CHAPTER – IV

COMMUNITY POLICING IN CYBERABAD POLICE COMMISSIONERATE: A DETAILED PROFILE OF JEEDIMETLA AND MAHAPUR POLICE STATIONS

Profile of Cyberabad Police Commissionerate

In view of the rapid urbanization and the associated crime and law and order problems in the Cyberabad Metropolitan Area, the Government of Andhra Pradesh established the Cyberabad Police Commissionerate as per Home Department G.O. Ms. No. 354, dated 15 – 11- 2002. The Commissioner took office in February, 2003. All the 34 Law and Order Police Stations (5 more police stations have been established in February 2010) under the sub divisions of Alwal, Balanagar, Ibrahimpatnam, Malkajigiri, Rajendranagar, and Saroornagar of erstwhile Rangareddy district and Traffic Police Stations of Jeedimetla, Kukatpally, L.B. Nagar, Madhapur, and Malkajigiri, and the Central Crime Station at Balanagar form the Cyberabad Police Commissionerate jurisdiction. The Armed Reserve, Communications, Control Room, Special Branch, City Crime Records Bureau, Finger Prints Bureau, Clues Team and the City Police Office form the other divisions of the Commissionerate. The entire commissionerate has been divided into three zones for facilitating quick and systematic police services. These zones are Madhapur Zone, Alwal Zone and L.B. Nagar Zone. These zones have again been divided into several sub divisions covering all the 36 police stations (including Traffic Police Stations) under the commissionerate. There are 12 rural /mandal police stations within the commissionerate. The Commissionerate has police personnel strength of 4281. The Cyberabad
Metropolitan area has 10 municipalities, 195 Mandal Parishad Territorial Constituencies, 15 Zilla Parishad Territorial Constituencies and 289 Gram Panchayats. The crime reported during the year 2003 (under IPC and other laws) was 10,302 which came down to 9,216 in 2004 (one year after the setting up of the Cyberabad Police Commissionerate).¹ Madhapur zone has the highest crime rate compared to other two zones, although area wise and population wise Alwal zone is the biggest.²

The AP State Legislative Assembly had enacted the Cyberabad (Metropolitan Area) Police Act, 2004 with effect from 19th December, 2003, providing a legal status to the Police Commissionerate. The Commissionerate covers an area of 3600 Sq. Km with a population of about 70 lakhs. The police strength in the commissionerate at present is 4000. Cyberabad metropolitan area has a class of enlightened citizens, and houses a host of multinational corporations, international class research institutions, technology and trade parks, sports stadium, international airport, and other infrastructural projects. It also holds many international events in the field of trade, culture and sports and most often visited by dignitaries and VIPs of high international significance. Due to these developments, and a high level of migration of people into the Cyberabad area, the needs and expectations of different segments of stake- holders with regard to quality and standards of Police Service Delivery has been growing manifold in many complex ways,

demanding a continuous improvement in the Police service delivery including people-friendly approaches and meaningful community partnerships.\textsuperscript{3}

Since its inception in February 2003, the Cyberabad Police Commissionerate has introduced a set of best practice initiatives which were implemented under an umbrella programme called ‘Culture Change Management Programme’ (CCMP), covering a set of vital aspects of policing. CCMP is a comprehensive initiative, which essentially seeks to change the internal culture of the organization to one which is more service oriented, responsive and accountable to the public. Of particular interest is the attempt made to address the dysfunctional hierarchical ethos of the police, by the improved treatment and empowerment of constables (now referred to as ‘constable officers’) to motivate them better, as well as to make more effective use of them as a vital resource and an important link between the people and the department. The best practice initiatives include interventions of sensitizing the police personnel in the entire commissionerate towards people friendly approaches, competency building for effective service delivery, developing a long term focused Strategic Policing Plan, inculcating a set of work values among all levels of personnel, reorienting the service processes through reengineering and developing standardized service delivery processes, empowering the constabulary staff for better roles and deeper involvement in the front line policing activities, community participation in policing needs, identification for creating a greater sense of ownership in improving the safety and security conditions in the community and

\textsuperscript{3} M. Mahendar Reddy, IPS, “Institutional Transformation through Culture Change Management – A Best Practice Case Study by Cyberabad Police Commissionerate”, submitted to the Center for Good Governance, Hyderabad, 29\textsuperscript{th} December, 2005, pp. 2-3.
community reach-out programmes to create a sense of police oneness with the community.\textsuperscript{4}

The Cyberabad Police Strategic Policing Plan (2005-2007) is the cornerstone of the Cyberabad Police Service Excellence Programme of which Community Policing is a very integral part. As the Cyberabad Metropolitan Area is getting rapidly urbanized and becoming an international hub for varied economic and social activities, the crime and law and order situations obtain greater complexity. The present chapter would analyze the implementation and impact of community policing in the Cyberabad police commissionerate.

Involving the local communities into problem solving groups to create a better sense of safety and security in the community and neighborhoods is the objective of the community policing project in the Cyberabad Police Commissionerate. A detailed process manual was brought out as a handbook for helping all the community police officers (CPOs) on the methods of interacting with the community for identifying their felt needs and forming the community into self help problem solving groups. In each police station jurisdiction community policing citizen groups and committees have been formed and they are also educated in the process of self governance in policing matters. Identification of felt needs of the community; community patrolling methods; problem solving methods and approaches; crime scene protection; victim care and witness support; crime reporting; assisting in investigation; traffic safety; law enforcement ethics;

\textsuperscript{4} Ibid.
safety and protection methods and community policing norms are some of the issues in which the local communities are empowered.  

The Cyberabad Police were trained in community policing strategies with the help of various private and public organizations/establishments. The Cyberabad Police in association with Ascent Leadership and Management Consultants Pvt. Ltd. in Hyderabad prepared a Change Management Toolkit for creating people-centric police administration. Ascent is a Governance Reform, Management Consulting, Training and Outsourcing organization, promoted and run by management professionals. Ascent consultants also have an in depth experience in the government sector providing consultancy and implementation assistance to the departments of Police, Municipal Administration, and Rural Development.

Apart from this, Vasant Chemicals Limited, in Jeedimetla, under the leadership of its managing director G K B Chowdary, was actively involved in helping the Jeedimetla police become eligible for an ISO certification by offering consultancy and training support.

The industry-police partnership in bringing about a qualitative change in the performance and attitude of the police machinery is not new. Software giants like Infosys, Microsoft, GE Capital, Dell and a host of other institutions within the Cyberabad

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5 Ibid, pp. 9-10.
Police Commissionerate limits have been extending their support by offering computer training and soft skills to the police personnel besides providing computers to the police stations. According to the former Cyberabad Police Commissioner M. Mahendar Reddy, Infosys alone has provided computer training to over 300 police personnel under the Cyberabad Police Commissionerate limits. Companies like Infosys and Microsoft donated over 1,000 used-computers to the police stations under Cyberabad Police Commissionerate. The present study found out that each police station at present has a minimum of 10 computers and all the police constables were found to be well accustomed with the usage of the systems.

