



EVALUATION OF SAANJH KENDRAS : A COMMUNITY POLICING INITIATIVE OF PUNJAB POLICE



2012

**Sponsored By :
Department of Planning,
Government of Punjab**

INSTITUTE FOR DEVELOPMENT AND COMMUNICATION (IDC)

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I INTRODUCTION

About SAANJH

The Government of Punjab on October 17, 2011 launched a novel initiative SAANJH, Punjab Police's Community Policing programme by inaugurating 115 state-of-art SAANJH Kendras across the state. Headed by the Community Affairs Division as well as the State Level Steering Committee, this first of its kind welfare project is a six-tier body providing policy guidelines, support for capacity building and strengthens systems of planning, management, participatory and integrity mechanism.

Why SAANJH?

Aimed to provide maximum number of police services at the nearest possible place in a dignified and humane manner SAANJH was designed for reforms within the Department of Police and for the community at large. Due to lacunae on the part of governance and administration alike the hapless because of ignorance, illiteracy, poverty, non influential status, long procedure and red tapism remain deprived of the entitled services and facilities subsequently leading to deprivation, delay and rampant corruption. Hence with the objective of reforms in governance, the state government took multiple initiatives in all departments i.e. civil as well as the police.

Services at SAANJH

Through the SAANJH Kendras Punjab Police planned to provide 20 civil services including verification of tenants, registration and verification of servants, passport verifications, police clearance certificate, verification of vehicles, character verification for service, payment of traffic *challans*, information of impounded vehicles, receiving complaints of community traffic problems in the area, permission for political/sports/religious functions, NOC for armed license, permission for loud speakers for processions etc.

Community Police Resource Centre (CPRC)

To implement SAANJH effectively at the district level, Community Police Resource Centres (CPRCs) were set up and for networking of the CPRCs with other government departments

and administrative structures district level committees were made responsible for the same. In addition CPRCs streamline the training of personnel at the district level and coordinate with the fifth and the sixth tier i.e. Sub-divisional Community Police Suvidha Centres and Police Stations Outreach Centres at the police station level.

Need for Evaluation of SAANJH

Punjab Police started working on SAANJH programme in the fourth month of 2011 and with premature preparation in the absence of pre-testing, hurriedly launched the SAANJH programme on 17 October 2011 amidst fanfare. Moreover, the well intended programme of SAANJH was put into action by the previous government in a rush, at a time when its term was nearing completion hence this programme started facing hurdles in implementation and operation. Therefore to take an account of the situation at ground level evaluation of SAANJH was proposed and subsequently planned in order to suggest necessary recommendations for measures that help resolve the plethora of issues. Urgency of the matter led to the evaluation of the SAANJH Kendras which was conducted in the months of May, June and July 2012 in all the commissionerates and police districts of Punjab.

Mission of Evaluation

The purpose of this assessment is to take remedial measures while focusing on the following issues:

- To inspect the level of uniformity in implementing SAANJH, in terms of structural and spatial designing, types of services to be delivered and delivery mechanism adopted by different Kendras in different districts at different levels.
- To make an assessment of the six tiers of SAANJH as per the functions allocated in the government order. Do they possess the required infrastructure, trained human resource, ICT support, etc?
- Existence of established specialised units in the centres and delivery of SAANJH services initiated or not. Evaluation of the quality of services delivered and necessary feedback in terms of satisfaction levels of the beneficiaries.
- Nature and level of community participation to be ascertained at the Community Affairs Division (CAD), District Community Policing Resource Centres, Sub-Divisional Community Policing Suvidha Centres and Police Station Outreach Centres.
- To make an assessment of the financial sustainability of these layered centres. How far it will be practical to impose user charges? In addition, identification of services and amount to be charged in consultation with various stakeholders.

Methodology of Evaluation

Evaluation was conducted in all the 24 police districts and 3 commissionerates of Punjab. Within the police district / commissionerate Community Police Resource Centre (CPRC), two Community Police Suvidha Centres (CPSCs) and four Police Station Outreach Centres (PSOCs) were visited. In all 192 SAANJH Kendras including, 27 CPRCs, 58 CPSCs and 107 PSOCs were visited.

Centres Visited			
District Level CPRC	Subdivision Level CPSCs	Subdivision Level PSOCs	Total
27	58	107	192
Constructed building as per new design in SAANJH Programme			Constructed
1 CPRC Roopnagar building as per SAANJH Design	54	19	74
Un-Constructed or not as per SAANJH design			Un-Constructed
26	4	88	118

Out of 192 centres visited 26 CPRCs, 4 CPSCs and 88 PSOCs did not have their own constructed buildings. These centres are functional from temporary spaces provided in DPOs, DSPs offices and *Thana* buildings.

Interviews and Assessment

- At the district level discussions were held out with SSPs, SPs and DSPs to know their views and understanding about the SAANJH programme.
- The In-charge personnel and staff members of each SAANJH centre were interviewed. A representative sample was also drawn from Police stations's SHOs and clerical staff.
- Research team conducted feedback interviews with those citizens who were present in Saanjh Kendras.
- Interactions were also conducted with the committee members to get their input and to know their understanding about SAANJH.
- Structural and spatial observations were taken, efficacy of record management, appraisal of the service delivery system and staff skills for the same were gauged.

II

CONTEMPORARY STATUS OF SAANJH PROGRAMME

Lack of Pre-Launching Preparations

The launching of the second phase of the programme coincided with the 2012 vidhan-sabha elections. It was seen by some functionaries as 'election gimmick' rather than an institutionalised programme. A majority of the electorate was doubtful about its continuity and longevity. There was a strong perception amongst some of police functionaries that the ruling party has never been elected for the second term in Punjab and consequently this programme will be shelved by the 'incumbant government'. Some even plan to convert these nice and comfortable spaces as their offices. That's why in post election number of beneficiaries decreased drastically.

The following key steps were not undertaken before the official initiation of SAANJH as a citizen friendly project:

- No pre-testing of the programme.
- Did not identify any procedural or legal challenges in the disposal of different services at various levels.
- While designing of the software no core group of experts experienced in service delivery at ground level was constituted to provide consultation and essential information about the procedure and delivery root of different services.
- No pre testing of the software was conducted to identify problems.
- It was not worked out what capacity of computer hardware and server capacity and internet speed would be required for such a vast scale state level network of linkages.
- Only working knowledge was provided to the hired staff before positing them at these centres. This was not adequate.

Designed Services and Facilities: At Different Centres

The Community Affairs Division's at the headquarter level designed and monitored SAANJH programme as prescribed in the above mentioned structure in its **Handbook on Community Police Centre (SAANJH KENDRA)**.

STRUCTURE OF COMMUNITY POLICING PROGRAMME (SAANJH) AT DISTRICT LEVEL

Community Police Resource Centres At District Level	District/ Commissionerate Level Committee
	Community Police Resource Centres (CPRC) 1) Grievance Redressal Unit 2) Community Services cum Information Unit (i) NRIs & Foreign counter (ii) Crime Prevention Counter (iii) Verification and Permission counter (iv) RTI counter (v) Traffic Management and Information Counter 3) Legal Aid and Victim Relief Unit 4) Sensitisation and Dispute Resolution Unit (a) Gender Dispute Resolution (b) Economic Dispute Resolution (c) Social and Political Conflict Resolution
Community Police Suvidha Centres At Sub Division Level	Subdivision Level Committee
	Community Police Suvidha Centres (CPSC) 1) Community Services cum Information Unit 2) NRI & Foreign counter 3) Gender Dispute Resolution Unit
Police Station Outreach Centres At Police Station Level	Thana Level Committees
	Police Station Outreach Centres (PSOC) 1) Community Services cum Information Unit 2) Gender Dispute and Social Conflict Resolution Unit

The programme was aimed to provide a single window system of delivery of different community services, victim relief and rehabilitation facilities, to provide alternative to dispute resolution and to provide a dignified platform of grievance redressal to people in distress. As stated in Handbook on Community Police Centres --***“to evolve system of service delivery through a mechanism providing a single window at all community police centres/ SAANJH Kendras on IT platform with an effort to make it on-line in due course will end police interaction with those working at the back end in processing the complaints and applications for various services and will go a long way in removing the elements of corruptibility and chances of those involved in service delivery from indulging in corrupt practices”***.

A Reality Check on Delivery of Current Services’ at Different Levels

The following table shows status of current offerings to the public. Barring the mentioned services there is no other facility for which a person may visit these centres.

	Services were being provided earlier also (Drop in list of 20 services of RTS Act) (<u>Delivery not through SAANJH network</u>)	Services were being provided earlier also (<u>Do not fall in list of 20 services of RTS ACT</u>) (Delivery not through SAANJH network)	Through SAANJH Network
Community Police Resource Centres At District Level	<ol style="list-style-type: none"> 1. Registration of foreigners (Arrival and Departure) 2. Extension of Residential Permit of Foreigners 3. Stranger verification (after receiving the verification from other District / State of which the stranger is resident) 4. Tenant/ Servant Verification (if resident of local area) 5. Tenant / Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State) 6. Other Verification related services 7. NOC for pre-owned vehicles 8. Character Verification 9. Passport Verification status 	<ol style="list-style-type: none"> 1. Police Clearance Certificate 2. Public Complaints of SSP level 	<ol style="list-style-type: none"> 1. Copy of FIR or DDR and untraced report (very few)
Community Police Resource Centres At Commissionerate	<p>In addition to above</p> <ol style="list-style-type: none"> 1. NOC for fairs/ melas/ exhibitions/ sponsored events etc. 2. Verification for renewal of Arms License 3. NOC for issuance / renewal of license of Arms Dealers 4. Issuance of NOC for setting up of Petrol Pump, Cinema Hall etc. 5. Verification for fresh Arms License 		
Community Police Suvidha Centres At Sub Division Level		<ol style="list-style-type: none"> 1. Direct Complaints of DSP level (very few centres) 	<ol style="list-style-type: none"> 1. Copy of FIR or DDR and untraced

	Services were being provided earlier also (Drop in list of 20 services of RTS Act) (<u>Delivery not through SAANJH network</u>)	Services were being provided earlier also (<u>Do not fall in list of 20 services of RTS ACT</u>) (Delivery not through SAANJH network)	Through SAANJH Network
			report
Police Station Outreach Centres At Police Station Level		1. Direct Complaints of SHO level (very few centres)	1. Copy of FIR or DDR and untraced report

At present SAANJH is primarily focused on service delivery. During the undertaken evaluation it was observed that hitherto police personnel are not prepared mentally and trained adequately for the said purpose. Community partnership has not been fully institutionalised, protocols for women counseling centres, economic offence cells, NRIs facilitation centres, police complaint system, are yet to be standardised.

The following sections highlight the types of services these centres are providing and the kinds of problems the centres are facing.

Status of SAANJH Kendras

Existing status of SAANJH Kendra buildings in Punjab

Names of the Districts	Constructed building as per the SAANJH design				Non Functional / Working from some make shift arrangements				Total
	CPRCs	CPSCs	PSOCs	Total	CPRCs	CPSCs	PSOCs	Total	Centres
Commissionerates									
Ludhiana Commissionerate		7	3	10	1		24	25	35
Amritsar commissionerate		5		5	1		16	17	22

Names of the Districts	Constructed building as per the SAANJH design				Non Functional / Working from some make shift arrangements				Total
	CPRCs	CPSCs	PSOCs	Total	CPRCs	CPSCs	PSOCs	Total	Centres
Jalandhar Commissionerate		5		5	1		7	8	13
Border Zone / Ranges									
Amritsar Rural		4		4	1	1	17	19	23
Tarn Taran		4		4	1		14	15	19
Batala		4		4	1		13	14	18
Pathankot			4	4	1	2	6	9	13
Gurdaspur		1	2	3	1	2	10	13	16
Bathinda Zone / Ranges									
Ferozpur Range									
Ferozpur		2		2	1	2	11	14	16
Fazilka		3		3			10	10	13
Moga		3	3	6	1		9	10	16
Faridkot		2	3	5	1		4	5	10
Bathinda Range									
Bathinda		1	13	14	1	1	12	14	28
Mukatsar		1	4	5	1		6	7	12
Mansa		3		3	1		12	13	16
Patiala Zone / Ranges									
Patiala Range									
Patiala		4		4	1	1	21	23	27
Sangrur		4	3	7	1	2	19	22	29
Barnala		3		3	1		5	6	9
Roopnagar Range									
Roopnagar	1	4		5			9	9	14
Shaheed Bhagat Singh Nagar		3		3	1		10	11	14
SAS Nagar Mohali		1	4	5	1	3	10	14	19
Jalandhar Zone / Ranges									
Jalandhar Range									
Jalandhar Rural		4		4	1	1	13	15	19
Hoshiarpur		4		4	1		15	16	20
Kapurthala		4		4	1		15	16	20
Ludhiana Range									
Ludhiana Rural		2		2	1	1	7	9	11
Fatehgarh Sahib		4		4	1		8	9	13
Khanna		3		3	1		5	6	9
Punjab Total	1	85	39	125	25	16	308	349	474

Apart from above mentioned centres there were some sub-divisions and police stations where SAANJH was not functional

According to data provided by the 24 police districts and 3 commissionerates there are 125 newly constructed SAANJH Kendras. CPRC Roopnagar has the only constructed building as per the new design. 85 CPSCs and 39 PSOCs have newly constructed buildings. The highest number of newly constructed buildings of PSOCs is in police district of Bathinda. There are 349 SAANJH centres 25 CPRCs, 16 CPSCs and 308 PSOCs which are working from the makeshift arrangements.

