Rousseau maintained that our obligation to obey a particular Law can be moral only when we are impelled to obey a system of Law or our sense of duty, perhaps by prompting of our moral consciousness, without any compulsion from external power. Force reduces human beings to abject slavery. Therefore, it cannot be the legitimate basis of Law. Might can never be the basis of right. Rousseau’s use of words such as “abject slavery”, “might” are to be observed closely. Modern day concept of State is as “Welfare State”. The aim of State is to provide “Security & Service”. Least interference in the lives of the individuals is expected from the States. Every organ of the State should work as an agent of change and the servant of people. Enforcement should be done cautiously and intelligently. Thus, the State should deviate from its earlier notion of “Police State” to “Welfare State”.

In this background, the Responsibility, Duties and total concept of the Police ought to change. There is a fear that, if the emotions are let lose, if restrictions are not imposed, the society will be in a chaotic state and disorder will rule the day. The problems are myriad and inexplicable. The modern scenario puts Police in a critical situation, demanding from it, impartial, genuine human functions. Instead of Conflict, Coordination and co-operation are to be the basis of its task. Hence, Jawaharlal Nehru said:

*The Police come naturally into very intimate contact with the people in their daily work. Therefore, the question of the relationship between the Police and the Public is a very important one.*

In the 19th Century and the first half of the 20th Century, almost all the Countries including India, were under autocratic rule and under foreign regimes. During this

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period, the Police were mere tools in the hands of the Ruling Class, and molded in a manner to be just a Brutal Force, ruthlessly enforcing Government Policies. This generated ill feelings about Police in the minds of the People. Ruling Class used the Police as quasi Military Force as the Lethal Weapon. The innocents were the victims most of the time and this struck terror and fear among the People, and the Police lost the Faith and Confidence of the People. After the dawn of Independence, in most of the Countries including India, the Police had the onerous task of maintaining Law and ensuring Peace, and also to change their own attitude so as to regain the Confidence of the People. However, this did not happen. The Police did not deviate from its old legacy. The ill feelings about them, continued to prevail in the Society. The gap between the Police and Public remained unfilled. Throughout the World, the Media Press and even the Judiciary continued to blame the Police. But the Police alone are not to be blamed. The critical nature of their work, the persons in power and the legacy that was inherent in their veins, together, isolated the Police from the mainstream.

People come in contact with the Police only in adverse circumstances. No organ of the Government will have to face such ill feelings as the Police have to. The Police actions involve the regulations and restrictions on individual acts thus apparently restricting their freedom. This naturally causes resentment. The adverse conditions and circumstances demand show of Power, Firmness and Authority but the same are misconstrued as arrogance and high-handedness.

About policing in the United States of America, Bruce Smith has observed: “From the earliest days of modern Police Forces and down through the years that have followed, the Police have been the object of attack by the press and pulpit, bench and bar, civic and commercial associations, labour leaders, professional politicians, ambitious office-seekers, reformers and criminals. With so many social elements joining the attack, the charges have naturally ranged between some rather wide extremes. Police have been denounced as relentless man-hunters, as the oppressors of the weak and helpless and as tools of sinister influences and interests. They have also been described as, largely ineffective agencies which fail to realize their objectives and in any case cost too much”.
The above description is not unique to the United States. It can be said to prevail in different degrees, in all parts of the World, and under all types of Government. Hence, the requirement of the day is, activating and vigorously pursuing the Community Policing System. Establishing Faith, Mutual Trust, developing Cordial Police-Public Relationship is required. To win the general Public Confidence, the Police have to discharge its duties impartially and help the weak and oppressed.

The entire outlooks, the method of working, techniques, and ways and means are to be changed and tuned to the challenges of the Modern World. Transparency should be there in the Administration. People at large, should involve themselves with the Police and the Police should shun Politics. Along with the onerous job of maintaining Law and Order, the Police should also involve and identify themselves with social issues and the assistance of Social Workers, Experts and social thinkers is to be elicited.

5.1 History of Community policing

A Police-Community Relations program was virtually unknown before the 1960s. In most of instances, it was probably popular pressure, rather than administrative imagination, that brought the notion into being. This stimulus came primarily from increasing assertive ethnic minorities. Since, then some police manager have tried hard to make the concept real in their departments. A basic difficulty in Police-Community Relations is to define the concept. Here appear to be as many answers to the questions of what it means as there are those disposed to respond to the question. Individual police officers have different conceptions of it, not to mention various factions of the community.

There are certain differences in the Indian social, economic and political environment and that of the western nations, where the community policing is practiced successfully, and these differences have to be kept in mind to modify the implementation strategies for India. The countries in the west, like the U.K. has a long tradition of local governance in police and other spheres of life. Historically, in U.K., in boroughs and urban district
control exercised by the watch committees was complete. Even in other governing bodies, the traditions and activities of most of these reach back to the dawn of the English history. In practice, Community Policing does not develop according to a single one dimensional process, several factors such as lack of political and management priorities, internal communication problems, a shortage of police capacity and resources, emphasis on emergency situations may hamper, or even set back, the development of Community Policing. It is desirable, though not easy, for a department like the police to adapt and adapt initiatives like community policing, following are the obstacles in implementing the community policing:-

1. Conservative Police Culture
2. Resistance to change to the Community Policing by the traditional and rule bound rigid organization.
3. Rigid paramilitary structure.
4. Underpaid and undertrial staff.
5. Multiplicity of police wings.

To some, Police-Community Relations simply means Public Relations, that is, activities directed at creating and maintaining favorable impressions of a product, a firm, or an institution. For a Police Department, this would mean good service to the community. Community Policing Resource is a pioneer step of Punjab police started in 2003. CPRCS have already been established in all the districts. The CPRC is a four-tier body at the head of which is the state steering committee that provides policy guidelines, support for capacity building and strengthens system of planning, management, participatory and integrative mechanism. The district level committees ensures the networking of the CPRC with other Government Departments and Administrative Structures. It also streamlines the training of personnel at the district level coordinates with sub-divisional and thana/policing station outreach centres. These Centre’s can function as single point contact/clearing house at the district level. In due course, these could be set up at the sub-divisional and thana level. In the next five years, CPRC will be opened in those districts, which do not have one and upgradation of existing Centre’s will be taken in a phased manner.
5.2 Community Policing As a Concept

The Community Policing, a democratic principle, envisaging that anyone who exercises authority on behalf of the Community ought to be accountable to the Community for the responsible and reasonable exercise of the said authority, and the Police while exercising such authority on behalf of the Community should be duly responsible and accountable to the Community, has been adopted under the Act and Rules.³

Prerequisites for Community Policing

Sensitization, Institutionalization, Networking and Networking

5.3 Features of Community Policing

The Concept of Community Policing inter-alia has the following features: - It involves an active partnership between Police and the Community in identifying the basic principles which would give rise to Crime and in identifying the solutions in preventing and controlling Crime.

Improves Police-Community Relationship substantially, which in turn, results in building the morale of the Police, enabling the Police to perform its functions efficiently and effectively. In view of recognized value of Police and Community Partnership and identified initiatives concerns for the necessary changes in the organizational approaches, objectives and strategies launching initiatives to achieve the above two.

Structure of Community Policing infrastructure shall be four-tier, as mentioned below:

5.4 Infrastructure

Community Policing Affairs Division

The Community Policing Affairs Division associated and operating at the level of Punjab Police Headquarters shall be responsible for acting as a State Steering Committee to

provide Policy guidelines, support for capacity building, and strengthening systems of planning, management, participatory and integrity mechanism. The Community Affairs Division shall comprise of the following:- Director General of Police Chairman, ADGP/H.R.D. Convener, Representative of Home Department Member, Representative of Administration Wing Member, Inspector General of Police Zones Members, Representatives of Finance Department Member, Representative of Public Relations Department Member, Representatives of Urban Development Department Member, Representatives of Local Self Government Member.

a) District Level Committees.

b) The District Level Committees shall be responsible for conduct of Community Policing Resource Centers, co-ordination with other CPRCs of other Government Departments, administrative structure and streamlining the training of the personnel at the District Level with arrangements at Sub-Divisional and Police station level. The composition of District Level Committees shall be as under: - The number of members of a District Level Committee should not exceed twenty five.

c) District Senior Superintendent of Police : Convener

d) Community Representative: Co-convener.

Members

Official Members

(a) Superintendent of Police (Headquarters)-cum- Community Affairs.

(b) Deputy Superintendent of Police (Headquarters)-cum-Community Affairs (Convener).

(c) District Health Officer.

(d) District Education Officer.

(e) District Women and Child Welfare Officer.

(f) Representative of State and District Level NGOs.

(g) Advocates.

(h) Expert from the fields of Sociology and Psychology.

(i) Expert from the field of Sociology and Psychology.
Non Official Members

Heads of Medical Colleges or Hospitals, Principals of Schools and Colleges, Senior Academics, Renowned Poets, Theatre and Culture Personalities – 5.
(a) Representatives of NGOs and Community Representatives – 3.
Commerce, Industry, Trade Union, Youth Representatives – 5, At least four women shall be nominated as members.

Term
1. The term of the members shall be two years extendable upto three years.

Functions

2. These committees shall issue guidelines for running the CPRC and shall also be responsible for coordinating their activities. All proposals for new proposed schemes shall be examined by the Committee.
3. The Committee shall meet at least four times in a year. The decisions taken by the Committee shall be sent to the State level Co-ordination Committee through CAD for information.