The Cyberabad Police Commissionerate also signed a Memorandum of Understanding with ICFAI University Press on Oct 18, 2005. The MoU between Cyberabad Police and the ICFAI University Press was a partnership initiative for a safe community. It aimed at transforming Cyberabad police into a people-friendly and responsive police organization while educating public about their duties and responsibilities and strengthening the public-police cooperation. The MoU was signed by ICFAI University Press Dean N. Rajasekhar and Cyberabad Police Commissioner M. Mahender Reddy in the presence of Home Minister and Principal Secretary, Home, A.K. Srivastava. On this occasion they released a book-let on 'Guidelines for a Safe Community'. The activities which were proposed to be taken up as part of the MoU included printing and circulating literature on public safety & security, conducting public

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8 Ibid.
9 The Hindu, October 19, 2005.
feedback surveys, building case studies on public safety issues and enabling ICFAI students to conduct field studies on social issues.

However, it has to be noted that the private-public partnership can sometimes tend to be biased in favour of the rich and influential. One such instance is that of Pet Basheerabad police station within the Cyberabad Police Commissionerate jurisdiction. Even though the main entrance of the PS sports the name Pet Basheerabad police station, engraved permanently on the pale yellow building surrounded by manicured lawns is ‘Satyam Police Station’ that proudly welcomes all its visitors. A swank building and unlike the dingy, smelly police stations that citizens are so familiar with, this one has spacious interiors and a hut shaped roof, giving it a bungalow like appearance. Among locals, the Pet Basheerabad police station is better known as Satyam chowki. It is incidentally located opposite Byrraju Foundation, Late Byrraju Satyanarayana Raju’s philanthropic venture, and comes under the jurisdiction of the Cyberabad police.

Apart from the public private partnerships, even within the Cyberabad Police Commissionerate, a separate executive wing with the name CYPOL (Cyberabad Police) Centre for Service Excellence (CCSE) was created in 2003. The Centre functioned as a nodal office and secretariat. It coordinated all activities related to developing, designing and implementing the Police Service Excellence Programme and the Community Partnership activities. In each Police Station and the work units Culture Change

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10 The Hindu Business Line, Oct 19, 2005
Management Project Teams were identified involving all the employees to work on the related issues. However, presently the CYPOL Centre for Service Excellence is not functional. The reason for this lies in the fact that it was created by the first Commissioner of the Commissionerate who took personal interest towards this internal arrangement for accomplishing the mission of transforming Cyberabad Metropolis into a safe and secure community through Best-in-Class Police Services. But since 2007, after the police Commissioner’s transfer to some other police department, lack of leadership, and the prevailing internal culture of the police organization which gives importance only to the specifically fixed duties and regular functions of the police, led to the failure of the CYPOL Centre.¹²

In January 2010, the Cyberabad Police Commissionerate announced the setting up of five more police stations for Cyberabad and 1,500 additional forces. With this the number of police stations in Cyberabad will reach 40, including one women police station and the total number of police personnel would be around 5,500. The Cyberabad Police Commissioner S. Prabhakar Reddy maintained that although the crime rate had marginally dipped in the year 2009 compared to 2008, the graph of snatchings, cheatings and thefts of vehicles went upwards. The number of kidnap cases has also gone up. He held that out of 174 cases of homicide reported in the year 2009, nearly 150 cases were detected. However, some sensational killings like that of a girl who was sexually assaulted and murdered in Rajendranagar and that of a realtor found murdered in his

house at Uppal could not be solved for want of clues. The above fact reveals that without proper community involvement serious cases of crime can not be resolved. Community involvement in problem solving would require constant presence of police within the communities and also frequent interaction of the police with the community members through meetings, an activity that stopped after 2007 due to lack of interest on the part of senior police officials.

**Practical Exercise of Community Policing in Cyberabad Police Commissionerate**

Community Policing mainly focuses on area basis. The entire Police Station (PS) is divided into sectors (one PS has 6-8 sectors) and one or two Constable Officers and Head Constables are nominated by the Station House Officer (SHO) of that respective police station, to each area and are known as Community Policing Officers (CPO).14

The Community Policing Officer undertakes the following responsibilities:15

- Have complete access to community and vice versa
- Identify felt needs of the community
- Collect data relating to policing needs
- Organize partnerships with the people
- Undertake problem solving, traffic safety and other allied needs relating to policing services, using data collected.

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The CPO first acquaints himself with the area and then identifies committed members from each colony/ apartments/ street etc. to form community liaison group. One member is appointed as a leader after a formal registration with the PS. The leader of community association is selected by a community consensus in the presence of the CPO. The leader generally acts as a facilitator between the community members and the police. All the members of the community policing associations or groups (generally referred to as “Maithri Associations”) are provided with Maithri membership cards for their easy identification by the community members and the police. Meanwhile the SHO of the police station identifies the most commonly encountered problems by the community in a given area. After identification of some problems (at least five) of a given area, such as burglary, cheating, women harassment, drug trafficking etc., he will identify what the police can do to solve these problems. In this regard, the SHO with the help of the CPO try to find out what are the resources available with the community in a given area and how these resources can be used to supplement police resources.16

The interview responses for the present study revealed that the above discussed procedure continues even today although with very limited participation by the community members. The reason being irregular meetings held with the community members, lack of leadership qualities on both sides and lack of serious initiative on the part of the SHOs and most importantly lack of encouragement to the community members as well as CPOs by the senior police officials to carry out their functions effectively. Lack of supervision by the senior officials and no maintenance of community

16 See Note 5.
policing records by the SHOs are some other reasons for unsystematic community policing programme within the commissionerate. The most commonly available community resources which were identified are:\(^\text{17}\):

i) The Youth and Youth Clubs

ii) The Ex-servicemen and retired Government servants

iii) NGOs (Lions Club, Rotary Club, YMCA, YWCA etc.)

iv) Student Bodies (Student Unions)

v) School Teachers/ College Lecturers

vi) Able bodied citizens

vii) Business Community

viii) Mass Media/ Electronic Media/ Cable TV

ix) Housing Societies/ Residential Welfare Societies

x) Doctors Community.

It is proved time and again that engaging community resources in policing an area will have force multiplier effect on the police efficiency. It is aimed at compelling a SHO to initiate programmes to engage the public in crime management. This will also encourage the SHO to become innovative in his approach to his job. Further, as these schemes are initiated by the SHOs and not imported from above, it is expected that the schemes will take root in the area and become functional in the long run as the SHO takes personal interest for the success of the scheme over a period of time.\(^\text{18}\) The above mentioned statement clearly reveals that the continuance of community policing programmes

\(^{17}\) Interview dated May 28, 2009, with Vijay Kumar, DCP Madhapur Zone, Cyberabad Police Commissionerate, Hyderabad.

\(^{18}\) Ibid.
depends to a very great extent on the SHO of a PS. If the SHO doesn’t take an active part and interest in the programmes, the initiative, however successful it might have been, turns out to be a failure. The same happened in the case of Jeedimetla PS, the first PS in the country to be awarded ISO 1990-2001 certification, wherein the community policing/Maithri programmes started with immense excitement and success and continued the same way till 2007. However with the change of the SHO at police station level and change of the commissioner at commissionerate level, led to a gradual decline of CP programmes and Maithri meetings.  

A senior police official maintains that there is an apprehension in the minds of majority of senior police officers and subordinate police officers that community policing erodes police authority. Also there is a belief that the public will stop respecting the police and take police lightly as “the deterrent effect” of the traditional style of policing would no longer be available to the police under the new style of policing. 

