

POLICE-COMMUNITY PARTNERSHIP
(An Overarching Community Policing Model)
Micro Mission 02
(Community Policing)

1.0 INTRODUCTION/BACKGROUND

Community policing is the forging of cost effective problem-solving partnership between the police and the community. The community is the first and best resource of policing even as it is the very object of policing. But, on account of the legacy of the past and excessive stress on traditional policing, a yawning gap exists between the police and citizens at large. Police is an agent of social change and consequently faces several obstructions in its task. Such is the formidable task assigned to the police that, without transparency and the fullest public cooperation, it is not possible for it to fulfill its mandate.

While addressing a conference of Inspector Generals of Police in 1950, **Sardar Vallabhbhai Patel** had said '**The people of the country give their trust easily; you should therefore take no time in acquiring the same**'. This profound statement of the Iron Man of India perhaps symbolizes, in many ways, the philosophy behind community participation in policing. The same view is reflected in the vision of the Hon'ble Prime Minister Dr. Manmohan Singh enunciated in his speech at the Conference of Directors General of Police in 2005, "The police... must be viewed as friends of the people, of ordinary, honest citizens, even as they instill fear in law-breakers. **The basis of police authority cannot be mere law; it has to be trust of the community as well.**"

A good community participation initiative in policing should firstly be a pragmatic programme and secondly, should be handled by a police force which has a positive attitude. It must be appreciated that

it is more than just developing a good programme or the modification of one programme to fit a specific locality. It demands that the police officers develop and maintain a human relations approach as against purely legalistic demeanor in their assignment.

In order to bridge the gap, it is proposed to build a pan-India **Overarching Community Policing Model** with a decentralized beat policing as the foundation. A pragmatic model of community policing will necessarily encompass interface with the citizens at the beat and police station levels. Every police station in the country should be divided into certain number of beats. At the beat level, efforts should be made to enroll 100-200 citizen volunteers as '**Police Mitras**'. At the beat level, 10-15 Police Mitras and leading citizens will form a Community Liaison Group (CLG). Every Police station will also have a 30-40 member-strong CLG consisting of representatives of the beat level CLGs as well as several co-opted members. Where ever village chowkidars, civil defence wardens etc. are available, they need to be integrated with this project by including them/their representatives in the CLG and taking their active cooperation in policing the beat.

2.0 OVERVIEW

2.1 Project Title

"Police-Community Partnership" (PCP)

2.2 Vision

To transform the police-community interface and involve the citizens in a problem solving partnership with the police by institutionalizing community policing in all states/UTs.

2.3 Organisational Objectives

1. To strengthen the beat system by restructuring the beat and empowerment of every beat officer.
2. To enlist the support and involvement of Police Mitras to enter into a problem solving partnership with the police.
3. To involve selected Police Mitras and other leading citizens into Community Liaison Groups at the beat and police station levels.
4. To explore the possibility of collaboration with citizen groups in all relevant areas and to empower the community to solve its problems with the intervention of community leaders.
5. To train and equip the police personnel, Police Mitras and CLG members to discharge their functions.

3.0 THE BUSINESS CASE

3.1 Purpose of the Business Case

- To create a Citizens' Intelligence Network to augment national security.
- To empower the citizens to contribute to crime prevention, detection as well as maintenance of law and order.

The beat system universally is the cornerstone of policing. However, the manner in which it is implemented in most parts of India makes it dysfunctional. Hence, strengthening the beat system by delegating the complete authority and responsibility of policing the beat to the beat officer, and making it community-

oriented are among the objectives of this project. In the major urban centres 3-4 constables/HCs will have to be deputed to man each beat with an arrangement for at least one of them to be available in the beat all the time. The beats in the remaining areas can be manned by a single constable, who may in addition to the beat duties discharge other functions also in the police station. **If, with the prevailing staff position of the police stations in some of the urban areas, it is not possible to implement the beat system recommended for the urban centres, the beat system recommended for the remaining areas may be implemented in these areas also. Efforts may be made to make good the shortage of manpower by involving CLG members or Police Mitras actively in the beat related work.** However, it may be noted that the impact of the latter type of beat system on crime, law and order and internal security will be considerably lower than that of the one recommended for the urban areas. A combination of 'Police Mitra' and CLG will be used to develop an effective partnership of the police and law abiding citizens to provide a cost effective policing model. The individual volunteers in the form of Police Mitras and the organized group in the form of CLGs at the beat level and the police station levels will bring about strong force multiplier effect.

3.2 Sponsor

The programme will be jointly sponsored by both the Central and State Governments.

(a) Responsibility of the State/UT Governments:

- The primary responsibility for the implementation of the scheme will be

that of the State/ UT Government concerned.

- **For the effective implementation of the scheme, to overcome the problem of 'predecessor-successor syndrome' and to institutionalize the programme, the State/UT Government will have to play an active role through incorporation of community policing in their Police Acts and Rules and issue necessary executive instructions.**
- They should ensure independent monitoring of the implementation of the programme.
- **The state government shall provide recurring expenses and matching grants towards state's share for the implementation of the program.**
- Once the implementation starts, the State Governments/field units may consider approaching some of the UN/ international/national/local organisations/foundations for funding various activities.
- The state government shall also make adequate arrangements for the training of the beat officers and their supervisors in soft skills. They shall also train the Police Mitras/CLG members to discharge the roles assigned to them.
- The state government shall issue instructions to all departments that in case their local officers are called to attend the CLG meetings in connection with specific local issues

relating to these departments, they shall attend those meetings and make all efforts to resolve the problems.

- States and Field Units will design appropriate soft skills training programmes for the beat officers, their supervisors and members of community.
 - International, domestic funding agencies, trade and commerce organisations and other organizations can be persuaded to sponsor some specific programmes undertaken by the Police Mitras/CLGs in selected areas.
 - **The implementation of the scheme may be started with the existing staff.** However, effective implementation of the beat system, particularly in the urban areas will require increase in the manpower of the police stations in many States/cities. **The state governments should strive to gradually improve the manpower position, taking into consideration the requirements of crime control, law and order maintenance, internal security etc as well to put in place a proper beat system which will act as a base on which not only the community policing but also effective professional policing system can be built up.**
- (b) Responsibility of the Central Government:**
- **The Central Government will provide one time allocation of total non-recurring expenditure**

required for the establishment of the Community Policing Training and Documentation Center.

- MHA may consider taking up the scheme with the Finance Commission and the Planning Commission for provision of funds for the implementation of the project either from planned budget or MPF scheme.
- The Central Government, through the BPR&D and the members of the MM2 will provide support in terms of the initial briefing of the officers as well as arrange independent evaluation of the programme.
- A selected group of officers from MHA, BPR&D and MM2 will be constituted to monitor the implementation of the programme by the States/UTs.

4.0 SITUATIONAL ASSESSMENT AND PROBLEM STATEMENT

The negative police image and the distrust it breeds among the common citizens makes police working difficult as the people are hesitant to cooperate with the police. In the current security scenario, it is essential to create channels of trust, goodwill and cooperation. Moreover, considering the multifarious tasks the police is performing, inadequacy of staff strength will be a perennial problem and the police will be able to discharge all their duties effectively only with the active involvement of the local citizens in policing tasks.

5.0 CRITICAL ASSUMPTIONS AND CONSTRAINTS

Assumptions:

1. Law abiding citizens, once they shed their fears and inhibitions about the police will be willing partners in policing since every citizen is a stakeholder in not only his own security but in national security as well.
2. State governments would accept the model recommended and provide sufficient funding as indicated herein.

Constraints:

1. Attitudinal road blocks and mind-set issues like unwillingness on the part of police personnel to reach out to the public and share power
2. Current level of public awareness and willingness to cooperate
3. Lack of shared community policing values.
4. Lack of transparency and trust.
5. The predecessor - successor syndrome which militates against institutionalization.

6.0 IMPLEMENTATION STRATEGY

A hearts and minds strategy is the essence of this model in which the ordinary citizens, individually as Police Mitras and collectively as CLGs, are empowered to enter into a problem-solving partnership with the police in every state. This would also make them the eyes and ears of the police. In addition, it is found in practice that such citizens and citizens fora become ambassadors and change agents who champion the cause of cooperation between the community and police. This

would in turn increase the visibility of the police and enhance the sense of security of the average citizen. Networking between citizens and police synergies and maximises security and becomes a win-win proposition for both the police and the community at large. Citizens, both as individuals and as groups, will act as a force multiplier for the police. Capacity building through joint training of both CLG members/Police Mitras and police personnel is needed for the effective implementation of this project. *A Community Police Training and Documentation Centre will be established in every state/UT to conduct training programmes for training of trainers, police personnel and members of community. Project Director/Nodal Officer for National Police Mission will be responsible for monitoring and supervising of the actual ground level functioning of this project. (For the details of this three tier structure please refer Annexure-III.)*

The beat system proposed above for the urban areas is functioning very effectively in Trichy (TN) and the one proposed for rural areas is working well in Rajasthan. Beat system in some form or other exists in the other states as well, the only requirement is to make it standardized and more effective. CLG and analogous bodies are operational in many states like Rajasthan, Maharashtra, AP, MP etc. Schemes analogous to Police Mitras have been in existence in certain pockets of the country. As such, this project does not need any further validation and is ready for launch country-wide in all states in a phased manner.