Administration of the District Level CPRC

The Community Policing Resources Centre (CPRC) at the District level shall be
(a) The Superintendent of Police/ Headquarters in the District, D.C.P. at the Commissionerate and AIG/SP at G.R.P., shall be responsible for the smooth running at the District Level CPRC and will be designated as District Community Affairs Officer.
(b) The DSP/Headquarters shall be the in charge of the District CPRC and shall be designated as Convener of District Level Committee. Two Non-Gazetted Officers of the Police Department shall be associated with CPRC to provide the desired services.
(c) Local Non-Governmental Organizations and volunteers support should be mobilized to implement various schemes.
Functions

The Role Functions and Responsibilities of the District Level Committee shall, inter-alia, include:- Providing Policy guidelines for running the CPRC and Co-ordinating its activities, Arranging an effective grievance redressal through proper receipt of complaints and time bound outlet of service, Adopting Community Oriented Schemes, Organizing resources base for general information, rules and procedure, Providing community services Centres for verification, crime prevention and other services, Establishing victim Assistance Unit, Establishing Child Assistance Unit, Organizing training and sensitization on social issues, like gender, matrimonial issues, rights of the child and crime prevention, Arranging a help for the Women and Child and aged people, Providing facilities Centres for the Public and mobile population like NRIs.

The C.P.R.C. at the District Level should be an autonomous and registered Society in partnership with representatives of Police, the Administration and Civil Society.

Basic Features of the CPRC

1. Collectively managed by the Community and the Police.
2. Community-Policing collaboration from decision-making to implementation.
3. A pool of Police and Community Resources.
4. The overall functioning of the C.P.R.C. shall have the following objectives. Affording easy and dignified access of the Public to Police Services.
5. Improving Community-Police Relations.
7. Providing forum to address the rights of all Citizens and Sections of the Community.

“Building confidence of the People in Crime Management and Grievance Redressal”.
Community Police Suvidha Centers at Sub-Division Level

To enhance Police services outreach to the lowest administrative units Community Policing Suvidha Centers (CPSCs) will be established at the sub-division level. The functions of the Sub-Divisional level C.P.S.C. shall include: - Online facilities shall be provided to track the complaints, status of First Information Report, Investigation, and Charge-Sheeting etc.

Definition of Policing

Community Policing is a new Philosophy of Policing, based on the concept that Police Officers and Private Citizens working together in a creative ways which can help in solving contemporary Community Problems related to Crime, fear of Crime, Social and Physical Disorders and Neighborhood Decay. The philosophy is predicted on the belief that achieving these goals requires that Police Departments develop a new relationship with the Law-abiding People in the Community allowing them a greater voice in setting local Police priorities and involving them in efforts to improve the overall quality of Life in their neighborhoods. It shifts the focus of Police work from handling random calls into solving Community Problems. But what a Police Department views as good for the department may not be good for the Community, or it may be good for only that part of the Community to whom the Police are particularly responsive, not for other parts. Frequently, some parts of the Community are not adequately consulted in matters in which someone decides what is good for “everybody”, Public Relations sometimes have a tendency to be a one-way communications process.

Good Public Relations are important for any Police Agency. This area has been neglected in the past, apparently on the grounds that it is something of a luxury for a tax-supported service. It may have also been in some Police Agencies.

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Principles of Policing

The Police have a very important role to play in a democratic set up of Government. They must win the confidence of the People. The principles underlying policing in a free, permissive and participatory democracy may be summarized as follows: To contribute towards Liberty, Equality and Fraternity in human affairs, To help and reconcile freedom with Security, and to uphold the Rule of Law, To uphold and protect Human Rights, To contribute towards winning Faith of the People, To strengthen the Security of Persons and Property, To Investigate, Detect and Activate the Prosecution of Offences, To facilitate movements on highways and curb public disorder and To deal with major and minor crises and help those who are in distress.

A Community Relations Program is not a Public Relations Program “to sell the police image” to the People. Infact, it is a long range, full-scale effort to acquaint the Police and the Community with each other’s problems and to stimulate action aimed at solving those problems.

This statement suggests Police-Community teamwork as a methodological and Community action concept, a way to approach complex problem solving. A General definition of Police-Community Relations might specify that it refers to the reciprocal attitudes of Police and civilians. It seems total of activities by which it may be emphasized that Police are an important part of not apart from, the Communities they serve.

Three Aspects of Community Relations

Community Relations may be more specifically defined. It may be viewed as a kind of tripod based on three equal components:

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One leg of the tripod, Public Relations, has already been defined. Community Service is a good Public Relations, but with the plus factor of providing some beneficial service to the Community. An example of Community Service would be a youth program comprising a variety of activities for Children-Recreation, Sports, Skill Games, Camping, Music etc.\(^7\)

The third leg of the tripod, Community Participation is the aspect that has been emphasized in Police and Community Relations Programs in recent years. It stresses inter professional or teamwork approaches in solving Community Problems. It is widely used social work concert of Community Organization, with particular attention to the participation of the Police and other justice agencies.

The idea of Community Participation may be classified by an illustration. Take the Crime Problem. Clearly, the police are concerned about it, so are the courts and other criminal justice institutions. So are the schools, religious bodies, social work agencies, various community organizations, labour unions and business management, the mass media etc. The crime problem is extremely complicated. No single community forces, not even the police, have the total answer. Policemen have a certain experience with the problem. It is not the same experience that, say, school principals have. Thus, the police have something to contribute, out of their experience, to the definition, diagnosis and solution of the crime problem. So do school people. And so on, with other community entities. The art of devising programs, therefore, is that of bringing together all of these forces in some sort of cooperative, coordinated venture, to cope with problems too complex for any single force to solve alone. It is in this sense that the Police-Community relations activity takes on a problem-solving function. The program might be, primarily, one of the comprehensive crime prevention. Or it might focus on some other problem, any problem

\(^7\) A.C. German, *The Police: A Mission and Role*. 
concerning which there is a sense of common social consequences and shared responsibility.

It appears to be both law enforcement and peace-keeping orientations for our views of police-citizen interaction. A law enforcement orientation tends to stress what the community should do to assist the police in such measures as containing crime, catching crooks, and providing information about “Suspicious Persons”. A Peace-Keeping orientation for police and community relations is more likely to stress what the police and community can do together, helping each other in partnership preventive Crime as well as partnership. Information becomes more a matter of mutual exchange than of one-way, police intelligence. For the police, a law enforcement orientation for Police-Citizen interaction tends to emphasize Public Relations. While a Peace Keeping orientation emphasizes community participation. The essence of peace-keeping orientation is mutual trust, helping the police is regarded by citizens as, in effect, helping themselves to create a better community for all.

The expectations of the Public are changing with time. There is a challenge in front of the police to meet these expectations. Community policing will go a long way in meeting the changing expectations of the public. The modern scenario puts police in a critical situation, demanding from it, impartial, genuine human functions. Instead of Conflict, coordination and cooperation are to be the basics of its task. Hence, Jawaharlal Nehru well said:

The Police comes naturally into very intimate contact with the people in their daily work. Therefore, the question the relationship between the police and the public is a very important one.

Pre-Independence Scenario

In the 19th Century and the first half of the 20th century almost all the countries including India were under autocratic rule and under foreign regimes. During this period, the police were mere tools in the hands of ruling class and molded in a manner to be just
a brutal force, ruthlessly enforcing Government policies. This generated ill feelings about police in the minds of the people. Ruling Class used the Police as “Quasi Military Force”, as the lethal weapon.

The innocent were the victims most of the time and this struck terror and fear among the people, and the police lost the faith and confidence of the people.

**Post-Independence Scenario**

Independence natural brought a huge expectation that things would change. Every major state set up a Police Commission. A Law Commission was also set up. All the Commissions made recommendations designed to check police malpractices, but none of them suggested any material changes in the laws and procedures which govern the police working. However, their recommendations made little difference to the efficiency or reputation of the Police and the emergency showed up the Police in very poor light, once again. So, in 1977, a National Police Commission was set up. The commission of 1902 had been found. The commission, however, noticed the legal difficulties of the Police and said, “As yet, it is not clear to any policeman how he can investigate a case of dacoity in a perfectly legal manner, and yet source conviction. The same is true of a number of offences”. They also recommended periodical review of the legal difficulties of the police. However, these recommendations have gone largely unnoticed.

**The Malimath Committee (2003)** also examined some of these issues and made useful suggestions but its recommendations have been strongly opposed by Human Rights groups on the ground that they tend to dilute the civil liberties. So, the legal premise of police work, which provides plenty of scope for causing vexations (and hence, for corruption) and none for ascertaining truth at the smallest possible cost of time and money\(^8\) remains very much the same as it was in 1860’s and, within the police, the conscientious men remain marginalized.

The police had the onerous task of maintaining law and ensuring peace and also to

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\(^8\) It was one of the Macaulay’s two great principles.
change their own attitude so as to regain the confidence of the people. However, this did not happen. The police did not deviate from its old legacy. The colonial old brutal image, continued to prevail in the society. The gap between the police and public remained unfulfilled. Throughout the world, the media press and even the judiciary continued to blame the police. But the police alone are not to be blamed. The critical nature of their work, the persons in power and the legacy that was inherent in their veins, together, isolated the police from the main stream.