The above presented data is as per the list provided by the respective police districts and commissionerates but apart from this there are some subdivisions and police stations which are not on SAANJH network. Unavailability of space was reasoned for the non construction of SAANJH Kendras in particular subdivisions or police stations.

Recommendation

For the success of SAANJH it is must ensured that all the police stations are on the network of the said programme and PSOCs must be made operational there. However, if at the subdivision level under which these police stations fall it is not possible to construct CPSCs, then the PSOCs may be brought under a CPSC in the near vicinity. In case of scarcity of funds or unavailability of land for construction of the PSOCs, then for an interim time within the police station a viable substitute for the same may be provided. Two of such arrangements have been presented in the following pictures.



Centres Visited

Centres visited during the undertaken evaluation have been listed in the subsequent table along with the building status i.e. whether or not constructed.

Commissionerates, Police Districts and SAANJH Kendras visited during evaluation

Commissionerate Locations

		CPRC	CPSCs	PSOCs
1.	Amritsar Commissionerate	CPRC (In DCP Amritsar Building)	<ul style="list-style-type: none"> ▪ East (Constructed) ▪ West (Constructed) ▪ North (Constructed) ▪ South (Constructed) ▪ Central (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. C Division (Un Constructed) ▪ P.S. D Division (Un Constructed)
2.	Jalandhar Commissionerate	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Jalandhar North (Constructed) ▪ Jalandhar Central (Constructed) ▪ Jalandhar West (Constructed) ▪ Jalandhar Model Town (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Div. 2 (Un Constructed) ▪ P.S. Div. 3 (Un Constructed) ▪ P.S. Div. 4 (Un Constructed) ▪ P.S. Div. 5 (Un Constructed)
3.	Ludhiana Commissionerate	CPRC (In DPO Separate Building)	<ul style="list-style-type: none"> ▪ Sahnewaal (Constructed) ▪ Gill (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Sahnewaal (Un Constructed) ▪ P.S. Sadar Ludhiana (Un Constructed) ▪ P.S. Div. 5 (Constructed) ▪ P.S. Jamaal Pur (Un Constructed)

Boarder Zone/ Range Locations

		CPRC	CPSCs	PSOCs
1.	Amritsar Rural	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Majitha (Constructed) ▪ Jandiala Guru (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Jandiala Guru (Un Constructed) ▪ P.S. Majitha (Un Constructed) ▪ P.S. Kathu Nangal (Un Constructed) ▪ P.S. Mattewal (Un Constructed)
2.	Tarn Taran	CPRC (In Police Line)	<ul style="list-style-type: none"> ▪ City Tarn Taran (Constructed) ▪ Goindwal Sahib (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Thana City Tarn Taran (Un Constructed) ▪ P.S. Goindwal Sahib (Un Constructed) ▪ P.S. Thana Sadar (In City) (Un Constructed) ▪ P.S. Jhabal (Un Constructed)
3.	Batala	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Batala City (Constructed) ▪ Fatehgarh Churian (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. City Batala (Un-Constructed) ▪ P.S. Fatehgarh Churian (Un-Constructed)

		CPRC	CPSCs	PSOCs
				<ul style="list-style-type: none"> ▪ P.S. Qila Lal Singh Wala (Constructed) ▪ P.S. Ghaniake Banger (Un-Constructed)
4.	Pathankot	CPRC (In DPO Building) Not Functioning	<ul style="list-style-type: none"> ▪ Rural (In DSP rural office Malakpur) (Un Constructed) ▪ City (In District Police Office building) (Un Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Narot Jaimal Singh (Constructed) ▪ P.S. Sujanpur (Constructed) ▪ P.S. Thana Sadar (Constructed) ▪ P.S. City Division I (Constructed)
5.	Gurdaspur	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ City Gurdaspur (Constructed) ▪ Dorangla (Under construction) 	<ul style="list-style-type: none"> ▪ P.S. Thana City (Un Constructed) ▪ P.S. Kalanour (Constructed) ▪ P.S. Dinanagar (Constructed) ▪ P.S. Dorangla (Un Constructed)

Bathinda Zone Locations

		CPRC	CPSCs	PSOCs
Ferozpur Range				
1.	Fazilka	CPRC (In DPO Building) Non Functioning SAANJH	<ul style="list-style-type: none"> ▪ Abohar (Constructed) ▪ Fazilka (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. City Abohar (Un Constructed) ▪ P.S. Sadar Abohar (Un Constructed) ▪ P.S. Fazilka Sadar (Un Constructed) ▪ P.S. Fazilka City (Un Constructed)
2.	Ferozpur	CPRC (In DPO Building) Non Functioning SAANJH	<ul style="list-style-type: none"> ▪ Zira (Constructed) ▪ Ferozpur City (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Ferozpur City (Un Constructed) ▪ P.S. Ferozpur Cant (Un Constructed) ▪ P.S. Zira Sadar (Un Constructed) ▪ P.S. Makhu (Un Constructed)
3.	Faridkot	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Faridkot City (Constructed) ▪ Jaiton (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Faridkot City (Constructed) ▪ P.S. Faridkot Sadar (Un Constructed) ▪ P.S. Jaiton (Un Constructed) ▪ P.S. Kot Kapura (Constructed)
4.	Moga	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Moga City (Constructed) ▪ Dharamkot (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Moga City (Un Constructed) ▪ P.S. Moga City South (Un Constructed) ▪ P.S. Kot Ise Khan (Un

		CPRC	CPSCs	PSOCs
				Constructed) <ul style="list-style-type: none"> ▪ P.S. Dharamkot (Un Constructed)
Bathinda Range				
5.	Mukatsar	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Malout (Constructed) No other CPSC was working or Constructed	<ul style="list-style-type: none"> ▪ P.S. Lakhewal (Un Constructed) ▪ P.S. Malout Sadar (Constructed) ▪ P.S. Mukatsar City (Constructed) ▪ P.S. Mukatsar Sadar (Un Constructed)
6.	Bathinda	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Talwandi Sabo (Constructed) ▪ Bathinda City (Un Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Bathinda Cant (Un Constructed) ▪ P.S. Bathinda Thermal (Constructed) ▪ P.S. Talwandi Sabo (Un Constructed working from CPSC) ▪ P.S. Rama (Constructed)
7.	Mansa	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Mansa City (Constructed) ▪ Budlada (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Mansa City (Un Constructed) ▪ P.S. Joga (Un Constructed) ▪ P.S. Budlada City (Un Constructed) ▪ P.S. Budlada Sadar (Un Constructed)

Patiala Zone Locations

		CPRC	CPSCs	PSOCs
Patiala Range				
1.	Patiala	Separate Building in IG office	<ul style="list-style-type: none"> ▪ Patiala Sadar (Constructed) ▪ Rajpura (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Patiala Sadar (Un Constructed) ▪ P.S. Patiala Urban Estate (Un Constructed) ▪ P.S. Rajpura City (Un Constructed) ▪ P.S. Rajpura Sadar (Un Constructed)
2.	Sangrur	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Sunam (Constructed) ▪ Malerkotla (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Sunam City (Un Constructed) ▪ P.S. Dhuri Sadar (Constructed) ▪ P.S. Dhuri City (Un Constructed) ▪ P.S. Malerkotla City I (Un Constructed)
3.	Barnala	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Tapa (Constructed) ▪ Barnala (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Barnala City (Un Constructed) ▪ P.S. Barnala Sadar (Un Constructed) ▪ P.S. Tapa (Un Constructed)

		CPRC	CPSCs	PSOCs
				▪ P.S. Dhanula (Un Constructed)
Roop Nagar Range				
4.	Roopnagar	CPRC new Designed Building near by CPSC Roopnagar Building in DPO	<ul style="list-style-type: none"> ▪ Chamakaur Sahib (Constructed) ▪ Nangal (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Roopnagar Sadar (Un Constructed) ▪ P.S. Chamkaur Sahib (Un Constructed) ▪ P.S. Morinda (Un Constructed) ▪ P.S. Nangal City (Un Constructed)
5.	SAS Mohali	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Derabassi (at Mubarkpur) (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Phase 8 (Constructed) ▪ P.S. Phase 11 (Constructed) ▪ P.S. Phase I (Constructed) ▪ P.S. Mataur (Constructed)
6.	SBS Nawan Shehar	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Nawan Shehar (Constructed) ▪ Balachaur (Constructed) ▪ Banga (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Nawan Shehar City (Un Constructed) ▪ P.S. Nawan Shehar Sadar (Un Constructed) ▪ P.S. Banga Sadar (Un Constructed) ▪ P.S. Balachaur (Un Constructed)

Jalandhar Zone Locations

		CPRC	CPSCs	PSOCs
Jalandhar Range				
1.	Jalandhar Rural	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Nakodar (Constructed) ▪ Bhogpur (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Nakodar City (Un Constructed) ▪ P.S. Nakodar Sadar (Un Constructed) ▪ P.S. Mehat Pur (Un Constructed) ▪ P.S. Bhogpur (Un Constructed) ▪ P.S. Adam pur (Un Constructed)
2.	Hoshiarpur	CPRC merged with CPSC Hoshiarpur Building	<ul style="list-style-type: none"> ▪ Dasua (Constructed) ▪ Gharshankar (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Dasua (Un Constructed) ▪ P.S. Gardhiwaal (Un Constructed) ▪ P.S. Mehalpur (Un Constructed) ▪ P.S. Gharshankar (Un Constructed)
3.	Kapurthala	CPRC (Separate Building)	<ul style="list-style-type: none"> ▪ Phagwara (Constructed) ▪ Kapurthala (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Kapurthala Sadar (Un Constructed) ▪ P.S. Kapurthala Kotwali (Un Constructed) ▪ P.S. Phagwara Sadar (Un Constructed) ▪ P.S. Rawalpindi (Un Constructed)
Ludhiana Range				
4.	Ludhina Rural (Jagraon)	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Jagraon (Constructed) ▪ Raikot (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Jagraon Sadar (Un Constructed) ▪ P.S. Jagraon City (Un Constructed) ▪ P.S. Raikot (Un Constructed) ▪ P.S. Sudar (Un Constructed)

		CPRC	CPSCs	PSOCs
5.	Khanna	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Khanna (In DPO) (Constructed) ▪ Samrala (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Khanna Sadar (Un Constructed) ▪ P.S. Khanna City (Un Constructed) ▪ P.S. Samrala (Un Constructed) ▪ P.S. Machiwara (Un Constructed)
6.	Fatehgarh Sahib	CPRC (In DPO Building)	<ul style="list-style-type: none"> ▪ Fatehgarh Sahib (Constructed) ▪ Amloh (Constructed) 	<ul style="list-style-type: none"> ▪ P.S. Fatehgarh Sahib (Un Constructed) ▪ P.S. Sirhind City (Un Constructed) ▪ P.S. Amloh (Un Constructed) ▪ P.S. Mandi Gobindgarh (Un Constructed)

III

FEEDBACK OF STAKEHOLDERS

Several discussions and interviews were conducted with the following stakeholders to know their level of understanding about SAANJH and the kind of problems and impediments they perceived during its execution, sustainability and utility. Suggestions were also invited from the enlisted stakeholders.

- Seniors/Nodal officers of SAANJH Kendras;
- Staff posted at SAANJH Kendras;
- Committee Members;
- Service Seekers

Seniors/Nodal Officers

SSPs, SPs and DSPs who came across during the visit were found thoroughly familiarised with the SAANJH's six-tier structure and functioning. However, they were not fully informed about the relevance of units like dispute resolution, information centres, Nri outreach programme. For them these centres were barely service delivery windows and therefore need to be outsourced. Moreover they were of the view that the state's police force had many other important things to do instead of catering to SAANJH and its operations. Also many of them subtly expressed the unease they experienced while complying with orders from higher authorities to construct new centre buildings within stipulated period. They also elaborated on the compulsions and constraints they had to engage with to achieve targets. Those who were supportive were of the view that this is really a great idea to facilitate the public and suitably appreciated SAANJH emphatically but were somewhat disheartened at the apathy their seniors at the headquarters displayed. Main issues highlighted by them were as follows:

- **Shortage of manpower**
- **Lack of awareness in Public**
- **Non-cooperation at Thana level**
- **Substandard functioning of the main server**

- **Problems related to payment of bills**
- **Lack of awareness about SAANJH among working staff**
- **Buildings and Infrastructure**
- **Less number of visitors at Centres**

Manpower Shortage

Problem of shortage of police force in general and specifically of women police personnel was unanimously cited as a key challenge for an effective implementation of the programme. They informed that the existing shortage affected routine functioning of the police and SAANJH Kendras are not an exception to it. Even though they try to ensure that no person posted in these centres is given any additional task but maintenance of law and order being their priority, at times to meet emergencies staff posted in here has to be deputed for other duties as well. **It was suggested by some of them that if government wants to run this programme successfully then there has to be a separate and dedicated cadre for SAANJH Kendras or else the government should outsource these centres to some other agency.**

Lack of awareness in Public

Lack of awareness among public was also a concern for these officers who thought it to be a reason for underutilisation of facilities at these centres as people were unaware about the purpose of newly constructed buildings and the services provided at these centres. However they further added that though few but with the passage of time public had started learning about these centres essentially because of verbal publicity by those who had been referred to these centres by the staff at police stations and division offices. They informed that staff in these offices had been given strict orders of not attending to the people coming for services which are to be provided by SAANJH Kendras hence referred them directly to the centres. **They suggested that there should be major campaign to popularise these centres among public at large.**

Non-cooperation at Thana level

These officers were aware of the fact and explicated the same, that police station's head clerk and staff did not extend full cooperation to the PSOCs staff, because of their

stereotypical style of working and police subculture of corruption. Thana staff considered that PSOCs were in clash with the interests of the former, specifically pecuniary.