People’s participation in policing depends upon the openness in the department and hence the existing bad practices in the police based on untested assumptions and an internal culture of aversion to change need to be checked and dropped to accommodate community policing practices.

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19 Interview dated May 29, 2009, with G. Manyan, Police Constable, Jeedimetla Police Station.
21 Ibid.
According to the rules of the Cyberabad Police Commissionerate, any Community Policing initiative by any SHO at the Police Station (PS) level has to be recorded properly to evaluate the impact created by the initiative over a period of time. This exercise is very essential from the point of knowing the following facts:²²

i. Is the scheme effective?

ii. How many problems were solved?

iii. What are the training needs of the police?

iv. What are the training needs of the public?

v. How many cases were solved?

vi. How many bad characters were booked/ taken control by the community?

vii. Any new problems cropped up?

viii. Is the old problem persisting?

ix. Are the police taking interest in the scheme?

x. What is the feedback from the public?

Impact evaluation is critical in assessing the efficacy of any scheme and the need for its continuity. The data collected on reasons for solving the problem in a given area through CP initiatives by an SHO is very useful for replicating the same in other areas if the problems are similar. Again, the data collected on reasons for not solving a problem by an SHO is also very useful for identifying the loopholes in the scheme and for rectifying the same.²³

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²² Interview dated May 28, 2009, with Sreenath Reddy, Inspector e-Cops, Cyberabad Police Commissionerate, Hyderabad.

However, the present study revealed that there is absence of systematic collection of data on all parameters relating to a selected area. Out of the 34 police stations (5 more police stations have been formed in February 2010) under the commissionerate only three police stations had maintained records relating to community policing programs. There is also absence of proper mechanisms for the collection of citizen/ community feedback. The various police websites and police meetings with the community members give the views and opinions of only the police, ignoring the feedback mechanism. Further, inadequate use of statistical tools for data analysis, lack of decision making for continuous improvement by reflecting the priorities of the community in policing decisions has resulted in the overall organizational and individual productivity being very low. One of the important reasons for this has been the unpredicted and immediate transfers of the CPOs from one police station to another as a result of which all the effort put up by the CPO in initiating and maintaining partnership with the community members of a particular area goes in vain. Since he / she is made to start afresh in the next police station and the allotted area also changes.

The study found that only three police stations i.e. Jeedimetla PS, Kukatpally PS and Madhapur PS under the Cyberabad police commissionerate had maintained an Area Wise Information Book with a list of Community Liaison Groups (CLG) with members, planner for meetings that were held, minutes of meeting register, area wise crime analysis, photo album and paper clippings. However, none of the 34 police stations in the commissionerate have maintained a file on sector wise impact analysis which is based on data available from policing services and the feedback taken from community and which
is one of the integral steps involved in CP process. Yet it is to be noted that the impact of CP initiatives in all the areas under the commissionerate was positive during the first three years i.e. from 2004-2007, although the records were not maintained systematically.  

One of the important reasons for this was the setting up of a strategic policing plan by the commissionerate for 2004-2007. The plan included a three year planning horizon for the commissionerate and a yearly planning horizon for Local annual policing plans. The plan intended to make people feel safe and secure in their local areas, neighborhoods and the larger community, free from the fear of crime. The plan carried on a tightly monitored review process by the supervisory officers, on account of which the police unit was able to achieve the results within a time bound framework. Another reason for its initial success was the motivation and plan of change of the senior leadership.

During the initial phase of CP in the commissionerate (i.e., during 2004) the CPOs from each PS were subjected to learning classes which focused on felt need identification of community, techniques of penetrating into community for building partnership, selection of community liaison groups, problem solving techniques, leadership qualities, investigation techniques, communication skills, emergency response and so on. The data for each area, for effective functioning of CP, is collected from government offices, educational institutions, apartments and associations, important business associations, commercial complexes, industries and factories, petrol bunks, banks and ATM centres, wine shops, transport organizations, internet centres, hospitals,

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hotels and lodges, bus stands and railway stations, STD booths, political leaders, NGOs, real estate business dealers and so on.25

For qualitative and realistic assessment of police services, and to enable the police to continuously improve the service standards for enhanced societal satisfaction, people were invited to come up with their suggestions, ideas, feedback, and positive criticism. In order to obtain these inputs from the people, Cyberabad Police opened out different means of communication commencing from 2004. A call centre was set up at the Commissionerate to receive telephonic communications from the people. It was called “Praja Soochana – Police Acharana” However, the call centre is no more functional at present. Like in case of other innovative programmes this also continued just for 2 to 3 years i.e., from 2004 to 2007. The reasons for this were inconsistency in service delivery and low employee involvement.26

For competency development, nearly 3000 staff and 45 work units in the police departments and police stations under the commissionerate were provided training in Change Management and 5S & Kaizen techniques in the year 2004. 5S is a set of 5 Japanese principles to keep the work place, materials, records, information and people—Neat, Clean, Orderly, Efficient, Productive and always in usable conditions. (Seiri – Segregate; Seiton – Organize; Seiso – Maintain; Seiketsu – Standardize; Shitsuke – Self Discipline). Kai-zen refers to Change for Good. It is a Japanese Management technique

consisting of a set of data based decision making / continuous improvement methodologies. Apart from this the staff were trained in soft skills with corporates on 10 identified topics - Communication, Counseling, Team working, Leadership, Transactional Analysis, English language, Computer skills, Good health and Yoga Practices. The corporates donated 100 computers for this purpose to the commissionerate. Besides, each PS has been networked with e-cops (e - computerized operations for police services).

On the basis of interview responses from community members and Maithri association groups, the study identified the following list of commonly felt needs of the community in relation to police.

i. Communal incidents

ii. Factions

iii. White collar offences

iv. Traffic safety

v. Group rivalry

vi. Eve teasing

vii. Ragging

viii. Matrimonial matters

ix. Unemployed youth

x. Slum area problems

xi. Theft / Burglary

xii. Suicides
In order to solve such problems the Unit Officers have devised programmes such as:  

1. Back Home Project for missing and run away children  
2. Child and Police Project for children at risk  
3. Propaganda at village level against local superstitions  
4. Family Counseling Centres relating to domestic harassment of women  
5. De-addiction programme for alcohol and drug addicts  
6. Sports activities for youth  
7. Traffic awareness programme for High School and College students  
8. Blood donation and Medical camps and AIDS awareness programme  
9. Education and Skill development programmes for street and working children  
10. Eye camps and First Aid training programme for vehicle drivers  
11. Visit your Police programme  

Out of all the programmes listed above only a few of them are being conducted at regular intervals. They are Family counseling centres, sports activities for youth, Blood donation campaigns and AIDS awareness programme.