On the other hand, the Indian Police were reorganized on the model of the Irish constabulary and not the London Metropolitan Police, which had, by then, already established a reputation for being both efficient and people friendly. This model is characterized by military like training, one way downward communications. In the form of orders and a very high value placed on the unquestioning obedience of orders, which facilities molding them into an unthinking instrument. Further, heavy work load and rewards dependent on the subjective satisfaction of superiors, and the police remains an instrument in the hands of the rulers.

**Some of the more important Commissions and Committees are as follows:**

- Select Committee of 1832.
- Police Commission of 1902.
- Police Commission of 1860.
- Police training school at phillaur in 1891.
- Police Commission of 1902.
- Lumsden Committee of 1926.
- Police Commission of 1961 under Justice J.B Constantine.
- Police Station Inquiry Committee of 1976 under Rafi Raza.
- Police Committee of 1976 under Astam Hayat.
- Police Reforms Implementation Committee of 1990 under M.A.K Choudhary.
- Punjab Committee of 1976 under Astan hayal.
- Police Reforms Implementation Committee of 1990 under M.A.K Choudhary.
- Punjab Government Committee of 2001 under shahzad Hassan Pervez.
- Focal group on Police Reform of 2000.

5.5 Comparative Perspective of the Policing at International Level

In most countries, policing challenges have been met in two ways—internal organizational reform and application of modern technology. Consider the case of the United States, which in many ways is a comparable case to India. The democratic set up, large and diverse population as well as critical media, bear many resemblances to India. For most part of American history, and almost till early sixties corruption, inefficiency, partisan behaviour and wide political interference was the norm. Police is a decentralized subject and every country and even institutions and regional authorities have their own police departments. There are 20,000 Police departments estimated in the United States.\(^9\) Largely, the Mayor holds complete control over the department and the police chief serves at his or her pleasure. What seen today, in terms of quick transfers, remote control, decisions made to serve political interests were all prevalent in the United States. The recruitment of constables, their postings and functions of police were tightly and brazenly controlled by political leaders. Tammy Hill, the Headquarters of Democratic Party before Second World War was synonymous with political corruption and it was no secret that police officers were beholden to the elected politicians.

Police leadership began resisting political interference beginning 1902s. August Volmer led the way and attempted to establish police as a professional organization. It would take almost four decades before the American Police could re-invent itself as a professional body and obtain operational freedom for the chief of police. However, even today, interference has not been completely eliminated, at best, it is only partly reduced.

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The American police moved towards professionalism through three steps:

1. Training.
2. Strict Supervision.
3. Accountability.

The leadership fought to increase the recruitment standards and implement compulsory institutional training for the constables. Further, more specialized training in communication and one-way radios, motorized patrol and strict guidelines. The police leadership began laying greater stress upon supervision.

By tracking the movement of Patrol officers and observing their conduct with citizens, the leadership strictly controlled the subordinates. During this period, special units for investigation of Homicides, Burglaries, Vehicle thefts and Violent Crimes were also developed and Crime Investigation was professionalized.

To fight against day time Crime, Police launched the Citizen contact Programme in which the Police Officer exchanges information about suspicious activity and Crime with the Citizen Contact report after each one. The number of residential property Crimes reduced after the Programme. To reduce theft from vehicles, a programme called Halt Auto Break-Ins Today or Habit was launched with the following elements:  

1. Announcing the programme at news conference covered by local television stations and newspapers.
2. Creating Public Service Announcements about habit for broadcast on local radio stations.
3. Obtaining a business sponsor who donated 8000 5”x8” cards, featuring a color photograph of Police Officers on one side and prevention information on the other side, for distribution at civic events, Neighborhood watch meetings, and area business.

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4. Printing 22,000 cards obtaining information about the programme and arranging to send them out with every resident’s utility bill.

5. Printing and distributing to local business as attractive stickers for display on doors and windows to remind customers for taking security precautions before leaving their vehicles unattended.

6. Placing advertisements on bill boards near malls and shopping areas to remind shoppers about the habit programme and the importance of taking steps to prevent larceny from vehicles during peak shopping seasons. Habit programme also had targeted patrols and aggressive investigation as its components.

Selective Enforcement Motorcycle Squad (SEMS) comprising five motorcycle officers and sergeant was used to reduce traffic related problems. Targeted Community Policing called shopping centre programme was launched to reduce Crime.

The Top leadership was not only demanding clear performance but also setting example through their conduct. By improving recruitment, training and supervision methods the police leadership slowly managed to move the disreputable organization into more acceptable phase. Technology, of course, did play a major role in improving accountability and supervision but the role of leadership in emphasizing means over ends and patiently gaining citizen’s confidence was also significant. It took time but the American Police began seriously it follow the due process in its functions. It is helpful in reducing citizen complaints of arbitrary action of the Officers and helped in gaining their confidence departmental guidelines were evolved to reduce the desertion of subordinates and lay down unambiguous rules in Police Functions.

Clearly, for a corrupt and inefficient force that suffers from poor image, the transformation must begin with internal reforms. By improving the standards of its personnel and following the Law in spirit, the Police Department can gain the confidence of the Citizens and professionalize its functions. However, the real change in American Police came after the Police Department opened itself for research. In 1967, the President’s commission on Law Enforcement (something similar to our own National Police Commission of 1978) initiated the process of offenders. The concepts
of Problem and Community oriented Policing flowing from the seminal research of Herman Goldstein also are an outcome of his association. Today, Police considers citizens as co-producers and adopts progressive policies. The organizations have earned good reputation and their image amongst the people is better. American police have developed as a modern professionalism force that have the capability of combating crime, providing safety and security to the citizens are accountable for their actions and appear confident of meeting new challenges. The police leadership laid emphasis upon education of the personnel. About all, it is hesitated in opening itself for external inquiry and indeed encourages research, without reservation. In a way, this forms the care of democratic policing- a learning organizations that functions transparently, is accountable for its actions, and is constantly in search of knowledge to improve itself.11

_Policing in Chicago_

The studies of Community Policing in Chicago done by wisely and others, the researches survey the same one thousand five hundred residents before and after programme implementation and could traced the changes in resident’s perception about police activity over the periods. The researchers found some of the groups who had low opinion about the quality of policing during the pilot period of project registered slight improvement of the universities and research institutes in developing knowledge about policing.

There were two major contributions that emerged from this association. First academic input helped question basic assumptions policing. For example, it is presumed that patrolling is necessary in preventing Crime. However, this was refused by the Kanas City Patrolling experiment, in which for a whole year the Police chief of Kansas City allowed researches do run a scientific trial company regions where patrolling was reduced with those where it was increased. In this controlled experiment it was seen that patrolling has no effect on crime. Similarly, the Rand institute examined the process of investigation to test if rapid response helps solve crimes. _Rand_ study suggested that Police-Citizen

Cooperation responding to the report of the criminal incident. Once, the Police Departments opened up and began working with researchers, literally hundreds of such experiments and studies were done, to understand and build knowledge of police practices.\textsuperscript{12}

Research Association also helped develop new technologies for the police. For example, geographical profiling was developed by the work of Brantinghams and has emerged as a powerful technique for determining the location quality of the police service. The Researchers also found that the programme did not have any effect on the Hispanic population they did not notice any improvement. In Chicago, large numbers of officers were also interviewed and could be seen that black and Hispanic officers were less satisfied with status quo and more optimistic about Community Policing than white officers. The Chicago Researchers, thus, revealed the cleavages with the police departments which mirrored cleavages with in Community.

ECK and Spelman found evidence that proactive problem solving approaches in concert with community members and relevant city agencies can lead to a, Production in the incidence of specific crimes.\textsuperscript{13} Hans Toch and James Grant found that a collaborative approach to problem solving. Involving the Police residents and representatives of various city agencies can curtail neighbourhood social and physical disorder.\textsuperscript{14} There is an urgent need to incorporate global standards in local community policing initiatives which should not only be institutionalized but internalized as well in police functioning that requires regular review. There is also a need to move away from the colonial model of authority towards a service-oriented practice in the police services. This was the consensus that emerged at the “Global Conference on Citizen-Centric Police Station Reforms” organized here by the Institute for Development and Communication (IDC), Altus Global Alliance and the Punjab Police. Representatives from almost one-and-a-


\textsuperscript{14} Hans Toch and James D. Grant, \textit{Police as Problem Solvers}, 1997, p. 167.
half-dozen countries participated in the deliberations that spanned three days.

Brazil’s Centre for Studies on Public Security and Citizenship director Julita Lemgruber said Community Policing was being reintroduced in Rio in view of the World Cup Soccer and Olympics in 2014 and 2016 respectively. Prof Lemgruber -- Rio’s first woman Ombudsperson on police and the first woman to be appointed Director of Prisons – said surveys had indicated that the public preferred regulation by the police than by drug gang leaders. She pointed to poor service conditions in which the police personnel at the grassroots function. “A Cop is among the least paid persons in Brazil”. Prof Lemgruber said Community Policing initiatives have to work both ways to ensure the welfare of the Public and seek better conditions including more pay for the Police Personnel.

5.6 Community Policing Experiments: Outreach Programmes in India

Over the past few years, CHRPs Police Unit under access to Justice Programme has been collecting and compiling Experiments on Community Policing and Outreach Programs in the different States of India.  