Beat System: Every police station area shall be divided into a fixed number of beats taking into consideration the population of the area

and operational requirements like patrolling, crime prevention, collection of criminal intelligence, resolution of petty disputes etc.

In the important urban areas each beat should ideally be manned by at least 3-4 Head Constables or Constables depending upon the strength and rank composition in each police station. They shall be designated as the 'beat officers'. The beat officers should have a normal tenure of the 2 to 3 years and they should not be removed from their assignment prematurely except for the reasons of non-performance and indiscipline. They shall function out of Police Assistance Centers (PAC) located in the beat. At least one of the beat officers should be available in the beat round the clock and more than one or all will be present whenever operational requirements warrant it.

The beat officers shall normally do patrolling in their area, preferably on foot or on bicycles; motorcycles will be used only to attend to urgent calls. The beat officers of urban police stations shall not be assigned any work in the police station except on occasions which require major police arrangements like VVIP visits, serious communal and public order disturbances, elections and serious disaster management problems etc.

In semi-urban and rural areas each beat will be assigned to a Constable or a Head Constable. Such a beat should ideally consist of one ward/panchayat. Until arrangement is made for sufficient number of such beat officers, these beats may consist of one or more wards/panchayats. Beat officers of such rural and semi-urban beats may be given additional responsibilities by the SHO as per the operational requirements.

DGP shall assess the requirement of the additional manpower, if any, for the beat duties within 3 months of the issue of this Government Order and submit proposals for sanction. If, with the prevailing staff position of the police stations in some of the urban areas, it is not possible to implement the beat system recommended for the urban centres, the beat system recommended for the remaining areas may be implemented in these areas until additional manpower becomes available. Efforts may be made to make good the shortage of manpower by involving CLG members or Police Mitras to get involved actively in beat related work. (Detailed aims and objectives of the scheme, functions and duties of the beat officers, police mitras, their enrolment procedure, areas of activity, composition of CLGs role and responsibilities of CLGs members, schedule and record of CLG meetings are given in Annexures I & II.

The model will be offered to all the states through a GOI advisory. Thereafter, MHA/BPR&D can call a meeting of the DGPs and/or Nodal Officers of all the states/UTs which are interested in the implementation of the project, to explain the project details and persuade them to implement it and decide on a time table for implementation. Some of the members of MM-2 and the representatives of MHA/BPR&D will be sent to the capitals of these states to explain the scheme to wider group of the senior officers of the state. It may be left to the States/UTs concerned to decide whether they want to implement the scheme all over the state at one go or in stages. Suitable training programmes on Community Policing may be designed for IPS officers

by BPR&D/NPA.

A National Project Implementation Committee consisting of a core group of officers of Micro Mission 2 along with the representatives of MHA and BPR&D can be deputed to visit the states which require assistance in implementation, and to monitor the implementation at the national level. MHA/BPR&D/States/UTs may engage appropriate agencies to make independent audit of implementation of the project.

6.1 Mission Statement

The mission statement of the project is: **"Sensitized Police for Empowered Society" (Samvedi Police - Sasakth Samaj)**

6.2 Deliverables

1. Empowerment of the beat officer and improvement in the quality of beat services delivered by them.
2. Enhanced quality of community-police interface with regular and frequent consultations with members of the public
3. Greater information flow leading to improved prevention and detection.
4. Better management of law and order with reduction of riots and other incidents
5. Conflict resolution through community empowerment and consequent reduction of communal, caste related incidents
6. Transformed image of the police with reduction of attacks on policemen, police property and police stations
7. Community participation in policing with the involvement of large number of able-

bodied and public-spirited citizens.

8. Better national security through improved intelligence and more vigilant local citizenry.

6.3 Stakeholders

1. Government
2. Police
3. Community
4. Civil Society/NGOs
5. Other stakeholders

6.4 Work Plan and Time Lines

1. Final approval of the project by the MHA (by 15.6.2011)
2. Issue of advisory to States/UTs by MHA to adopt the project by 30.6.2011
3. Sanction of Budget by Central Government by 15.7.2011
4. Issue of GO by States/UTs Home Departments by 15.8.2011.
5. Sanction of Budget(matching grant) by State Government by 15.8.2011.
6. a) Setting up Project Co-ordination Committees at the national Levels by 31.7.2011
 (b) Setting up Project Co-ordination Committees at the State Levels by 31.8.2011
7. Issue of Standing Orders by the DGPs of the States/Uts and appointment of Nodal Officers by 15.9.2011.
8. Meeting of Nodal Officers of states/UTs by 30.9.2011

9. Implementation of the project by the District SPs/CoPs. Re-organisation of Beat System, appointment of beat officers, enlistment of Police Mitras, constitution of beat level CLGs/PS level CLGs by 30.10.2011.
10. Establish Community Policing Training and Documentation Centres in State/UTs by 31.12.2011.
11. Organising Soft Skill Training for PS staff and joint training for beat officers/CLGs/Police Mitras from January, 2012.
12. Incorporation of community policing in the syllabi of basic training and, in-service training of police by 31.12.2011.
13. Incorporation of community policing in the school curricula and the training syllabi of home guards, civil defence, NCC, NSS, Bharat Scouts and Guides etc by 30/6/2012.

7.0 BUDGET REQUIREMENTS

Budget requirement for the implementation of the project (in 7 Large, 5 Medium States and 1 UT) comes to Rs. 21.51 Cr. during the 12th Five year plan 2012-17. (detail at Annexure. III)

- 7.1 The recurring cost of Rs. 5 lakhs suggested for the District SPs/CoPs, is again average cost per district/Commissionerate. The actual apportionment of the amount may be left to the DGP, depending on the size of the district, number of police personnel/CLG members/Police Mitras/other volunteers involved by the CLGs/beat officers for

assistance in field policing tasks. This amount will be spent on incidental expenses in organizing CLG meetings, field level briefing sessions, functions organized to popularise the scheme and also in purchase of equipments for those Police Mitras who volunteer to help the police actively - like lathis, arm-bands,

caps, torches, whistles, T-shirts, raincoats etc.

- 7.2 The financial requirements given above are only indicative and would differ from State to State depending upon the local conditions and the exact mode in which the State Police/Government wants to go ahead with the implementation.

ANNEXURE I

**Government of
Home Department**

No.

Date

GOVERNMENT ORDER

With a view to associate the citizens with the police in solving neighbourhood problems, in enforcing the laws of the land, in preventing and detecting crimes, in restoring order and peace in the community, in reducing crimes against women and the weaker sections of the community, introduction of a Community Policing Scheme was under the active consideration of the government for some time.

Now the government, after careful consideration, has decided to introduce a Community Policing Scheme in the State, the details of which are as follows:

AIMS & OBJECTIVES

- 1) To provide for improved community support for the maintenance and enforcement of law and order in the community, both in urban and rural areas.
- 2) To prevent crimes and to provide security to the community by assisting in patrolling at night in crime prone areas.
- 3) To ensure timely flow of crime related intelligence from the community to the police and set the law into motion in the case of unreported crimes.
- 4) To attend to petty quarrels/disputes and try to resolve them amicably for reducing tension and violence in the locality so that these do not aggravate to serious problems.
- 5) To ensure communal harmony through collective efforts particularly during festivals, religious processions, public functions, meetings etc.
- 6) To provide volunteers to attend to the natural calamities, communal riots, festivals and help victims of crime etc.
- 7) To create awareness against crime and atrocities on women and children, awareness against narcotic drugs and illicit liquor etc.
- 8) Rendering necessary help to the police in traffic control.
- 9) To coordinate and collaborate with the existing peace committees, NGOs and other agencies functioning for maintenance of peace and tranquillity and community empowerment in the local area.

- 10) To assist in locating and reporting to the police strangers in the locality and other persons of doubtful character.
- 11) To educate the public about crime prevention strategies and basic steps for their safety and security.
- 12) Any other objective in the interest of the locality as may be decided by the "Community Liaison Group" and the local police officers from time to time.
- 13) Any other socially beneficial objective as would be felt necessary to be achieved from time to time.

Module for Community Policing

Beat System

Every police station area shall be divided into a fixed number of beats taking into consideration the population of the area and operational requirements like patrolling, crime prevention, collection of criminal intelligence, resolution of petty disputes etc.

In the important urban areas each beat should ideally be manned by at least 3-4 Head Constables or Constables depending upon the strength and rank composition in each police station. They shall be designated as the '**beat officers**'. The beat officers should have a normal tenure of 2 to 3 years and they should not be removed from their assignment prematurely except for the reasons of non performance and indiscipline. They shall function out of **Police Assistant Centers (PAC)** located in the beat. At least one of the beat officers should be available in the beat round the clock and more than one or all will be present whenever operational requirements warrant it.

The beat officers shall normally do patrolling in their area, preferably on foot or on bicycles; motorcycles will be used only to attend to urgent calls. The beat officers of urban police stations shall not be assigned any work in the police station except on occasions which require major police arrangements like VVIP visits, serious communal and public order disturbances, elections and serious disaster management problems etc.

In semi-urban and rural areas each beat will be assigned to a Constable or a Head Constable. Such a beat should ideally consist of one ward/panchayat. Until arrangement is made for sufficient number of such beat officers, these beats may consist of one or more wards/panchayats. Beat officers of such rural and semi-urban beats may be given additional responsibilities by the SHO as per the operational requirements.

