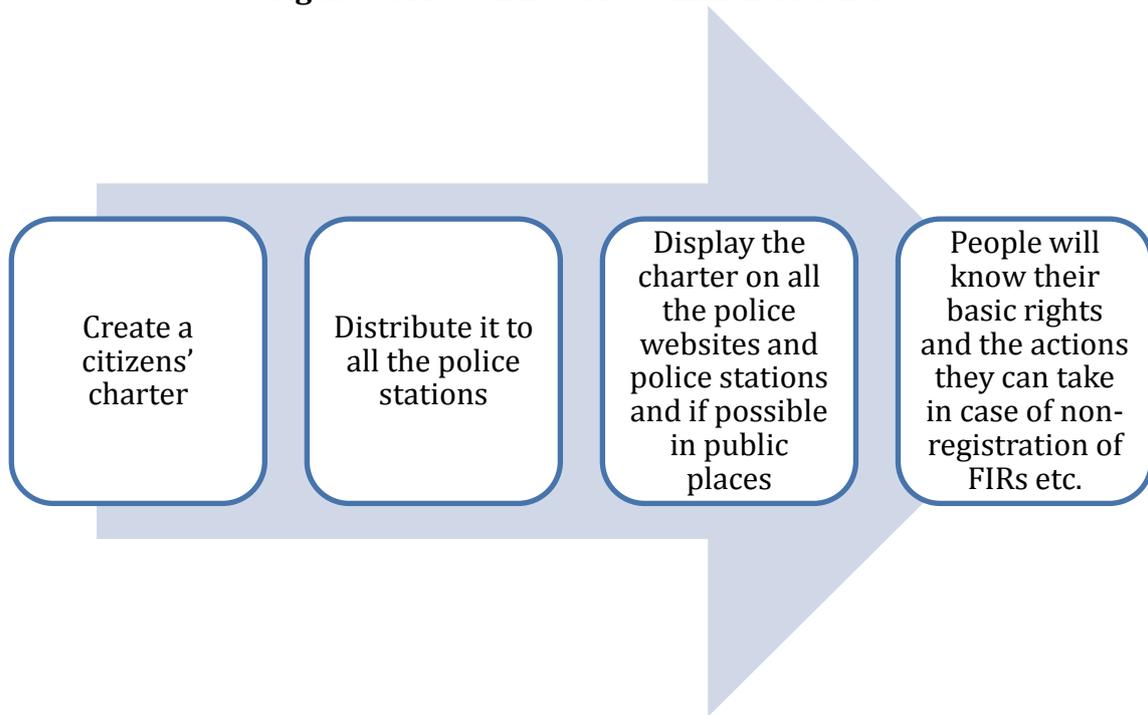
This will enable many citizens to know about their rights and can save them from being duped and also create awareness of the roles and duties of the policemen. It can bring accountability and transparency to the policing system by generating awareness in the citizens.

Strategy

It can be implemented by the sub-inspector or the in-charge of the Police station. This can be done by taking print out of citizens' charter and making a e-copy of it and publishing it in the websites of the Police and in all the police stations. These can be publicized through media

Flowchart

Figure 5: Flowchart of Recommendation 4



Recommendation 5

To start schools for the Police similar to Sainik school, introduce courses on Police

Scope

Police may start schools similar to Sainik Schools with the help of NGOs. If the schools seem to be very expensive suggestion at the least new courses on the police administration can be introduced in the current academic courses from the school stage onwards in the syllabus of such subjects as civics, political science and sociology. This could be supplemented, for outdoor work, by a Police Cadet Corps, on the lines of the National Cadet Corps (N.C.C.), which student could join voluntarily. Facilities for the exposure of students to the role of the police during the period of their education should help not only in providing better and more motivated applicants for the police service but also in bringing about greater understanding and rapport between the students and the agents of the law. Police Public schools have already been started in Pune, Nasik, Thane and Nagpur. Similar