5.6.1 Community Policing: Friends of Police, Tamil Nadu

The Friends of Police is a holistic and pro-active concept that lends a psychological approach to policing. It is a true example of police public partnership where citizens have been empowered and with the help of the police.

Friends of Police Provide opportunities for ordinary Citizens to effectively contribute to the Prevention and Detection of Crime. Any member of the Public, Male or Female who is not involved Civil or Criminal Case can become a member of FOP. The members of Friends of Police can provide useful information leading to solving of crimes. Friends of

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15 humanrightsinitiative.org.in (Retrieved on December 13, 2011).
Police members can also prevent any abuse of Police power because of easy accessibility to the Station House Officer and other Senior Personnel.

**Role of Friends of Police**

- Beats and night Patrols
- Assistance in traffic
- Crime Prevention
- Information Collection
- Assistance in Law and Order Maintenance
- Involvement in Prohibition Work

Friends of Police movement have been found helpful in creating channels for receiving the right information at the right time. It has also helped the police to come closer to the community. It has tried to impart fairness; transparency and impartiality in the working of the Police. This system is functioning effectively in all districts of Tamil Nadu over the last five years.

5.6.2 **Samarth Yojna Community Policing Experiment Coimbatore City**

Coimbatore City, rightly called the ‘Manchester of South India’, is a city which has witnessed two communal holocausts, religious and ethnic riots, rampant violence, inhuman brutality and increasing criminal activities etc. It was because of this appalling situation that; Mr. K. Radakrishnan, IPS, decided to implement the Community Policing Experiment to bring the situation under control. The main objective of this experiment was to perceive and resolve the communal problem and also to win the confidence of the people whose faith and confidence in the police had gradually eroded. To achieve the objectives of the community, the following measures were taken: ¹⁶

Area Committee was formed and they were taught all aspects of community policing which helped them to trace and resolve small local issues. Regular meetings were held

¹⁶ humanrightsinitiative.org.in (Retrieved on December 13, 2011).
with the committee members and this forum helped the police to discuss and solve current problems and also provided valuable information to the Police on new, unfolding communal dimensions”.

A number of Workshops and Seminars were arranged on Attitudinal Change for Police Officers so that it enabled the police officers to give up their rigid colonial mindset and interact with the Community in a friendly and cordial manner.

**Problems Resolving**

An effort was made by the Police Officers to resolve conflicts or problems through consultation with Area Committee Members, other Governmental Agencies, and the Municipal Corporation. The Police have been successful in finding solutions to several local problems through effective infra and inter agency consultations.

City Vigilance Committees were formed to prevent incidence of Property Crimes and to give information on the designs and whereabouts of absconding terrorists. This effectively resulted in seizure of Contrabands, Explosives, Detonators, Lethal Weapons, Black Money, Sandalwood, Drugs etc.

**Interface with Pressure Groups**

The Police interacted with various pressure groups like Indian Chamber of Commerce and Industry, Lawyers, Professors, Students, Doctors and forty two Jamaths to build good contact and establish good rapport.

**Students-Police Interface**

Effective Student Police Interaction helped the Police to reconstruct Peace and Harmony. The students were deputed when there was a shortage in Police Station staff to check Vehicles on the roads, check baggages in Railway Stations and Bus Stands etc.
Slum Adoption Scheme

This scheme was adopted to disengage slum dwellers from engaging in Any anti Social Activity in future and to secure easy access for the police into the slums. The main objective was to detect and prevent crime through proactive policing.

Trichy Community Policing

Before the advent of Community Policing initiative in Trichy, the Crime Rate was very high. There were Racial and Religious Conflicts, Rioting, Murder, and other antisocial activities. The police not only had to challenge forces of fundamentalism and lawlessness they also had to instill a sense of confidence amongst people. To achieve this, Mr. Tripathy, an Indian Police Service Officer introduced the following Community Policing Strategies.

Beat Officers System

The City was divided into fifty seven beat zones and each beat was manned by four constables called Beat Officers. This instilled pride in them and empowered them to make Independent decisions, made them more responsible and responsive to public needs. Policemen were also encouraged to attend to civic problems to gain goodwill of the People. Through all this, the Police succeeded in creating an atmosphere that was citizen friendly and was conducive for anyone to confide any information. The people also appreciated the efforts of the police and volunteered assistance to Police in crime prevention.

Complaint Box System

Complaint Boxes were kept at different locations of the City to receive information from Public who may prefer to remain unidentified and yet participate in their effort to assist the Police. Such letters were collected daily and acted upon quickly to encourage the informants.
Wide Ares Network (W.A.N.) was introduced in July 2000 linking all Police Stations offices with Internet connectivity and email service. This facility has brought the Police closer to the Public, making the Police more responsive, transparent and interactive.

**Help Line for Distressed Women**

To reach to those Women who need help and assistance, a help line was launched on 15th August, 2000 to receive distress calls round the clock by a team of Police, Activists and Students. They visit the victims; provide counseling, legal help, medical support etc. The Trichy police went one step further by promoting awareness on gender issues and women’s rights. It focused on rehabilitation of 144 victims, by providing accommodation, education, vocational training, and employment, along with their children, with the help of NGOs, Women Organizations, and Social Welfare Department etc.

**Slum Adoption Programme**

Due to Poverty and other Socio-Economical Factors, Slums have become the breeding ground for Criminals and other anti Social Elements. To access these areas where the Police had difficulty in gaming entry, attempts were made to improve the living condition of the People. Mass awareness programs were conducted on hygiene, evils of drug-alcoholism, and AIDS. Women self-help groups were formed, vocational training was imparted and assistance was given to them for manufacturing and marketing their products.

In collaboration with the Public, and Non Government Organizations, a Community Centre was also built. Medical Camps were arranged, youth activities in sports were sponsored, and an initiative was taken to improve the environment of the Community by tree planting. All these Initiatives yielded an unbelievable result. 162 potential Criminals volunteered to reform themselves and were rehabilitated with the help of Non Government Organization, Government and Private Agencies.
Accolade

The initiatives were recognized by International Association of Chiefs of Police (IACP), Washington and conferred International Community Policing Awards 2001, at Toronto. It was also selected for international innovations Awards Programme of CAPAM during a conference at Glasgow, Scotland, September 2002.

5.6.3 PRAAHAR: The Community Policing Initiative in Assam

Community Policing in Assam was started on 3/7/1996 when a meeting of the citizens under Panbazar Police Station in Guwahati was convened by the Superintendent of Police city, to discuss the concept and launching of “neighborhood watch scheme” to promote policing through community participation. The Community Policing Initiative was also aimed at changing the attitude of the average Policeman at the Police Stations towards the Public, to make them People Friendly and to improve their living and working conditions. The goal of PRAHARI was to tackle social problems and bring the Police and Community closer.\(^\text{17}\)

The “Project Prahari” of the Assam Police was first launched in a remote village of Thatkarguri in Kokrajhar District, where five innocent persons were brutally murdered by the Villagers. The incident occurred after the deaths of several children due to various diseases. Eleven persons were arrested in connection with the brutal killings. When the villagers were questioned about the brutal deaths they strongly justified their actions by saying that the children were murdered for sacrifice to the local gods.

Very low level of education and lack of medical facilities has led to belief in witchcraft in different backward pans of Assam, particularly in the lower Assam districts of Kokrajhar, Bongaigaon and Dhubri and many innocent persons have became the unfortunate victims of this superstition in the last few years. Due to low level of education, helplessness in life threatening situation, lack of medical facilities etc People

\(^{17}\) humanrightsinitiative.org.in (Retrieved on December 13, 2011).
are forced to depend on quacks and when they fail to cure the diseases, they put the blame on someone else and sometimes, the quacks themselves face the wrath of the people. There are also instances when witchcraft was used as an easy way to make money during dull season. However, the encouraging thing is that due to Police Efforts and ‘Project Prahari’, in one particular village, the persons, once involved in witch-hunt is now encouraging others to root out this practice.

In all PRAHARI Villages, the Police have taken an initiative and formed Community Management Groups (CMG) or Community Liaison Groups. These groups are formed at the State, District and PS level -where eminent and non political persons from the society come together with the police to voice their complaints and give their suggestions for providing better policing to the Society. These groups function in close association with the local police in various unique activities that are going on in 48 villages.

Community Wells, Canals, Hand Pumps etc. have been built in these Villages with the joint initiative of the Police and the Community. There has been an effort to harness natural water resources by building reservoir and links to meet drinking water scarcity. Roads and bridges have been repaired, Community Centers have been built, employment generation activities have been started by promoting self-employment initiatives and modern agricultural techniques have been introduced to increase productivity. Through all these initiatives me police have tried to improve their image by addressing those issues that generally creates a criminogenic atmosphere and induce people to commit crime.

5.6.4 ‘AASWAS’: Assam Police

This initiative was taken by the Assam police to combat violence and insurgency and also to extend gestures of affection towards children and those undergoing trauma. The Project Aisha’s was launched on the 14 November 2001, coinciding with the Children’s Day, by the Honorable Chief Minister of Assam, Shri Tarun Gogoi. The nodal officer is
Mr. B.J. Mahanta who can be contacted at: 0361-2456971. Sensitization campaigns have been undertaken in several districts of Assam. Aaswas has identified a cluster of seven villages in each of seven districts where there is a history of ethnic or terrorist violence and such campaigns have integrated the community with the police and have evoked a tremendous response.

