Chapter – VI

MAJOR FINDINGS AND CONCLUSION

The main element of Community Policing (CP) is involving community in their own security. But it is easier said than done. It requires a whole gamut of activities that ultimately lead to the aim of safe community through people’s participation.

The present study was undertaken with an objective to find out the various significant factors which determine the effectiveness of community policing in a democratic society. Apart from an analysis of the common problems witnessed with regard to community policing at the police station level, the study began with the testing of three hypotheses which highlighted the role of various variables such as level of community participation, training, leadership and structural defects within the police organization in determining the success or failure of a community policing program. The impact of the above mentioned variables on CP was tested on the community policing programs in Jeedimetla and Madhapur police stations under the jurisdiction of Cyberabad police commissionerate in Andhra Pradesh. The present chapter would discuss the major findings of the study.

The first chapter which begins with a description of the conceptual framework of community policing maintains that the central theme of community policing is that the public should play a more active part in enhancing public safety. Jerome H. Skolnick and David Bayley (1988:22) held that if community policing is to mean something
distinctive, it must refer to programs that change the customary interaction between police and public. The police can take credit for community policing only when such programs are of their own devising.

While discussing the significant principles of community policing, the chapter highlights the fact that the community police agencies often have distinctive philosophies and characteristics of policing. The style of an agency is the result of different expectations concerning role performance i.e. expectations derived from the police agency, the law, and the community. The role conflict generated from different expectations concerning performance requires that the police officer and organization make some kind of adjustment. For the police officer, the adjustment is related to discretionary behavior. For the police organization, the adjustment can be related to managerial decisions concerning the policing methods that will be used.

The chapter also gives an account of the various views put forward by the social and political theorists and criminologists about the police community interface and the concept of community policing. For instance, the chapter makes a mention of the ‘resource dependency’ theorists like Jeffrey Pfeffer and Gerald Salancik who argue that all organizations need to draw resources from their environment, whether it is for their labor force, physical inputs, customers or clients, information, investment or funding, or the legal permission or normative legitimacy to operate. They have maintained that an organization’s behavior is mostly a response to environmental constraints or attempts to break free of them. Organizations are not autonomous, but often dependent on other
organizations and seek ways to manage those dependencies. It must be recognized by the police if they are to be successful in achieving the goals of the organization.

Under a separate section on the Indian experience with regard to CP, the chapter maintains that though not systematically conceived nor empirically tested as done in the USA, variants of community engagement for law enforcement have been subjected to experimentation in India both by means of formal legislation and through individual initiatives of innovative police officers in different states in the country like in the states of Maharashtra, Tamil Nadu, Orissa, Karnataka, Kerala, Jammu Kashmir and Andhra Pradesh.

The second chapter analyzes various theoretical constructs that help in explaining, explicating, predicting and refuting CP practices. The chapter has examined various factors responsible for making CP a success or a failure with the help of seven theories. These are:

1. Social structural theory of CP
2. Modern management technology theory of CP
3. Democratic theory of CP
4. Zero tolerance theory of CP
5. Public relations theory of CP
6. Communitarian theory of CP
7. Organizational structure and culture theory of CP
An evaluation of all these above listed theories drives us to the following conclusion that:

i. Apart from willingness on the part of the community members to join the CP programs, factors like social factors including population, economic growth, industrialization, employment opportunities along with the normative behavior of the individuals residing in a community, modern management techniques and information and communication technology also play a vital role in determining the success or failure of CP.

ii. Mutual understanding and mutual support between the police and the community members, democratic participation by different levels of social organizations such as neighborhood groups, communities, civic groups, business houses, voluntary and non governmental organizations in decision making, investigations and other policing activities can be of great help in making CP a success.

iii. The third finding of this chapter maintains that there exists a direct relationship between minor disorderly behavior and rise in crime.

iv. There also exists a direct link between distressed communities and crime.

v. Apart from the above mentioned factors certain other variables like police discretion in the use of coercive power, image building through public relations campaign and participatory decision-making can influence CP in India and else where to a very great extent.

vi. Another theory of CP maintains that communities cooperate with the police for the maintenance of peace and stability since they owe a sense of responsibility to the community to which they belong.
vii. The last theory of the chapter has holds that the depth of an organization’s commitment to bureaucracy appears to be inversely related to the speed at which it is able to implement community policing.