It would be ethically correct to mention here that head clerks of a police station cannot be held solely responsible for police's sub-culture of corruption, because whatever they do, they do not do so for themselves alone. Actually they do so in order to maintain many expenditures of the police station for which there are no official provisions or sometimes to meet demands that they receive from high-ups. This was quoted by an officer on condition of anonymity.

Server's substandard functioning

Complaints received by officers from their subordinate staff or staff working at these centres were often related to inefficient and slow functioning of the main server. They complained that the main server of SAANJH was operated by unprofessional individuals. It was alleged that the software had numerous errors and the server was too slow taking hours to upload a single application. They expressed their anguish that the help line number given by the software and server providing agency were of no help either. Further, the person who headed the agency had stopped attending to calls of senior officers as well. Poor functioning of the main server kept service seekers stranded for a long duration of time and the dealing staff felt embarrassed at the technical lapse. It was suggested that **the SAANJH server should be handed over to a qualified company and software be redesigned. Also, there be a call centre to help staff members in case of any query.**

Problems related to payment of bills

Officers conveyed that they tried their best to meet all the financial requirements of SAANJH Kendras and clear all the bills pertaining to electricity, internet etc. However they disclosed that due to non availability of a separate budget with allocated funds for maintenance of the centre, sometimes payments got delayed resulting in disconnected power supply and internet connections that subsequently led to non-functioning of the centres and piling up of pending work. They also mentioned that in case of any malfunctioning of electronic gadgets maintenance's expenses becomes a shared responsibility of the staff. They suggested **immediate release of separate funds for maintenance of SAANJH centres and to levy minimum service charge for centres to be self sustainable and self reliant**

Lack of awareness about SAANJH among staff

Officers also shared about a blanket lack of understanding among the working staff in centres regarding SAANJH. They believed that the engaged staff would take time to comprehend the programmes' importance. They also said that the In-charge personnel and some of the male staff members wanted to be transferred from the centres as soon as possible as they were more interested in field jobs because of fringe benefits, authority and status attached to the same.

Buildings and Infrastructure

Many disgruntled officers complained that they had received orders from high-ups to develop SAANJH Kendras within short duration and sanctioned money which is why it was difficult to manage the whole operation. More often contractors would discontinue their services on account of non feasibility of constructing buildings within the sanctioned amount. Because orders were strict and absolute hence with acquiescence these officers had to arrange sand and bricks from other sources unofficially hence these SAANJH Kendras were constructed in a short span of time that caused poor construction at many places, informed the officers. Some were of the perception that even headquarter authorities did not appear much interested in SAANJH and were under pressure 'to get the things done' as usually authorities merely passed an order for districts to comply with minus taking account of the ground realities.

Less number of visitors at Centres

Officers were of the view that less number of visitors, due to availability of very few services and lack of awareness among people rendered these centres socially and economically as unproductive propositions. They were also of the belief that currently HR was being wasted, an asset police is already in dearth of.

Committee Members

Committee members at the district, sub-divisional level, and Thana level were contacted randomly. These committee members informed that centres are opened to change police

image in society, because '*khakhi*' still works as factor of fear for the masses. They said that people still hesitate to visit a police station and in such a scenario SAANJH Kendras may become significant in changing the existing mindset.

A majority of the individuals had never been educated about their role as committee member. On being asked about their selection as committee members, most responded by saying that a known policeman had communicated to them about the selection. Committee members alleged that there are many social activists who aspire for membership of the committee to get their personal motive fulfilled hence there is need to take utmost care while selecting individuals as members. Following are specific issues, raised by them:

Maintenance

Committee members were well aware about the actual situation at these centres, because they put forth the plight of the staff that faces hurdles on a day to day basis and expressed their concerns about the same. According to them staff of these centres contribute monetarily as running expenses to the extent that payment for cleaning the premises by class-IV employee is done from their (staff's) own pocket, which otherwise female members from the centre's staff do themselves. They said that this is highly unprofessional and the matter needed to be taken care of adequately. They suggested that minimum funds required for the maintenance should be issued and provision of a sweeper cum fourth class employee be made.

Awareness

Most of the committee members suggested **state level campaign to spread awareness among public** and also to involve government officials like CDPO, Panchayat Secretary, Aanganwadi workers and MPHWS to spread awareness and information about SAANJH at grass-root levels.

Sustainability

Committee members expressed consent to the idea of an affordable facilitation/service charge to be levied for different services. Confident about the community's reaction they affirmed that service seekers would not mind paying the nominal amount in order to avail services more so when the utilisation of the proposed charges contributes towards beautification and self sustainability of the centres.

Unreasonable demands by committee members

In some districts committee members were demanding some sort of identity cards to establish their evident association with police. Different justifications though unreasonable were cited for their demand. For instance, some committee members told that they should be given such cards that allow them free commuting through the toll plazas across Punjab, claiming it as one of the benefits for cooperating with the state's police. One committee member of a CPSC who was also member of some district level human rights organisation said that if she were given such a card she would keep vigil over corrupt traffic police personnel of the area. Except few most of the committee members were non-serious about the functioning of SAANJH Kendras. There were many who had attended only one meeting since inauguration of the centres and were clueless about their role as committee member.

Giving into the demand for I- cards by committee members, two districts issued such cards and two more intended to do the same.

Images below show samples of I-cards that two districts have planned to give or had already distributed among the committee member.



Based on past experiences it is suggested that identity cards with Punjab police logo shall not be issued to committee members as the same may be misused.

Meetings of Committee Members

It was submitted that regular meetings of the committee be held with a pre-decided agenda. **Many members were of the view that since participation by women was less, there was a need to include more female members in the committee to ensure their presence in the meetings.**

It was also found that the most of the committees as per list provided by respective centres were constituted of inactive members.

Contribution by Public

In some CPSCs, committee members informed that staff of the centres called them for financial assistance. Also, with pride many members shared the fact that construction of centres had been possible because of the funds donated by the people of that area.

During appraisal, it was found that public had contributed money to build SAANJH Kendras as funds received from the state government were insufficient.

Recommendation

There is need to provide these centres with some literature and handbooks explaining role of these committees which can be further distributed among these members after their enrolment as members.

Service Seekers

Opinion of service seekers, end users of SAANJH, matters greatly as it aides in judging the efficacy of the programme. Barring CPRCs, the newly constructed CPSCs and PSOCs are at present receiving very few visitors. Those who visited were referred by one or the other person or an office they approached earlier to get their work done or to avail a specific service.

Purpose of visit

Majority of the end users visiting these centres avail different services, most of which are available at the CPRC level only.

Service Seekers Purpose at CPRCs

Services	%
Police Clearance Certificate	70%
Character Verification	15%
Arms License	7%
Copy of DDR/FIR	3%
Others	5%

IDC Survey 2012

70 per cent service seekers were at CPRCs for getting Police Clearance Certificate and 15 per cent were there for character verification. Arms license applicants, 7 per cent of the total were at CPRCs of the commissionerates. Though under Right to Service Act there is a list of twenty services that SAANJH Kendras provide but only some of these services have direct clientage at these centres (as explained in further sections). The kendras at subdivision and *thana* level are at present providing only the copy of FIRs/DDR. 90 percent of the visitors in these centres came for lodging a report of their missing article / SIM etc. and 10 percent for a copy of the FIR.

Services availed at CPSC and PSOC

Services	%
DDR	90
Copy of DDR/FIR	10

IDC Survey 2012

Awareness

97 percent service seekers were unaware about the SAANJH Kendras and their functioning. Though some centres did claim that they had made efforts to create awareness by organising meetings with the help of committee members.

Awareness level of service seekers

Variables	%
Referred by someone else	97%
Unaware about the centre	97%
People who found it different from police stations	100%

IDC Survey 2012

97 percent service seekers told that they were referred by someone. Only those who had earlier visited the centre for any of the above mentioned services had little awareness and

the services delivered at these centres. They stressed on the need for a public campaign to popularise the welfare programme.

Appraisal by service seekers

Service seekers appraised that SAANJH Kendras are totally different from other police departments and informed that the staff's behavior and facilities available were *par excellence*. For them changeover in police's work culture was a pleasant experience and elucidated further that the staff's non police uniform allowed them to visit the place without any fear or apprehension. A unanimous commandment was made for the state government's noble initiative and anticipated a subsequent curb on the existing levels of corruption to an extent. **Many of them suggested that the centres should remain open on Sunday also.**

Though some complaints about delay in service delivery were made but the onus was on staff frequent power failure, slow internet and poor performing server and not the working staff at these centres. A majority of the service seekers complained that they had to wait for long hours because of internet failure. The few visiting for a second time were there because of minor typing errors made by computer operators. Suggestion was made for **an adequate strength of a more competent & qualified staff.**

The following Table illustrates grading of staff's functioning by the service seekers. A majority 75 percent graded the staff's attitude and behaviour as good or excellent while 72 percent graded employee competence above average. The staff's response time to call for a service was by majority adjudged as Average, Fair and Poor but the overall performance of the centre was graded Good by 73 percent of service seekers and 15 percent of them adjudged it as excellent.

Staff Appraisal by Service Seekers

	In %				
	Excellent	Good	Average	Fair	Poor
Employees attitude and behavior	22	53	20	3	2
Overall competence of employees	10	62	17	7	4
Response time to calls for service	2	8	36	40	14
Overall performance of the centre [which includes CPRCs, CPSCs and PSOCs]	15	73	8	4	0

IDC Survey 2012

Majority of the service seekers agreed for paying fees for the services provided at SAANJH Kendras but with the condition that delivery should be prompt instead of a delayed one.

Staff Members

CPRCs and CPSCs in-charge were mostly Inspector rank officers whereas PSOCs were headed by Assistant Sub Inspectors, though some centres were exceptions in which lower rank officers were deputed as in-charge. Following is the distribution of staff members who were interviewed during evaluation.

Rank wise staff distribution at CPRCs/CPSCs and PSOCs

Ranks	CPRC	%	CPSC	%	PSOC	%
Inspector	13	10.5	24	11.8		
Sub Inspector	6	4.8	9	4.4	3	2.5
Assistant Sub Inspector	12	9.7	12	5.9	25	20.8
Head Constable	52	41.9	37	18.1	33	27.5
Constable	41	33.1	122	59.8	59	49.2
Total	124	100.0	204	100.0	120	100.0

IDC Survey 2012

Community Affair Division (CAD) is a state level authority that designs, develops, implements and monitors the SAANJH programme. It was observed during the undertaken study that there is lack of adherence to CAD instructions. CAD in its correspondence [Letter No. 1298-1233/CP dated 29-4-2011 Subject: Instructions pertaining to the working of the Community Police Resource Centers (CPRCs)/ Community Police Suvidha Centers (CPSCs) / Police Station Outreach Centers (PSOCs)] instructed the zone, range and district authorities on various matters related to the SAANJH programme.

Regarding staff allocation certain suggestions were made by CAD. Staff posting as per mandate is indeed crucial for a smooth functioning of the SAANJH programme. It is necessary that a senior rank be placed at higher designation. Similarly, the centre's office must be clear about hierarchical authority vis-à-vis accountability. Each and every instruction of the CAD would be rigidly observed by the district authorities and if there is any problem in implementing the orders CAD would be informed for the latter to resolve matter promptly.

CPRCs		CPSCs		PSOCs	
In-charge Chief Community Officer Rank: Inspector *	1	In-charge Senior Community Officer Rank: Inspector	1	In-charge Community Affair Officer Rank: ASI	1
Receptionist cum Coordination Officer Rank: Lady NGO	1	Receptionist	1	Receptionist	1
Computer Operators	4	Computer Operators	3	Computer Operators	2
Record Keeper	1	Record Keeper	1		
Total	7	Total	6	Total	4

Following is the suggested staff strength. Though there is no significant difference as compared to the previous nonetheless it is crucial.