5.6.5 Community Policing Initiative in Himachal Pradesh

In order to mobilize public support and involve active public participation in prevention and detection of crime and maintenance of law and order, a Community Policing Scheme was introduced in Himachal Pradesh in November 2000. It was initially introduced in 22 out of 83 police stations in the State.¹⁸

Under this scheme a Police Station is divided into sectors corresponding into wards of Panchayat /NAC. Bigger wards have more sectors. All the household members in a particular sector constituted the People’s Policing Committee of that sector. Each sector has an Active group consisting of 6 respectable persons of dial locality, one Home Guard, one Chowkidar, and one Police Constable / Head Constable as Secretary. One member of the Active Group is the convener of the group. As a result of positive feedback of the State, the scheme was introduced to all the police stations of the state.

Vishwas Yoma

- Visit of school children to police stations to remove fear of Police from the minds of children, to add transparency, awareness and better understanding of the police force,
- Village Touring by District Superintendent of Police-During such visits, the policemen discusses the problems faced by the rural people and other law and order related issue.
- Police Assistance Centers: These centers are established at important places especially those, which attract tourists. Under this scheme, 116 Police Assistance Centers have been established upto June 2003. These centers have gone a long -

¹⁸ humanrightsinitiative.org.in, (Retrieved on December 13, 2011).
way in instilling sense of security and protection in the minds of general public, especially tourists.

**Suvidha Yojna**

In order to avoid delay in registration of cases and harassment to the general public, this scheme was undertaken. Under this scheme, girl students of schools and colleges in the state are given training in unarmed combat by police teams in order to instill confidence in them while dealing with eve teasers and other anti social elements.¹⁹

**Separation of Law and Order and Investigation at Police Stations**

Detective wings have been created in 20 Police Stations of the State exclusively for investigation of crime especially of a heinous nature. The staff posted in these wings is not deployed for any other duty except in emergency and they concentrate on detection work only.

**Sanmkshan Yojna**

Under this scheme police station with the assistance of the Community Police Team prepare a list of all citizens who are above sixty-five years of age and are living alone. A policeman or a community police volunteer then goes and visits the residences of such citizens at least once a week to enquire about their welfare and to render such reasonable assistance as they may require.

**Women Cell**

Women cells have been established in all districts of HP which are manned by lady investigating officers so that victims of woman related crimes can express themselves freely without hesitation to the women officers as compared to their male counterparts.

¹⁹ Humanrightsinitiative.Org.in, (Retrieved on December 13, 2011).
5.6.6 Community Policing Initiative in Kolkata, West Bengal

The community policing initiative in Kolkata involves the civil society and the police personnel. These programs are:

Drug Awareness Programs

Drug Awareness Programs are organized throughout the year by the Detective Department in various educational institutes and slums. In partnership with the local people and leading NGOs of the city drug de-addiction camps are also organized for the drug victims.

Sports Activity

Kolkata Police organizes the Friendship Cup Football Tournament every year for the local clubs of Kolkata. Over 500 clubs participate in this 3-tier tournament. The Kolkata Police also organizes Inter School Football Tournament for school students of Kolkata every year in which over 50 schools participate.

Nabadisha

This is a programme for the street Children of the City. Apart from providing health check ups informal literary camps are organized for them. Rotary Club, Lion Club and Vikramshila Education Resource Society work in partnership with the Kolkata police in this project.

Prabaha

This is a weekly blood donation programme organized every Saturday in a police station by rotation. Members of the Police Force as well as local residents participate in this project. Blood Group Directories are also published at the end of each year.

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Humanrightsinitiative.Org.in, (Retrieved on December 13, 2011).
**Bravery and Honesty Award**

The Detective Department on behalf of the Kolkata Police organizes this award ceremony every year. Citizens are selected for their acts of bravery and honesty and are felicitated so that others follow the examples set by them.

**Counselling Centers**

The Detective Department of the Kolkata Police along with several leading NGOs of the City have opened Counseling Centers for Women, Juveniles, Elders, Drug or Alcohol Addicts manned by trained Counselors and Psychiatrists.

**5.6.7 Community Policing in Diamond Harbor, West Bengal**

Due to an increase in Criminal Activities in Diamond Harbour area, the Police in South 24 Parganas the Police along with local businessmen have set up local resistance groups known as RG party to deal with Crime in the Rural Areas. The main objective is to stop Villagers from Committing Crimes when they are idle. The idea is to involve these People in guarding the Villages instead of arresting them after they have committed some Crimes. Members of RG parries have been provided with torches and caps sponsored by local businessmen.

**5.6.8 MAITHRI: Community Policing In Andhra Pradesh**

“Maithri” a community policing initiative was launched in the year 2000, by the Andhra Pradesh Police throughout the state of Andhra Pradesh. The mission of Maithri was to ‘render courteous, compassionate and caring responsive police personnel and increase public confidence in police with respect to maintenance of peace and order and a feeling of safety from crime.’ It rests on the belief that contemporary community problems require a decentralized and personalized police approach, which involved citizens in the process of policing themselves.
5.6.9 Mohalla Committee Movement Trust, Mumbai

Citizen-Police Committees were set up in the wake of the 1992-93 Hindu-Muslim communal riots that paralyzed Mumbai. The Mohalla Committee was formed under the initiative of former Mumbai Commissioner J.F. Ribiero. The chairman of the Mohalla Committee Movement Trust was Mr. Deshmukh. The primary task of the committee member is to maintain more than cordial relations between the two communities, largely Hindus and Muslims. The members intervene in disputes, even personal or domestic quarrels if need be, organize little meetings or a variety of programs and liaison with the nearest police station in their efforts to maintain peace. If trouble breaks out they broker peace too. If rumours go around they defuse them before it can cause any harm.

5.6.10 Community Policing Initiative in Pune

In Pune Community policing initiative was taken up by the police after the 1992 riots which killed thousands of people and destroyed the confidence of the people on the police system. To prevent future communal flare-ups and to restore the public confidence Mohalla committees were set up throughout Pune; there are 30 odd Mohalla committees in Pune where committee members work with the police to maintain peace and order. Mohalla committee meetings are held before the onset of every festival to maintain peace and communal harmony in the locality the Parivar Paramarsh Kendra Raigarh District, Madhya Pradesh.

A unique effort in community policing where the Kendra focuses on resolving family conflicts, by identifying the causes that contribute to family discord. Here the Kendra takes up a social decision making role and strives to save a family from being broken. It mainly acts as a center for counseling family problems. The idea behind such a venture is to improve the social environment in a city by solving family disputes. By solving personal problems at an early stage, the police personnel have found that this often prevents criminal tendencies within an individual to further violate the law.

The Kendra was formed under the umbrella of the District Police, Raigarh and was
initiated on 26th October 1996. Though the programme lacks statutory backing, the Kendra has been functioning successfully over the last seven years and has contributed a lot to society. By satisfying the community by involving them in performing such an important service as saving families from breaking, the police has also effectively improved their image from being authoritarian and be a more people-friendly police.

It was felt that it was imperative that the police are sensitized about their need to interact with the public and to cater to the expectations of the public. Likewise it was considered necessary that the public be educated about certain things like Cognizable and Non-cognizable offences, Bailable and Non-bailable Offences, basic laws, rights of general public and the conditions under which the police work.

Apart from that the police along with the public took initiative in organizing:

(a) Nasha Mukn Abhivan (Drug de-addiction Programme)
(b) Parivar Paramarsh Kendra (Family Counseling Centre)
(c) Blood Donation Camps
(d) Tree Plantation
(e) Jan Jagran Abhiyan (Mass Awareness Programmes)
(f) Chalit Thana (Mobile Police Stations)
(g) Meetings and Conferences

Together with the community, the police have been able to prevent and detection of crime. The community has helped the police in solving several cases, apprehending criminals and recovering stolen goods. Involving the community and educating them about the origin and purpose of the Naxalism effectively addressed the Naxalite menace in this area. Drinking water huts were opened and village patrolling was initiated in the villages- To assist the police in their work, the Village Rakshaks have been given whistle, lathis and torches by the up-sarpanchs. 42 members have also been given awards by the honorable minister of the district on the occasion of Independence Day 2032, for putting forward their honest efforts in assisting the police in crime control.
5.6.11 Community Policing in Bangalore

Bangalore City Police successfully carried out various social programs. Some of them are:

Hoysala Patrolling Teams

Prior to 1997, Bangalore City with a population of 5 million people spread over 305 Sq.kms was served by 15 mobile police units. A team of one sub-inspector, one head constable and 2-3 constables, moving in a matador van fitted with wireless sets, patrolled, round the clock, in the jurisdiction of 5-6 police stations. They rushed to the spot of any incident or call for help on the direction from the Control Room. The vast area and the population to be covered by each unit, the type of vehicle used and the routing interaction which it had with the citizens set the limit to the speed and effectiveness with which it could respond to a call.

In an effort to ensure speedier response to the citizens’ need, we concluded that not only should their number be increased but their effectiveness is also enhanced. One hundred such patrolling teams were considered the basic minimum number. An average citizen avoids approaching the police unless compelled by circumstances. It is more so if it concerns others. In an urban setup, the criminal takes the cover of the vast floating population, acts fast, hits the target before the victim realizes what has happened and decamps. The onlooker, who is the first to notice the incident, be it pick pocketing or chain-snatching, an assault or an accident, and the urban citizens remain mute spectators expecting the omni-present Police to take care of the matter.