The second chapter concludes with a brief analysis of the factors influencing CP in India. The first set of method falls in a category of ‘enforcement model’ which continues to rely on police judgment and police discretion in the use of coercive force or other forms of law enforcement, confining citizen partnership to carrying out auxiliary functions that the police considers appropriate to assign to the community.

The second model of CP in India is one in which the police are predominantly concerned with the improvement of their image, than the result of image building.

In the third set of model, community cooperation depends on the opportunity incorporated in these CP initiatives, for the community to influence the decisions that might affect the nature of disorder or crime in its collective life i.e. through increased participatory decision-making.

A contrasting approach to the nature of policing in India maintains that the role of police force in India is also shaped by the nature of political system in which it operates and the ways in which the government uses the police.
Some radicals and socialists have also maintained that the training and discipline of the police force and the nature of police work itself tend to breed a culture that is socially authoritarian and politically conservative. They strongly uphold the view that the police in India are inherently conservative in both their actions and their predispositions. They represent the vested economic and political interests and values of the societies in which they perform their policing duties. Where the country is changing and adding cultural and ethnic multiplicity, they argue that the police in India are most likely to be aligned with the old cultural and ethnic guard.

The chapter, however, explores the possibility of developing a participatory theory of CP which strives to create opportunities for all members of a society to make meaningful contributions to decision-making, and seeks to broaden the range of people who have access to such opportunities.

While discussing the community policing initiatives in the state of Andhra Pradesh, chapter three discusses in detail the Maithri program that was launched in the state in the year 2001 through an executive order. The chapter maintains that whereas the Andhra Pradesh state was the first in the country to implement community policing named “Maithri” at the state level, Cyberabad Police Commissionerate had the unique distinction of becoming the first police unit in the country to get all its police stations certified to ISO 9001:2000 Quality Management System (QMS) that provides an opportunity for the organizations to standardize the quality and delivery measures, a standardization process that enabled the commissionerate to initiate community policing at the police station level.
The chapter while giving a description of some initiatives of CP in different parts of the state maintains that almost all of these instances were individual initiatives towards CP. The interview responses from some of the senior police officials, as cited in the chapter, helped in establishing the fact that these programmes and initiatives helped to a great extent to give the police the trust of people, a modern image and people’s help to police to prevent and detect crime. The chapter concludes by holding that there has not been any attempt at institutionalization of community policing although individual initiatives by energetic and enterprising police officers have always been a success in the state.

The fourth chapter gives a detailed profile of the Cyberabad Police Commissionerate and the two police stations (Jeedimetla and Madhapur PSs) selected for the present study. Besides providing a detailed account of the commissionerate the chapter maintains that community policing was implemented under an umbrella programme called ‘Culture Change Management Programme’ (CCMP), introduced in the commissionerate since its inception in February 2003 covering a set of vital aspects of policing. The best practice initiatives that were introduced under this program included 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
community reach-out programmes to create a sense of police oneness with the community.

The industry-police partnership in bringing about a qualitative change in the performance and attitude of the police machinery was another dimension of CP that was highlighted in this chapter. The chapter has also provided some instances of help by various private and public organizations/ establishments to the cyberabad police in their efforts towards community policing programs and training to the community policing officials.