DGP shall assess the requirement of the additional manpower, if any, for the beat duties within 3 months of the issue of this Government Order and submit proposals for sanction. If, with the prevailing staff position of the police stations in some of the urban areas, it is not possible to implement the beat system recommended for the urban centres, the beat system recommended for the remaining areas may be implemented in these areas until additional manpower becomes available. Efforts may be made to make good the shortage of manpower by involving CLG members or Police Mitras to get involved actively in beat related work.

Functions and Duties of the Beat Officers

The beat officer shall perform duty in his/her beat for the purpose of collection of criminal intelligence, crime prevention, conflict resolution and other community policing initiatives. Every beat shall have a Police Assistance Centre with basic infrastructure. The beat officer shall maintain the record of all important government offices, schools, colleges, commercial establishments, railway stations, bus stops and other vital installations. He shall also maintain the records of all religious places, places of tourist interest, amusement parks, shopping malls etc. and also maintain a record of communally sensitive places, crime prone areas and list of active criminals. He shall also maintain the list of Police Mitras/CLG members and peace committee members with their telephone numbers. The above information may be properly documented and passed on to the new appointee at the time he assumes charge. It must be the endeavor of the department to post people with right orientation and aptitude as beat officers. The department shall also make arrangements to improve the soft skills of the beat officers and other police personnel for which provision of additional funds is being made.

The beat officers shall, within 6 months of the issue of this Government Order, complete the survey of all the residential, commercial and other premises in their areas, collect details of the occupants, family members, tenants, servants, employees etc. along with details of their vehicles, telephone numbers, arms, passport, means of livelihood etc. Commissioners of Police/District Superintendent of Police shall arrange to up load this information on the computer so that it is available in all the police stations and offices concerned and the district police control room. Efforts should also be made to do the colour coding of residential localities, wherever the maps of such localities can be procured from the government agencies, housing societies etc. The premises occupied by law abiding citizens shall be marked green, those occupied by anti-social/ anti-national elements in red and those occupied by suspicious characters or those whose antecedents need further verification in yellow.

The beat officers should be kept in the beat for a minimum of 2 years and a maximum of 3 years. Their transfer out of the beat in urban areas should take place in a phased manner and it should be ensured that all beat officers are not transferred out together. Beat officers can be removed prematurely only if their performance is unsatisfactory or on disciplinary grounds. The reason for the premature transfer should be recorded.

Police Mitra

Local citizens who are willing to actively assist the police in various policing functions should be enrolled by the Commissioner of Police/District Superintendent of Police as 'Police Mitra'. The beat officers shall strive to get enrolled 100-200 Police Mitras per beat.

Enrollment of Police Mitras

Commissioner of Police/District Superintendent of Police shall by issuing press note/advertisement in the local news papers invite willing citizens to volunteer their service as Police Mitras. The

application will be submitted to the SHO of the Police Station in whose jurisdiction they reside. The SHO/CI/ACP/Circle Officer/SDPO shall scrutinize all the applications received and send them with their comments to the Commissioner of Police/Superintendent of Police who shall issue orders enrolling Police Mitras after their antecedents and credentials are verified through the DSB, if required. The DGP shall make arrangements to provide them with arm bands, identity cards, special vests and caps and other equipments required.

Any citizen of India living in the jurisdiction of the police station concerned can be enrolled as 'Police Mitra' provided such a person has no criminal record or he/she should be of the kind, so far as it can be judged, who would not advance his/her personal agenda by taking advantage of such an institutionalized contact with the police. While formal education is not a mandatory requirement, an educated person is always an asset. The 'Police Mitra' should be 18-70 years of age. He/she should not be an active worker of any political party or organization.

Areas of Activity

While applying to become and 'Police Mitra', the applicant can opt to work in one or more of the following areas:

1. Crime Prevention.
2. Crime Awareness Campaign.
3. Traffic Assistance and Awareness.
4. Police arrangements during religious festivals, public meetings, processions, fairs etc.
5. Night Rounds in his/her locality.
6. Awareness pertaining to encroachment, child abuse or any other anti-social activity.
7. Human Rights Awareness Campaign.
8. Rights of Women Awareness Campaign
9. Anti-Narcotics Campaign.
10. Anti-Immorality Campaign including AIDS Awareness Programme.
11. Matrimonial Disputes Intervention and Counseling.
12. Victim Assistance Programme.
13. Police-Public Sports Programme.
14. Prisoner's Rehabilitation and Prohibition Offenders Rehabilitation.
15. Campaigns for Rights of Deprived and Weaker Sections of Society.
16. Environmental Protection Programme.
17. Campaign to foster and promote communal harmony.
18. Any other task identified by the SP/CP depending upon the requirement of the area.

Community Liaison Group (CLG):

Community Liaison Groups will be established at the Police Station level and at the beat level.

The beat level CLG shall consist of 10-15 members. These CLG members should be selected by the SHO with the approval of SDPO/CO, preferably through a process of consultation and consensus, from among the Police Mitras of that beat and other local prominent and influential members belonging to all categories. The beat level CLG shall meet at least once every fortnight

The police station level CLG shall consist of 30-40 members, chosen by the SHO/CI/ACP/ Circle Officer/SDPO, with the approval of SP/CoP, from among the Area Coordinators of Police Mitras and other local prominent and influential members belonging to all categories. The police station level CLG shall meet at least once in a month. Records of the members who attend the CLG meetings, both at the beat and police station level, the issues they raise and the action taken on them should be maintained.

The eligibility conditions for enrollment as CLG members shall be the same as those for the 'Police Mitra' except that the CLG members should be persons who exercise influence in the local area or part thereof or some sections of the local population. Adequate representation should be given to weaker sections of the society and the women in both beat and police station level CLGs. It shall be the duty of senior police officers to ensure that the CLG members are independent and enjoy good reputation and that touts and stock witnesses are not enrolled as CLG members.

The tenure of CLG members shall be for a period of 3 years, 1/3 of the members retiring every year and replaced by an equal number of fresh members. There will be no bar on re-nominating a retired member again to the CLG.

The CLG as a group should act as a bridge between the police and the public. It should take appropriate steps to improve law and order and prevent crime in the area and assist in improving the grievance redressal of the public. It should also facilitate amicable resolution of small disputes and act as a watch dog over the functioning of the beat/police station. The views of the CLG should receive adequate attention while deciding the local policing priorities.

Village Guards and Civil Defence Wardens, where they are available, should be made members of the CLG and their active help taken in policing the beat.

Training and Supervision:-

DGP may nominate one of the ADGPs as the nodal officer to coordinate the implementation, training, monitoring and documentation of the community policing initiatives in the State. DGP shall ensure that all the beat officers are put through a training module to familiarize and equip them with the necessary knowledge and skills to function as beat officers and to implement the Community Policing initiatives.

The beat officers and other police station staff should also be made to undergo suitable programmes to improve their soft skills.

A Community Policing Training and Documentation Center shall be established under the overall supervision and guidance of the nodal officer. This Center will be responsible for training of the trainers who in turn shall visit the districts/police stations to organize the joint training of all the beat officers, Police Mitras and CLG members. These centers should be equipped to undertake all training programmes relating to community policing. DGP shall prescribe the records to be maintained and reports and returns to be submitted by various units. It may, however, be ensured that the field units are not burdened with unproductive paper work.

Finances

Provision of Rs.crores is being made for the establishment of the Community Policing Training and Documentation Center. The Center shall also receive a recurring expenditure of Rs. lakhs per annum for its training and documentation related work.

Additional budget of Rs. 5 lakhs per annum per district is being placed at the disposal of the DGP for the joint training and rewards of beat officers, CLG members and Police Mitras. He may distribute it to the districts and keeping in mind the number of beats and Police Mitras/CLG members in various districts.

Expenditure required by the police station for the incidental expense for proper implementation of the above scheme, and for spreading awareness of crime prevention and security precautions among the community at large shall also be met out of this budget.

DGP may issue a detailed Standing Order for the proper implementation of this order.

Principal Secretary (Home)

ANNEXURE II**Office of the Director General of Police**

No.

Date

Standing Order No...../2011

Government of has vide order No..... dated..... directed the implementation of community policing programmes in the state. These orders are being issued for the smooth and uniform implementation of these programmes throughout the state.

Beat System

Commissioners of Police/District Superintendents of Police shall issue orders dividing the jurisdiction of every police station, including that coming under out posts, into a certain number of beats taking into consideration the geographical requirements, crime, law and order and other problems. Each such beat shall be identified by a name/number.

In the major urban centers, 3-4 constables/HCs, designated as **Beat Officers**, shall be allotted to each beat. The beat officers shall not normally be allotted any other work, except during major law and order disturbances, disaster management requirements, VVIP visits and elections. They shall adjust their work in such a manner that at least one of them will be available in the beat all the time and when the situation demands more than one or all will be on duty. The beat officers shall function out of **Police Assistance Centres (PACs)**. SPs/CoPs shall take immediate steps to set up PACs in all the urban beats. The beat officers shall take the assistance of the Civil Defence Wardens, where available.

In the remaining areas, one beat officer (Ct./HC) shall be deputed to each beat. Such beat officers may be used for the other work of the police station also, if required. However, the SHO shall ensure that they visit their respective beats at least twice a week. The beat officers allotted to each beat shall be responsible for all the policing functions in the entire beat. They shall take the assistance of the village guards, if appointed, in policing the beat. Beat officers of neighboring beats may be appointed the '**link officers**' for each other's beat so that they can police the beat during the periods of long absence of a beat officer.