No doctor can cure a patient who is reluctant to meet him or complain about his ailment. Any scheme of making community-policing effective, should take note of this basic hurdle of the citizens reluctance to call the Police. In such a scenario, we considered that the Police should be the agents of change. They should be equipped and motivated in an improved way and even assume a name which strikes less fear and more confidence.
Accordingly, we invited People’s Participation in christening the new police units. Members of the public were invited through the media to suggest a new name. Prizes were offered for those who suggested the most appropriate name. Thousands of enthusiastic citizens proposed hundreds of names. After short-listing a few, the appellation, ‘Hoysala’ was adopted.

“Sala”- the warrior boy studying in a hermitage in the precincts of Vasantika temple at Angadi in Mudigere Taluk, rose to the call “Hoy” of the guru Sudatta, to slay the man-eating tiger, which attacked the inmates of the gurukula. Pleased by the response of the disciple, the guru blessed the warrior boy to become the ruler of the country. It was this boy who grew up to be the founder of the ‘Hoysala’ dynasty, which ruled the State between the 11th and 14th century. It has a pride of place in the history, culture and folklore of the State. This name was thus considered most appropriate and the patrolling unit was accorded the nomenclature. For speed, mobility and economy in operation, Mahindra jeeps were considered most appropriate.

The police team consisting of one Assistant Sub-Inspector, one Head Constable and three Constables were selected from Police Stations, to man the Hoysala. They were given training in first-aid, rescue operations and Public Relations, anticipating all varieties of calls that the citizens made to the control room. The system was launched from the portals of Vidhan Sabha, the seat of power, with the participation of the Chief Minister, the Home Minister and a vast gathering of citizens. Those who had suggested the name ‘Hoysala’ were rewarded in public. Hoysalas did operate like tigers on the prowl, looking for chain-snatchers, street offenders etc. They met with tremendous success, which was applauded by public appreciation through functions organized in street corners by the citizens themselves.

An ill equipped and untrained police force cannot gain the confidence of the community it serves. The Hoysala team is equipped with First Aid Box, Red and Blue Top Light, Public Address System, Poly Carbonate sheets and lathis, Fire extinguisher, Foldable stretcher, Telephone Directory, Siren, High Power Search Light, Water bottle, Wireless set, Rope, Logbook and General Diary, Map of the area. To instill in the
community, the feeling of Police presence throughout its jurisdiction, the Hoysala Patrol vehicle is specially painted with appropriate lights and specific instructions of Do’s and Don’ts. Emphasis is on rendering swift service to the citizen in need of guidance and help and to deal with untoward incidents happening within sight or reported to the Control Room. The Hoysala team has to its credit, a number of achievements. Catching chain snatchers and street offenders reported by the public was on the top of the agenda. Its life saving mission in picking up victims of accidents and transporting them to the nearest hospitals has not only earned the gratefulness of the individual victims but also brought down significantly, the total number of fatal accidents in the city.

Hoysala diaries are replete with instances of yeomen service rendered by its prompt arrival at the scene of crime even at odd hours-chasing fleeing criminals, detection of black money and contraband gold in transit, carrying victims of heart attack and epilepsy to the hospital, taking charge of lost children and aged persons etc. Donation of five Hoysala vehicles by institutions and individuals is an indication of the community’s appreciation and confidence in the role of ‘Hoysala’. A move is afoot, to include in the Hoysala team, respectable citizens who volunteer to render honorary service in the neighborhood. Of course, in the midst of a force meant to be the guardian angels of the community, black sheep here and there did create embarrassment and occasional distortion of its image, which was promptly corrected.

**Neighbourhood Watch Scheme**

Launched in 1993, these Neighborhood Watch Committees of citizens create awareness among the citizens and work with the Police to deal with the problems of the neighborhood. Their members, in their spare time, whether at night or during day, keep vigil and inform the Police about the happenings in the area or accompany the Policemen on their beat. Citizens accompanying the Policemen on the beat not only supplement the manpower but also provide the much needed information and co-operation. This information may be regarding places, persons and happenings in the area. Some of them use their own resources in terms of carrying their torches, vehicles or phones. The number of persons participating each night depends on the rapport of the Station House
Officer with the community and the intensity of the problem. On the outskirts, at times, in the aftermath of serious offence, groups of 4-5 people work for hours. A serious incident spurs them to greater participation. Police supervisors of exceptional organizational ability have mustered their strength and motivated them to participate in large numbers as a routine crime prevention measure and achieved significant results. In the West Zone of Bangalore City comprising 15 Police Stations, well over 160 members of the N.W.C. participated in various activities with the police, to curb the rising trend of crime during 2000-2002. They achieved success in bringing down the rate of crime.

Apart from the collective effort as noted above, there are many instances of certain residential areas of the city being virtually guarded by the people. Young educated and affluent citizens in Jayanagar Extension, under the banner ‘Suraksha’ need special mention. Mr. Naveen Challan, basically a businessman, has brought together a handful of young men to prevent crime and help the victims of crime in their neighborhood. He provides his vehicle and personally participates in night patrolling twice a week, mobilizes medicine mostly ointments and antibiotics and personally serves patients in the burn ward of Victoria Hospital where hundred of victims of domestic violence and accidents undergo treatment, holds camps for free medical check up and distributes medicinal drugs, clothes and food grains in slums and to other weaker sections.

The NWC of K.R. Puram headed by Mr. Narasimhaiah occupies the pride of place in the Community Policing Programs. A retired employee of an industrial unit, he has enrolled, over 125 members over a period of 2 decades. These members are organized into 5 teams under banners like ‘Village Defence Party’, ‘Suraksha’ and ‘NWC’. These teams have helped crime prevention, in both Ramamurthy Nagar and Krishna raja Puram Police Stations. Narasimhaiah himself set the record of 221 honorary nights patrolling in 1991 and prevented at least 2 major dacoities. The members of his teams carry lathis, whistles, torches and identity badges. They also have walkie-talkie sets, capable of operating within a radius of 1 km. Narasimhaiah and a few associates carry licensed firearms. No instance of misuse of weapon has been reported. There has also been no misuse of their
association with the police. On the other hand, their services add interests in social
defence are appreciated by one and all.

**Janasevak**

A group of well-to-do social service minded respectable citizens have organized themselves into Janasevak. They believe in ‘Buddhi Daan’ -donation of intelligence or experience of talent for the common man’s cause. Founded by Mr. M.Sherif, a retired Army Educationist, it operates virtually without any financial base of its own. Its mission ‘Service to Humanity’ envisages the concept of decentralization and self help. They render help to the public to solve the local problems including those touching on the maintenance of Law and Order and Prevention of Crime. They provide information to the police. They also provide temporary telephone connection for the use of beat police in any Emergency. They also help the police to sort out local issues to get witnesses for the mahazars etc. They have installed public grievance boxes at well over 500 strategic places in the city, inviting the public to drop letters containing their grievances or information to the police. This information may be as regards the movements of suspicious persons, arrival of new persons, persons indulging in anti-social activities, eve teasing, prostitution, extortion, gambling, manufacture of illicit liquor or any other matter worth bringing to the notice of the police. Crime prevention wardens of the Janasevak organization help the police in collecting these letters from grievance boxes and delivering the same to the police stations. The SHO would examine the letters and take appropriate action by recording the same in S.H.O of the police station. Sheriff Saheb has enrolled 10,000 persons into Janasevak and at least well over a thousand of them are actively serving the society at large, as a valuable link between the police and the public.

**Police Sanchike**

We thought of making use of the electronic media to project incidents, instances of exemplary police action and guidelines to the public, regarding prevention of crime and legal and practical hints to citizens, touching on their relation with the police, through top police stories of the week, covering real life incidents featuring the police and the
citizens as they happen. When we discovered that an episode of 10 to 15 minutes duration would cost around Rs 1 lakh, which meant an annual budget of about 48 lakhs on this police and public relation exercise, we turned to the people in the field of production of T.V serials. MAM productions came forward to take up the work at no cost to the police, with full coordination and cooperation in respect of coverage of the incidents and permission to meet the cost through sponsors.

It was launched on 20-06-1998 by the Union Minister of Information and Broadcasting to telecast the top events of the week on every Wednesday between 7:15 and 7:30 PM on Doordarshan Channel. By the time Sanchike had completed a year, it had reached the highest popularity rating of 60% and featured all kinds of crime stories and detection that had captured the attention and appreciation of the public. Sanchike has indeed become a Wednesday evening addiction with the public.

**Makkala Sahayavani -1098 -Children’s Helpline**

The Police come across a large number of children in crisis situations. They may be street children collecting rags; victims of labour or lost/missing children. Hundreds of children from rural areas arrive by trains and buses at Bangalore city every day. Touts exploit them by promising jobs and place them in undesirable environs. Such children become victims of crime and in course of time, participants in various crimes alongside adult criminals.

We thought that protecting children and their rights is not only a humanitarian task but also a duty cast on the police in their pro-active role of preventing crime. Our deliberations with social workers and institutions dedicated to the cause of child welfare led to the creation of Makkala Sahaya Vani -an intervention agency to rescue children in crisis.