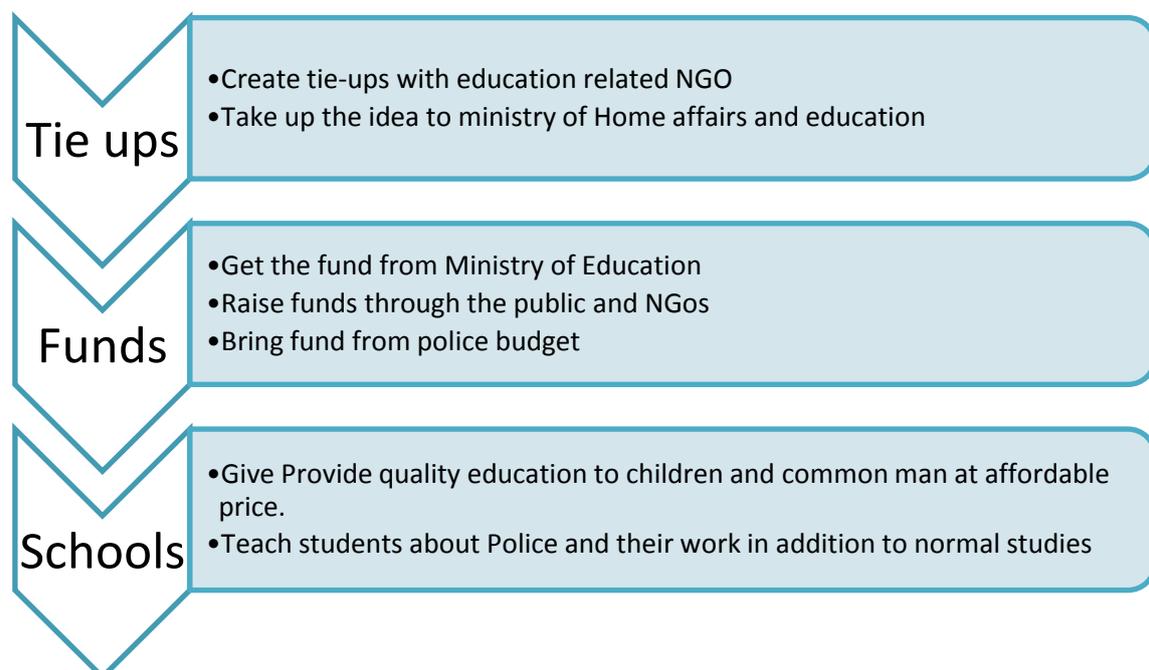
to Singapore Police courses on Police can be introduced in schools. Even CDs to create awareness about Police can be distributed. Documentaries on life of prisoners can be shown in colleges to prevent the students from progressing towards the wrong path. And lectures can be scheduled and organised to motivate and bring attitudinal change in the mindsets of the youngsters.

Strategy

The Ministries of Home Affairs and Education may set up a high power committee, consisting of representatives of the Police, the Universities and the University Grants Commission (U.G.C.), to examine this matter and to make suitable recommendations. In Pune, the school was the brain child of the Police Commissioner of Pune. Similar initiatives can be taken by the Police Commissioners of other cities too.

Flowchart

Figure 6: Flowchart of Recommendation 5



Recommendation 6

To implement Student Police Cadet system in all schools of India

Scope

As said correctly in a quote today's children are tomorrow's citizens, in order to change mindsets of future generations towards the Police, we need to start teaching the kids from today. This can be done by establishing the Student Police Cadet system in all the schools in India. This system promotes interaction between the Police and the younger generations from school level itself. This has already been implemented in Kerala. Student Police Cadet training program of Kerala is a two-year long programme with a focus on developing health and physical fitness, instilling social values, exploring inner capability and inculcating community living skills within students through training by Police personnel. It will not only help in removing the present barrier between the Police and the younger generation but also will help to inculcate better civic sense among youth and to make them responsible citizenry.

Strategy

This model has been implemented by the Departments of Home and Education, and supported by Departments of Transport, Forest, Excise and Local Self-Government in the state of Kerala. Thus it can be implemented in other states too by these departments or at the central level this can be implemented jointly by the Ministry of Home affairs and Ministry of human resource development. A new department should be started in the Police as the student police cadet department to take care of it.