Another section of the chapter gives a complete account of the practical exercise of community policing in the cyberabad police commissionerate. The chapter reveals the fact that a CP program can be initiated only by an SHO at the PS level and as such the schemes and programs will take root in the area and become functional in the long run only if the SHO takes personal interest for the success of the scheme over a period of time. The interview responses, as cited in the chapter, signify the fact that the above mentioned point turned out to be a hindrance towards a successful implementation of CP at the commissionerate level on account of lack of serious initiative on the part of the SHOs, lack of supervision and no maintenance of community policing records by the SHOs at the PS level.

The chapter gives a separate detailed account of CP initiatives at Jeedimetla and Madhapur police stations under the cyberabad police commissionerate. Along with a
detailed description of the duties and functions of all the five community association
groups which had come into a formal collaboration with the police in 2004 for CP
programs, the chapter has also listed some of the reasons for the failure of the working of
these associations ever since the year 2007.

Based on the interview responses of the community association/ committee
members as cited in the chapter, it discusses some of the reasons responsible for making
the community associations/ committees associated with the community policing
dysfunctional in Jeedimetla and Madhapur PSs after 2007. They have been listed as
below:

1. Lack of interest on the part of the police officials in the very concept of
   community policing.

2. Increasing workload on the police personnel at the police station level on account
   of the increasing criminal and anti social activities in the region and other law and
   order duties which keep them busy for nearly 7-8 hours per day.

3. Disinterest on the part of the community association/ committee members. 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.

4. Another vital reason has been the fact that nearly 83% of the police constitute 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 and over dependence on Sub Inspectors (SIs) and above for service delivery at police stations.

5. The leadership change at the commissionerate level in 2007 is another reason cited by the community association members who maintained that the programme started losing its ground as the police officials associated with these programmes were assigned duties of other nature. This halted the frequent meetings with the police.

6. Further the chapter also highlights the fact that police participation in the meetings was very minimal and the senior police officials were always absent for the meetings on account of their regular law and order duties. This in a way discouraged the expectations of the members about their actual involvement in decision making with regard to problem solving.

7. In case of the colony welfare associations under the jurisdiction of Madhapur PS, collaboration with the police did not fetch enough benefits to the colony members since they were used to relying on the already existing association members to discuss their personal issues relating to a dispute or their fear of crime. As such the need for police collaboration was not felt necessary.

8. Another factor held responsible for the dismantling of the functions of the community association members in CP was 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 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.

While analyzing and evaluating the implementation and impact of community policing under the jurisdiction of Jeedimetla and Madhapur Police Stations (PS) in the Cyberabad Police Commissionerate, the fifth chapter gives an account of the various factors which ultimately resulted in the abandonment of the community policing programs under the two selected PSs ever since 2007. The chapter highlights the role of various significant factors such as age group, educational qualifications and occupations of the community association / committee members, the number of active participation of members during 2004-2007 in the programs and CP activities, the role of members in crime reduction and problem solving, the link between the number of community association members and the number of annual CP meetings, the number of colonies represented by community association / committee members in CP programs and number of colonies where CP programs were actually implemented. The above mentioned factors helped in evaluating the CP programs under the two selected police stations during 2004 to 2007 and also to enlist some of the significant factors responsible for the abandonment of community policing programs in the Cyberabad police commissionerate from the year 2007.

The data analysis in the chapter shows that nearly 59 % of community association/ committee members selected as respondents from Jeedimetla PS limits fall within the age group of 20-35 years and the remaining 40 % belong to the age group of
35-60 years. Similarly, 59% of respondents from Madhapur PS limits belong to the age group of 20-35 and remaining 41% from the age group of 35-60 years.

The above figures reveal the fact that the motivation level, enthusiasm and the interest to join the police department in problem solving and decision making with regard to community policing was high among the youth compared to those in the age group of 35-60 years. The reason for this, as discussed in the fourth chapter, is the fact that CP programs require higher levels of participation from the members in different activities such as attending and participating in regular meetings with the police, collaborating actively with the members of the near by colonies, organizing awareness campaigns, blood donation camps, participating in crowd control measures, night patrolling, and also accompanying the police in the course of investigation of a crime wherever and whenever needed.