In September 1997 Brinda Subramaniyam prepared a blue print of the intervention agency, to be discussed with individuals and institutions. Some thirty of them responded to our call and deliberated on various issues and assessed the resources which each one could contribute. The participants included 27 NGOs, students, street and working
children. Mallikarjuna, a 14-year-old boy prepared the logo of the organization depicting the face of a child with a telephone handset. A 12-year-old working child Balasubramaniam came up with the name Makkala Sahaya Vani.

The participating NGOs and trained women police constables were to contribute volunteers, to man the telephone lines and Brinda to coordinate the work. CWC, MAYA, APSA, NLSIU, VOICES, VISHWAS, Bangalore Children’s Hospital and the Bangalore City Police constituted the core team, to operate the service which was formally launched on 31-12-1997. Since then upto 31-12-2002, MSV had received 95000 calls and successfully helped thousands of children. Starting with no financial base MSV had brought together agencies and individuals providing the facility needed by the child in crisis situation.

The MSV volunteers had to work full time and reach different places. ‘Hoysala’ patrol teams came in handy. The donation of a Maruti Van by Biocon and funding of the honorarium for the volunteers of Tata IBM strengthened the support base of MSV. The UNICEF Hyderabad visualized and sponsored a series of programs to train and sensitize the police regarding child protection. By the end of 2002, well over 2000 policemen of all ranks had gone through the sensitization program. Better informed about the law relating to the rights of the child and being aware of the institutions and individuals who operate the safety net for the children rescued from hazardous situations, Bangalore City Police is now better equipped to deal with the problems concerning children. Periodical award of prizes to the ‘child-friendly’ police stations has provided an incentive at the cutting edge level of the police force, for good coordination with the NGOs.

MSV staff has participated and presented papers on various issues such as juvenile justice, children and their rights, institutional care, shelter homes and transit shelter, children working as domestic servants, child labour, and children caught in difficult circumstances, etc. MSV has also shared its experiences with the police personnel and has imparted several training, seminars and consultation programs at Bangalore, Hyderabad, Coimbatore, Delhi, Udupi, Belgaum, Mysore, Chennapatna, Dharwad, Madras and Magadi Taluk.
Traffic Warden Organisation

Traffic Warden Organization of Bangalore City is perhaps one of the most well organized peoples movement to discipline traffic in a city with well over 18 lakh vehicles, to which, each year, more than 1.25 lakh vehicles are added with a more than proportionate increase in the number of drivers. Established in 1985, with the motto of “Road Safety for all” with just 14 members rendering voluntary service for at least two hours in a week, it has increased its strength to well over 600 persons. Traffic Wardens have contributed a lot in the matter of education, traffic engineering and to some extent enforcement aspects also.

The message of road safety is carried by them to all sections particularly the children in Schools by holding Road Safety classes through a ‘CTY’ programme – *Catch Them Young* under which, the School children are trained by intense practice in various aspects of Road Safety. The organization has so far trained more than a lakh of children in Road Safety and provided manpower for traffic regulation thus aiding the scarce manpower resources of the Bangalore Traffic Police. They have also organized seminars to highlight traffic problems and suggest measures to solve them. In their bright and smart uniform, though not acting as Police men, they act as mediators between the traffic Police and the public, in solving what is perhaps the worst of Bangalore’s problems namely congestion on the roads. No less is the contribution of the Traffic Wardens to the admirable achievements of the Traffic Police in the reduction of accidents -fatal and non-fatal over the recent few years.

**Students Association for Road Safety**

The Traffic Police of Bangalore in their efforts to transmit to the schools, the message of Road Safety have come to liaison with, well over 400 Schools, in the form of enlisting members to the Students Association for Road Safety. The children inducted into this programme go through training in traffic signals, first aid, road safety and care for others. On their School uniform they wear attractive caps and sash, which gives them a colorful look and practice marching to the tune of musical band. One or two constables are
assigned to the SARS unit of each school on a regular basis to train them. The Annual Road Safety Rally, usually held before Christmas holidays, is an important event, in which thousands of students invade the Police Parade ground, to compete in various competitions including first aid, painting competitions touching on road safety. The Traffic Warden Organizations and other voluntary bodies working with the Police liaise between the Police and the schools. The facts that in the recent few years, on average, well over 30 thousand students are trained every year through SARS indicate the popularity of the movement.

**Vanitha Sahaya Vani**

During the year 1998, Bangalore City Police conceived the idea of opening a help line for women in distress and to prevent atrocities against women and on 22nd January 1999 was established a helpline called Vanitha Sahayavani, to deal exclusively with the problems of women. This helpline functions from 8 am to 8 pm and is provided with a toll free line-1091. Several NGOs of Bangalore came forward to assist the City Police in this venture. The objectives of Vanitha Sahaya vani are to help women on the dedicated telephone line by Telephonic counseling, Immediate rescue of women in crisis through trained volunteered Police, Short-stay home, Family counseling and Rehabilitation

The Vanitha Sahayavani comprises, volunteers provided by NGOs, women Police personnel of right aptitude and good educational background, Senior Police Officers including Commissioner of Police, Joint Commissioner of Police, Add. Commissioner of Police (Crime) and Deputy Commissioner of Police (Administration), Bangalore City and Deputy Commissioners of Bangalore City. Vanitha Sahayavani has received 20,000 calls since its inception and has handled 5874 cases till 31-12-2002. Bangalore City Police is the first in this country to have started a helpline for women in distress. Vanitha Sahayavani functions from the premises of the office of the Commissioner of Police. It is provided with a vehicle fitted with wireless communication and collaborates with over 80 NGOs and individuals in Bangalore.

VSV either directly takes up cases brought to its notice over telephone or otherwise.it works in coordination with the Family Counseling Centre which functions in the
premises of the office of the Commissioner of Police. Most of the cases were of marital discord. Trained personnel of the Family Counseling Centre counsel the parties concerned and where the discord cannot be resolved and cognizable offences are disclosed, refer the matter to the police. As it functions under the umbrella of the police patronage the victims not only get easy access but also feel free to express their grievances before the police.

**Elders Helpline**

In association with the Nightingale Medical Trust, Bangalore City Police has established a helpline for the aged persons. On this helpline, the problems faced by the Senior Citizens are discussed and counseling is done to sort out them. Since senior citizens are informing people about their needs, security is provided to them wherever necessary.

**Parihar**

MSV and VSV, started with no financial base of their own, have come to stay and the N.G.Os and individuals participating in it, constitute their resource base. Realizing the need for a dedicated organization and to involve policemen and their families and the public as well, to provide a more sustained base, we established “PARIHAR”, a center for Research, rehabilitation training and development of women and children. Today, Parihar consists of more than 500 members belonging to a cross Section of society. The Constitution of “Parihar” contemplates the Police Commissioner as Ex-Officio President, Joint C.P as the Vice President and a lady who has distinguished herself in social service as the Chair Person of the Governing Body. Registered in July 1999 it has come to have a financial base of over 9 lakh rupees and envisions a wider role for itself in the cause of protecting the rights of women and children.

**Janapara Single Window**

‘Janapara’, the single window grievances cell established at Police Commissioner’s Office, is a computer based single point interface with the aim to provide an efficient
public complaints redressal point, where complaints can be submitted and the status of pending complaints can be ascertained. Separate counters are established in the cell for passport verification, foreigner’s assistance, public grievances, licenses etc., the cell also keeps track of complaints received from public including those against police officials.

Through these initiatives, an effort was made, to remove the ill feelings about the police and the people whole-heartedly cooperated with the department. Their cooperation further bolstered the efforts of the Police to remove the social evils. It is thus experienced that, when the police eschew sinister influences, acts impartially though at times with inevitable force, people are capable and willing to understand and cooperate. To conclude, the new millennium will hopefully usher new ethos and cordial relationship between the police and public and Community Policing will lead the way.

With this hope, to quote Jawaharlal Nehru’s words “At the same time, others should also realize the difficult nature of the duties of Police officers and men. Their duties can be satisfactorily performed only when the general public and the police co-operate with each other, respect and help each other. If this is not achieved, the police cannot do their work and neither their reputation nor that of the nation would improve”. Let us resolve to ourselves that we, the servants of the people, resolutely take up the prime duty to strengthen the democratic ethos and values, holding the baton to maintain peace, not for any brutal acts but to leave a legacy, as the agents of social change, for the better.

5.6.12 Community Policing in Coimbatore City

In 1998, Coimbatore City was ridden with the large scale communal and social conflicts. The following initiatives21 were launched to prevent and resolve the conflicts. Confidence of the minority Muslims was won by holding meetings. Raids and searches were videographed and conducted only in the presence of prominent members of the area. Area Committees comprising of 50 persons of social standing, drawn from various

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communities were constituted. Area Committees helped to resolve the small local issues. They provided correct intelligence also. Meetings of the Area Committees were conducted once in a fortnight to once in a month.²²

Seminars and workshops on attitudinal change were organized for police officers. City Vigilance Committees comprising of students and youths were constituted. Members of the City Vigilance Committees patrolled the streets along with the police. National Service Scheme students were utilized for checking vehicles on roads, baggages in Railway Stations and Bus Stands. Slum adoption scheme was used for the prevention of crime. Due to fearless deposition of witnesses, Court convictions were enabled. Some of the effects of the Community Policing initiatives are:

**Initiative to Help Senior Citizens in Delhi by Police**

In continuation of its overdrive to ensure the safety of senior citizens, the Delhi Police organized health camps in association with a private hospital offering free checkups to the elderly in South and South West Delhi on 18th July, 2004. Senior Citizens came out and shared their problems with police and Resident Welfare Associations. Senior Citizens used this opportunity to familiarize with their neighbours. The health camps also provided free health services to the family members of police personnel. The Delhi Police also published in the newspapers the precautions to be taken by the Senior Citizens to ensure their security. One of the important precautions to be taken was to get their servants verified and not to allow any visitors to stay with him.