Flowchart

Figure 7: Hierarchy of Student Police Cadet department

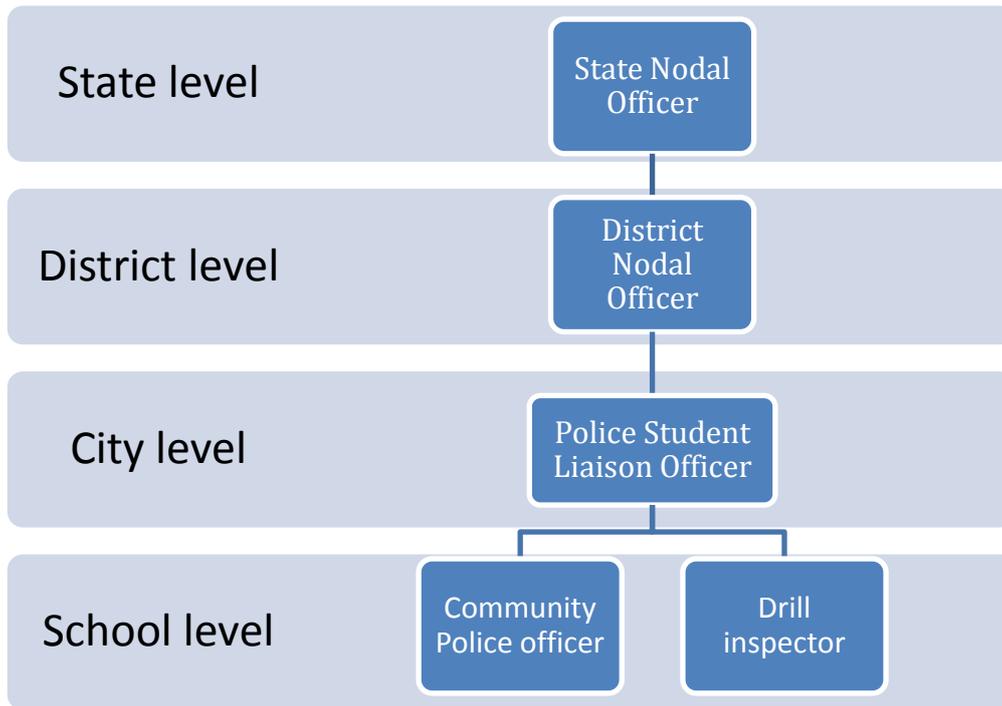
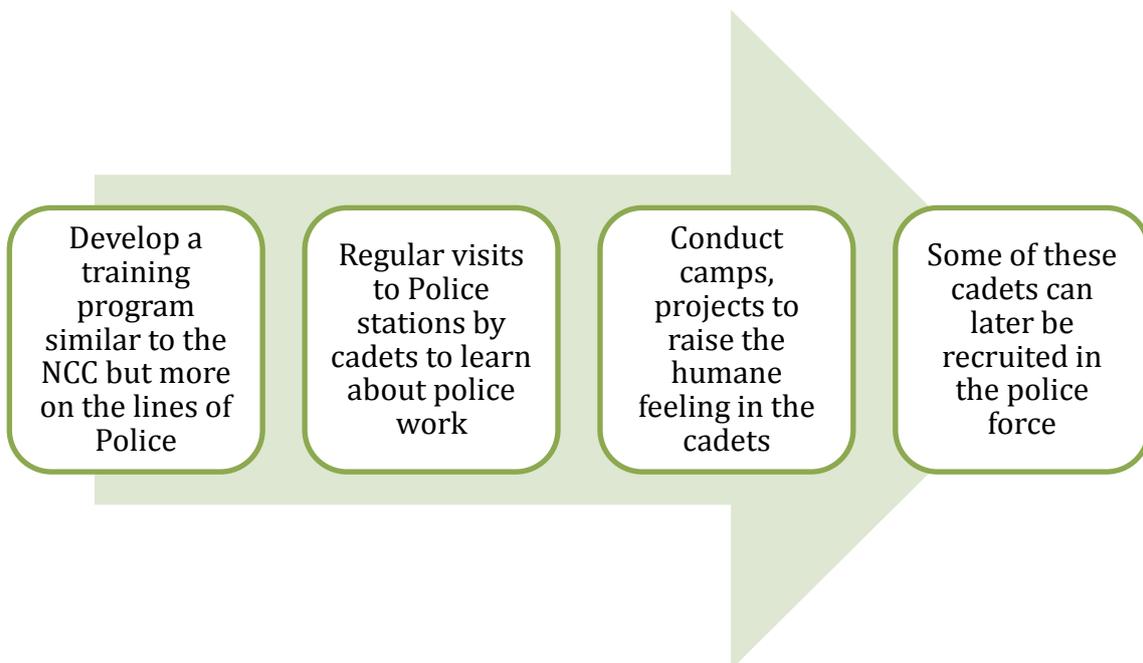


Figure 8: Flowchart for Recommendation 6



Recommendation 7

To initiate internship program with the Police

Scope

It is a common practice now-a-days for industry as well as government agencies to have apprenticeship/internship schemes for finding the right type of and properly motivated manpower. It has already been implemented in Pune²⁴, Maharashtra. In Pune, Police offer internships that span over 20 hours in which young people get to know about Policing. This system was initiated in the UK and still exists in Scotland. It had helped the England Police to handle its manpower shortage. This program if introduced and implemented correctly throughout India can help to reduce the fear and hatred among the future generations towards the Police. This will also help the people to know more about the functioning of the Police as until now functioning of Police still remains obscure to many people. This will also help in Police to know young people's perspective on their operations. Many police personnel are not well versed with the new technology and so the young people can help them with it. Thus this can help become a symbiotic relationship and the synergy of the students and Police can help fight crime more effectively.