All the police stations under the Cyberabad Police Commissionerate have been attached to the following liaison groups: 

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27 Interview dated August 8, 2009, with B. Sreenivasa Reddy, Inspector, SHO, Madhapur Police Station, Hyderabad. 
<table>
<thead>
<tr>
<th>S. No.</th>
<th>Nature of Community Liaison Group</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Maithri Committee</td>
<td>General awareness, contact/ support programmes, crime prevention and emergency response etc.</td>
</tr>
<tr>
<td>2.</td>
<td>Colony Association</td>
<td>Need identification of colony, awareness and problem solving</td>
</tr>
<tr>
<td>3.</td>
<td>Apartment Association</td>
<td>Need identification, awareness and problem solving, crime prevention</td>
</tr>
<tr>
<td>4.</td>
<td>NGO Association</td>
<td>Problem solving and awareness</td>
</tr>
<tr>
<td>5.</td>
<td>Senior Citizen Association</td>
<td>Need identification, problem solving</td>
</tr>
<tr>
<td>6.</td>
<td>Auto Drivers Association</td>
<td>Awareness on Traffic Safety and Victim protection</td>
</tr>
<tr>
<td>7.</td>
<td>Student’s Association</td>
<td>Awareness; road safety; participation in crime prevention and emergency response</td>
</tr>
<tr>
<td>8.</td>
<td>Defence Squads</td>
<td>Crime Prevention, beat system</td>
</tr>
<tr>
<td>9.</td>
<td>Youth Groups</td>
<td>Education; awareness; developing hierarchy of people for information</td>
</tr>
<tr>
<td>10.</td>
<td>Women's Organization</td>
<td>Solving matrimonial problems and spreading general awareness about personal safety</td>
</tr>
<tr>
<td>11.</td>
<td>Other Groups</td>
<td>Depending on felt needs</td>
</tr>
</tbody>
</table>

The liaison groups worked in close collaboration with the police, especially with their nearest police stations for the first three years of the implementation of community policing i.e. from 2004 to 2007. Not just the community members but the CPO took personal interest in collaborating with these groups simply because of the fact that this gave the CPO (of either Constable or Head Constable rank) enough authority to initiate talks with the community members, devise his own strategy to meet the needs of the members and attend the Maithri meetings. Altogether recognition as a Community Policing Officer developed immense sense of self confidence and self respect among those involved in CP. The community members also looked upon and respected the CPOs. During this period, arrests of those found guilty by the community members were made by the CPOs in the presence of the community members and these members used to facilitate the conviction and prosecution of the offender by being witnesses in the court of law. However, the petitions or cases coming to the police station were not kept for
immediate legal action. Instead they were handed over to the Maithri members who belonged to the same community area as that of the offender for counseling. 29

The efforts towards a systematic community policing came to a sudden halt when some of the Maithri members and members of other associations started misusing their Maithri membership cards for getting their personal work done. Some of the community members also started using the names of some police officials, calling them their close associates. All this led to a weakening image of the members associated with CP. Besides this, the police officials involved also started maintaining a distance with the community members for known reasons. This hampered the very purpose of CP. Moreover, with the change in leadership at the police station level, frequent transfers of CPOs from one PS to another resulted in a loss of interest in CP programmes. As such the Maithri groups and associations associated with CP became dysfunctional ever since 2007. 30

COMMUNITY POLICING AT POLICE STATION LEVEL

For an evaluation of the implementation of community policing in the cyberabad police commissionerate, two police stations, within the jurisdiction of the commissionerate, namely Jeedimetla and Madhapur police stations were selected. The basis for the selection of these two PSs was the fact that community policing was first introduced in these two PSs under the commissionerate and these were the first PSs in the entire country to be awarded ISO 9000-2001 certification for their systematic attempt towards

29 Interview dated May 29, 2009, with G. Manyan, Police Constable, Jeedimetla Police Station.
30 Interview dated April 1, 2009, with Vinoy Kumar Singh, I.G.P. (Training), DGP (AP) Office, Hyderabad.
community policing and culture change management program that was introduced in the commissionerate in the year 2005.

(1) **Jeedimetla Police Station**

*Profile of Jeedimetla PS*

Jeedimetla PS is a unit of Cyberabad Police Commissionerate, Govt. of Andhra Pradesh. It covers an area of 30 Sq. Kms. and resembles Mini India, with a population of about 5.00 Lakhs. Inhabitants from all over India are residing in this area. The PS was established in the year 1986 and is one of the heavy police stations in Cyberabad. More than 1100 FIR cases are reported every year & 10-15 petitioners approach PS daily in non-cognizable cases. The PS touches state highway 16 (6-7 Kms) and encompasses 120 colonies and villages, and 64 slums out of which 42 are notified. The PS jurisdiction covers more than 100 schools, 5 degree colleges, 1 MBA and 1 B.Ed. college, 4 cinema halls; 4 function halls; and plenty of vacant government land. Nearly 55,000 unregularized houses are available in the areas which are very often used by the criminals. HMT vacant land is frequently used to throw the dead bodies and is vulnerable to property crimes. Moreover, 700 industries fall within Jeedimetla PS limits. It is one of the Biggest Industrial areas in Asia i.e. IDA Jeedimetla, IDA Gandhinagar, and ALEAP Industries are in the limits of this PS. Majority of the Industries are ISO certified.  

*Composition of the PS*

1 Inspector; 9 Sub Inspectors, 4 Asst. Sub Inspectors, 10 Head Constable Officers, 71 Police Constable Officers and 35 Home Guards (HGs)

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31 Interview dated July 29, 2009, with A. Gangaram, Inspector, SHO, Jeedimetla Police Station.
Jeedimetla police station aimed to be a model police organization, committed to comply with applicable statutory/regulatory and continual improvement of its Quality Management System (QMS) in ensuring safe and secure communities. The Quality Manual of the PS defines the policies of Jeedimetla PS in implementing the requirements of ISO 9001:2000 in offering services to citizens. The focus of this approach was community involvement and development and empowerment of police constable officers. In this regard 96 Standard Operating Procedures (SOPs) were established for operation, control, monitoring, analysis and continual improvement of the Quality Management System Processes. This included 10 Community Policing SOPs. Jeedimetla PS witnessed
a historic moment on 11th July, 2004 with the launch of ISO Programme. On March 23rd 2005 the PS achieved ISO Certification (for a period of 3 years) and thus became the first PS in the country to be awarded ISO Certification. However, the study revealed that the ISO programme which was initiated under the leadership of an able police officer and which was implemented successfully for 3 years from 2004 to 2007 came to a sudden halt after leadership change at commissionerate level in 2007. The new leadership did not make a sincere attempt to continue with the programmes considering it secondary compared to the usual policing tasks. As a result, the ISO certification could not be renewed in any of the police stations after 2008.