If, with the prevailing staff position of the police stations in some of the urban areas, it is not possible to implement the beat system recommended for the urban centres, the beat system recommended for the remaining areas may be implemented in these areas also. However, it may be noted that the impact of the latter type of beat system on crime, law and order and internal security will be considerably lower than that of the one recommended for the urban areas. Hence, SPs/DCPs are advised to implement the system recommended for urban areas in as many urban centers as possible, if necessary by supplementing the staff strength of the police

stations from police lines, as far as possible. In case even this is found to be difficult they may **select highly crime prone beats and implement the urban model of beat in them and implement the rural model** in the remaining beats. **Efforts may be made to make good the shortage of manpower by actively involving CLG members or Police Mitras in beat related work.**

Depending on the strength and the rank composition in each police station, an SI or an ASI shall be appointed the supervisor of each beat or a group of contiguous beats. Investigation, law and order management and other functions of the beat should ordinarily be entrusted to these beat supervisors. The SHO shall ensure that the beat officers and the beat supervisors are made fully accountable for the maintenance of law and order, prevention and detection of crime, collection of criminal intelligence, dispute resolution and implementation of community policing in their respective areas.

The SHO should select the beat officers carefully and at all times ensure that the dignity and self-respect of the beat officer is never compromised. Appropriate selection of personnel coupled with effective implementation of the beat system would pave the way not only for sound policing but also for participation of community in police work. To this end, the SP/DCP of the district/zone must regularly supervise the functioning of the beat system.

Since frequent rotation does not allow the beat officers to establish proper rapport with the residents of the beat, they should be deputed to a beat for 2-3 years. They should be moved out of the beat prematurely only if their performance is unsatisfactory or on disciplinary grounds. All the beat officers of the urban beat should not be shifted out together; this should be done in a phased manner. Detailed reasons for premature removal of the beat officers should be recorded. Beat officers should regularly do patrolling in the beat on foot, patrolling may be done on bicycles, if required; however, motor-cycles should be used only to attend to emergency calls. This will enable them to establish proper contact with the residents and help them to actually observe the activities of their area more closely.

Beat Book

A beat book shall be maintained for each beat. In the urban beats having more than one beat officer, the SHO shall entrust the responsibility of maintaining the beat book to one of the more intelligent and literate beat officers. Police Headquarters will be making arrangements to print and distribute sufficient number of beat books to all the districts. The beat book shall contain the following information relating to the beat:

1. Crime Map of the beat showing the location of murders for gain, dacoities, robberies, burglaries, vehicle thefts, chain snatchings and other thefts for the current and the preceding two years.
2. Another crime map showing the location of automobile accidents for the current and the preceding two years.

3. Address, telephone number, name of guards and working hours of every bank.
4. Details of schools/colleges of the area with working hours.
5. Details of markets, bazaars, haats etc. and their working hours.
6. Details of jewellery shops and their working hours.
7. Complete information about slums and crime prone areas, their residents, complete details of criminals, local dadas/dons etc.
8. Details of all hotels, lodges and restaurants with telephone Nos.
9. A list of temples, mosques, churches and other religious places with prayer timings, annual festivals etc.
10. General information about bus station, railway station or airport
11. Information about all festivals celebrated in that area.
12. Details of all professional criminals and anti-social elements.
13. Names, addresses and telephone Nos. of Police Mitras, and members of the CLG and Peace Committee.
14. Areas which are prone to communal/caste conflicts.
15. List of persons helpful to the police.
16. Names and addresses of those persons who usually are hindrance to police work.
17. List of industries in the beat, along with names and addresses of their owners/CEO, the strength of the labour force and details of unions and their office bearers.
18. Offices of the print/electronic media along with names of journalists and their telephone Nos.
19. Details of hospitals, clinics and dispensaries along with name and telephone No. of the Chief Medical Officer/Doctor.
20. Details of multiplexes, cinemas or theatres.
21. Details of offices of various political parties active in the beat.
22. Details of Fire Stations, Electric Sub-stations, Doordarshan/AIR Kendra, Telephone Exchange, TV Tower- with addresses and telephone nos.
23. Details of Petrol pumps.
24. Details of petrol pumps, gas and explosives go-downs.
25. List of individuals holding arms license.
26. List of taxi and rickshaw stands.
27. Details of Govt./Semi-Govt. offices.
28. Details of vegetable markets-how many are illegal and obstruct the traffic?
29. List public playgrounds for the children and what are the hours when the rush is more.
30. List of vital installations along with details of officers to be contacted in an emergency along with their telephone numbers.

Note: Care should be taken to ascertain and keep on record telephone/mobile phone numbers of all categories of institutions/persons mentioned above so that they can be contacted easily when need arises.

In addition to ensuring that the above information is written in the beat book, which shall be handed over to the successor when the incumbent is moved out, SP/DCP shall make arrangements to upload this information in the computer so that the same is accessible at all times to the SHOs, supervisory officers and the control rooms.

The beat officers will start their work by conducting a detailed survey of all the residential, commercial and office buildings in the beat to familiarize themselves with the residents of the beat and collect details of the residents/owners, family members, servants/employees, tenants, their professions, telephone/mobile numbers, passports, vehicles and arms licenses. This information shall be available in the Police Assistance Centers. SP shall make arrangements to upload this information also in the computer as done in the case of beat book related information. The survey should be completed within 3 months.

Wherever it is possible to obtain map of residential localities from government organizations or developers or to make them, the households shall be marked in three colors. Houses inhabited by criminals and anti-social elements should be marked in red, those inhabited by suspicious persons whose activities need further watch and verification should be marked in yellow and the remaining houses in green. Beat officers and supervisors should give regular attention to those marked red and yellow and the yellow ones should be converted into red or green after the verification is over.

Duties of Beat Officers

1. He will contact the people of his beat and educate them about preventing property crime. To this end, he will visit their homes and examine the nature of grill on the windows as well as the locks on the door.
2. He will educate the public regarding safety of vehicles parked outside the residences at night or offices/shops during day and persuade them to put extra locks on the vehicles.
3. He will remain acquainted with regular visitors, particularly such people as sadhus, beggars and hawkers frequenting the beat. Knowledge of employees of telephone department/ Municipal Corporation who come for repair work is also useful.
4. He will acquaint himself with domestic helps, chowkidars and drivers employed by various households in his beat and get their antecedents verified.
5. He will remain vigilant regarding anti-social elements and drug peddlers as well as users.
6. If he sees a house that is locked, he should contact the neighbours Police Mitras to help him keep an eye on the property.
7. Every day he will visit at least 10 different shops/offices/industrial units and generally check with them if they need any assistance.

8. He will visit five different houses/apartments everyday and check with the residents about their welfare.
9. If the sole/all occupant(s) of a particular house is/are above the age of 65 years, the beat officer/Police Mitras will render assistance to them with regard to driving license, ration card, gas connection, telephone connection, payment of electricity bills, pension matters etc. This will go a long way in enhancing police image while at the same time laying a solid foundation on which the edifice of community policing can be built.
10. Until Police Assistance Centres are set up, he will either through word of mouth or by whatever means available to him, circulate a particular address/point in his beat where he will be available when not doing the rounds. Care should be taken that the location chosen does not generate unsavory issues. Preference should always be for a govt. owned premise, failing which and rules permitting, the premises could be rented.

Police Mitra

The first tier of community policing will be 'Police Mitra' to be enrolled in each beat. The SP/DCP shall make efforts to get 100-200 Police Mitras enrolled in a beat depending upon the policing requirements of the beat. Village defense squads will be raised in rural areas.

Objectives

1. To foster healthy relations between the public and the police;
2. To make the citizen aware about the crime in his/her area and educate him/her about crime prevention;
3. To draw the attention of the citizen towards his/her civic and social responsibilities and encourage him/her to discharge those obligations willingly;
4. To remove the prejudice that the people have towards the police, by making them understand the realities of police work,
5. To empower the community to deal with its problems.

Eligibility

1. A citizen of India living in the jurisdiction of the police station;
2. Such a person should not have any criminal record nor should he/she be of the kind engaged in any anti-social/undesirable activity, so far as it can be judged, who would advance his/her personal agenda by taking advantage of such an institutionalized contact with the police;
3. He/she should not be an active worker of any political party.
4. While formal education is not a mandatory requirement, an educated person is always an asset;
5. He/she should be above the age of 18 years and below 70 years of age.

Procedure for Enrolment

Any person who wishes to join as a Police Mitra can approach the police station concerned and fill in the form placed at Appendix A. Such forms will be available at every police station. The enrollment form along with three colour photographs will be handed over to the police station. The details such as name, address, profession, age and telephone number will be entered in a register to be maintained at the police station for this purpose.

Mere filling up of the form will not qualify a person to join the scheme nor should such an undertaking be given. On receipt of the application the SHO will make through inquiries about the antecedents of the applicant and give a clear opinion in column 15 of the form whether the applicant should be enrolled and forward it the SDPO/ACP. The SDPO/ACP should give his opinion in column 16 of the form and, if required, refer the application to the District/City Special Branch for a check. The application should thereafter be forwarded to the SP/DCP for his final approval.

The SP/DCP will give his decision about the enrollment in column 17 of the form and return the same to the SDPO/ACP. In all cases of acceptance, the SDPO/ACP will issue an identity card in the format prescribed at Appendix B. The validity of such a card will be for one year. The application form along with the identity card will be sent to the police station concerned for record. An updated list of those enrolled will be maintained in each police station.