With regard to the educational qualifications of the community association / committee members associated with CP, the analysis showed that the number of members with higher educational qualifications was more than those educated till matric or intermediate level. Under Jeedimetla PS nearly 37% of respondents were educated either till matric or intermediate level and 43% were qualified up to under graduate or post graduate level. Similarly out of the total number of respondents under Madhapur PS limits, 33% were in the category of less qualified and 49% of members were having higher education qualifications. Educational qualifications thus played a significant role in deciding the membership and role of the members in CP activities and programs. The data analysis in the fifth chapter also revealed the fact that the youth association members
and the teachers from the open school contact program committees were more qualified than other committee members and as such had a significant role to play in the functioning of CP.

Apart from this, the occupation of the members also signifies the fact that most of the members under both the PS jurisdictions were either having their own business (owners of kirana shops, grocery stores, agriculture, cable operators, photo studio etc.) or were into some private jobs (drivers, painters, mechanics, call centre jobs etc.). The participation of government employees (electricians, office boys, sanitary workers etc.) and daily wage laborers was very minimal because of the time restrictions in their respective job spheres. This also signifies the fact that the occupation of the association members was also a major determining factor in active participation in CP activities.

On the whole, the analysis showed that compared to other association/committee members, the youth association members were more in number and more actively involved in CP programs on account of the fact that most of them were young at age and were students and not working full time anywhere.

The chapter established the fact that although the programs started with a very good majority from the various community associations and committees including the maithri committees and the defense squads which were specially created by the police stations under the supervision of the Cyberabad Police Commissionerate for CP, the number of active members who used to attend maithri meetings with the police to discuss the issues of concerns and for developing problem solving strategies with the police was
very less. For instance, under Jeedimetla PS only 16.4% and under Madhapur PS only 16.2% of the community association members were actively involved in the CP programs along with the police during 2004 to 2007. Apart from this, it has to be noted that the total number of police personnel in Jeedimetla PS is 130 and in Madhapur PS it is 136, however, only 54% of police personnel from Jeedimetla PS and only 48% from Madhapur PS were actively involved in community policing programs, both on field and in the PS, during 2004-2007. This clearly showed a minimal involvement of members and police personnel in CP activities and programs during 2004-2007.

While citing a few examples of community association / committee members in action under the jurisdiction of the two police stations, the chapter maintained that although the number of cases reported with the both the PSs remained almost the same with a slight increase in the year 2005, the number of cases solved during 2004 to 2007 also showed a marked increase in the years 2005 and 2006 compared to the year 2007. In the year 2007 the CP programs slowly started declining due to the leadership change at the commissionerate level and limited number of community participation followed by a decline in the number of meetings held with the community members {Refer Tables 2(A) and 5 (A) in chapter five}.

The increasing number of cases solved during 2004 to 2006 under both the PSs as discussed in the fifth chapter shows that enhanced community participation in policing, continuous improvement in service delivery marked by the creation of a separate post of 8-10 investigation officers in-charge of community policing, and goal setting & focused efforts on the part of the police (10 Quality Management Standards were set up in 2004
for CP programs which were to be followed by all the police stations under the commissionerate) led to a systematic management of cases of crime along with the community associations/committees which solved more cases in record time with the same resources (130 & 136 police personnel in the Jeedimetla and Madhapur PS respectively) available with the police as in the year 2003.