Strategy

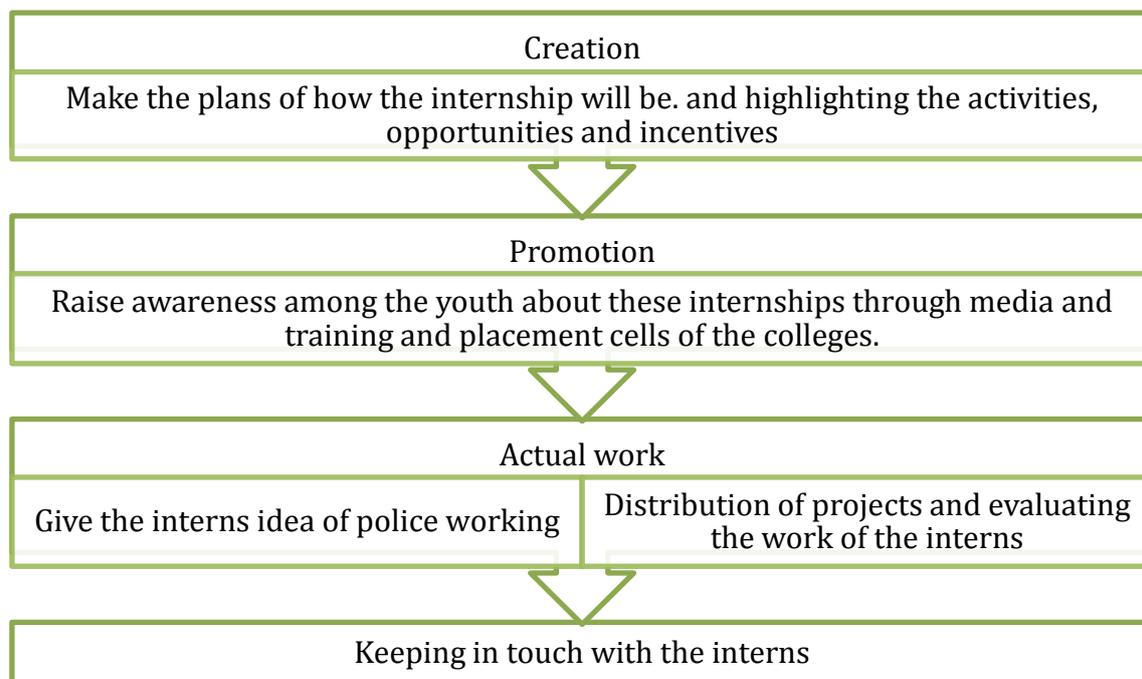
This model can be implemented by the Commissioner of the Police at the city level such as Pune. If this model is to be implemented at state level, Director General of the Police can implement it. A proper internship program of 1-2 weeks with 2-3 hours per day has to be developed. Internship program should give the interns clear idea of what Police do and how they work. The interns should be given assignments and projects which can make use of their young and sharp minds and body. Feedback and suggestion should be taken from the interns at the end of the internship. This internship program should also help to generate the interest of the intern in community welfare and in Police jobs. After the internship the interns

²⁴ Pooja Bhula, [Internships help students, police understand each other in Pune](http://www.dnaindia.com/pune/1675313/report-internships-help-students-police-understand-each-other-in-pune), Daily News and Analysis India, April 13, 2012, <http://www.dnaindia.com/pune/1675313/report-internships-help-students-police-understand-each-other-in-pune>

have to stay in regular touch with police to create a bridge between the society and the police and giving the police information of crimes and criminals.

Flowchart

Figure 9: Flowchart for Recommendation 7



Recommendation 8

Incentivizing Police personnel to boost their morale and to encourage them to take up their work seriously

Scope

This will enable many police personnel to give their best to their work and also play an important part in reducing the corruption. This incentivizing can be done through felicitating and awarding the police personnel by the community or by government through awards and monetary benefits. The awards can be given based on commendations received by the personnel and several other factors. This incentive system is being followed in Singapore.