Areas of Activity

While applying to become and 'Police Mitra', the applicant can opt to work in one or more of the following areas:

1. Crime prevention.
2. Crime awareness campaign.
3. Traffic assistance and awareness.
4. Police arrangements during religious festivals, public meetings, processions, fairs etc.
5. Night rounds in his/her locality.
6. Awareness pertaining to encroachment, child abuse or and other anti-social activities.
7. Human rights awareness campaign.
8. Rights of women awareness campaign
9. Anti-narcotics campaign.
10. Anti-immorality campaign including AIDS awareness programme.
11. Matrimonial disputes intervention and counseling.
12. Victim assistance programme.
13. Police-public sports programme.
14. Prisoner's rehabilitation and prohibition offenders rehabilitation.
15. Campaigns for rights of deprived and weaker sections of society.

16. Environmental protection programme.
17. Campaign to foster and promote communal harmony.
18. Any other task identified by the SP/CP depending upon the requirement of the area.

Coordination

Once the 'Police Mitra' is enrolled, his details will be passed on to the beat officer in whose area the 'Police Mitra' lives. The first meeting will require the presence of the SHO in each beat so as to give sufficient importance to the movement. The SHO will introduce the beat officer, explain the objectives and urge them to work closely with the beat officer. The Police Mitras will then assist the police in those areas where they have shown interest in their enrollment form. In the beat, the fulcrum of the 'Police Mitra' activity will be the beat officer. Towards better functioning, one 'Police Mitra' will be appointed, either by selection or election or preferably consensus, as the **Area Coordinator**.

Instructions for 'Police Mitra'

1. They must promptly respond when contacted by the beat officer and proceed to work in coordination with him.
2. When assisting the police, he/she will act according to the instructions of the senior most officer present.
3. He/she should never misuse either his status as an 'Police Mitra' or his identity card. If that happens his/her card will be impounded and name removed from the 'Police Mitra' list.
4. The Police Mitras shall carry their identity cards while on 'Police Mitra' work.
5. At no time should he/she transfer custody of the identity card to anybody.
6. It should be the endeavour of every 'Police Mitra' to contribute at least six hours every week to 'Police Mitra' work.
7. They should realize that this scheme has to be shielded from any form of political hue. Party politics of any kind will be strictly avoided.

Instructions for the Police Station

1. Every SHO should remember that 'Police Mitra' is a movement which encourages respectable and distinguished members of the society to come forward; they should be treated courteously at all times.
2. No citizen who joins the movement should be treated as an informant; they are in fact partners.
3. As indicated at Sl. No. 2 above, a 'Police Mitra' is not an informant but as he/she develops confidence and gets more and more involved with the activities of the police, the SHO/beat officer will receive a regular flow of information which will help in dealing with crime prevention and detection as well as public order contingencies.

4. If the 'Police Mitra' is allotted work in his own area and in accordance with the choices indicated in the application, the partnership will be dynamic and his/her influence will be useful in that area on later occasions.
5. List of Police Mitras maintained at the police station should be regularly updated.
6. As the number of Police Mitras increase, this force multiplier effect will be very beneficial to the police station.
7. SHO will hold meetings of all Police Mitras on the first Sunday of every month or on a mutually agreed date.
8. The SP/DCP will regularly assess the contribution of the scheme in a particular police station and give suitable guidance.
9. For those who have shown interest in traffic duties, 'Police Mitra' activity will be coordinated by the Traffic Branch.
10. While utilizing Police Mitras for major processions, public meetings, religious festivals, fairs etc. distinct identification badges should be issued for the occasion.
11. Finally those found not suitable/inactive must be removed from the list after obtaining approval of the SP/DCP through the SDPO/ACP.

Community Liaison Group (CLG) (Maitree Committee, Mohalla Committee, Shanti Samiti or Peace Committee)

CLGs will be constituted at the beat as well as at the police station level. The tenure of the CLG will be of 3 years. One third of the members shall retire at the end of every calendar year. There will be no bar on the re-nomination of a member to the CLG, but this should preferably be done after a time gap. Every year, a Convener and Co-convener shall be appointed by consensus. The beat officer shall act as the secretary of the beat CLG and the SHO will be the secretary of the police station level CLG. Beat level CLG members can be removed prematurely under the orders of the SDPO/ACP and police station level CLG members under the orders of the SP/DCP if (i) due to some change in their circumstances, they cease to fulfill the eligibility conditions, or (ii) they are inactive.

Membership

The beat level CLG will have 10-15 members and shall consist of:

1. Village guard, if appointed
2. At least five representatives of the Police Mitras belonging to the beat (to be selected by the SHO), in consultation with the Area Coordinator.
3. 5-6 Local persons having influence on the community representing various sections of society (to be selected by the SHO)
4. 2-3 members nominated by the SDPO/ACP

The police station level CLG will have 30-40 members and shall consist of:

- (a) Representatives of each beat level CLG.
- (b) Civil Defence Wardens, where available
- (c) Local persons having influence on the community or a section thereof, persons selected by the SHO, with the approval of the SP/DCP, because of their eminence or leading role in public life.
- (d) Those nominated by the SDPO/ACP.
- (e) SP/DCP may also co-opt any citizen who he/she thinks can contribute.

It should be ensured that both the police station and beat level CLGs is representative of various castes, professions of the area. There should members representing the weaker sections and women. The supervisory officers should ensure that independent and influential members are appointed to the CLG. It should also be ensured that the beat officers and the SHOs do not fill the CLGs with their favourites. Those who are touts and stock witnesses should be kept out of both Police Mitras and CLGs. **The eligibility conditions for the CLG members should be same as that for the Police Mitras except that they should wield influence in the beat/police station area or a section of the local population.** The members should be willingly associated with the process and with the spirit of voluntarism. It is expected that they will serve selflessly and devote time to this kind of work. Members should be socially aware and involved in social activities.

The SHO shall be the secretary of the police station level CLG and the beat officer that of the beat level CLG. Both for the beat and the police station level CLG, a **Convener** and a **Co-Convener** shall be selected through consensus and the Convener shall preside over the CLG meetings.

Role and responsibility of members

- (a) The CLG as a group should maintain continuous relationship with the public and police department to bridge the gap between both the parties.
- (b) The CLG should take steps to improve the law and order situation in the locality in partnership with the police. It should monitor the activities taking place in the community and help the upkeep of social order through preventing communal riots, caste conflicts and other law order problems by building harmonious relationship in the community and intervening effectively when such problems arise. If the beat level CLG is not able to resolve a matter, it shall be referred to the police station level CLG for resolution.
- (c) The CLG should listen to the grievances, public nuisances and other problems faced by the community members and make all efforts to redress them with the assistance of the police. No member of a CLG shall go to the police station individually in support of any person having grievance. If any complainant's grievance is found to be genuine by a member of the CLG, such complainant and a group of three CLG members should go to the police together.

It should be explained to the CLG this restriction is being imposed with a view to prevent CLG members trying to promote their individual clout at the cost of CLG as a body and to prevent them from engaging in undesirable contacts with the police.

- (d) The involvement of the CLG in grievance redressal need not be confined to law and order and crime related matters. It may be persuaded to take up any issue which is beneficial to the local community. This would increase the influence of the CLG members in addition to contributing to the general welfare of the society.
- (e) The beat level CLG along with the beat officer should intervene in minor disputes arising among community members having no criminal record and try to amicably settle them. Records of such issues resolved should be kept by the police station.
- (f) The CLG should help the police to prevent and detect crime in the locality. For this purpose they should appoint watchmen and collect their wages from the local residents/owners of business establishments. Such watchmen shall be trained in crime prevention by the police. The CLGs also should be persuaded to put up gates on the approach roads to colonies; the watchman can keep one open at the night and guard it.
- (g) If the CLGs are persuaded to take up programmes for the reformation and rehabilitation of professional criminals, this can result in appreciable reduction of serious crimes.
- (h) The CLG should persuade the managements/devotees of religious places to appoint watchmen in religious places to prevent damage/desecration which often leads to agitations/communal tension.
- (i) The CLG should spread awareness among the community regarding legal affairs, procedures and constraints of police department and rights and obligations of the citizen. It should also sensitize people about steps they should take to secure themselves, their premises and vehicles from crime, terrorist activities etc. This can be done by educating people through pamphlets, hoardings, organizing cultural programmes, seminars, debates and related events and daily contact with people of the locality. It should urge people to report suspicious activities and persons to the police.
- (j) The CLG can also be persuaded to take up any other public awareness programmes, not related to crime and law and order, among different sections of the society. They should be persuaded to take up tree plantation and environmental protection programmes.
- (k) The CLG should assist the beat officers to collect the particulars of tenants, servants etc for verifying their antecedents.
- (l) The CLG should mobilize and manage resources toward its long term sustainability. It should not expect or depend on grants or any other financial assistance from the Government. This will ensure the long term sustenance of the activities of CLG.
- (m) The CLG should act as a watch dog of the beat/police station and apprise appropriate authorities about the performance of the police including instances of alleged dereliction of

duty and misbehavior. It should act as a pressure group to motivate the police to do their work in proper manner and within the legal framework.

- (n) The confidentiality of the sources of information should be maintained.
- (o) The P.S. level CLG shall ensure that at the beat level CLGs meet periodically and function in a purposeful and effective manner.