However, the analysis showed that the number of cases solved through CP showed a sudden decline in the year 2007 i.e. from 82% in 2005, 80% in 2006 to only 51% in 2007 under Jeedimetla PS. Similarly, under Madhapur PS the number of cases solved by CP showed a steep decline from 65% in 2005, 70% in 2006 to merely 41% in 2007. Similarly, the number of cases under investigation under both the PSs showed an increase from 2004-2007. The number of cases under investigation with the police under Jeedimetla PS showed an increase from 25% in 2004 to 49% in 2007 and under Madhapur PS it showed an increase from 33% in 2004 to 40% in 2007. This clearly indicated the fact that community participation in investigation of crimes was almost negligible in the year 2007 under both the PSs and that the community associations/committees had very limited role to play. The interview responses from 90% of the sample selected for the present study considered leadership change at the commissionerate level and lack of training to community policing officers as a major reason responsible for this declining performance. Apart from this the fifth chapter also indicated that the number of cases solved through compromise and counseling (cases of domestic violence, crowd control, counseling of victims and accused in cases of cheating or women’s harassment etc.) were high during 2004-06 compared to 2007. The decline, thereafter, in the cases compromised with community involvement with only 2% cases
under Jeedimetla PS and only 1% of cases under Madhapur PS being solved in 2007 by community involvement and compromise indicated decreasing community participation in policing.

Another major finding of the chapter was the fact that along with the decline in the number of members in each of the five community associations and committees working with the two PSs, the number of meetings held annually also showed a marked decline. Under Jeedimetla PS the membership of community association members in CP declined from 1943 members in 2004 to merely 667 in 2007. Similarly in Madhapur PS the total membership in 2004 was 1301 which came down to 764 in 2007. This declining trend was followed by a decline in the number of annual meetings under both the PSs. Under Jeedimetla PS the number of meetings held annually declined from 24 in 2004 to only 5 in 2007 and under Madhapur PS it declined from 24 meetings in 2004 to merely 2 meetings in 2007. This finding proved that community policing activities depends on the number of maithri meetings held annually and the number of meetings ultimately depends on the number of community association /committee members involved in CP.

Out of the total sample of 195 members from community associations nearly 51% members were of the opinion that the decline in membership was due to misconceptions about their roles, responsibilities and lack of performance evaluation on the part of the police officials. Another significant reason for the lack of interest, which according to majority of the respondents was the core reason for the declining membership was that the members as well as the community police officers in charge of a particular colony or locality were assigned responsibilities which were limited to that particular target area
and this organizational structure served at many times to isolate the members and officials from the rest of the CP activities being carried out at other places. Out of the 56 police personnel who were interviewed, 75% were of the opinion that this process in turn was creating a ‘split force’.

Another major limitation of community policing under the two selected police stations, as has been cited in the fifth chapter of data analysis, was the fact that although the programs were meant for the entire jurisdiction falling within the limits of these two PSs, in actual practice the number of community association/ committee members representing various groups were from a limited number of colonies and as such these programs also got limited to only few colonies. This could be proved from the fact that Jeedimetla PS has a total number of 120 colonies but only in 70 colonies i.e. only in 58% of the total number of colonies, CP programs were actually implemented. Similarly, Madhapur PS covers 88 colonies but only 45 colonies i.e. only 51% of the total number of colonies was subjected to CP programs.

Finally, the chapter while trying to measure the satisfaction levels of the respondents with the CP programs and activities maintained that the satisfaction level with the programs was higher among the community association members compared to the police personnel involved either directly or indirectly with the programs. Out of 122 community association members under Jeedimetla PS nearly 74% and under Madhapur PS out of 73 over 75% of members believed that CP was a good concept and that under the cyberabad police commissionerate the program was introduced and initiated with
great enthusiasm. They were of the opinion that this collaboration with the police had given the members an opportunity to contribute in their own ways towards the maintenance of peace and order in their respective colonies and residential areas.

With regard to the cross-section of residents, under Jeedimetla PS 27% and under Madhapur PS 26% of residents were satisfied with CP. With regard to the satisfaction of police personnel with CP, nearly 68 % showed their complete dissatisfaction with the programs. They held the view that the difficulty with the expectations with CP is that they are frequently beyond the present capacities of most officers and personnel and the traditional roles for which they were selected and trained besides the standard performance indicators on which they are evaluated.