CPRCs		CPSCs		PSOCs	
In-charge Chief Community Officer Rank: <u>Senior most Inspector *</u>	1	In-charge Senior Community Officer Rank: Inspector	1	In-charge Community Affair Officer Rank: ASI	1
Receptionist cum Coordination Officer Rank: Lady NGO	1	<u>Receptionist cum Coordination Officer</u> Rank: <u>NGO</u>	1	<u>Receptionist cum Coordination Officer</u> Rank: <u>Head Constable</u>	1
Computer Operators*		Computer Operators		Computer Operators	
Record Keeper	1	Record Keeper	1		
Sweeper cum Class IV	1	Sweeper cum Class IV	1	Sweeper cum Class IV	1
Total		Total		Total	
CPSCs and PSOCs which are working from the independent buildings					

- CPRC being the district level centre shall be headed by the senior most Inspector. Rather it would be more effective and practical if an inspector due for promotion (as DSP) gets a fixed period posting at CPRC. This may be made compulsory.
- Separate computer operators in CPRCs shall be appointed for uploading, updating all information related to services to be delivered through SAANJH as well as ensure an efficient and time bound disposal mechanism. This would relieve the

centre's over burdened staff that is actually meant for dispensing of different services at the centres.

- The strength of computer operators shall be decided after finalisation of the services, estimating of work load and consultations of committee, as recommended later in this report.
- All centres shall be provided with one Sweeper cum Class IV helper.

Age Group of Staff

With regard to age specifications of staff employed at these centres , CAD clear instructions in the letter mentioned above (Para 5 VI.) state that no official shall be posted in the CPRCs/ CPSCs/ PSOCs who is due for retirement within 2 years of his/her posting. But it was observed that there were officers due for retirement within the next 2 to 3 months of their assuming posts.

Age of Personnel

Age	CPRC	%	CPSC	%	PSOC	%	Total	%
Less than 25	21	16.9	86	42.2	50	41.7	157	35.0
26-35	19	15.3	31	15.2	12	10.0	62	13.8
36-45	52	41.9	57	27.9	33	27.5	142	31.7
46-55	30	24.2	23	11.3	23	19.2	76	17.0
56 and above	2	1.6	7	3.4	2	1.7	11	2.5

IDC Survey 2012

Educational Qualification of Staff

The study revealed that there were members from the staff who were non graduates. However, all new recruits, especially females posted in these centres were well qualified (graduate, post graduate with computer knowledge) an affirmation of the fact that future work force of the centres would be better qualified hence more competent.

Level of Qualification of the SAANJH staff

Qualification	CPRC	%	CPSC	%	PSOC	%	Total	%
10th	31	25.0	34	16.7	29	24.2	94	21.0
Senior Secondary	24	19.4	61	29.9	31	25.8	116	25.9
Under Graduate	-		19	9.3	9	7.5	28	6.3
Graduate	53	42.7	56	27.5	39	32.5	148	33.0
Post Graduate	16	12.9	34	16.7	12	10.0	62	13.8

IDC Survey 2012

Most of the in-charge personnel at these centres admitted difficulty in handling assigned work because substantial correspondence of these centres is in English language and they are not proficient in the same. Also they confessed to being not very comfortable working in an IT environment that was largely computer based. However, recruitment of fresh and highly educated youth in the police force even at constable level and posting them in these centres as operators was appreciated by most of senior staff members.

It is suggested that as far as possible person(s) with good educational qualifications, experience and computer knowledge shall be posted as in-charge in these centres.

Tenure

Since CPRCs were functional much before the inception of the SAANJH programme most of the staff members enjoyed a long tenure at the centres except the in-charge personnel. As the programme was inaugurated in late 2011 at CPSCs and PSOCs most of the postings were made either in early 2011 or 2012. Many from the staff informed that they were posted a week before the visit of the evaluation team.

Tenure of working in the centre

Tenure	CPRC	%	CPSC	%	PSOC	%
Before 2011	45	36.3	-	-	-	-
2011	33	26.6	172	84.3	72	60.0
2012	46	37.1	32	15.7	48	40.0
Total	124	100.0	204	100.0	120	100.0

IDC Survey 2012

Ground reality with regard to postings was quite different as many officials in CPSCs and PSOCs had recently been posted therefore were not at all familiar with the SAANJH Programme. There were those who considered themselves tangled due to CAD instructions but there were many who had managed a transfer because of their approach prior to completing their fixed tenure at these centres. Except for computer operators majority of the staff complained about against-their-will postings at the centres and were desperately seeking transfers. Most of them were of the opinion that being police personnel investigation and routine policing was far more favourable than being posted at these centres which was not only a waste of their time but also proving to be disadvantageous professionally. This was more the case with the in-charge personnel at CPSCs and PSOCs who had nothing much to do except kill valuable time! They stated that they had no signing

authority as in-charge but were engaged in various other duties like catering to the VIPs, law and order maintenance. Some of them mainly PSOCs in-charge were also doing investigation work besides their core responsibility. They were of the view that it was a clerical job rather than a police one that entailed spending money from their own pockets. However, there were personnel close to retirement willing to spend their remaining time at these centres.

Choice of Work

Rank	At centre	%	Transfer	%	No preference	%	Total	%
Inspector	11	28.9	15	39.5	12	31.6	38	100.0
Sub-Inspector	6	33.3	8	44.4	4	22.2	18	100.0
Asstt Sub-Inspector	15	30.6	24	49.0	10	20.4	49	100.0
Head Constable	42	34.7	36	29.8	43	35.5	121	100.0
Constable	172	77.5	3	1.4	47	21.2	222	100.0
Total	246	54.9	86	19.2	116	25.9	448	100.0

IDC Survey 2012

Most keen to work at SAANJH centres was expressed by constable rank individuals who were usually female computer operators (77.5 percent). All other ranks i.e. from head constable to Inspectors clearly expressed their unwillingness to work at such places.

Barring computer operators, most from the staff suggested that postings in the centres should be made after ascertaining the willingness of the person. Also, if authorities wanted to fix a tenure then no more than 12 months was sufficient.

Recommendations:

- Before posting staff in these centres district/ commissionerate shall prepare a rank wise requirement of the officials to be posted at these venues.
- Once an estimate is prepared then scrutiny of rank wise eligible officers available in the district / commissionerate force takes place. Here eligibility means official which falls in the criteria decided for police personnel to be posted at these centres.
- Shortlisted officials shall be asked about their willingness to work. Subsequently the list shall be sent to the CAD for final approval.
- At district level these officials shall be trained about the working of these centres.
- Besides operators, shortlisted staff once posted may be kept there for a fixed tenure that is decided after due deliberations.

- Computer operators shall be deputed for a longer period, perhaps 3 to 5 years and if feasible shall be kept for this purpose with possibility of transfer from one centre to another only. These operators should focus on handling SAANJH network competently and should not be sent for field jobs.

Training

While opening SAANJH Kendras week long training sessions were organised for the staff before posting them at CPSCs and PSOCs. It was reported by the staff that the said sessions were a mere formality as they were only trained on how to fill different modules of the programme.

Training Status of Staff

Centres	Received	%	Not Received	%	Total	%
CPRC	22	17.7	102	82.3	124	100.0
CPSC	153	75.0	51	25.0	204	100.0
PSOC	57	47.5	63	52.5	120	100.0
Total	232	51.8	216	48.2	448	100.0

IDC Survey 2012

82.3 percent of staff members posted in CPRCs were unaware about the SAANJH programme no training workshop had been held for their awareness regarding the same. Since emphasis was on training of personnel to be posted at CPSCs and PSOCs newly constructed buildings hence 75 percent of the staff members of the former and 47.5 percent of staff members of the latter did receive some training regarding SAANJH.

94.4 percent of them received training at Phillaur whereas 5.6 percent got some initial familiarisation at the police lines.

Source of Training

Centres	Phillaur	%	District Police Lines	%	Total	%
CPRC	19	86.4	3	13.6	22	100.0
CPSC	148	96.7	5	3.3	153	100.0
PSOC	52	91.2	5	8.8	57	100.0
Total	219	94.4	13	5.6	232	100.0

IDC Survey 2012

Content of the week training programme was basically a familiarisation of SAANJH and how to fill different module as reported by 85.8 percent of the trained staff. However, unanimously this majority was dissatisfied with the training and were of the opinion that a more comprehensive one should have been organised for the staff to be posted at these centres.

Content of Training

Centres	Information about SAANJH	%	How to fill module	%	Total	%
CPRC	14	63.6	8	36.4	22	100.0
CPSC	11	7.2	142	92.8	153	100.0
PSOC	8	14.0	49	86.0	57	100.0
Total	33	14.2	199	85.8	232	100.0

IDC Survey 2012

It came to the knowledge of the evaluation team that under Information and technology wing there were Range Training Centres and District Training Schools, where a group of Trainers of Trainees (TOTs) were available for training in computer related programmes to the police officials at police districts and commissionerates. This skilled and available human resource may be also utilised for providing training in SAANJH's IT functioning.

It is therefore suggested that there shall be a properly designed training programme covering all aspects of SAANJH for the staff already in posts or to be posted in the near future.

Following model may be adopted for Training

Information Technology Wing at Headquarters	Philaur Academy
<u>Training Programme on SAANJH Software, Hardware and Network</u>	<u>Training Programme on Structure, philosophy of SAANJH its different units like Counseling and Dispute Resolution Units etc.</u>
<u>Trainers of Trainees (TOTs)</u> TOTs already available at Range Training Centers (RTCs) and District Training Schools (DTSS) These TOTs shall be trained at the Range Level about SAANJH network, hardware and software.	<ul style="list-style-type: none"> ▪ 2 community representatives (volunteers) ▪ in-charge CPRCs and CPSCs shall be trained at the Range or District level
<u>Trainees (Staff of all rank working in Centers)</u> To be trained by TOTs at the Range of District Level	These above mentioned community and staff representatives shall ensure training of remaining staff and committee members within there respective districts.

These TOTs have pending issues related to their one rank promotion that had been committed to them while taking their consent to be trained asTOTs.

Feedback of Staff on SAANJH

There was some sort of mixed feeling among the staff about this programme. They considered working in these centres respectable because through SAANJH a time bound

service could be provided thus in true sense serving the masses. Besides this, they appreciated the infrastructural facilities provided by the government for the staff as well as for the visitors. Some of them were also of the view that working in these centres also improves their knowledge as they come in touch with different people in an altogether different environment from previously Police's fear inducing work culture. They did believe that SAANJH could be the image changer for the Police. Some of them were convinced that for honest people this was the best place to work without any kind of pressures. Some of them appreciated the fixed working hours at the centres.

Advantages of SAANJH

Positive aspects	Personnel	%
Fixed hours of working	116	25.9
Respectable job	62	13.8
More satisfaction	26	5.8
Better facilities	8	1.8
Less tensions	38	8.5
Up gradation of knowledge	58	12.9
Better relations with public	80	17.9
Good Programme	77	17.2

Note- Due to multiple responses sum total of the percentage is not equal to Hundred
IDC Survey 2012

However, there were those who had disagreements with the above stated views. A common grievance by some members of the staff was regarding extra duties and faulty software. In addition, absence of financial assistance, shortage of manpower and non cooperation from clerical staff of the police stations were other disadvantages of the programme as experienced by them. The non conducive environment made most of these members feel like outcasts.

Disadvantages of SAANJH

Negative aspects	Personnel	%
Double/extra duties	100	22.3
No financial assistance for maintenance and infrastructure	54	12.1
Shortage of manpower	64	14.3
No proper training	28	6.3
Faulty software	86	19.2
Maintenance from pocket	22	4.9
Non cooperation from Munshi	60	13.4
Feeling outcaste	34	7.6
Total	448	100.0

IDC Survey 2012

Many of the In-charge personnel at CPRCs' complained that they were always burdened with tasks not related to the CPRC and this affected their work efficiency. One of them informed that he was heading a Gau Raksha Cell in addition to his duties at the CPRC.

It is suggested (the same is mentioned in the CAD's missive of 29 April 2011 Para V) that In-charge personnel of these centres not be given any additional charge.

Motivation factors

The following table displays factors that could work as motivation for the deployed staff. 85.5 percent majority shared that no extra duties be while 53.6 percent demanded special allowances for working in these centres and 10.3 percent settled for commendation certificates that would be helpful during promotion. Only one percent was in favour of receiving a police medal as motivation. 9.6 percent In-charge personnel demanded exercising more authority.

Motivational factors for SAANJH's staff

Motivational factors	Personnel	%
No extra duties	383	85.5
Special allowances	240	53.6
Certificate of appreciation	46	10.3
Police medal	5	1.1
More authorities to the in-charge	43	9.6

Note- Due to multiple responses sum total of the percentage is not be equal to Hundred
IDC Survey 2012

Lady staff members informed that after an eight hour duty at these centres generally they got assigned unidentified duties such as, escorting the police personnel in case a woman's arrest, vigil watch of women detained in the police station and law and order duty at the time of a religious congregation (Satsang) etc.