Prior to the implementation of ISO Programme at Jeedimetla PS (i.e. from July 2004 to March 2005), following activities were undertaken at the PS to ensure the success of CP programs:

- Awareness Program
- Defining Customer Services & Linking to Citizen Charter
- Identification of Processes
- Key processes i.e. Investigation, Law and Order, Prevention and Detection, Traffic Management and General Services.
- Support Processes i.e. Document control, Record Control, PS Management and Training

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32 Ibid.
- Management Processes  Resources, Policy, Quality Objectives Review & Analysis and Correction & Preventive actions
- Preparation of Quality Management System Manual
- Preparation of Quality Management System Procedures
- Preparation of Standard Operating Procedures (SOP)
- Training

Benefits of ISO Certification to the Jeedimetla PS in 2004 that ultimately led to systematic implementation of CP programs till 2007

Benefits to the Organization

- Role clarity & ownership for all
- Goal setting & Focused Efforts
- Process approach in working
- Improved Policing Results
- Responsible policing.
- Measurement of Results and continuous feed back
- Continuous improvement in service delivery
- Improved job satisfaction
- Transparency
- Personality development through training & Continuous learning
- Increase in work efficiency
- Constabulary empowerment

34 Ibid.
Benefits to the Community

- Timely & Consistent Customer Service
- Standardized approach to Service Delivery
- Reduction in Crimes
- Transparency & Citizen Feedback
- Enhanced Community Participation in Policing
- Better community Safety
- Improved Customer Satisfaction
- Improved Public Confidence
- Improved customer communication

The PS had developed close links with 5 Associations and Groups during 2004 to 2007 for the purpose of community policing. They are as follows:

(i) **Youth Associations**: These associations have been organized by the youth themselves to prevent youngsters from getting involved in unlawful activities. They maintain records of the persons creating disturbances in the area and thereafter make sincere attempts to train them, counsel them and treat their problems by talking to them and thus prevent the so called bad characters in the community from creating problems for others. If talking and counseling does not work then the association members take the help of the police directly for a relevant further action. The members also take active participation in preventing disturbances during major festival occasions like Ganesh Chaturthi.
Each association consists of 25-30 members. In 2005 these associations entered into a formal collaboration with the police. They all have been issued Maithri membership cards and they hold meetings once in a month or as they may find suitable with the community members in the presence of the police for discussing issues and problems concerning the community. Each association has one leader elected unanimously by the members. The members are selected by the SHO of the nearest PS keeping in view their past and present records and are provided training classes once in a month on issues relating to crime prevention and detection and problem solving.

However, it has to be noted that although these associations are still functional but they have lost direct contact with the police and the PS in their respective jurisdictions. For instance, the Swami Vivekananda Youth Association, which was formed in November 2000 by the community members of Gandhinagar, consisting of 50 members, continue to manage their programmes like blood donation camps, sports meet and other meetings but in the absence of the police officials. The community members consider the lack of interest on the part of the police officials responsible for this setback. They also maintain that the frequent transfers of the CPOs affect the confidence and morale of the members.35 However, the youth association members also believe and accept the fact that the presence of police officials in the meetings and close collaboration with the police stations had boosted the confidence of the community members and had to a very great extent reduced the fear of crime. It had also resulted in enthusiasm and excitement among the youth with regard to the performance of their duties. They also believe that the rate of

crime and petty offenses like eve teasing, thefts, chain snatching, drinking alcohol in public places etc. had declined considerably ever since the police started maintaining close collaboration with the association members and especially because of the constant presence of the CPO in the colony.  

There are presently 35 youth associations within Jeedimetla police station jurisdiction with a total membership of 875. They are broadly from 90 colonies. Each association represents 2 to 3 colonies. Some of these are Bhagath Singh Nagar, Oathatreya Nagar, Ganesh Nagar, Gandhinagar, Devaraya Yamjal Village and Eligela Gudem Village (Out of the areas under Jeedimetla PS, Devaraya Yamjal village has always recorded the highest crime rate). Each association consists of members ranging from 25-50 and within the age group 20 to 35. The occupations of these members also vary. The study found out that most of the members belonged to the student’s community. Some others were electricians, private employees, daily wage laborers, call centre employees, advocates, drivers, scooter mechanics, small store owners, barbers, and so on. Although not every one manages to attend the meetings, which are no more regular, yet the duties and responsibilities of each member is well conveyed to them from different sources in the colonies concerned.

(ii) Mythri Sangam / Committee: This was constituted in the year 2005 by the Jeedimetla Police in collaboration with community members. Most of the members also belonged to the village/ resident welfare associations of their respective villages and

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36 Interview dated May 29, 2009, with Thalagama Madhu, President, Shivamandali Youth Association, Shivalayam Devaryamjal, Jeedimetla, Hyderabad, Andhra Pradesh.
colonies. The number of members in each committee varied from 25-40 members. The main task of the members was to prevent domestic violence, women and child welfare, family dispute resolution through counseling, water disputes and so on. Apart from this, the members used to keep track of strangers entering their colonies and those staying in rented apartments and used to inform the police about suspicious individuals in their area.

2 Police Constables or Head Constables were in charge of one Mythri committee.

There were 7 Mythri committees functioning during 2005-2007. They were from the following colonies under Jeedimetla PS: Bhagath Singh Nagar, Venkateswara Nagar, Ranga Nagar, Manikya Nagar, Jayaram Nagar, Vivekananda Nagar and Gandhi Nagar. The total strength of Maithri committees working with the police was 310. Out of this 190 were youth between the age group of 20-35, 51 women, 21 senior citizens between the age group of 50-60 and 48 members belonging to SC/ST communities.

An important point to be noted here is that although the committee focused on women and family welfare the participation of women was negligible in the committee. Meetings during the first two years i.e., from 2005 to 2007 were held at regular intervals of time, mostly once in a month. However, in the subsequent years, due to the lack of initiative on the part of the police officials concerned, the members dispersed from the committee to their respective welfare associations to which they belonged earlier and which are still functioning effectively even today without any support from the police. As such there have been no Mythri meetings ever since 2007.\footnote{Interview dated May 29, 2009, with G. Raghavalu, President, Mythri Sangam, Gandhinagar, Jeedimetla, Hyderabad, Andhra Pradesh.} The police, however, blame
the extra amount of work entrusted to them apart from CP programmes, as one of the important reasons for the debacle of Mythri Sanghams. 83% of the police constitutes of police constables, most of who are generally entrusted with community oriented programmes. Yet it is to be noted that this 83% of the Force work with a very low organizational productivity of 15% to 20%. They play mechanistic roles provided their low levels of education. This results in lack of confidence in the constabulary about service delivery. As a result the community members are made to go through a frustrating experience of over dependence on Sub Inspectors (SIs) and above for service delivery at police stations. This leads to mismatch between function and structure.38

(iii) **Defence Squads**: These groups of individuals were responsible for checking and preventing burglary, minor thefts, snatchings and other such instances of disorderly behavior at night time. These members used to keep a watch at night in the colony along with the Beat constables. The members used to work in shifts at night. The members were provided with Defence Squad membership cards. Each squad consisted of 15 to 40 members aged between 20-35 years. The members comprised of degree students, government and private employees, teachers, postmen, auto drivers, shop keepers, local businessmen and laborers. 6 Defence Squads were actively involved in community policing efforts at night time. They are: Defence Squads from Subash Nagar, Venkateshwara Nagar, Manikya Nagar, Ambedkar Nagar, Dwaraka Nagar and Devaraya Yamjal Village. The total membership was 180.