Based on the interview responses several possible obstacles were identified by the respondents that could act as a hindrance in the implementation and continuation of CP programs. Some of these have been mentioned as below:

- While 75% of senior police officials stressed on lack of proper training to police and the extra work load on the police personnel as some of the major factors responsible for the decline of CP since 2007, 100% of the police personnel below the rank of ACP laid more stress on the leadership change at the commissionerate level in 2007, extra work load on the police personnel, lack of efficient leadership and lack of sufficient police strength at the PS level as major hindrances.
- 86% of community association members and 88% of cross-section of residents from within the jurisdiction of both the PSs maintained that lack of proper
training to the community policing officers was a drawback, almost 100% of association members and nearly 93% of community residents stressed on lack of efficient police leadership, both at the PS and commissionerate level, as a major stumbling block, coupled with insufficient police strength at the PS level.

- However, one significant point to be noted is that nearly 97% of the community association members, 84% of the police personnel and 92% of the cross-section of residents were of the opinion that although the educational level of constable and Head constable officers, who were generally entrusted with CP programs at PS level, is that of a high school degree they were as likely to support community policing as were those with additional years of education, perhaps debunking the popular myth that officers with college educations might be more likely to embrace community policing.

Chapter five also makes a detailed account of various suggestions given by all the interview respondents (the entire sample for the present study) for the successful implementation of CP.

Organizational and structural changes within the police department were some of the major recommendations by the police personnel (both the senior and subordinate officials). All the police personnel (100%) who were interviewed believed that special training for the CPOs and an increase in the police strength both at the PS level and commissionerate level were some of the major challenges to be met by the police department for an improvement and continuation of programs like CP.
The community association members (100%), on the other hand, laid more emphasis on increased level of participation in the programs and quality interaction between the police and the community members as one of the important ways in making CP programs more effective and successful. The suggestions of the cross-section of residents, however, was a mixed response with 77% emphasizing on improving the existing police image, and 95% stressing on increasing the police strength at the PS level followed by nearly 85% of the residents calling for a fixed tenure in office for the community policing officers.

From the evaluation, in the fifth chapter, of the implementation of community policing programs and activities under the jurisdiction of the two selected police stations under the cyberabad police commissionerate and an analysis of the basic principles and methods of CP, as has been discussed in the first chapter, it has become ample clear that the programs did not last longer since its introduction in 2004, and especially after 2007 mainly because the policing approach did not show a significant shift from a traditional model of policing towards a more community oriented policing.

An attempt to compare the community policing programs under the two selected PSs with the theoretical constructs that determine the very basis of the concept of CP, as has been discussed in the first two chapters of the thesis, helped in establishing the fact that there exists a big gap between what actually constitutes CP and the way it was implemented in the two selected PSs under the Cyberabad police commissionerate.

While making a clear distinction between traditional model of policing and community policing, the first chapter shows as to how the purpose and process of CP is
that to broaden the problem solving approach rather than merely focusing on solving crime. However, an analysis of the actual implementation of the CP programs under the two selected PSs, in the fifth chapter, clearly indicated that the role of the community association members was very minimal in the problem solving processes/activities which were generally materialised through maithri meetings. The meetings were also very limited which, as has been discussed earlier in the chapter, resulted in the declining participation by the community members in problem solving and other CP activities.

Further, the first chapter also maintains that what ultimately determines the effectiveness of police is ‘public cooperation’. However, the evaluation of the CP programs, in the fifth chapter, indicated that public cooperation was very limited which can be proved with the help of the number of active members and the participation level of the community association members in the programs.¹

The four significant principles of CP i.e. consultation and collaboration, adaptation, mobilization and problem-solving, as discussed in the first chapter, also could not be employed strictly in the cyberabad police commissionerate given the limited number of police personnel in the police stations, extra work load and law and order duties which used to keep the police personnel at the PS level always engaged in activities other than CP programs which, in turn, lead to a steep decline in the community membership and maithri meetings, as discussed earlier in the chapter.