Other staff members also complaining that in case of an emergency or a VVIP activity most of them were called away from the centres for general duty. Most of them complained about for the mandatory attendance at Monday Parade in police uniform that delayed their arrival at the centres. Some showed explanation notices issued for their absence from the said parade.

It is suggested that staff posted in these centres shall be given special allowances and commendation certificates.

Staff opinion about Levying Charges on Services

A significant majority of the staff, 92 percent, was of the opinion that SAANJH services be charged at a minimum and affordable rate so that money collected could be used to run the centres including recurring expenses of the same. Though proportionately less but approximately 2 percent was of the opinion that levying charges on services may lead to protest by the public while 6.2 percent did not express anything.

Opinion regarding services to be charged

Opinion	Personnel	%
Yes	412	92.0
No	8	1.8
Cannot say	28	6.2
Total	448	100.0

IDC Survey 2012

Nearly all were convinced that **charging of services will help to sustain the centres.**

Other Issues

- **Software:** There was a unanimous complaint about the software. According to them existing SAANJH software did not fulfill the requirements of police procedures; some of the modules were either non functional or not available at all. Staff including In-charge personnel admitted lack of software expertise and technical knowledge since training given at Phillaur was merely an eyewash exercise. Those from the staff who had skill sets and IT knowledge reported that the software was faulty and full of errors.
- **Financial problems:** Many CPSCs and PSOCs were financially dependent on police stations' in the absence of an allocated budget necessary for running the centres informed members of the staff. They further added that due to non- availability of funds the recurring expenditure on bills and repairs was meted out from staffs' own pockets. In many districts it was also informed that, SSPs gave orders to all the SAANJH Kendras to arrange for internet and electricity bills on their own as DPO disagreed for payment any further.

Infrastructure: The CPRCs seemed to be the neglected in SAANJH. In many districts it was found that these were functioning from one or two rooms, totally cramped, suffocated and without any infrastructure facilities. Staff in these centres questioned about the fact that CPRCs being the highest level lacked facilities like available in other

centres. Though CPSCs and PSOCs have good infrastructure but storage facilities are not provided.

It is suggested that these centers shall be taken care of at the earliest and provided with better facilities.

- **Repair, Maintenance and Security:** Deteriorating physical condition of the buildings and in some centres sub standard construction was a worrying concern with the posted staff. At a PSOC , the front glass door collapsed just as a visitor attempted to enter the centre. Security was another issue that the staff felt utterly concerned about.
- **Non- Constructed Centres:** It was found that non-constructed CPSCs and PSOCs were operating from a single room in a DSP office or police station. Except for computers no other infrastructure was given to these centres and many of them were operating through insufficiently lit and inhumane environment.
- **Responsibility and accountability:** Staff members were unaware about their nodal officers. Even deputed DSPs and SHOs were not aware that they were nodal officer of their respective SAANJH Kendras. It was also reported that very few nodal officers visited these centres regularly . **It is suggested that concerned nodal officers should visit SAANJH centres regularly for keeping in touch with ground functioning and lending a patient ear for grievances of the staff.**

Staffs' Suggestions for Improvement

Nearly 30 percent of the staff suggested that posting in these centres should be for a fixed tenure. Sanction of sweeper cum fourth class employee was suggested by 18.3 percent. 13.2 percent staff working in PSOCs' expressed urgency of arrangement of rest room(s) for women.

Suggestions to improve the SAANJH

Suggestions	Personnel	%
Regular funds	55	12.3
Sweeper and IV class employee	82	18.3
More training	21	4.7
In-charge must be computer trained	20	4.5
Staff for Fixed Tenure	134	29.9
Basic facilities for women	59	13.2
Up to government	33	7.4
No proper storage system and infrastructure	44	9.8
Total	448	100.0

IDC Survey 2012

IV

SAANJH KENDRAS: Evaluation

Community Policing Resource Centres (CPRCs)

Before making any observation, it is important to mention here that, CPRCs had been neglected in SAANJH programme while providing facilities. In all the police districts and commissionerates, CPRCs' staff's own undersnading about SAANJH Kendras was that these were sub-divisional *savidha* centres (CPSCs) and Thana level outreach centres (PSOCs) only.

It was found that most of these CPRCs were located in offices of SSPs / Commissionerates or else accommodated in one or two rooms. In Gurdaspur, Batala, Moga and Bathinda there were service counters, but even those were over congested. Tarn Taran CPRC was situated in the Police Line area. Ludhiana commissionerate's CPRC was separately constructed within the boundary of the commissionerate. CPRC at Kapurthala and Patiala were distanced from the SSP's office. CPRC Hoshiarpur was also not an independent entity because it jointly shared space and facilities with the CPSC Hoshiarpur. CPRCs that were adjacent or within the office of some senior officer, suffered from restrictions and checks on visitations contrary to the true spirit of SAANJH.

In the beginning under this programme CPRCs received only 2 computer systems with peripherals. Later 3 additional computer systems and photostat machines were provided. However, it was reported that many district CPRCs had not received this volume of work apparatus. Information and data related to services to be delivered at SAANJH Kendras, stocked at District's CPRCs were not getting timely uploaded in most centres leading to various problems explained at length, later in this report.

There is need to upgrade the resources in CPRCs, that constitute as an integral part of SAANJH and are crucial in functioning of the programmes's Network located at the district level.

It was observed that in different districts CPRCs had different department/ services under its ambit. It is suggested that, for state level uniformity across SAANJH and better functioning, in all the districts and commissionerates, type and number of services at CPRC level must be standardised, and branches that deal with these services be brought under the overall supervision of CPRC's In-charge. For better command, hierarchical discipline, authority, accountability and monitoring of the programme within the district, it is essential that senior most Inspector Rank Officer only be appointed as In-charge of the CPRC while nodal authority of a gazetted level be with an SP rank officer. Seniority of Inspector In-charge CPRCs shall be above all the other inspectors appointed as In-charge personnel of a subdivision level CPSC. Rank of head of branches that falls under CPRCs shall be lower than In-charge CPRC. It is suggested that at the district level following service heads shall be brought under the ambit of CPRC throughout the state and for that purpose sufficient staff and resource shall be provided.

- Foreign head (Passport Verification , VISA registration and extension, Police Clearance Certificate)
- Security Branch (All Verification related to Arms, Services, Character and other)
- RTI Branch
- Public Complaint branch

Suggested model for supervisory rank

Centres	Ranks of In-charge
<u>CPRC</u>	<u>In-charge:</u> <u>Senior most Inspector rank Officer in District</u>
<u>Branches</u> <ul style="list-style-type: none"> ▪ Foreign head (Passport Verification , VISA registration and extension, Police Clearance Certificate) ▪ Security Branch (All Verification related to Arms, Services, Character and other) ▪ RTI Branch ▪ Public Complaint branch 	<u>Each branch may have separate head of the rank:</u> <u>SI/ASI</u>
<u>CPSC</u>	<u>In-charge:</u> <u>Inspector rank Officer</u>
<u>PSOCs</u>	<u>In-charge:</u> <u>ASI</u>

Newly constructed CPSCs and PSOCs

Locations

It was observed that to comply with orders instructed by seniors for time bound as well as prioritised implementation of SAANJH, some buildings of these centres particularly CPSCs were constructed without taking care of suitable locations and how the same were going to affect their purpose and utility.

As mentioned earlier a single newly constructed building of CPRC as per SAANJH design stands District Roopnagar. This building located within the District Secretariat office juxtaposes with CPSC Roopnagar building. Due to commonality in design and resemblance it was rather confusing for the visitor(s) as to why two similarly appearing structures existed and which one was to be visited for concerned specific work.



Similarly in District Khanna, CPSC was situated within DPO boundaries. In-charge CPSC had additional charge of CPRC and the engaged staff was attending to work for CPSC as well as CPRC.

Ideally subdivisions level of CPSCs should be located at the subdivision itself where other sub divisional offices especially DSP Division's office exists. In district Gurdaspur a CPSC was under construction in police station Dorangla boundary; which is situated near international boarder and falls in Division Dinanagar where the concerned DSP sits. A distance of more than 20 km separates Dinanagar and Dorangla.

At many places police stations, outreach centre and CPSC shared common boundaries. Therefore, if one wanted a copy of the FIR or register complaint for a missing article (mobile SIMs) DDR where was the person suppose to go as services regarding these were available at both centres. Needless to say an overlapping placement of centres renders one out of the two futile and unnecessary.

In Commissionerate of Jalandhar, CPSC West and CPSC Model Town were situated side-by-side in police station Division V boundary that also houses a PSOC.



A majority of the CPSCs or PSOCs were found to be located within the boundary of police stations with many not having their own separate entrances. Hence visitors entering through the main gate of the police station for reaching the centres had to answer interrogatory question asked by the *senry* posted at the gate thereby defeating the spirit of SAANJH. Moreover it was also found that in number of cases many PSOC In-charge personnel were dealing with investigations.

There is also a paradox. CPSCs or PSOCs that are not within the boundary of police station, safety and security of property and equipment like computer, water cooler, water purifiers and LCDs is threatened. As there is no provision of iron grills on windows and iron shutter / gate at the front entrance of these building , threat of theft prevails. In district Fazilka , at a CPSC an LCD TV set was stolen after which an order was passed to remove the said gadgetry from all the other centres. **So there is a pressing need to protect the property at these centres .Hence immediate provision of grills and gates be made that are in tandem with the building design of these centres..**

Signage

Adequate care for necessary signage was absent making it difficult to know the exact location of these centres in an area or division. For visitors to reach conveniently without getting lost or harassed, proper direction marks are required for the location of these centres.

Condition of Buildings

The newly constructed centres are designed beautifully but some of the CPSCs and PSOCs structures are not good and require urgent repair/ renovation.

Construction and spatial finishing at some centres' was not in conformation with the design of the SAANJH Centres. In district Fazilka buildings looked different in design and benchmarks for spatial appearance did not match with that of SAANJH *kendras* .

There is a significant overlooking in architectural designing of PSOCs as there is no provision of a restroom either for the staff or for the visitors. There is dire need to provide this facility at the earliest so as to avoid serious inconvenience to the staff and visitors alike particularly women.

Infrastructure

Infrastructure has been provided to all centres that are housed in newly constructed buildings. Other than computer systems and its peripherals these centres are provided with the following items of furniture and furnishings.

Furniture Items	Furnishing items
office tables, work stations, centre tables, cabinet door, officer chairs, officer visitor chairs, sofas, work station chairs, visitor waiting 4*4, help desk visitor, Q manager, LCD 32", painting glass, table top glass EPBX (6 lines)	fans, light CFL, Exhaust Fans, ACs, picture lights, Tube light 4 ft, up down lights, ground embedded, insignia + letters, generators, Water purifier, water coolers, roller blinds, reception tables

In some districts few centres reported not receiving some of the above mentioned items. An exception to this was District Mukatsar where all these items were allocated for an unconstructed PSOC of *Sadar* Mukatsar. Furniture and other items like sofas, LCD TV and ACs were found in a bad condition stashed in a small room of Police Station Sadar PSOC. One out of the two allotted ACs for PSOCs had been installed in the SHO's room. **There is need to make sure, that property and items of SAANJH Kendras shall not be used for any other purpose. It is recommended that a report be submitted from each district regarding items received, their placement, required items necessary for functioning of these centres.**

Maintenance of infrastructure

Earlier when the above mentioned items were provided to these centres, these were under the warranty period. However, with expiry of the due warranty centre staff is facing problems while maintain the same. ACs, water cooler, water purifier etc. started developing snags and frequently needed mechanical repair. Due to non availability of funds, either maintenance of these items was done by staff from their own pocket or these gadgets were kept unopened. Also in remote areas it was difficult to find service centres for these items. **Hence there is a need to create some district level maintenance mechanism for all the centres.**

Non availability of Funds

Staff reported that they were devoid of funds to make expenses for different exigencies either recurring in nature or unexpected thus affecting a smooth functioning of these centers. Recurring expenditure on electricity, water, telephone bills, stationary, refilling of printer cartridge/toner, dish TV/cable monthly charges, sweeper wages and unexpected exigencies to building repairs, different equipments like printers, air-conditioners, water cooler and water purifiers, furniture like table and chair etc. had to be managed by them from their own pocket with few members admitting to later reimbursement. At many centres payment of electricity and internet bills was pending and few centres were also functioning on illegal electricity connections. Staff was of the opinion that if state government does not take step to arrange and allocate funds by charging services or other means SAANJH was facing an untimely closure. Most of the staff members suggested that

services provided through these centres needed to be charged as was the case in the Deputy Commissioner's *Suvidha* Kendras .

With the State government having passed ordinance to levy charges on SAANJH services it is expected that fund related problems will be resolved of these centres.

It is suggested that an effective mechanism be developed to keep account and receipt of money collected at these centres so that issues of deposit, accountability, expenditure and authority deputed for handling the money at these centres properly and ethically dispensed.