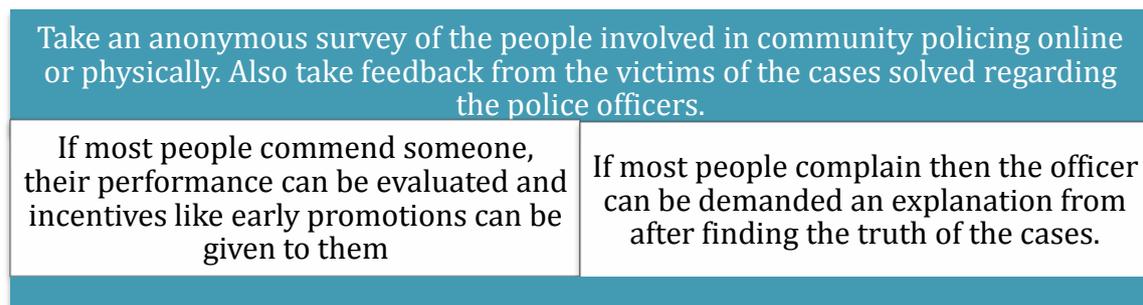
Strategy

Home Ministry can take the decision to implement it at all the police stations. This

will need constant monitoring of the performance of police officers. Therefore there will be a need for a performance tracking system or something similar in order to incentivize the honest and good officers. This can be done through commendations received by the officers from the local people or victims of the case handled by the officer through a confidential survey.

Flowchart

Figure 10: Flowchart for Recommendation 8



Recommendation 9

To set up community help centres at Police stations and to promote and act on community policing initiatives

Scope

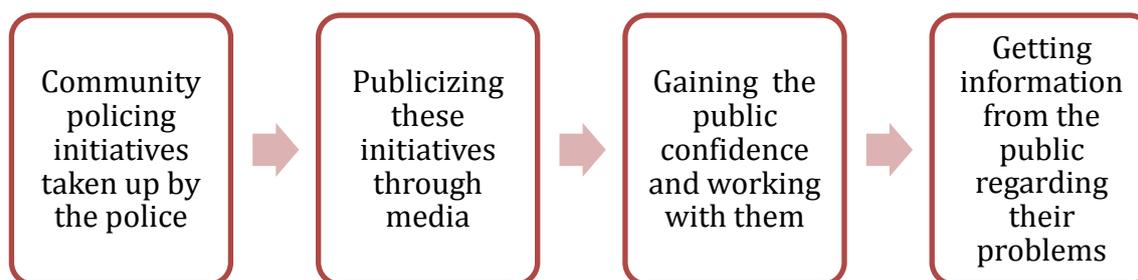
This will facilitate the communication and exchange of information between the Police and the public thus reducing the rift between the two groups. This will result in detection and prevention of crime through proactive policing thus creating a peaceful society. Community policing initiatives like the senior citizen care, developmental activity, teaching of self defence to the girl, slum adoption schemes should be taken up by the Police.

Strategy

This can be implemented in a city by the permissions of the Police Commissioner. Taking inspiration from some of the examples of community policing mentioned in this report previously similar experiments can be started at all other places. There should be a separate department to look after the relations with the community.