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38 Interview dated May 28, 2009, with Vijay Kumar, DCP Madhapur Zone, Cyberabad Police Commissionerate, Hyderabad.
In a case of regular thefts in Subash Nagar and Umadevi nagar colony, which are adjacent to each other, the members of Subash Nagar defence squad involved themselves in regular night patrolling with the police on a shift basis and succeeded in catching two thieves in 2006 who were involved in such cases since a very long time.39

Night patrolling by the defence squads started with lot of enthusiasm in 2005 on the part of the members but came down drastically after two years. The reason for this as cited by some community members was that the Beat constables were finding it difficult to coordinate their activities with the members on account of lack of training in this regard to the members. Moreover, the members themselves started showing disinterest. This was mainly because the members found it difficult and tiresome to work at night after a day long work in their respective occupations and there were no regular meetings to address these issues.40

(iv) **Mahila Sangalu** (Women’s Association): This women’s association has been working even before the community policing programmes were initiated in the commissionerate. This association named “Mahila Sangalu” leads many other women’s groups working in the areas encompassing Jeedimetla. 15 women’s association with a total membership of 450 had got into collaboration with the police for community policing. Some of these groups are Gandhi group, Jhansi Laxmibai group, Vasundara group, Sri Kanakadurga group, Manikanta group, Sri Ayyappa group, Velugu Putrika

39 Interview dated November 16, 2009, with Manikyam, Member, Subash Nagar defence squad, Jeedimetla, Hyderabad, Andhra Pradesh.
40 Interview dated July 29, 2009, with Velandas Satyanarayana, Member, Defence Squad, Devaraya Yamjal Village, Jeedimetla, Hyderabad, Andhra Pradesh.
group and so on. The main association is situated in Devaraya Yamjal village. Most of the members are home makers and aged between 20 to 35 years. These groups have been looking into the issues relating to women harassment, domestic violence, marital disputes, children’s welfare and so on. They normally solve most of the cases through counseling and report to the police only as a last resort.

After the introduction of community policing in Jeedimetla, these groups became more organized in the sense that they were provided with police guidance on handling issues which need police supervision and arrests. The leaders from each group were given the liberty to call the SHO or the police station whenever they felt a need for any advice or suggestion or when they felt that a meeting with the police officials is necessary. The close collaboration of these groups with the police continues even today but their meetings are held in the absence of the police officials unlike during 2004-2007. Besides this, the police station also had started maintaining a record of these associations with their names and addresses, minutes of meetings held, cases solved by the members on their own etc. However, ever since 2007 there has not been any effort on the part of the SHOs concerned to maintain these records. The number of calls being made to the PS for any guidance or help has also decreased considerably because of lack of interest on the part of the police officials. The police on the other hand consider the increasing workload on them, on account of increase in criminal and anti social activities in the region, as the reason for this setback. 41

41 Interview dated July 29, 2009, with Swarupa, Member, Jhansi Laxmi Bai Group, Devaraya Yamjal Village, Jeedimetla, Hyderabad, Andhra Pradesh.
(v) **School Contact / Open House Programme committee:** This programme intended to improve the image of the police and spread awareness among school students and teachers about a possible collaboration between the police and the public in combating problems like women harassment, eve teasing, traffic regulation, and crime of all kinds in their respective colonies. The programme was initiated at all police stations under the supervision of the Cyberabad Police Commissionerate with a view that children at a young age tend to develop ideas and beliefs about people and institutions around them and as such at this stage an awareness about the positive impact of police and public cooperation can be very beneficial in the long run.\(^42\) Under this programme apart from the police constable officers, senior police officials also used to make frequent visits to all the schools (both government and private schools) to impart some training and knowledge to the school children of High school level about ways and methods to protect themselves from dangers of kidnapping, harassment and road accidents. The school children were also invited to visit the police stations with their teachers for a better understanding of policing activities. They school authorities and students were provided with the personal numbers of the police officers and SHOs so that they could utilize it whenever needed. Traffic police officials also used to make visits to these schools to conduct awareness campaigns. Besides this the police also used to request the school authorities to include at least 5 children from nearby orphanages in their schools.\(^43\) As a result almost all the schools under this police station jurisdiction have admitted many children to their schools for free education. Tagore High School in Vivekananda colony provides free education to more than 70 children, most of who come from nearby

\(^42\) Interview dated November 16, 2009, with Saikumar Bhandari, Principal, Tagore High School, Jeedimetla.

\(^43\) Interview dated November 16, 2009, with G. Manyan, Police Constable, Sanathnagar Police Station.
orphanages as suggested by the police officials. The police, in turn, provided all the children studying in such schools with notebooks, pencils, writing slates, plates and steel glasses. Jagadgirigutta Government High School and Abhyudaya Talent School are other such schools who have benefited from community policing. The school authorities of these schools were awarded with certificates (Prashamsa Patrams) for providing free education to needy children. Apart from this the school teachers also had become part of the peace committees set up by the police in various colonies for law and order maintenance.44

The programme started with great enthusiasm in the year 2004-2005 and continued till 2007 with support from the school authorities. Sports meetings, painting competitions, police station visits and other such programmes with the police marked the beginning of community policing at school level. 25 schools under the Jeedimetla PS were covered under this programme, with 128 teachers and nearly 2800 children between the age group of 8-15 years. The meetings were held only with the teachers. However, after the leadership change at the commissionerate level in 2007 the programme started losing its ground as the police officials associated with these programmes were assigned duties of other nature. This halted the frequent police visits to the schools. Although the programme did not last long but it did have a tremendous impact on the students and the teachers since it improved the image of the police and made the children and the public in general free from the fear of police.45

44 Interview dated November 16, 2009, with Narasimhalu, Principal, Abhyudaya Talent School, Gandhinagar, Jeedimetla.  
45 Ibid.
(2) Madhapur Police Station

Profile of Madhapur PS

Madhapur is home to the IT industry in Hyderabad. The heart of this area is called HITEC City which has the highest concentration of IT / ITES establishments in the city. Madhapur has transformed from a small rocky village in the early nineties into a modern IT and BPO hub. Madhapur has made its mark on the city map by having the highest concentration of IT companies in Hyderabad city. Madhapur also has become the preferred meeting place in India as well as in Asia with many International conferences and meetings taking place at Hitex Convention Center and Hotel Novotel, both world class establishments situated in this area. As such, the area has also been witnessing problems relating to industrial security at commercial installations, cheating cases (land related), property offences and frequent road accidents.

The Madhapur Police Station comes under Rajendranagar division and Madhapur zone. It covers 6 villages, 88 colonies and 4 slums with a total population of 4 lakhs. The infrastructure facilities at the PS are similar to that of Jeedimetla PS. The PS was awarded ISO 9001-2000 certification on 22 September, 2005.

Composition of the PS

1 Inspector (SHO); 8 Sub Inspectors, 2 Asst. Sub Inspectors, 10 Head Constable Officers, 70 Police Constable Officers and 45 Home Guards. Under the local annual policing plan project of Cyberabad Police Commissionerate in 2005, the PS developed a process development project for community policing for preventing and handling White-collar
offences (cheating - money lending, chits, cheque bounce cases, forgery etc.) with a main focus on constabulary empowerment. The police constable officers were given training in soft skills and other important areas to develop them into investigation officers required mainly for community partnership programmes. The training was provided by Ascent Leadership and Management Consultants Pvt. Ltd., Hyderabad. The organization also provided implementation assistance to the PS in areas of Culture Change Management, Citizen Centric Service Delivery, Simplifying and Standardizing the Operating Processes and Human Resource Development.

In recognition of the excellent organization of the PS and conducting the visits of senior officers of the AP Police, a Certificate of Appreciation was presented to the SHO and the entire staff by the first commissioner of the Cyberabad Police Commissionerate, M. Mahendar Reddy on February 27, 2006. The PS was also appreciated for its efforts towards CCMP and community policing programmes.