Registration under Society Act

All CPRCs barring the newly constituted ones in district Pathankot and Fazilka, all constructed CPSCs and PSOCs are registered under Society Act. Staff at these centres was unclear about the purpose of the said registration. As per the guidelines one of the aims was to give these centres a status of an NGO so as to enable procurement of donations and to spend the collections on community services and centre's maintenance.

It was also intended that these centres would open a joint account in the name of the society and that can be operated with the nodal officer of police department's and community representative's signature. For transparency and accountability it was proposed that an annual audit be conducted.

It is suggested that as government has levied fees on the services the receipt may be issued on the name of the society and the amount be deposited in the society's account. Procedure and heads on which funds are spent be fixed and violation of the same be punished.

Power Cuts

Due to shortage of power in the state, supply of power in Punjab's suburban and rural areas is heavily trunked with a minimum of 3 to 4 hrs of regular suspension of electricity supply. This hugely disrupts the functioning of the centres. Though government has provided generators to these centres but due to non budgetary allocation or diesel to run with these generators are not in use. **Therefore there is need to provide funds or diesel to run these**

centres or an alternative energy source for instance solar power that will contribute towards the centres being called “green buildings”.

Storage Facility

For storage of documentation records no facility is available at these centres. No storage racks have been provided to these centres. Though CPSCs have one store room and some of them have one small wooden cupboard in the workstation area also but that is not sufficient for storage of records. In PSOCs space has been provided to fix a small cupboard next to the In-charge’s table however, in most PSOCs these furniture items have either not been made or have collapsed due to poor workmanship and substandard material.

Moreover space in these centres is limited and they may not be able to store bulk of records that will continue to increase with time. Hence a futuristic plan be made to deal with this problem.

Class IV Employees and Sweepers

SAANJH centres are meant for service delivery to the public and government has provided facilities for the masses but absence of sweeper cum helper at such places is affecting the cleanliness and upkeep of the same. When the evaluation team visited the centres it was informed that staff at some of the centres themselves came in early and cleaned the premises prior to visitations while at others daily wagers were hired for cleaning purposes. In addition the staff served water/tea to the visiting team, a sight not tasteful to eyes and highly unprofessional. **Hence provision of a sweeper cum helper be made in these centres on an urgent basis.**

Uniformity

Most of these centres have maintained uniformity in terms of spatial settings and furnishings except for the visible difference with regard to display information, number of services mentioned on each window of service counters, style of display and colour combination and flag hoisted by these centres. Some centres were also found to be without the designated flag.

Two types of flags were hoisted outside the centres. It was reported that they got two to three different messages regarding the type of flags to be hoisted. At present some centres hoisted a police flag while others were hoisting flags yellow in color on a wooden mast



costing 2400 to 2500 rupees. In addition to the running around involved for the procurement of yellow flags it was reported that money spent on their purchase along with other item by some of the staff members had not been reimbursed. **It is suggested that clear instruction regarding the type of flag these centres must hoist be made.**

Staff Uniform

It was observed that CPSCs and PSOCs staff was in uniform as per the programme's guidelines. The uniform consisted of a white shirt, beige pants, a black necktie, black shoes and turban. SAANJH logo and name plate was part of the uniform as was one blazer added to the prescribed list of clothing.

The team was informed that instructions were given for purchase of staff uniform from a deputed shop in Chandigarh. Members of staff reported that a one- time annual uniform allowance of 1100 to 1200 rupees was not adequate for purchase of a single police uniform. The prescribed set of clothing cost much more than the uniform allowance was the complaint most made. Disgruntled and displeased they shared that daily maintenance cost of a light shaded prescribed uniform was a further burden on their pockets as they had to buy at least two sets of the same.

Some centre In-charges suggested that since present uniform was same for the staff of all ranks, it be made distinctly separate for ranks at different levels of working.

Staff members of many CPRCs were in general clothing or wearing the one prescribed to them when CPRCs began in 2003. **Hence there is need to clarify on the specific type of uniform CPRCs' staff should wear i.e. either their earlier uniform or new uniform as per SAANJH programme guidelines.**

It is also suggested that police personnel in general and specifically staff at these centres be given uniform allowance at par with present day's rate of inflation.

With some professional advice there may be change in uniform colours like black, beige and white combination for the official attire and rank wise difference be more apparent through uniform.

Ineffective Committees

Contrary to an initial claim made by the staff combined with further probing it was made apparent that committees were generally ineffective in performance of responsibilities. Various aspects behind the ineffectiveness need to be comprehended as follows:

- Official members of other government departments approved in accordance with the handbook (of SAANJH) are found to be uncooperative.
- Non-official members or selfless philanthropists with belief in a community cause are rare to find and if found they are reluctant to associate with the Police. At present mostly those are associating with the police who have a personal agenda that seeks police favour. For the police authorities also this arrangement is suitable as these individuals remain handy and report to the police as and when their need arises. In case a sincere and serious community welfare benefactor gets associated with the Police, he/she is disheartened with the casual attitude and approach of the former.
- Neither the Police personnel nor any of the interviewed members were aware about the programme and role of the committee members in it.

Almost all CPRCs and CPSCs / PSOCs with new buildings claimed that they had public committees as per the handbook of SAANJH. These committees have specific purpose and have a defined structure that is suitably articulated and elaborated in the handbook.

Structure of committees as per SAANJH Handbook

<u>District Level Committee</u>	<u>Subdivision Level Committee</u>	<u>Thana Level Committee</u>
<p>SP or DSP – Convener Community Representative – Co-convener Number of members should not exceed 25.</p>	<p>DSP Div.– Convener Community Representative – Co-convener Number of members should not exceed 20.</p>	<p>Station House Officer– Convener Community Representative – Co-convener Number of members should not exceed 15.</p>
<p>Official Members</p> <ul style="list-style-type: none"> • SP (HQ) cum Community Affairs • In-charge CPRC • District Health Officer/ Civil Surgeon • District Education Officer • District Program Officer (Department of Social Security and Development of Women and Child) • District Welfare Officer (Department of Welfare of BC and SC) • District Red Cross Officer • Executive Officer of City Council 	<p>Official members</p> <ul style="list-style-type: none"> • DSP (Subdivision) cum Community Affairs. (Convener) • In-charge CPSC • Sub-divisional Magistrate • Senior Medical Officer • Child Development Project Officer • Block Development and Panchayat Officer 	<p>Official members</p> <ul style="list-style-type: none"> • SHO cum Community Affairs Officer. (Convener) • Additional SHO • Medical Officer of Community Health Centre • Heads of colleges/schools– 2
<p>Non-Official Members</p> <ul style="list-style-type: none"> • 3 Representatives of District level NGOs • 3 Academicians from each of following stream <ul style="list-style-type: none"> ○ Law ○ Human rights (women and children rights) ○ Sociology • 2 Principal of Colleges • 2 Representative of any active trade union <p>Note: - At least four women shall be nominated as members.</p> <p>Term <u>These members shall be for 2 years membership extendable up to three years.</u></p>	<p>Non-official members</p> <ul style="list-style-type: none"> • Heads of colleges/schools– 3 • Representatives of NGOs and community representatives – 5 • President of business associations, youth clubs and Nehru Yuva Kendra etc.– 5 • Social Workers (state awardees)-2 <p>Note: - At least four women shall be nominated as members.</p> <p>Term <u>The term of the members shall be two years extendable up to three years.</u></p>	<p>Non-official members</p> <ul style="list-style-type: none"> • Representatives of NGOs– 2 • Area Councilors/ Sarpanches 2 • Representative of youth clubs.– 2 • Representative of Resident welfare Organisation / Village Committees-2 • Social worker- 2 <p>Note: - At least four women shall be nominated as members.</p> <p>Term <u>The term of the members shall be two years extendable up to three years</u></p>
<p>Criteria for the selection of Non-Official Members</p> <ul style="list-style-type: none"> • Representatives of those NGO shall be selected as members, which have their presence at the district level and working last more than 15 years in the Punjab State. These NGOs officially shall not have any Political affiliation. <p>Academicians with more than 10 years experience in their respective field shall be selected as members.</p>	<p>Criteria for the selection of Non-Official Members</p> <ul style="list-style-type: none"> • Representatives of those NGO shall be selected as members, which have their presence at the district level and working last more than 5 years in the Punjab State. These NGOs officially shall not have any Political affiliation. <p>Academicians with more than 3 years experience in their respective field shall be selected as members.</p>	<p>Criteria for the selection of Non-Official Members</p> <ul style="list-style-type: none"> • Representatives of those NGO shall be selected as members, which have their presence at the district level and working last more than 3 years in the Punjab State. These NGOs officially shall not have any Political affiliation. <p>Academicians with more than 2 years experience in their respective field shall be selected as members.</p>
<p>Essentials for the functioning</p> <ul style="list-style-type: none"> ▪ In-charge CPRC shall be responsible to call meetings of 	<p>Essentials for the functioning</p> <ul style="list-style-type: none"> ▪ In-charge CPSC shall be responsible to call meetings 	<p>Essentials for the functioning</p> <ul style="list-style-type: none"> ▪ In-charge PSOC shall be responsible to call meetings

<u>District Level Committee</u>	<u>Subdivision Level Committee</u>	<u>Thana Level Committee</u>
<p>the committee.</p> <ul style="list-style-type: none"> ▪ Fixed quarterly meeting of committee members shall be arranged at the CPRC. <p>Any emergency meeting shall be called with well in advance notice along with the agenda.</p>	<p>of the committee.</p> <ul style="list-style-type: none"> ▪ Fixed quarterly meeting of committee members shall be arranged at the CPSC. <p>Any emergency meeting shall be called with well in advance notice along with the agenda.</p>	<p>of the committee.</p> <ul style="list-style-type: none"> ▪ Fixed quarterly meeting of committee members shall be arranged at the PSOC. <p>Any emergency meeting shall be called with well in advance notice along with the agenda.</p>
<p>Roles and Functions</p> <ul style="list-style-type: none"> • Prepare the memoranda of Society. • To ensure its registration under the society act. • To review the law and order situation of the district and to play consultative role for the district police. • To analyze any emerging problem in the area and ponder to combat. • Evaluate the working of CPRC, CPSC and PSOCs of the district and vetting the performance report of each units working under these Centres. • Coordinating with the State Level Coordination and Review Committee to implement its decision and to keep oversight over Subdivision level committees. • Preparing report and forward to the State Level Coordination and Review Committee and CAD. • These committees shall issue guidelines for running the CPRC and shall also be responsible for coordinating their activities. All proposals for new proposed schemes shall be examined by the committee. • The committee shall meet at least four times in a year. • The decisions taken by the committee shall be sent to the state level co-ordination committee through CAD for information. 	<p>Roles and Functions</p> <ul style="list-style-type: none"> ▪ These committees shall monitor the implementation the decisions and guidelines of district level committees and suggesting district level committee about their subdivision specific problems. ▪ The committee shall meet at least four times in a year. ▪ The decisions taken by the committee shall be sent to the District level committee for information. ▪ Monitoring and evaluating the performance of Police Station Outreach Centre and forwarding the periodical report to the District level committees. District Level Committee shall in turn send the district level combined report to the Community Affair Division at State Headquarter. 	<p>Roles and Functions</p> <ul style="list-style-type: none"> ▪ These committees shall monitor and implement the decisions and guidelines of district level committees. ▪ To mediate and resolve non-serious cases with amicable and honourable resolution for both parties of disputes. ▪ The committee shall meet at least four times in a year. ▪ Report any issue to the Division Level Committee for information.

It is suggested that there is a need to inculcate better understanding among police personnel and committee members about SAANJH in general and in particular on the role of the committees and its members.

It is important to ensure participation of the official members of other departments for which essential notification be issued by the state government to the concerned departments.

Most importantly police personnel themselves be more serious in their dispositions and performance within SAANJH. Prior to convening a new meeting they must ensure an agenda, action taken report of the previous meeting and agenda of new meeting. It must be circulated well in advance of the intimation. All official members especially from the police department must attend the meeting once the same is intimated and confirmed.

Non cooperation between staff of SAANJH Kendras and other offices

It was reported by the staff of SAANJH Kendras, CPSCs and PSOCs that they did not get necessary cooperation from the staff at DSP offices and Police stations. They informed that a feeling of alienation within their department prevailed and hard efforts went into seeking cooperation from others. This was so particularly in PSOCs where staff of the centre found it frustrating and very difficult getting required information from Munshi Head Constable. According to the staff the Munshi felt that these centres were somehow in a clash with his professional interests. Despite orders from the seniors he did not send all the service seekers directly to the PSOCs and was not ready to provide the updates and information required by PSOCs from time to time.

At some centres SHOs complained about the PSOCs staff working on their own freewill and not paying heed to the former's instructions as the latter were not deployed under the police station staff. In some centres when the evaluation team visited some of the staff members were found not available on duty during official hours. On condition of anonymity others informed that it was routine for these people to be absent during work hours as there was nobody to check.

It is suggested here that there is need to make DSP Division and SHO of the police station comprehend that they are nodal officers of their respective CPSCs and PSOCs and they can be held accountable for the poor functioning of these centres.