Schedule and record of meetings

The beat level CLG shall meet at least once every fortnight and the police station level CLG once in a month. Minutes of the meetings shall be recorded by the convener in a register to be kept at the police station. This register will be a permanent record of the police station and it shall be the duty of the Station House Officer to maintain it properly and present it to the Superintendent of Police and other senior officers visiting the police station, who in turn, shall record their advisory remarks on the margin.

Follow-up action on meetings

The Station House Officer/Beat Officer shall ensure that timely action is taken on the minutes of the meeting and shall also record and results of such actions in the register. At the beginning of each CLG meeting, the members should be informed about the action taken on the issues raised in the previous meeting and reasons, if any, for not taking action/delay in taking action on the remaining issues. The views of the CLGs should be given due importance while deciding the local policing priorities.

Supervisory police officers including SDPOs/ACPs/Addl.Ss.P./Addl.DCPs./CoPs should also attend some meetings of the CLG selectively. SDPOs/ACPs during their visits to the police station must inquire after the 'Police Mitra'/CLG activities and generally satisfy themselves about their usage and functioning. Every six months the SP/DCP will convene a meeting of all Police Mitras and CLG members in each police station separately and discuss how best the collaboration can achieve optimum results. They should also independently contact Police Mitras and CLG members at random to get a correct feedback about how the beat officers/SHOs are using them.

It is enjoined upon all police officers to implement these orders in true spirit so that objectives of this scheme are achieved.

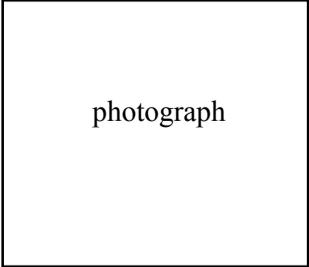
Director General of Police

Appendix B

'Police Mitra'

Name : _____

Address : _____



Date of issue: _____

Sign _____

Valid for one year

SDPO/ACP

..... Division,Police

(Reverse side)

Blood group

Contact Number

Address of 'POLICE MITRA'

Annexure III**Community Policing Training and Documentation Centres
(in each STATE/UT)****CONTENTS**

- I. Project Description
- II. Introduction
- III. Location
- IV. Organisation
- V. Time Frame
- VI. Statement of Purpose
- VII. Major Project Activities
- VIII. Benefits of Practising Community Policing
- IX. The Problem
- X. Purpose and Objectives
- XI. Sponsoring Organisation
- XII. Project Design
- XIII. Evaluation
- XIV. Project Documentation
- XV. Financial Management and Budget
- XVI. Conclusion

INTRODUCTION

From the moment human beings organized themselves into communities, some sort of an agency was required to enforce agreed laws, rules and regulations. As communities grew bigger, its self-policing capacity became weaker and stronger means of legal control had to be resorted to. Most people obeyed laws willingly since they considered them to be necessary and felt that in the long run obeying them would be in the interests of every one.

Alvin Toffler, the famous futurologist predicted in the 1970s that police can not function effectively in future without the assistance from the public. There are three styles of policing - the watchman style, the legalistic style and the social services style. The social services style demanded an approach where mercy was seasoned with justice and where the mind will be without fear. This was aimed at transforming its image and humanizing its relationship with its citizens whom it is to serve and protect. Community safety has come to imply the need for interventions to be delivered through a partnership approach among the police and the people. This led to propounding the concept of community policing.

- I. Project Description:** The objective is to establish a multimedia training centre for individual citizens involved in community policing and voluntary groups which will always be the first points of contact for what is happening in our country at the national and state levels. Since the community is the reason for establishing of the police force, the project aims at enthusing the latter to perform its duties professionally and effectively, while nurturing the relationship with citizens willing to be involved in community policing..
- II. Location:** At a suitable location decided by every state and Union Territory
- III. Organisation:** Police-public partnership organised with a team of police officers and citizens managing it
- IV. Time-frame:** On-going
- V. Statement of Purpose:**
- To support the growing and diverse community and voluntary sectors through learning, tailored to their needs.
 - To initiate innovative and accredited learning programmes through a wide variety of resources and techniques to suit the learning styles, aims and aspirations of the trainees.

Suggested Course Content:

The following curriculum is to be designed

- Module 1. : Sharing responsibility for public safety problems. Attitudes, skills and knowledge of Community policing
- Module 2 : Behavioural Changes required in police for adopting community policing.
- Module 3 : Communication Skills
- Module 4 : Problem solving skills
- Module 5 : Rapport building skills
- Module 6 : Observation skills
- Module 7 : Crime prevention
- Module 8 : Conflict resolution and counselling
- Module 9 : Responding to Terrorism
- Module 10 : Responding to Crime /Offenders
- Module 11 : Responding to Targets/Victims
- Module 12 : Challenges and future considerations for implementation and progress of the programme,

Duration of each module would vary from 30 minutes to one hour depending on the subject and the need of the audience.

VI. Major Project Activities:

- To start a multimedia training institute at the state and UT level for spreading the concept of community policing
- To compile a syllabus with the advice of consultants and mentors who have had vast experience in working with voluntary organisations. The subjects of the syllabus may include:
 - i. Capacity Building
 - ii. Community Learning and Development
 - iii. Legal Literacy
 - iv. Learning Civic Responsibilities.
- Community learning and self policing capacity are supported by voluntary and community organisations that are working with people and communities to develop their skills, knowledge and confidence thereby promoting life-long learning, social inclusion and active citizenship. They also help to express themselves by encouraging innovations through the community policing training and through seminars, newsletters and also providing developing opportunities for the staff.
- **Training:**

Training has been defined as a conscious effort to improve and increase knowledge, skill and aptitude of an individual in a desired direction. The object of training is not only to develop the professional skill of an individual for the performance of duties in an assigned job, but also to improve his capacity for shouldering greater responsibility.
- **Learning civic responsibilities.**

As a citizen, each individual has a civic responsibility towards other citizens, society in general, the community they live in, and most importantly the environment. Understanding, accepting and practicing this civic responsibility would be learnt during their interactive training sessions.

VII. Purpose and Objectives :

(What specifically will the project accomplish?)

- **Purpose:** Community policing is designed to increase the level of discretion of the line officer, as well as the frequency of officers- citizen encounters. Officers will have more ability to make decisions, engage in problem-solving activities, and facilitate partnerships with citizens. Community policing may increase civil liability for police
 1. The number of contacts between the police and the public will increase
 2. Discretion and policy-creation will be shifted to the grassroots levels of the organization

3. Training at all levels of the police organization will help incorporate community policing including the likelihood of complaints and legal challenges in an effort to predict, pre-empt and deal with them as they occur.

VIII Objectives:

1. Identify necessary faculty who are experts in the field of crime prevention, soft skills training, psychology and usage of information technology.
2. Quantitatively the number of people who will benefit from this project will depend on the measures taken by the police department to spread the concept of community policing. Qualitatively, there will be an enormous increase in confidence among people to lead a better life and to have closer involvement with their community problems and a willingness to resolve them starting at the grass root level itself. It will thus have a beneficial effect on local, state, regional, national and international conditions.

Infrastructure required for each Community Policing Training & Documentation Center:

- A hall that can accommodate from 50 to 80 persons
- Office space of say about 2000 to 3000 sq. feet. with one or two cabins.
- Computer hardware and software to maintain a state level data base of Police Mitras and CLGs
- One LCD projector
- A documentation room with cabinets with sufficient storage space
- Furniture - office tables and chairs for staff and external consultants, 50 chairs for the training room.

Role and Methodology

Training of trainers' courses would be conducted at the Community Policing Training & Documentation Center for trainers located in each district headquarters. The latter will then undertake ongoing training in each police station for batches of police personnel and citizens.

30 police personnel of different ranks and 30 volunteers would attend each workshop at the district level.

A pool of five to ten trainers with aptitude and interest in such training must be identified in each district.

They would be paid honorarium at reasonable rates.

A citizen volunteer needs to be identified as the State Administrator of the training center and a senior police officer with aptitude and interest can hold additional charge as Project Director.

The State Administrator should be a person with commitment to community policing, of good social standing and financially independent. The annual expenditure will be audited.

The training methodology should adopt adult pedagogy in terms of games, simulations, role plays, discussions and case studies. Power point presentations and other multimedia tools of teaching are to be employed in the workshops. The duration of the workshop can be from five hours to one day.

The content of the workshops will be modified every year such that at least 20 per cent new or fresh content is used.

Each trainee needs to fill up a registration form and a post training evaluation questionnaire.

The Community Policing Training & Documentation Center will analyse the feedback or evaluation of the trainees and make suitable changes in keeping with the suggestions and feedback received. The center will also paly the role of documentation, monitoring and overseeing community policing activities all over the state/UT. The Center will submit an annual report to the State Government with a copy to the MHA, GoI.

Community Policing Training and Documentation Center (State-wise)

A. Building: (The space required would include a room for the Administrator/Project Director, a documentation room, a multimedia training hall.). Suitable land for the construction of the Centres will be provided free of cost by the State/UT concerned.