¹ Refer chapter V, p. 180
The second chapter, while making an analysis of the various theories of CP, maintained that mutual understanding and mutual support between the police and the community members, democratic participation by different levels of social organizations such as neighborhood groups, communities, civic groups, business houses, voluntary and non governmental organizations in decision making, investigations and other policing activities can be of great help in making CP a success. The above mentioned statement proved to be true in the case of cyberabad police commissionerate wherein several corporate and government agencies and institutes extended help to the police with regard to providing quality training to the police personnel as well as by giving financial and other kinds of help to introduce community policing in the commissionerate.2

However, the second chapter also maintains that certain factors like police discretion in the use of coercive power, image building through public relations campaign and participatory decision-making influence CP in India and else where to a very great extent. Even in the case of the cyberabad police commissionerate, these factors determined the implementation and continuation of CP programs to a considerable extent. The second chapter concludes by maintaining that “the depth of an organization’s commitment to bureaucracy appears to be inversely related to the speed at which it is able to implement community policing”. Same can be said with regard to community policing in the cyberabad police commissionerate, wherein, based on the interview responses3, it was found that the organization’s commitment to traditional model of policing and certain organizational defects such as reluctance to change the existing policies and rules,

2 Refer chapter IV, pp. 131-132
3 Refer chapter V, p.200
apprehension on the part of the senior police officials of getting too close with the community members, preoccupation with law and order duties, and inadequate strength of police personnel at the PS level coupled with a lack of proper training to the community policing officers led to the decline of community policing programs since 2006-2007 and its abandonment thereafter.

The literature on community policing is replete with speculation and theorizing about the type of organizational and structural change and work environment that is required to implement community policing initiatives successfully. While agreeing on the need for structural and organizational reform to fit CP strategies better, there is little consensus about the urgency or significance of specific changes or the manner in which change should be instituted. For instance, will problem-solving strategies and active community participation in problem solving lead to a successful community policing program or efficient leadership coupled with proper training to community policing officers be considered first to create an environment where community policing activities will thrive? Although definitive answers to these questions are not available, the present study of the two selected police stations under the cyberabad police commissionerate has shed some light on these and other issues. Apart from the above mentioned major findings of the present study some other findings which also need a close scrutiny have been listed as below:

- Police organizations in India, in general and cyberabad police commissionerate, in particular, pose some structural limitations on community policing by virtue of being a closed system; that is; being hierarchical and quasi-military by nature. If
the way in which the police organization recruits, trains, rewards its members, sets up its goals and objectives and defines its clients, is not properly geared towards community policing, the structural limitations will be only amplified and become a hindrance to any chances of successful implementation of CP or any other policing innovation.

- Another chief cause of community policing being abandoned in the Cyberabad police commissionerate after a brief period of its implementation in the commissionerate is the ineffectiveness of its training facilities. In spite of adequate infrastructures available for training police officials of various ranks, the training centres largely fail to meet the quality required to make a recruit a thorough professional. As a result there is mostly a lack of commitment and dedication on the part of its operators, especially those involved in innovative programmes like community policing. Further there has been no financial support for CP programmes in the Cyberabad Police Commissionerate. Out of Rs. 50 crores that is allotted for the State annually, 90% of the money is used for the salaries of the staff and officials of the police department. The remaining 10% is used for infrastructure development, training and vehicle maintenance. As such, spending an extra amount for new programmes such as CP programmes becomes a difficult task.  

- Again, a police organization that is heavily invested in the professional model of policing i.e. with a centralized, hierarchical and bureaucratized command structure will have difficulty creating an environment that is conducive to

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community policing strategies and that encourages creative problem solving. Endurance of community policing, therefore, will depend upon the extent to which it becomes both philosophically and operationally integrated with routine police operations.