The record of attendance at these centres and output be taken care of. SHO of police station should get attendance report from In-charge PSOC and after countersigning forward the same to the concerned CPSCs. Following which In-charge of CPSCs along with attendance report of his/her CPSCs forward the same to the DSP of the Division. It may be made mandatory that DSP of the division on visit the CPSCs and PSOCs that fall under his division, regularly.

Few Visitors

It was found that the number of visitors to these centres was very low. While CPRC was getting a high number of daily visitors, these newly constructed buildings had very few. There are mainly following three reasons.

- Non availability of most services that centres claim and have displayed on boards. CPRCs at district level are receiving and disposing majority of services' request because the nodal authorities for these services sits at the DPO/ Commissionerate level.
- The architecture and ambience as well as the work culture being different from police offices and police stations, poor commoners are reluctant to enter these centres thinking that these are not meant for their lot.
- Though at many centres the In-charge personnel distribute pamphlets etc to disseminate information and spread awareness but it is not sufficient as it is at a very small level.

It is suggested here that more services be brought at CPSC and PSOC levels after required procedural change. This is explained in detail in next section.

There is a need to launch a state wide campaign through print and visual media in vernacular language so that persons of every socio economic strata familiarise with the centres and services provided.

Also let it be made mandatory that once availability of service and venue of delivery is finalised no other alternative shall remain functional.

Mass level Campaign

As explained earlier that is total unawareness among the Public about utility of these centres a mass level campaign in local dialects be launched across the length and breadth of the state.

The suggested campaign could be through audio, visual and print media for which professional agency be hired for advisory services.

Un-constructed CPSCs and PSOCs

Other than constructed CPSCs and PSOCs it was found that there many un-constructed CPSCs and PSOCs were functioning from a makeshift arrangement. They had been provided a separate room or were sharing space in DSP offices and Police stations.

Most of the subdivisions that did not have the CPSCs, were not on the SAANJH Network. Police station level PSOCs that were devoid of their own building worked either from one room provided at the front or in model buildings from inside the police station where these were a non-entity. In some police stations PSOCs computers systems were lying with MHC staff. In some centres' the working staff posted specifically was also common. Many of these PSOCs were not in good working conditions as found by the investigating team.

Condition of PSOCs working out of makeshift arrangements



V SAANJH KENDRAS AND SERVICE DELIVERY

The understanding about SAANJH programme among the police staff is that it is an initiative to bring public closer to the police and develop the feeling of companionship. Further, SAANJH Kendras are to provide facilities to the people and deliver all the 20 services notified under the Right to Service Act 2011. At present all efforts, though not very successful, are to provide these 20 services to the public through SAANJH Kendras. There is confusion, and procedural problems that need to be resolved, even if for the time being the police department intends focusing over the delivery of the 20 services. In following paragraphs these confusions have been stated.

20 Services as per Right to Service Act 2011

Section 3 of Punjab's Right to Service Act 2011, states that Punjab Government notified 67 services that had been made time bound for disposal, out of these there are 20 services that are to be delivered by the Police Department. As per the notification issued by the department's personnel following are the services with stipulated time limit and designated office.

Sr. No.	Department	Name of the Service	Given Time Limit (Working Days)	Designated Office
1.	Home	Registration of foreigners (Arrival and Departure)	Immediate	Commissioner of police or Senior Superintendent of Police of the Concerned Police District
2.	Home	Extension of Residential Permit of Foreigners	5 days	Commissioner of police or Senior Superintendent of Police of the Concerned Police District
3.	Home	Copy of FIR or DDR	Immediate/ Online	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
4.	Home	NOC for use of Loud Speakers	5 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
5.	Home	NOC for fairs/ melas/	5 days	Station House Officer of the

Sr. No.	Department	Name of the Service	Given Time Limit (Working Days)	Designated Office
		exhibitions/ sponsored events etc.		concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
6.	Home	Stranger verification (after receiving the verification from other District / State of which the stranger is resident)	5 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
7.	Home	Tenant/ Servant Verification (if resident of local area)	5 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
8.	Home	Tenant / Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State)	5 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
9.	Home	Other Verification related services	30 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
10.	Home	Copy of untraced report in road accident cases	45 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
11.	Home	Copy of untraced report in cases pertaining to stolen vehicle	45 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
12.	Home	Copy of untraced report in theft cases	60 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
13.	Home	NOC for pre-owned vehicles	5 days	Station House Officer of the concerned Police Station Or In-charge of Community Policing Suvidha Centre at the Sub-division
14.	Home	Service Verification	10 days	Station House Officer of the

Sr. No.	Department	Name of the Service	Given Time Limit (Working Days)	Designated Office
				concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police
15.	Home	Character Verification	10 days	Station House Officer of the concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police
16.	Home	Verification for renewal of Arms License	15 days	Station House Officer of the concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police
17.	Home	NOC for issuance / renewal of license of Arms Dealers	15 days	Station House Officer of the concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police
18.	Home	Issuance of NOC for setting up of Petrol Pump, Cinema Hall etc.	15 days	Station House Officer of the concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police
19.	Home	Passport Verification	21 days	Station House Officer of the concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police
20.	Home	Verification for fresh Arms License	30 days	Station House Officer of the concerned Police Station And Designated Officer in the office of Commissioner of Police Or Senior Superintendent of Police

Points Where Service Request Root In and Root Out

Following table displays the exit points of request of application and point of delivery for the enlisted 20 services:

Sr. No.	Name of the Service	Point of Request for Service	Point of Service Delivery		
1.	Registration of foreigners (Arrival and Departure)	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
2.	Extension of Residential Permit of Foreigners	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
3.	Copy of FIR or DDR	CPRC CPSC PSOC	CPRC CPSC PSOC	CPRC CPSC PSOC	Direct Service Request
4.	NOC for use of Loud Speakers	DC/SDM Office (even in Commissionerates)	DC/SDM Office (even in Commissionerates)	Forwarded to Police department / Area SHO only for the No objection	No Direct Service Request
5.	NOC for fairs/ melas/ exhibitions/ sponsored events etc.	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
6.	Stranger verification (after receiving the verification from other District / State of which the stranger is resident)	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
7.	Tenant/ Servant Verification (if resident of local area)	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
8.	Tenant / Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State)	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
9.	Other Verification related services	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
10.	Copy of untraced report in road accident cases	CPRC CPSC PSOC	CPRC CPSC PSOC	CPRC CPSC PSOC	Direct Service Request
11.	Copy of untraced report in cases pertaining to stolen vehicle	CPRC CPSC PSOC	CPRC CPSC PSOC	CPRC CPSC PSOC	Direct Service Request
12.	Copy of untraced report in theft cases	CPRC CPSC	CPRC CPSC	CPRC CPSC	Direct Service

Sr. No.	Name of the Service	Point of Request for Service	Point of Service Delivery		
		PSOC	PSOC	PSOC	Request
13.	NOC for pre-owned vehicles	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
14.	Service Verification <ul style="list-style-type: none"> ▪ Military ▪ Civil 	DC/SDM Office (even in Commissionerates)	DC/SDM Office (even in Commissionerates)	Forwarded to Police department / Area SHO only for the No objection	No Direct Service Request
15.	Character Verification	SSP/ Comm. Of Police Office CPRC	SSP/ Comm. Of Police Office CPRC	District Level CPRC	Direct Service Request
16.	Verification for renewal of Arms License	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
17.	NOC for issuance / renewal of license of Arms Dealers	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
18.	Issuance of NOC for setting up of Petrol Pump, Cinema Hall etc.	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
19.	Passport Verification	CPRC CPSC PSOC	At present due to non uploading of passports at all or not complete uploading of passport and non updating of status by the PSOC and CPSC this Only the status of police verification can be provided because verification is demanded straightway by the Regional Passport Office not by the person		Direct Service Request
20.	Verification for fresh Arms License	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request

In the 24 non-commissionerate districts of Punjab, out of above mentioned 20 services, following are 13 services for which there may be a direct applicant who visits the police department. For other 7 services, a request has to be made at the Deputy Commissioner's Office or process it within the different departments wherein no direct contact of applicant

is with police. For these 7 services, at the most, an applicant can enquire the status of police procedure.

Sr. No.	Name of the Service	Point of Request for Service	Point of Service Delivery	Available at	Service Request
1.	Registration of foreigners (Arrival and Departure)	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
2.	Extension of Residential Permit of Foreigners	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
3.	Copy of FIR or DDR	CPCR CPSC PSOC	CPCR CPSC PSOC	CPCR CPSC PSOC	Direct
4.	Stranger verification (after receiving the verification from other District / State of which the stranger is resident)	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
5.	Tenant/ Servant Verification (if resident of local area)	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
6.	Tenant / Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State)	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
7.	Other Verification related services	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
8.	Copy of untraced report in road accident cases	CPCR CPSC PSOC	CPCR CPSC PSOC	CPCR CPSC PSOC	Direct
9.	Copy of untraced report in cases pertaining to stolen vehicle	CPCR CPSC PSOC	CPCR CPSC PSOC	CPCR CPSC PSOC	Direct
10.	Copy of untraced report in theft cases	CPCR CPSC PSOC	CPCR CPSC PSOC	CPCR CPSC PSOC	Direct
11.	NOC for pre-owned vehicles	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
12.	Character Verification	SSP/ Comm. Of Police Office CPCR	SSP/ Comm. Of Police Office CPCR	District Level CPCR	Direct
13.	Passport Verification	CPCR CPSC PSOC	At present due to non uploading of passports at all or not complete uploading of passport and non updating of status by the PSOC and CPSC Only the status of police verification can be provided because verification is demanded straightway by the Regional Passport Office not by the person		Direct

Availability of 13 services at Different Level in Police Districts and Commissionerates

Sr. No.	Name of the Service	Available at
1.	Registration of foreigners (Arrival and Departure)	District Level CPRC
2.	Extension of Residential Permit of Foreigners	District Level CPRC
3.	Copy of FIR or DDR	CPRC CPSC PSOC
4.	Stranger verification (after receiving the verification from other District / State of which the stranger is resident)	District Level CPRC
5.	Tenant/ Servant Verification (if resident of local area)	District Level CPRC
6.	Tenant / Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State)	District Level CPRC
7.	Other Verification related services	District Level CPRC
8.	Copy of untraced report in road accident cases	CPRC CPSC PSOC
9.	Copy of untraced report in cases pertaining to stolen vehicle	CPRC CPSC PSOC
10.	Copy of untraced report in theft cases	CPRC CPSC PSOC
11.	NOC for pre-owned vehicles	District Level CPRC
12.	Character Verification	District Level CPRC
13.	Passport Verification	District Level CPRC

Due to non compatibility of software with police procedures, non feeding of data in SAANJH, inefficient network and non supportive server, requirements of contemporary processes and steps of service delivery, unawareness among masses and non demand of some services, many services are not being provided in many districts under the SAANJH programme at CPSCs and PSOCs level. Hence public still have to visit the District Police Office from far flung locations.

Out of above mentioned 13 services, only 9 services are available at the District Police Office (DPO)/CPRC level which was providing these services earlier as well, much before the launching of SAANJH programme. Hence the SAANJH Programme for which state government spent a lot of money and established Sub-division level Community Policing Suidha Centres (CPSCs) and Police Station Outreach Centres (PSOCs) are providing the following services only:

Services provided at CPSCs/PSOCs

1.	Copy of FIR or DDR
2.	Copy of untraced report in road accident cases
3.	Copy of untraced report in cases pertaining to stolen vehicle
4.	Copy of untraced report in theft cases

Only CPSCs at Commissionerate of Jalandhar are providing fine collection facility for vehicles challaned under traffic rules violations.

Thus the state government which through SAANJH project wanted to extend outreach of maximum services provided by the police department at nearest level of public are hitherto providing FIR copies, untraced reports that are not much in demand and DDR copies mainly of missing mobile and mobile SIMs and article.

This provision of DDR is a big relief for public because earlier if someone wanted to lodge a report of a missing SIM, usually required by the service provider or of fresh applying for the missing article, one had to put lot of efforts and face harassment at the hands of the Munshi. It got done either by paying facilitation charges or approach alone. Though many police officers expressed their doubt about the chance of misuse of the facility by criminals, they were of the opinion however that there was no scope of sufficient interrogation from the person as well as finding out the reason for getting a DDR report.

However, using these centres, for the sole purpose of giving FIR Copies and DDR (Missing Article) is an "Under Use" of these centres, that can otherwise be used and actually missioned to deliver much more. In the present circumstances this may be considered as an unsuccessful experiment vis-a-vis financial and social audit. These centers are providing only two services with a very low turnout of visitors this is proving to be a wastage of human resource. There is need to bring in many more services at CPSCs and PSOCs levels.

At present FIR copy, untraced reports and DDR reports is all that these CPSCs and PSOCs are providing and even for this efficiency depends on the proposed effective functioning of PSOCs and meticulously uploading new entries and updating information at the police station level.

Even with these services, there are some procedural and may be legal issues that were highlighted during the undertaken study and explained below, that would be resolved clearly through unambiguous ordinance.