Flowchart

Figure 11: Flowchart for Recommendation 9



Recommendation 10

To empower the people to register FIR, complaints through internet, SMS

Scope

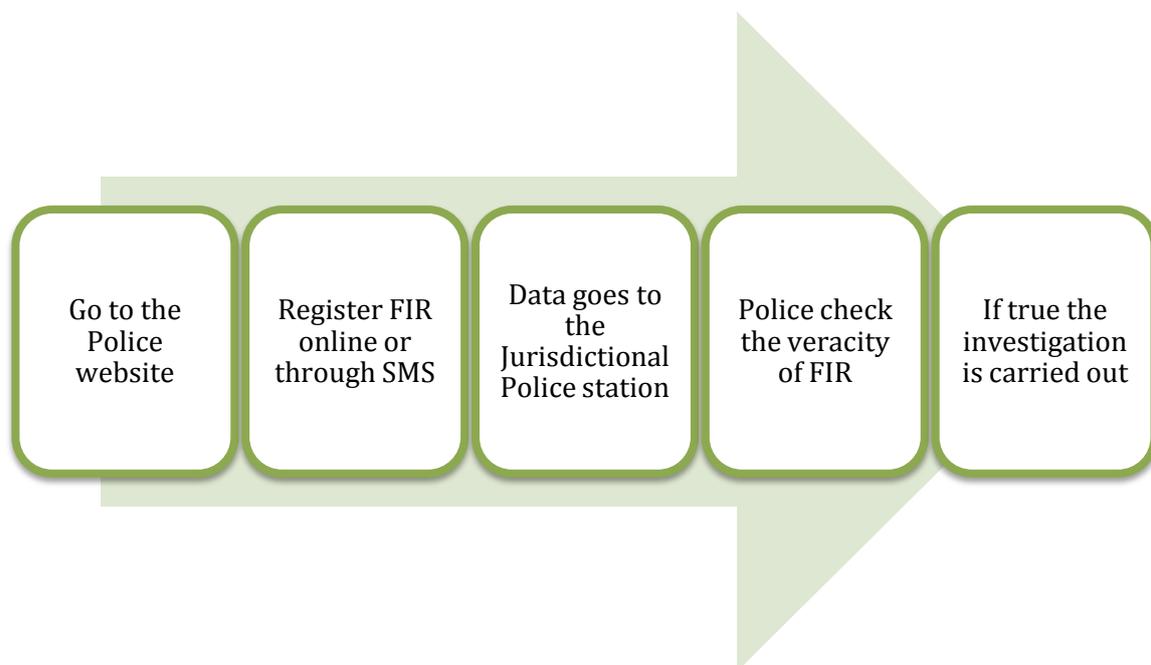
This will enable many people who want to register crimes but do not want to go through the hassle of visiting Police station for it. This will create a way to remove the hassle for the police officials of maintaining several records and registers as there can be a database having records of all the FIR, complaints registered. After the registration of the FIR the complainant should be issued a file number similar to the one issued for passports which can be used for tracking the status of the FIR. These initiatives are being tried in Delhi and Gujarat. The Himachal Pradesh Police have introduced an interactive portal called “Kanoon Vyavastha,” the first of its kind in the country, by which a police complaint can be filed online or by SMS. As per a report in the Financial Express, of 1,821 SMSs received, 22 FIRs were registered without the complainant having to visit the police station. Of these 22 FIRs, reportedly only one was related to a rape case. After the launch of SMS service in May 2010, 4,392 SMSs were received, of which 82 FIRs were registered. The complainant can check the status of the FIR online and post comments. The web portal is used for daily crime reporting, providing details of missing persons and vehicles and road accidents. Jalandhar reportedly has an online crime tip page where people can anonymously

inform the police of a crime that has been committed. Similarly, Maharashtra has an e-complaint system for reporting minor crimes, that is, non-cognisable offences.²⁵

Strategy

Each city's Police website should have a page with a form to fill the data regarding the victim and the summary of the crime. In order for this program to succeed all the police official should be trained at Police training colleges in the areas of handling these services. Home Ministry can take the decision to implement it at all the police stations.

Figure 12: Flowchart for Recommendation 10



²⁵ Aparna Viswanathan, [Going from Zero FIRs to e-FIRs](http://www.thehindu.com/opinion/lead/going-from-zero-firs-to-efirs/article4329575.ece), The Hindu newspaper, January 22, 2013, <http://www.thehindu.com/opinion/lead/going-from-zero-firs-to-efirs/article4329575.ece>