- Based on the evaluation of the CP programs under the two selected PSs, the study found out that the education and training of community association members in their roles in CP is almost nonexistent. Without meaningful involvement of patrol officers in the planning process, participation by all city agencies, and true community involvement, CP will fail to realize its potential. Nearly 90% of the community association members and community residents within the Jeedimetla and Madhapur PS limits who were interviewed felt that there is a need to find suitable means to sustain the approach through a changed reward system, training, and other avenues. They also argued that the belief that the depth of an organization’s commitment to bureaucracy appears to be inversely related to the speed at which it is able to implement CP resulted in success being measured by the number of problem solving cases initiated rather than the quality of their problem solving work. Inevitably, this increased the quantity of work at the expense of quality.

- The hazard of the Indian Police lies in immobility of its organizational structure. Out of the 56 police personnel interviewed for the present study nearly 78% maintained that although community policing presupposes collective responsibility at the organizational level, the chain of command in the organization demotivates the real workers due to the corrupt ambitions of those at
higher levels. A mechanism whereby every police officer or unit is put in charge of a specific job matching his or its competence and aptitude is missing. On the whole, a specialization oriented policing which is essential to deal with different demands of the community including maintenance of order, investigation of crime, crime detection with the help of community members, counseling, collection of intelligence, systematic community interface and meetings, community awareness programmes etc. is lacking in the present police set up. Apart from meeting this challenge, leadership qualities that realize cooperative and coordinated efforts into reality and pave the path for it, also have to be made the bedrock of policing and policing character.

Further, for every community policing activity a community policing officer (CPO) is appointed clearly explaining his role, responsibility and accountability for effective and efficient functioning. An innovative program like CP should be process oriented and not individual / person oriented. However, 100 % of the police personnel below the rank of ACP, 88% of the community association members and 72% of cross section of residents interviewed for the present study maintained that in the cyberabad police commissionerate community policing was introduced by the first police commissioner of the commissionerate in 2004 but ever since the leadership changed at the commissionerate level in 2007 the program also started witnessing a set back only on account of the fact that the program was initiated out of the personal interest of the first police commissioner. This proved the fact that leadership plays a significant role in the sustenance of programs like community policing in the initial stages.
On the question of institutionalization of CP, nearly 88% of the community association members and 75% of cross section of residents who were interviewed maintained that if community policing is to be institutionalized in the commissionerate, more attention needs to be paid to the areas and communities that show the lowest proportion of police involvement. Immediate examples would include developing written community policing plans, initiating written partnership agreements with community members, and including problem-solving criteria in the performance evaluations of officers and field executives. Other areas also need to be periodically evaluated, including the amount and content of community policing training given to both police officers and to community members. For CP to be successful on a long term basis, continuous evaluation and impact analysis based upon available data needs to be done effectively.

Finally, it can be rightly concluded that to break bad habits is a slow and expensive procedure and that positive changes cannot be expected overnight. Community policing represents a radical departure in the philosophy of policing, and therefore it has to be noted that such a shift in organizational values is difficult and time consuming to implement. At the moment, CP is more a set of challenging, general ideas pointing to new frontiers to explore than it is an operational and administrative blueprint for a newly designed police department.

Police innovation seldom occurs easily. The strongest obstacle to change for any police agency is probably that which is within—its own resistance. To successfully implement innovation, the chief executive and staff must have an abiding commitment to
proactive problem solving by allowing maximum participation from the community members whenever required and must also motivate personnel into supporting such innovations. Many officers may prefer to cling to the old methods and must be brought along with the new methods of thinking and operation. Police in India, historically reactive in nature, must become more proactive. This is an old, hackneyed adage, but it is going to become more and more a reality with time. The Cyberabad Police Commissionerate experience illustrates how a department with rigid lines of command and control can be unwilling to make drastic departure from this style of management for the sake of community policing.