In pursuance of the instructions issued by the Commissioner of Police, Cyberabad on July 29, 2009, it was decided to divide the area under Madhapur PS into 6 sectors with 10-15 colonies falling under each sector. Each sector is under the responsibility of 6 Sub Inspectors (SIs) respectively. Earlier there were 4 sectors and 10 night beats (for night patrolling). The SIs were responsible for the following functions which were to be carried out in collaboration with the community members:

   i. Investigation of cases reported in respective sector,

   ii. Petition enquires,
iii. Prevention and detection of property offences of their sectors,
iv. Attending Bandobust duties,
v. Ensure the effective patrolling, beat and functioning of check posts in their sectors,
vi. Collection of intelligence,
vii. Watch on criminals and rowdy sheeters in their respective sectors,
viii. Any other subjects of importance that come to the notice of the police in their sectors.

The following committees and associations formally collaborated with the Madhapur police for the successful implementation of community policing:

(i) The police station organized five *Maithri committees (including Defense Squads)* in November 2004 which were functional till the year 2006. These committees were Guttalabegumpet village committee (50 members), Madhapur village committee (40 members), Kothaguda village committee (59 members), Izzathnagar village committee (29 members), and Izzathnagar Weaker Section committee (61 members).

Meetings were conducted once a month or once in two months depending on the situation in the presence of the police constable officers in charge of the meetings (generally 2) and the SHO, in whose absence the S.I. used to attend the meetings. The information collected from the PS revealed that during the initial two years i.e. from December 2004 to 2006 many achievements were made with the help of the committee and community members in the areas of traffic management, prevention of road
accidents, traffic controlling, prevention and detection of dumping of unknown dead bodies and prevention of property offences. By the end of January 2005 the number of committee members increased to 239 which included 54 women members, 29 senior citizens, 115 youth in the age group of 20-40, and 45 members belonging to SC/ST groups. These members also were part of the Defense Squads which consisted of 89 members belonging to maithri associations. Defense squads were meant for night patrolling with the police and for other community policing programs. This composition indicates that individuals from almost all segments of society were represented in these committees.

These committees were fully functional with the support and cooperation from the community members and police till 2006. The study revealed different versions, by the police and the community members, of reasons responsible for this. The constable officers who were in charge of Maithri meetings maintained that since in police services every decision and order has to come from the senior officials without whose approval no meetings or programmes can be conducted, the committees became dysfunctional after a leadership change at the commissionerate. CP was the brain child of the first commissioner of Cyberabad police commissionerate who took personal interest in making this programme a major success. The members of the community and maithri committee believe that the police participation in the meetings was very minimal and the senior police officials were always absent on account of their regular law and order

46 Interview dated August 8, 2009, with B. Sreenivasa Reddy, Inspector, SHO, Madhapur Police Station, Hyderabad.
47 Interview dated August 8, 2009, with Venkaiah, Police Constable, Madhapur Police Station, Hyderabad.
duties. This in a way discouraged the expectations of the members about their actual involvement in decision making with regard to problem solving.48

(ii) Colony Welfare Associations: Madhapur PS got into collaboration with 25 colony welfare associations within its limits with a total membership of 330, after the CCMP was launched in the Cyberabad Police Commissionerate in 2004. As per this initiative the welfare associations already existing in the colonies under the PS limits started many programmes with and under the police supervision, such as Blood donation camps, youth awareness programmes, free education for needy children in government, public and private schools.

Some colony associations which were in collaboration with the police were Kavuri Hills association, Guttalabegumpet, Mastannagar colony welfare association, Andhra Basti Welfare association, Guttalabegumpet, Anandnagar Welfare Association, Kondapur and Sriramnagar Colony Welfare Association. Apart from solving colony problems relating to family disputes, child security issues, thefts, countering noise pollution at night time etc., these associations also collaborated with the police in reporting the entry of strangers in their colony.

It is to be noted that in case of colony welfare associations, collaboration with the police did not fetch enough benefits to the colony members since they could rely only on the already existing association members to discuss their personal issues relating to a

48 Interview dated November 18, 2009, with B. Shasthri, Member, Guttalabegumpet Village Maithri Committee, Madhapur, Hyderabad.
dispute or their fear of crime. The meetings that were held by the police officials in the presence of the Inspector (SHO) aimed at winning the confidence of the colony members by closely collaborating with the association members in decision making to deal with frequent problems of crime and disorder.49

(iii) **School Contact / Open House Programme committee:** The Madhapur PS established close collaboration with nearly 25 schools (government, public and private) under its jurisdiction in the year 2005. The total number of teachers and children covered under this program were 112 teachers and 1700 children in the age group of 8-15 years. However, it is to be noted that only school teachers were part of the regular meetings and programs. Some of these schools were: Government Primary School, Madhapur; Swathi High School, Madhapur; AP Model School, Madhapur; Maharshti Public School, Kondapur; CHIREC Public School, Kondapur; New Bloom High School, Kothaguda; Sri Vivekananda Public School, Hitech City, Madhapur.

The main aim of this collaboration was to actively participate with the community members (colony wise) to ensure primary education to the poor and needy children, mostly from the slum areas, by making available minimum educational facilities to young children by arranging books, repairing school buildings and also extending help in teaching whenever necessary. The police personnel visited the schools frequently and interacted with the students and teachers and took their suggestions on the ways in which the police can improve its existing image. In turn, the police officers used to help children

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49 Interview dated November 11, 2009, with Venkateswara Rao, President, Kavuri Hills Colony Welfare Association, Guttalabegumpet, Hyderabad.
to understand the working and utility of police in the right perspective. Curiosities of the children were answered. Besides giving an opportunity to exchange views with the policemen, this effort helped allay the fear of police from the minds of the children.\textsuperscript{50}

The programme started with lot of enthusiasm and continues even today. But the present study revealed that the policemen visit the schools only on special days such as on children’s day, police commemoration day etc. They used to organize drawing, painting and sports competitions for the children and also used to distribute sweets to them. One main reason for a declining interest in this programme has been extra work load on the police personnel who are entrusted with other law and order duties.\textsuperscript{51}

(iv) \textbf{Youth Associations}: Nearly 20 youth association members with a total strength of 620 members covering 40 colonies participated with the Madhapur police in their effort towards community policing. Each association represents 2 to 3 colonies. Just like under Jeedimetla PS, these associations besides helping the police in maintaining law and order and communal harmony during festivals and in regulating traffic, used to take up useful social works like tree plantation, free health check-up camps, blood donation camps, eye check-up camps, sanitation drives, training sportsmen etc.

During their regular meetings with the police, the youth association members were taught all aspects of community policing – how to prevent crime, how to handle a tense situation, how to persuade people to refrain from taking law into their hands, how

\textsuperscript{50} Interview dated November 10, 2009, with Phani Kumar, Principal, Swathi High School, Madhapur.
\textsuperscript{51} Ibid.
to resolve communal discord, and their important role to collect and pass on vital information about terrorists- infiltration, absconding accused and stock pilling of weapons. All this helped the members to trace and solve some small local issues in their area. Along with this the youth association members were also trained to assist police administration at times of natural and man made disasters. \textsuperscript{52}

During the first two years of the introduction of CP in the areas encompassing Madhapur PS i.e., from 2004-2005, the association members acted as real opinion makers and resolved many local problems. The members were effectively utilized by the police in the drive against various crime like sale of illicit liquor, gambling, illegal lotteries that pulverized the poor, rowdyism, eve-teasing, and pocket picking. Some of the members acted as real intelligence agents and immediately passed on vital tip offs on possible anti social activities in their colony to the police. \textsuperscript{53} However, since 2006 onwards the number of meetings with the association members came down drastically with meetings being held only during local festivals to take the help of the youth in making necessary arrangements to prevent possible disturbances. The members also started managing their problems by themselves without informing the police. One of the reasons cited for this by some of the community members is that after the successful beginning of the CP programme the police felt that the main aim of improving the image of the police among the public has been achieved and the community members have been well trained to prevent and solve problems by themselves and as such regular meetings to discuss the problems are not required. Besides, there was also a fear among the senior

\textsuperscript{52} Ibid.