Recommendation 11

To enable people to register complaints anonymously

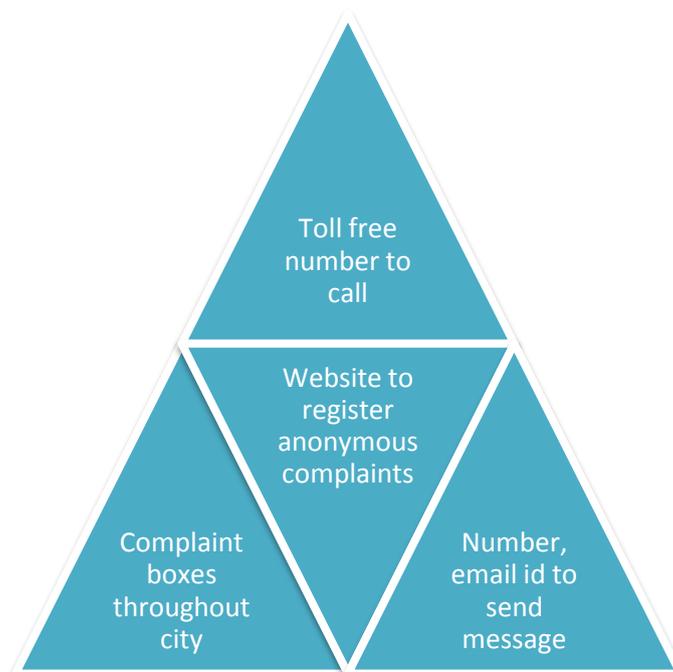
Scope

This system is being implemented in many countries and needs to be brought into India. People in India generally tend to remain silent about several crimes as they do not want to get involved with the Police, court cases. By this initiative we can ensure the registration of crimes. Moreover many people do not want to come openly forward as whistle blowers for the fear of their lives. This can help tackle those issues too.

Strategy

Home Ministry and Director General of Police can take the decision to implement it at all the police stations. Commissioner of Police can implement it in a particular city. This can be done by starting toll free numbers, anonymous complaint portals and also by setting up complaint boxes in various parts of the city. And the letters can be regularly removed, read and acted upon. This system can also be used for complaining against police officers or for commending their actions.

Figure 13: Channels that can be used for anonymous complaints



6. Conclusion

The Police in India are shown to be typically corrupt, inefficient, immoral, heartless force in the present media. But this is not a completely true picture. The Police too suffer a lot of problems ranging from lack of resources to political pressures, media pressures. Public and media don't spare any incident without criticizing the police. People at any place tend to be unruly and they don't want to be controlled by anyone and so they don't cooperate with the Police. There are problems from both the sides of the society i.e., the police and the public which has led to the present state of affairs. The society has got into a lot of mudslinging and blaming each other for the wrongs. Now there is a need for effective mechanisms to reduce the widening rift created between the Police and the public. This report has tried to delve into a little depth of the reasons for the problems between the Police and the public and has suggested some recommendations to tackle these issues. The report also presented a list of successful initiatives from India, the US and the UK. This report thus can be used as a good practices guideline in community policing.

7. Suggestions for future work

In the future the project can be focussed upon the level of training being imparted to the police personnel in public relations. Since community policing is a recently emerging subject for India, there should be some training done for the police personnel in this sector. Further research should be done on the initiatives taken by the recipients of the International Chief of Police community policing award recipients and the finalists as it can give further ideas on unique ways to bridge the Police Public interaction gap. Research can be done to improve the quality of the recommendations and to check their feasibility and usefulness in grass root level through a pilot project or through a survey. Research should be done on the feasibility of early promotions as incentives for good Police personnel. Some research needs to be done on performance analysis of the Police personnel from government and the public other than citizen report card for providing incentives.

8. References

1. Ajay K Mehta, "Police Reforms at Sixty", Mainstream Weekly VOL XLV, NO 35
2. Anahita Mukherji, "dangerous place to live in", Economic Times Newspaper, (May 25, 2011)
3. S Ahmed Ali, "Registering FIRs still a tough task", The Times of India Newspaper, (May 26, 2012)
4. Malavika Vyawahare, "India's Police Force Lags Much of the World", New York Times, (January 16, 2013)
5. KV Thomas, "Corruption in Indian Police", Academic Journal, Jan - Jun, 2004: 3-4.
6. "Citizen's participative movement- 'Civil Defence' of Karnataka" Times of India (December 6, 2008)
7. "Is community policing need of the hour?" The New Indian Express (January 22, 2013)
8. <http://bprd.nic.in/writereaddata/linkimages/8631343564-Police%20Community%20Partnership.pdf>
9. Biju Govind, VS to launch Student Police Cadet project, The Hindu newspaper, (August 2, 2010)
10. "Student police scheme may find favour in other States", The Hindu newspaper, (June 16, 2011)
11. http://www.humanrightsinitiative.org/new/community_policing_experiments_in_india_1.pdf
12. Archana Rai, "The best and the worst cities of India according to ET-Janaagraha Study", The Economic Times Newspaper, (April 4, 2013)
13. <http://bprd.nic.in/writereaddata/linkimages/9180652084-THE%20GORE%20COMMITTEE%20REPORT%20ON%20POLICE%20TRAINING.pdf>
14. Dr. Doel Mukerjee, Police Public interface: Making it happen in the Proceedings of Police-Public Interface: Making it Happen Seminar, November 2, 2004, Mumbai, Ministry of Home Affairs, Government of India, People's Concern for Governance Trust, Mumbai and the Commonwealth Human Rights Initiative (CHRI), 2004.
15. Usha Thakkar, "Mohalla Committees of Mumbai Candles in Ominous Darkness", Economic and Political Weekly Magazine (February 7, 2004)
16. <http://news.fullhyderabad.com/hyderabad-news/report-crime-online-cid-ap-police-launches-online-help-desk-7261.html>
17. <http://www.kiranbedi.com/communitypolicing.htm>
18. <https://www.ncjrs.gov/policing/use139.htm>
19. <http://www.nipsa.in/community-policing-in-india-a-long-road-ahead/>