*Attitude towards the Complainant:* The man sees himself helpless in the face of the potential complaint. The aggrieved citizen feels helpless before the police bureaucracy. The complaint should be regarded as an efficient supervisory tool. Traditionally the police may have handled citizen complaints poorly. There is a tendency for the police to discourage citizen complaints. Too few departments were found to have good processing

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systems. A mistrusted grievance system underlies much police-community tension. Departments differ from each other in determining complaint merit. A supervisor should understand the nature, handling, and significance of the complaint. The matter of the citizen complaint carries a strongly negative flavor. Customarily the supervisor takes a defensive stance in the face of a complaint.

**Effects of Complaint Processing:** The big weakness in complaint processing is the quest solely for guilt or no guilt. Few complaints are completely without some indication of personnel deficiency. Defects uncovered by a complaint may be those of a person or the department. The big question posed by a complaint is, “What went wrong that made it necessary?” In Processing a Complaint, the man, supervision, an Agency should be scrutinized. Always to be asked is, “How could this complaint have been avoided?”

**Image of the Complainant:** A patrolman may have a distorted view of the typical complainant. Attitudes of associates may reinforce this false perception. The typical complainant may be seen as imbued with malice. Policemen may believe virtually all complaints are unfounded. Distorted views of the complainant may predominate where agency weakness prevails.

**Types of Complainants:** Complainants are of many types, each with their own motivation. The purely malicious complainant is a rarity. Obvious malice may be indicative of a psychotic bent. Distortion of facts should be sought out where, mental illness is suspected. The sudden transfer of attack to the superior may reveal abnormality. Revenge for some policeman’s past act may motivate a complainant. Scrutiny of records may suggest a malicious motivation. An arrest record in itself does not signify a lying complainant. Self-justifying rationalization may underlie a complaint. Self-justification may arise where the complainant fears jail. Ignorance of the processes of justice may lead to sensed victimization. In putting a policeman on the defensive, compromise may be sought. Pronounced egotism may make it difficult to accept blame. The defensive complainant should be revealed by the prosecution’s strength. A complaint is likely to come from a mistake of fact. Familiarity with a process may lead an officer to overlook the citizen’s misinterpretations. Tension of the occasion may
lead to misconstruing word or deed. A bystander may complain through knowing only limited facts. Most complaints come from persons who sincerely feel hurt. In experience with police contact may sensitize one to brusqueness. Denial of service, perceived affront or indignity will give rise to hurt.

*Confronting the Complainant:* In hearing the aggrieved complainant, one should adopt his role. A mere right-wrong perspective should be avoided in listening to the aggrieved complainant. A policeman’s “related” ones provide a reservoir of complainants. The “related” may see police membership as a whip over personnel. A complaint may arise even where there is no personal involvement. Doubt and suspicion may stand between complainant and listener. The complainant often expects official resistance to a Complaint. The complaint taking superior may clumsily put up his guard. Mutual distrust is a barrier to communicating with a complainant. The supervisor taking the complaint should lead the way in establishing rapport. A supervisor’s human attitude will allay pugnacity and distrust. Taking a hat, shaking hands, offering a chair will facilitate reasoning.

*Hearing the Complaint:* A complainant first should tell his story in his own way. Detailed questioning should follow the complainant’s narration. Transcription of the complainant’s story is not always worthwhile. It is better to use the tape recorder in less serious cases. A reporter should be used in the more serious cases, or where a complainant is suspect. In small incidents notes on ‘the conversation will suffice.

*Responding to the Complaint:* Response to the complainant may be the key factor in reception. Argumentative receipt of a complaint will breed hostility. A complainant should be convinced allegations will be analyzed. Expressing a desire to hear worthwhile complaints will inspire confidence. There may be resolution in merely “getting it off one’s chest”. Having been heard, a complainant emerges into a friendlier world. The steps in investigation should be made clear to a complainant. The complainant should be advised when he will be contacted again. Where there is no merit, full explanation should be given. Sometimes rapid disposal may accompany the complaint’s receipt.
Investigation Guidelines: The flagrancy of the act sets the investigation emphasis. Inflexible time limitations on investigation are impractical. There is no universal format for processing a complaint. There are well-founded guidelines to govern investigation.

Getting a Response: He first should be permitted to present his story freely. This interview should take the form of a neutral process. The purpose of investigation should be to uncover data and propose remedy. There may be legal jeopardy in the accused’s making a statement. Legal rights should be considered where criminal action is likely. In all but small matters, a record should be made of his reply. He should be told calling for report is not to judge merit. The stenographic transcript should be reserved for major cases. In taking a formal statement, evidentiary rules should be observed.

Secrecy in Complaints: Surveillance and secrecy may be necessary before confronting the man with a complaint. The anonymous complaint usually involves a communication about a continuing breach. It should make no difference how the complaint originates if it is of agency ‘interest.’ The working associates are usually well aware of the investigation. It is not uncommon for the accused to spread word of the complaint.

The Investigator’s Role: Sympathetic associates may see the investigator as being duped. Usual policy calls for decisive determination of guilt or innocence. A superior assigned to a complaint should be a fact finder only. Ultimate findings should be the responsibility of top command.

Advising the Accused: The accused should be advised of the findings when they are made. Communication of findings should also be made to the team.

Advising the Complainant: The complainant should be advised by the supervisor who received his complaint. Advice to the complainant may be difficult in face of a stalemate. The revelation of facts to the complainant should be frank. Evidentiary considerations should be explained to the complainant. He should be, presented the various possibilities of disposition. The process that led to determination should be presented to him. He should be advised constructive remedy is most desirable. In statemate he should be told
ruling guilt or innocence is not the most important thing. He should be told if there is repetition the record will stand out. A factual analysis will satisfy the most irate of complainants. The complainant should be advised of the final disposition.

A strategic plan reflects the vision, goals and objectives of governance and is contextualized in the given organizational structure with its resources and capacities. Punjab Police has evolved its mission statement from its cheered history. It has emerged as a separate organization in 1861 after the British annexation of Punjab in 1849. The colonial Policing had its peculiar goals, objectives and work culture. In order to raise the force in tune with the requirements of time and develop the requisite traits a police training school at Phillaur was established in 1891.

Since then, the police force in the state has come a long way. Whether it was the handling of hypersensitive mass migration of millions of people during partition of India in 1947, controlling the menace of dacoities in the fifties, curbing the naxalite violence in the sixties/seventies or tackling externally aided and abetted terrorism in the decades of eighties and nineties, Punjab Police lived up to its reputation and faced the challenges with exemplary grit and determination. Till the coming into being of Border Security Force in mid sixties Punjab Armed Police shouldered the onerous responsibility of manning a highly porous and thickly populated un-natural land border with Pakistan and also the extremely inhospitable hill borders with China in the areas of Ladakh and Kashmir. During the phase of terrorism about 1400 of Punjab Police personnel laid their lives and created a new history of valour for restoration of rule of law.

The police force in the state has functioned within the enforcement framework in the colonial era and thereafter, it has attempted to evolve and mould itself as people-oriented organization. First step towards police reforms was taken in 1898 when the practice of having armed officers as Inspector General was discontinued. However, in the 1902, the Indian Police Commission identified the shortcomings in the police system and recommended that police strength in the state be enhanced. After Independence, various commissions and committees set up for reviewing police functioning suggested radical
changes in the policing systems. The five year strategic plan is one such step towards making policing pro-people.

5.7 Conclusion

There is an urgent need to incorporate global standards in local community policing initiatives which should not only be institutionalized but internalized as well in police functioning that requires regular review. There is also a need to move away from the colonial model of authority towards a service-oriented practice in the police services. This was the consensus that emerged at the “Global Conference on citizen-centric police station reforms” organized here by the Institute for Development and Communication (IDC), Altus Global Alliance and the Punjab Police. Representatives from almost one-and-a-half-dozen countries participated in the deliberations that spanned for three days. The Evaluation of Community Policing initiatives have focused on the relationship between strategic problem solving efforts and the fear of Crime, Crime Rates, disorder and satisfaction with the police. People and police interact to form the service process called policing with community policing. It is more so. Community policing is inherently a philosophy of policing and cannot be seen as its separate branch. A firm commitment by the local police departments to community policing is more important than having the federal government pay large funds. The police department will have to move away from special unit/specific programs based strategies, which are useful for establishing the concept in the department. Every officer in the department must genuinely accept the idea that crime prevention and service functions are just as important as law enforcement. On the other hand, the community members must also be committed in realizing their essential role in crime prevention. This has improved police response to community needs, raised the standard of work through greater worker involvement and has established a structure.

*Society gets the kind of criminal it deserves. But it is equally true that every community gets the kind of law enforcement it insists on."

– Robert Kennedy