\textsuperscript{53} Interview dated November 18, 2009, with S. Ravi, President, Khanamet Weaker Section Youth Association, Madhapur, Hyderabad.
police officials that there can be a tendency for domination by influential people and a fear of nexus between the association members and the political elite. Intra member conflict was apparently another weakness.\textsuperscript{54}

### Specific Measures for Evaluation of Community Policing in Jeedimetla and Madhapur Police Stations under Cyberabad Police Commissionerate

The present study has used three types of specific measures to evaluate CP in the two selected police stations under the Cyberabad Police Commissionerate. They are: outcome measures, trend and progress analysis (from 2004-2007), and comparative research analysis.

#### Outcome Measures

These measures will provide an indication of the overall impact of CP. The primary outcomes with which the present study has been concerned are:

- Control of crime: comparison of annual crime rate from 2004 (when CP was introduced) to 2007 (when CP came to a sudden halt) and the number of cases solved by the police through CP.
- Citizen satisfaction with police services (interview responses)
- Fear levels (fear of police) of citizens (interview responses)
- Increase or decrease of community membership in CP programs
- Job satisfaction levels of police personnel

\textsuperscript{54} Interview dated November 20, 2009, with G. Mahipal, President, Izzathnagar Youth Association, Madhapur, Hyderabad.
Trend and Progress Analysis

CP variables can be monitored for thorough program evaluation. The variables that have been charted for trend analysis are:

- The numbers and types of problems identified for solution
- The number and types of problems solved
- The levels and type of community involvement and participation
- Leadership changes at Commissionerate and PS level
- Total and actual strength of police personnel involved in CP at PS level from 2004 to 2007
- Total and actual strength of community association members involved in CP from 2004 to 2007
- Total number of colonies under the two PSs and the actual number of colonies represented under the CP programs.

Comparative Research Analysis

Comparative research analysis of several variables can form the basis for several policy decisions:

- Analysis and comparison of all departmental efficiency factors against successes of patrol officers, defence squads and other CP programs with the community members. This will include analysis of factors such as deployment and scheduling, extent of police supervision, contribution of government and private resources, workload levels, and reward structure, general attitude of police
officials towards community participation in problem solving, and consistency and availability of training to both police personnel and community members.

**Research Strategy for the Present Study**

The present study necessitated collection of data and information from a wide range of sources to document the planning and implementation process of the community policing programs in both Jeedimetla and Madhapur police stations under the Cyberabad Police Commissionerate. Extensive field work provided the bulk of the data. Frequent site visits were made, with as many as four visits per week. Several field methods were employed, including in person interviews with key participants, focus group interviews, and a comprehensive review of documents.

Each process methodology served a particular purpose in the overall research design. Generally speaking, the field visits were directed at organizational and work issues related to the implementation of community policing strategies by the police and community association members associated with community policing during 2004 to 2007. The study sought to describe the organizational and program structure, program planning and resources available with the police, the types of strategies attempted by the police and community association members, level of community participation, program coordination and management, and factors which ultimately affected the effective implementation of community policing programs after 2007.
A detailed analysis of some of the community policing initiatives introduced in the Cyberabad Police Commissionerate was made by visiting these areas / colonies and the police stations within its limits and also by referring to the literature available on these initiatives. This was followed by a final selection of the police stations within the commissionerate for an in-depth analysis of community policing practices in each police station and the reasons for the decline of these practices thereafter. The police stations selected for the present study were Jeedimetla Police Station (PS), and Madhapur PS.

An assessment of the overall social composition and characteristics of areas under the jurisdiction of the selected police stations was made by studying its demographic characteristics, economic development and its previous and present crime records available with the police stations and also by interviewing the police personnel and the colony residents within its jurisdiction. This helped in illustrating the impact of community policing on the communities.

The police units visited for the given purposes were the State Police Headquarter and CID Office in Hyderabad, Cyberabad Police Commissionerate Office, Andhra Pradesh Police Academy and the two selected police stations. Apart from this, information and materials for the present study were collected from the libraries of National Police Academy and Andhra Pradesh Police Academy in Hyderabad.

Apart from this, within each PS jurisdiction the functioning of five committees/associations namely Maithri Committees, Youth Association Wings, Women’s Welfare
Associations & colony welfare associations, Defence Squads, and School Contact and Open House Programmes committees which were playing a significant role in CP were studied and the members were interviewed with the help of both structured and unstructured questionnaires. Direct interview approach was used wherever it was needed, especially with the leaders of the committees and associations and the community policing officers who were collaborating with these associations.

The selection of sample was deliberate and purposive. A total of 56 police personnel from the 2 selected police stations and from the commissionerate office were interviewed one or more times. 195 community association members and 75 community residents were interviewed. Both purposeful and random sampling procedures were used to select respondents for in-depth interviews. In addition to structured interviews, numerous informal interviews were conducted for the collection of required information and data.

Only two police stations were selected for the study since each police station covers more than 2 Lakhs population within the commissionerate. Interviews were conducted only for those police personnel and community members who were involved either directly or indirectly with community policing initiatives. The research time scale extends from 2004 (when the Cyberabad police commissionerate was established) to 2007 till community policing programmes were being conducted effectively at the PS level in the Cyberabad Police Commissionerate.
The following was the Sample of Study:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Sample</th>
<th>Sample with Rank / Committee Names</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Police Personnel</td>
<td>Top Echelons of Police (DGP, Addl. DGP, IGP, DIG and ACP rank)</td>
<td>08</td>
</tr>
<tr>
<td>2.</td>
<td>Police Personnel</td>
<td>Police Personnel (Inspector, SI, Head Constable and Constable Officer’s rank)</td>
<td>48</td>
</tr>
<tr>
<td>3.</td>
<td>Community Associations/ Groups involved in CP</td>
<td>Maithri Associations</td>
<td>60</td>
</tr>
<tr>
<td>4.</td>
<td>Defence Squads</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>5.</td>
<td>Youth Associations</td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>6.</td>
<td>Women Welfare Groups</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>7.</td>
<td>School Contact Programmes</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>8.</td>
<td>Community Residents</td>
<td>Belonging to colonies within the jurisdiction of the 2 selected PSs.</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>326</td>
</tr>
</tbody>
</table>

The study has used a conceptual framework grounded in the theory of Neo-Institutionalism to assess the developments in the new concept of community policing. The research adopted a basic assumption that the success or failure of community policing, is in large measure affected by the internal culture and organizational structure of the police departments and the actual level of participation of community members in modern day policing.