- (1) For 19 large States: (AP, Assam, Bihar, Chattisgarh, Gujarat, Haryana, J&K, Jharkhand, Karnataka, Kerala, MP, Maharashtra, Orissa, Punjab, Rajasthan, TN, UP, WB, Delhi)

Capital expenditure on construction of a 3000 sq. ft. (278.709 sq. mts) building at CPWD Rates :

ABSTRACT OF PRELIMINARY COST ESTIMATE AT ANNEXURE-IV

- (2) For 10 medium-sized States: (HP, Manipur, Meghalaya, Mizoram, Nagaland, Tripura, Uttarakhand, Sikkim, Arunachal Pradesh, Goa) and for 6 UTs i.e. Andaman & Nikobar Islands, Chandigarh, Puducherry, D& N Haveli, Daman & Diu, and Lakshadweep

Capital expenditure on construction of a 2000 sq. ft. (185.8 sq. mts) building At CPWD rates

ABSTRACT OF PRELIMINARY COST ESTIMATE AT ANNEXURE-V

(B) the total cost on IT Infrastructure

Item	Large State	Medium State/UTs
One main server plus one File & Mail Server	2,00,000	1,50,000
Computer hardware/software	2,50,000	2,00,000
<i>Computer Printers/LCD Projectors</i>	80,000	80,000
Connectivity (CAT 5 or CAT 6 cabling for the LAN)	50,000	50,000
Connectivity (WiFi Modem connectivity for Directors)	20,000	20,000
Furniture/filing cabinets/computer tables etc.	9,00,000	5,50,000
Air conditioning for the computer room and Directors' office	1,50,000	1,00,000
Xerox/Documentation equipments	1,50,000	1,00,000
Mike system/recording equipments	1,00,000	1,00,000
Projection equipments, wall screens, white boards, lighting equipments etc	1,50,000	1,50,000
Library (books/CDs/journals)	4,00,000	2,50,000
Intercom	50,000	50,000
Total	25,00,000	18,00,000

MAJOR BUDGET SECTIONS**Recurring costs:**

Per annum per Training Center

Type of expense	Estimated Cost (Rs)		
	UTs	Medium States	Large States
Travel and subsistence	2 Lakh	3 Lakhs	5 Lakhs
Training workshops/seminars	8 Lakhs	20 Lakhs	32 Lakhs
Stationery, postage, telephone, fax, computer consumable	2 Lakh	4 Lakhs	6 Lakhs
Printing/publishing of materials required for implementation of CP like books and other materials	3 Lakh	5 Lakhs	8 Lakhs
Total	15 Lakhs	32 Lakhs	51 Lakhs

The cost of conducting one Multimedia Community Policing Workshop of four to five hours will be approx. Rs.8,000/- This cost would cover honorarium for faculty, training material, refreshments and related expenditure. The Centre will undertake to conduct roughly 10-12 such workshops in each district. The above figures only indicative. The exact number of such workshops conducted will depend on the size of the state, the number of police personnel/CLG members/Police Mitras. On an average, the large states/UTs would conduct 400 workshops per annum, the medium would conduct 250 workshops and the small state/UTs 100 workshops.

Annexure-IV**Construction of Model Community Policing Training and Documentation Center**

ABSTRACT OF PRELIMINARY COST ESTIMATE FOR 3000 SQ. FT.			
No.	DESCRIPTION	AMOUNT (Rs.)	REFERENCE
A	BUILDING		
1	Cost Estimate of Building block	67,47,885.00	
B	OTHER FACILITIES		
1	Boundary Wall, Gate and Guard Room	9,63,370.00	
	Total	77,11,255.00	
C	Development of Site		
1	Leveling	53200	
2	Sewerage	61600	
3	Horticulture	44800	
4	Signage	47600	
5	Street Light with HPSV Lamp	92400	
	Total	80,10,855.00	

Construction of Model Community Policing Training and Documentation Center**COST ESTIMATE (G + 4)**

1	Total Plinth Area	278.7	Sqm
2	Storey Height	3.6	m

Sl. No.	Description	Unit	Quantity	Rate		Amount (Rs.)
				Non PAR	PAR	
1	RCC FRAMED STRUCTURE					
1.1	RCC framed structure upto six storeys (Floor Height 3.35m)	Sqm	278.7		17000	47,37,900
	Sub-Total 1					47,37,900
2	EXTRA FOR FRAMED STRUCTURE					
2.1	Every 0.30 mt. additional height of floor above normal floor height of 3.35mt/2.90mt (height of Bldg.= 3.6m-3.35m=0.25m)	Sqm	278.7		270	75,249
2.3	Extra for Resisting Earthquake Forces	Sqm	278.7		1140	3,17,718
	Sub-Total 2					3,92,967
3	SERVICES ON 1					
3.1	Internal Water Supply & Sanitary Installations				15%	7,10,685
3.2	Internal Electric Installations				12.5%	5,92,238
3.3	External service connections				5%	2,36,895
	Sub-Total 3					15,39,818
4	EXTRA FOR SERVICES					
4.1	Lightening Conductor				0.33%	15,635
4.2	Telephone Conduit System				0.50%	23,690
	Sub-Total 4					39,325
5	OVERHEAD TANK					
5.1	Overhead Tank without Independent Staging Height with Fire fighting Provision (45 LPCD per Capita as Per CPHEEO)	Litre	2525		15	37,875
	Sub-Total 5					37,875
	Total (1 + 2 + 3 + 4 + 5)					67,47,885

Construction of Model Community Policing Training and Documentation Center

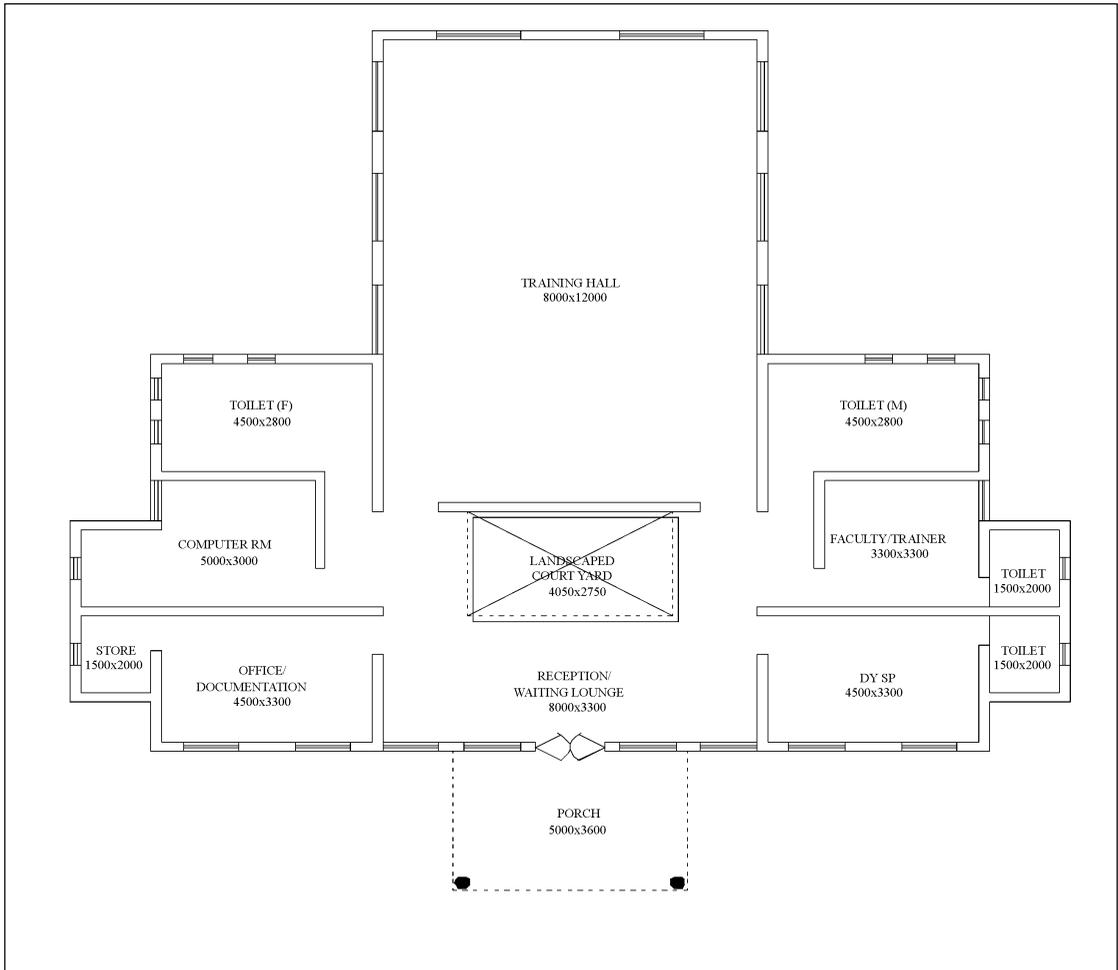
AREA STATEMENT

S.No	Name of the Item	Carpet Area (Sq. m.)	Reference
1	Dy SP	17.85	
2	FACULTY ROOM	13.76	
3	RECEPTION/ WAITING LOUNGE	29.55	
4	OFFICE/DOCUMENTATION	14.85	
5	STORE	3	
6	COMPUTER ROOM	14.25	
7	TRAINING HALL	96	
8	PORCH	18	
9	TOILETS	25	
	Total	232.26	
	Plinth Area (1.2xCarpet Area)	278.712	

Construction of Model Community Policing Training and Documentation Center**COST OF BOUNDARY WALL**