20. Arpita Mitra, "Community Policing in Action: A Study of the Police Commissionerate of Bhubaneswar and Cuttack", Odisha Review Magazine (May 2012)
21. http://www.htkhorizon.com/sites/default/files/clients/case_study/HTK%20Case%20Study%20-%20Suffolk%20Police.pdf
22. <http://www.theiacp.org/PoliceServices/ProfessionalAssistance/Ethics/ReportsResources/PoliceAccountabilityandCitizenReview/tabid/193/Default.aspx>
23. Jarmal Singh, "Crime Prevention-The Singapore Approach", 112th International Training Course Visiting Experts' Papers, (2003)
24. Pooja Bhula, Internships help students, "Police understand each other in Pune", Daily News and Analysis India, (April 13, 2012)
25. Aparna Viswanathan, "Going from Zero FIRs to e-FIRs", The Hindu newspaper, (January 22, 2013)

9. Appendix A

Meetings and Interviews

Date: May 27, 2013

Time: N.A. (Mail was sent)

Duration of Discussion: N.A. (Mail was sent)

Discussion:

- Mentor asked to focus on Gore Committee's major recommendations which can be implemented in present situations.
- Mentor told to find out the duties/responsibilities of public towards police personnel who are working 24 x 7 in all types of conditions without proper Infrastructure / support / assistance either from public or government.

Action Items before next discussion, please include timeline:

- Read Gore Committee's major recommendations completely. [3 days]
- Research data on internet related to Gore Committee report's implementation part. [1 day]
- Visit a police station to find the expectations of Police from the public. [1 day]

Date: June 3, 2013

Time: N.A. (Mail was sent)

Duration of Discussion: N.A. (Mail was sent)

Discussion:

- Mentor told to focus on Community Policing.
- Mentor told to find the roadblocks in the implementation of community policing in India.
- Mentor told to find the community policing models of other countries which can be implemented in India

- Mentor told to find a way in which public-police relationship can be strengthened in to a mutual trust. (From experience, media reports, public discussions, survey etc.)
- Mentor told not to focus on those things on which the data was not available like the implementation part of Gore Committee Report.

Action Items before next discussion, please include timeline:

- Research data on internet related to Community Policing experiments in India. [2 days]
- Find the country, state with least crime and find their community policing initiatives. [2 days]
- Visit a police station to find the roadblocks in community policing. [1 day]

“The highest measure of democracy is neither the ‘extent of freedom’ nor the ‘extent of equality’ but rather the highest measure of participation.”

- A.D. Benoist

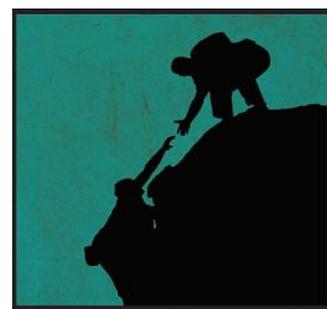
Rakshak Foundation creates awareness domestically and internationally about the rights and responsibilities of citizens towards the society and state. Rakshak engages in and supports social and scientific research on public policy and social issues.



GET *INSPIRED*



IDENTIFY YOUR *PASSION*



GET *INVOLVED*

Contact:

Email: secretary@rakshakfoundation.org

Website: www.rakshakfoundation.org

Disclaimer: This report is an outcome of a student project and the content of this report represents the views of its author. Neither the report nor any of its parts represent the views of Rakshak Foundation and/or any of its affiliates and officials in any capacity whatsoever. The figures and facts used in the report are only suggestive and cannot be used to initiate any legal proceedings against any person or organization. However, the author shall be extremely grateful to acknowledge any inaccuracies in the report brought to author's notice. Please email your suggestions or concerns to: hr@rakshakfoundation.org]