S.No.	Description	Qty.	Rate (in Rs.)	Unit	Amount (in Rs.)
1	Tentative cost for Construction of Boundary wall with Brick wall and RCC Column @ 3m C/C of 1.83 m height with Beam at FGL & coupling at Top and including cost of angle iron picket and fixing of Concertina wire complete	120	7751	metre	930120
2	Cost of Steel Gate (Approx Wt. = 800 kg per gate) (LS)	350	95	kg	33250
	TOTAL COST				963370

Construction of Model Community Policing Training and Documentation Center



<p>DRG. TITLE</p> <p><u>GROUND FLOOR PLAN</u></p>	<p>PROJECT</p> <p>COMMUNITY POLICING TRAINING & DOCUMENTATION CENTER</p>
<p>AREA STATEMENT</p> <p>PLINTH AREA A-3000 SQ FT (278.7 SqM)</p>	<p>AREA STATEMENT</p> <p>BUREAU OF POLICE RESEARCH AND DEVELOPMENT</p>

Construction of Model Community Policing Training and Documentation Center

Annexure-V

ABSTRACT OF PRELIMINARY COST ESTIMATE FOR 2000 SQ.FT.			
Sl. No.	DESCRIPTION	AMOUNT (Rs.)	REFERENCE
A	BUILDING		
1	Cost Estimate of Building block	45,10,251.00	
B	OTHER FACILITIES		
1	Boundary Wall, Gate and Guard Room	7,69,595.00	
	Total	52,79,846.00	
C	Development of Site		
1	Leveling	35150	
2	Sewerage	40700	
3	Horticulture	29600	
4	Signage	31450	
5	Street Light with HPSV Lamp	61050	
	Total	54,77,796.00	

Construction of Model Community Policing Training and Documentation Center

: COST ESTIMATE (G + 4)

1	Total Plinth Area	185.7	Sqm
2	Storey Height	3.6	m

Sl. No.	Description	Unit	Quantity	Rate		Amount (Rs.)
				Non PAR	PAR	
1	RCC FRAMED STRUCTURE					
1.1	RCC framed structure upto six storeys (Floor Height 3.35m)	Sqm	185.76		17000	31,57,920
	Sub-Total 1					31,57,920
2	EXTRA FOR FRAMED STRUCTURE					
2.1	Every 0.30 mt. additional height of floor above normal floor height of 3.35mt/2.90mt (height of Bldg.= 3.6m-3.35m=0.25m)	Sqm	185.76		270	50,155
2.3	Extra for Resisting Earthquake Forces	Sqm	185.76		1140	2,11,766
	Sub-Total 2					2,61,921
3	SERVICES ON 1					
3.1	Internal Water Supply & Sanitary Installations				15%	4,73,688
3.2	Internal Electric Installations				12.5%	3,94,740
3.3	External service connections				5%	1,57,896
	Sub-Total 3					10,26,324
4	EXTRA FOR SERVICES					
4.1	Lightening Conductor				0.33%	10,421
4.2	Telephone Conduit System				0.50%	15,790
	Sub-Total 4					26,211
5	OVERHEAD TANK					
5.1	Overhead Tank without Independent Staging Height with Fire fighting Provision (45 LPCD per Capita as Per CPHEEO)	Litre	2525		15	37,875
	Sub-Total 5					37,875
	Total (1 + 2 + 3 + 4 + 5)					45,10,251

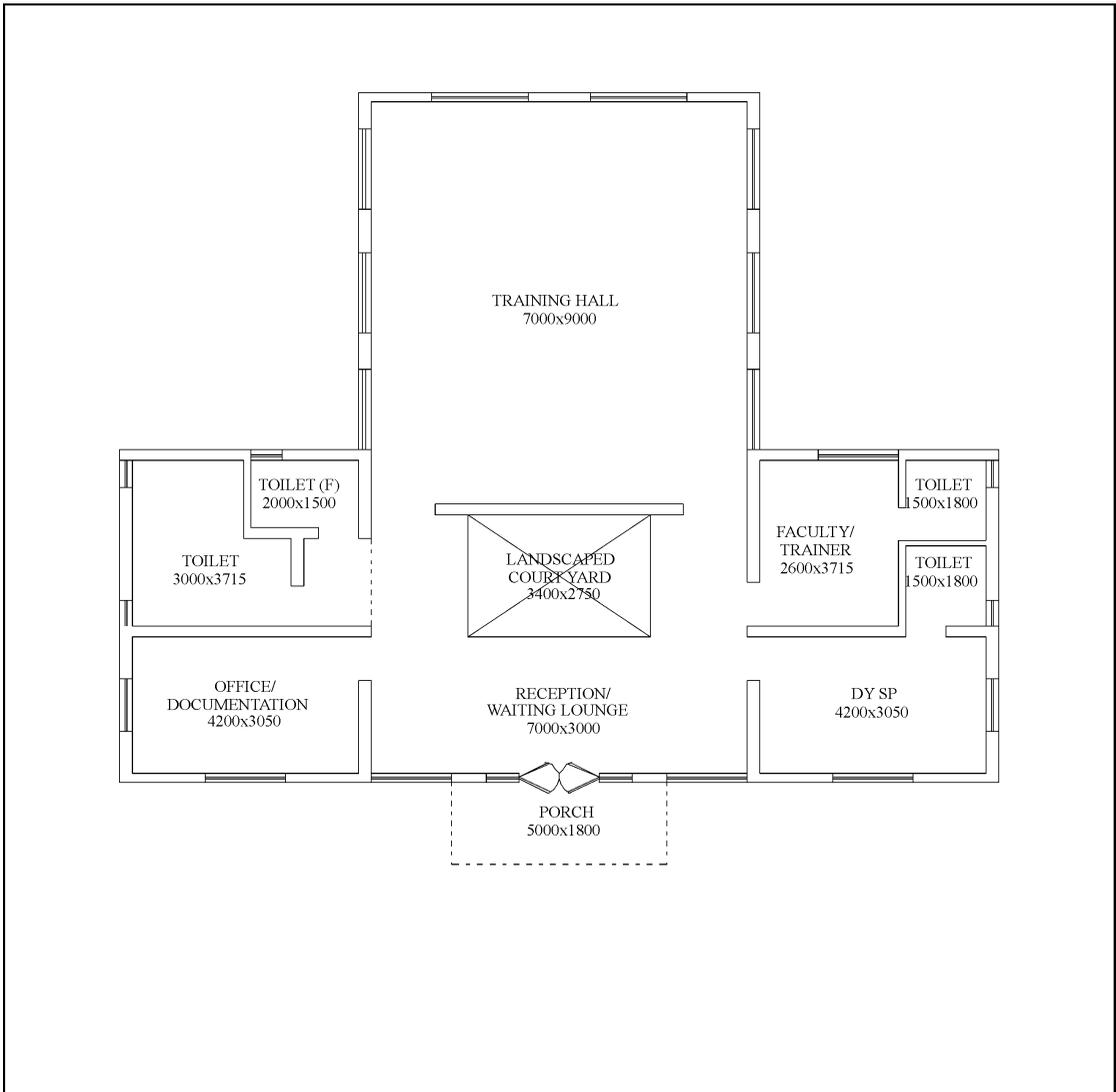
Construction of Model Community Policing Training and Documentation Center**AREA STATEMENT**

S.No	Name of the Item	Carpet Area (Sq. m.)	Reference
1	Dy SP	15.5	
2	FACULTY ROOM	12.5	
3	RECEPTION/ WAITING LOUNGE	28	
4	OFFICE/DOCUMENTATION	12.8	
5	TRAINING HALL	63	
6	PORCH	7.5	
7	TOILETS	15.5	
	Total	154.8	
	Plinth Area (1.2xCarpet Area)	185.76	

Construction of Model Community Policing Training and Documentation Center**: COST OF BOUNDARY WALL**

S.No.	Description	Qty.	Rate (in Rs.)	Unit	Amount (in Rs.)
1	Tentative cost for Construction of Boundary wall with Brick wall and RCC Column @ 3m C/C of 1.83 m height with Beam at FGL & coupling at Top and including cost of angle iron picket and fixing of Concertina wire complete	95	7751	metre	736345
2	Cost of Steel Gate (Approx Wt. = 800 kg per gate) (LS)	350	95	kg	33250
	TOTAL COST				769595

Construction of Model Community Policing Training and Documentation Center



<p>DRG. TITLE</p> <p><u>GROUND FLOOR PLAN</u></p>	<p>PROJECT</p> <p>COMMUNITY POLICING TRAINING & DOCUMENTATION CENTER</p>
<p>AREA STATEMENT</p> <p>PLINTH AREA A-2000 SQ FT (185.70 SqM)</p>	<p>AREA STATEMENT</p> <p>BUREAU OF POLICE RESEARCH AND DEVELOPMENT</p>

Conclusion:

- Community policing has come to be accepted as the way forward for the police and the public. It has positive implications for national security, citizen empowerment, crime prevention, and enhancement of the image of both the police and the community. It empowers the citizen to enter into a problem-solving relationship with the police. The time has come to move it from the phase of experimentation to that of implementation and institutionalization.
- In this context, establishing Community Policing Training & Documentation Center is highly relevant. They will focus on reorienting the training of police officers and community policing volunteers to enable delivery of police services through assessing the needs of the public and translating those needs into training programmes that can be effectively and efficiently delivered to the community.
- Finally, each generation passes on the torch of progress and development to the next. It becomes the challenge for the grooming of the citizens of today for meeting the future of tomorrow.

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