Service	Issues
Copy of FIR	Who can and cannot take copy of FIR (Particularly can an accused take a copy)
Copy of DDR (Missing mobile, SIM, Article (like passport, I card etc.)	<ul style="list-style-type: none"> ▪ In majority of districts at CPSCs and PSOCs level staff was not entering the original DDR number and instead they were putting their own non notified registered dairy number. ▪ Mostly the report of missing mobile which were taken by the CPSCs and uploaded on the SAANJH programme, were supposed to be provided with DDR number, by the PSOCs staff. Which due to non supportive attitude of the police station's Munshi or non working of SAANJH system unable to do so. ▪ It was told that sometime during the day DDR register Roznamcha is hold behind the time hence it is not possible to enter any thing at that point of time. ▪ There was also one point raised that if any entry made in the Roznamcha then as per the procedure person reporting shall be personally present and must sign on the register. Hence visit to police station munshi must for the person who is reporting. ▪ At some places police stations staff was entering the day long all entries relating to missing (mobile, SIM and articles) against single entry in the Roznamcha in the evening.

There is need to resolve the above stated issues with thorough deliberation and rectification. Uniform procedure for disposal of these services, documents required from the applicant to avail these need to be made clear to the staff working at these centres.

It was found that in many districts there were police stations that did not have separate PSOCs buildings, not even computer and network systems under SAANJH. Posting of non dedicated staff and non co-operation of the police station's Munshi are causes for under performance for many PSOCs.

It is vital that all the police stations be with or without separate PSOC buildings for the latter to function efficiently. For this there must be dedicated staff and full cooperation of Station House Officer and clerical staff of the police station. For this accountability of SHO being nodal officer of PSOC and In-charge PSOCs be fixed and strict orders regarding this be passed.

Other 7 Services

Following are the 7 services for which in police districts, applicants do not directly approach the department and the starting point of service request is the DC/ SDM office. Even in

commissionerates out of these 7 services, two services i.e. NOC for use of loud speakers and service verification (Military and Service) can be requested at the DC/SDM office itself.

Seven services available at DC/SDM Office or Commissionerate Office

Sr. No.	Name of the Service	Point of Request for Service	Point of Service Delivery	Available at	Service Request
1.	NOC for use of Loud Speakers	DC/SDM Office (even in Commissionerates)	DC/SDM Office (even in Commissionerates)	Forwarded to Police department / Area SHO only for the No objection	No Direct Service Request
2.	NOC for fairs/ melas/ exhibitions/ sponsored events etc.	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
3.	Service Verification ▪ Military ▪ Civil	DC/SDM Office (even in Commissionerates)	DC/SDM Office (even in Commissionerates)	Forwarded to Police department / Area SHO only for the No objection	No Direct Service Request
4.	Verification for renewal of Arms License	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
5.	NOC for issuance / renewal of license of Arms Dealers	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
6.	Issuance of NOC for setting up of Petrol Pump, Cinema Hall etc.	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request
7.	Verification for fresh Arms License	DC/SDM Office Or Commissionerate Office	DC/SDM Office Or Commissionerate Office	In non commissionerate districts Forwarded to Police department / Area SHO only for the No objection	In non commissionerate districts No direct service request

Police department is merely rooted into the process of service delivery for verification and no objection of these 7 services. Deputy Commissioner's offices/ Suvidha Centres are the main heads who receiving requests and finally delivering service to the applicant. In

commissionerates as well there are two services for which there is no direct service request at the level of the police department.

- NOC for use of Loud Speakers
- Service Verification (Military and Civil)

Hence it is important that under the right to service act it shall be made clear that police has been made time bound for their part in the whole process and if someone repealed against the delay in service delivery, the police department shall not be held responsible for the delay on the part of DC/SDM office.

However police department can provide a facility of status enquiry for all the above mentioned services at its SAANJH Kendras at different levels.

Suggestive Model

Other than the 20 services there are some more that may be provided through these SAANJH kendras. What are these services and where shall the same be provided is explained below. **It is important to mention here that to adopt the suggested model aimed to cater more people at CPSC level, there is a need to give the Sub Division level CPSCs' in-charge and DSP of Divisions, more signing authorities (in case of different services like verifications, VISA permit, PCC etc.) as or on behalf of nodal officer, that otherwise is with the SSP or SP level officer in the police districts and in commissionerates with CP or DCPs only. And due to presence of nodal officers at the DPO/Commissionerate level to avail most of the service there is always a huge rush of people at CPRC level while very few visit CPSCs, PSOCs to avail services.**

Suggested Services, Procedures and Responsibility of Different Centres

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
1.	Registration of foreigners (Arrival and Departure)	Registration	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level 	Online update thana level reports

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
			<ul style="list-style-type: none"> SSP office Delivery of Service at CPRC 	<ul style="list-style-type: none"> necessary Action Online update of status of SSP office at CPRC Delivery of Service at CPSC 	
2	Extension of Residential Permit of Foreigners	Extension of Permit	<ul style="list-style-type: none"> Receiving Application Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of SSP office Delivery of Service at CPRC 	<ul style="list-style-type: none"> Receiving Application Up Loading on SAANJH Network Mark to Concerned Thana via PSOC Get online PSOC (thana Report) After receiving from PSOC Forward to CPRC for SSP level necessary Action Online update of status of SSP office at CPRC Delivery of Service at CPSC 	Online update thana level reports
3	Copy of FIR and untraced report	Copy	<ul style="list-style-type: none"> Delivery of Service at CPRC 	<ul style="list-style-type: none"> Delivery of Service at CPSC 	<ul style="list-style-type: none"> Uploading of FIRs Uploading of status updates Delivery of Service at CPRC
4	Copy of DDR	Copy		<ul style="list-style-type: none"> Receiving application Up Loading on SAANJH Network Mark to Concerned Thana Via PSOC for DDR number Receive DDR Number from PSOC Delivery of Service at CPSC 	<ul style="list-style-type: none"> Receiving application Up Loading on SAANJH Network DDR number Delivery of Service at PSOC
5	NOC for use of Loud Speakers	Status's Enquiry of No Objection	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of SSP office Delivery of Service 	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via PSOC Get online PSOC (thana Report) After receiving from PSOC Forward to CPRC for SSP level necessary Action Online update of 	Online update thana level reports

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
			at CPRC	status of SSP office at CPRC ▪ Delivery of Service at CPSC	
6	NOC for fairs/ melas/ exhibitions/ sponsored events etc.	Only Status Enquiry of Police station No Objection	▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC	▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC	Online update thana level reports
7	Stranger verification (after receiving the verification from other District / State of which the stranger is resident)	Verification Report	▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned District / State ▪ Get online Report/ <u>(Via Correspondence if from other state)</u> ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC	▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned District / State ▪ Get online Report/ <u>(Via Correspondence if from other state)</u> ▪ Mark to CPRC for update of SSP office necessary action ▪ Updating Status of DSP office at CPSC level ▪ Delivery of Service at CPSC	
8	Tenant/ Servant Verification (if resident of local area)	Verification Report		▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ Updating Status of DSP office ▪ Delivery of Service at CPSC	▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Updating the Thana Level Enquiry ▪ Mark to Concerned CPSC ▪ Get online CPSC Update (DSP Report)

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
					<ul style="list-style-type: none"> ▪ Delivery of Service at PSOC
9	Tenant /Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State)	Verification Report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned District / State ▪ Get online Report/ <u>(Via Correspondence if from other state)</u> ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned District / State ▪ Get online Report/ <u>(Via Correspondence if from other state)</u> ▪ Mark to CPRC for update of SSP office necessary action ▪ Updating Status of DSP office at CPSC level ▪ Delivery of Service at CPSC 	
10	Other Verification related services	Verification Report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned CPSC/District / State ▪ Get online Report/ <u>(Via Correspondence if from other state)</u> ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned PSOC/District / State ▪ Get online Report/ <u>(Via Correspondence if from other state)</u> ▪ Mark to CPRC for update of SSP office necessary action ▪ Updating Status of DSP office at CPSC level ▪ Delivery of Service at CPSC 	Online update thana level reports if Marked to it
11	Copy of untraced report in road accident cases	Copy of Report	<ul style="list-style-type: none"> ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Delivery of Service at CPSC 	<ul style="list-style-type: none"> ▪ Uploading of FIRs ▪ Uploading of status updates ▪ Delivery of Service at CPRC
12	Copy of untraced report in cases pertaining to stolen vehicle	Copy of Report	<ul style="list-style-type: none"> ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Delivery of Service at CPSC 	<ul style="list-style-type: none"> ▪ Uploading of FIRs ▪ Uploading of status updates ▪ Delivery of Service at CPRC
13	Copy of	Copy of	<ul style="list-style-type: none"> ▪ Delivery of Service 	<ul style="list-style-type: none"> ▪ Delivery of Service 	<ul style="list-style-type: none"> ▪ Uploading of

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
	untraced report in theft cases	Report	at CPRC	at CPSC	FIRs <ul style="list-style-type: none"> ▪ Uploading of status updates ▪ Delivery of Service at CPRC
14	NOC for pre-owned vehicles	NOC	At present available at CPRC level only	Available on NCRB Computer in CPRC, Information may be made available at the Sub-division Level	
15	Service Verification <ul style="list-style-type: none"> ▪ Military ▪ Civil 	Only Status of Verification of Police	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry
16	Character Verification	Verification Report		<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ Updating Status of DSP office ▪ Delivery of Service at CPSC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Updating the Thana Level Enquiry ▪ Mark to Concerned CPSC ▪ Get online CPSC Update (DSP Report) ▪ Delivery of Service at PSOC
17	Verification for renewal of Arms License	Only Status of Verification of Police	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
18	NOC for issuance / renewal of license of Arms Dealers	Only Status of Enquiry of Police No Objection	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry
19	Issuance of NOC for setting up of Petrol Pump, Cinema Hall etc.	Only Status Enquiry of Police No Objection	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry
20	Passport Verification	Only Verification Status	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry
21	Verification for fresh Arms License	Only Status of Verification of Police	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
22	Police Clearance Certificate	Giving Police Clearance	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	Online update thana level reports
23	Direct Complaints against Police	Receiving complaints and providing action taken report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	Online update thana level reports
24	Direct Complaint (General)	Receiving complaints and providing action taken report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Up date Action Taken report (thana Report) ▪ Forward to CPSC for DSP level necessary Action ▪ Online update of status of DSP office at

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
				at CPSC	CPSC ▪ Delivery of Service at PSOC
25	Fine Collection on Traffic Challan Receipts in Petty 11 offences (Issued by Police station Staff)	Release of document after Fine (software Available at Commi. Jalandhar "Traffic Challan Pro" / or insert provision on SAANJH Network).			▪ Up Loading Challan on challan software or merge with SAANJH Network ▪ Delivery of Service at CPSC

Proposed Services to be delivered at Different Levels

CPRCs	CPSCs	PSOCs
1.Registration of foreigners (Arrival and Departure)	1.Registration of foreigners (Arrival and Departure)	
2.Extension of Residential Permit of Foreigners	2.Extension of Residential Permit of Foreigners	
3.Copy of FIR and untraced report	3.Copy of FIR and untraced report	1.Copy of FIR and untraced report
	4.Copy of DDR	2.Copy of DDR
4 .Status of NOC for use of Loud Speakers	5.Status of NOC for use of Loud Speakers	
5.Status of NOC for fairs/ melas/ exhibitions/ sponsored events etc.	6.Entry and Status of NOC for fairs/ melas/ exhibitions/ sponsored events etc.	
6.Stranger verification report (from other District and States)	7.Stranger verification report (from other District and States)	
	8.Tenant/ Servant Verification (if resident of local area)	3.Entry and Tenant/ Servant Verification (if resident of local area)
7.Tenant /Servant Verification (if resident of other District/ State	9.Tenant /Servant Verification (if resident of other District/ State	
8.Other Verification related services	10.Other Verification related services	
9.Copy of untraced report in road accident cases	11.Copy of untraced report in road accident cases	4.Copy of untraced report in road accident cases
10.Copy of untraced report in cases pertaining to stolen vehicle	12.Copy of untraced report in cases pertaining to stolen vehicle	5.Copy of untraced report in cases pertaining to stolen vehicle
11.Copy of untraced report in theft cases	13.Copy of untraced report in theft cases	6.Copy of untraced report in theft cases
12.NOC for pre-owned vehicles	14.NOC for pre-owned vehicles	
13.Status of Service Verification Military/Civil	15.Status of Service Verification Military/Civil	7.Status of Service Verification Military/Civil
	16.Character Verification Report	8.Character Verification Report

CPRCs	CPSCs	PSOCs
<u>14.Status</u> Verification for renewal of Arms License	<u>17.Status</u> Verification for renewal of Arms License	<u>9.Status</u> Verification for renewal of Arms License
<u>15.Status</u> of NOC for issuance / renewal of license of Arms Dealers	<u>18.Status</u> of NOC for issuance / renewal of license of Arms Dealers	<u>10.Status</u> of NOC for issuance / renewal of license of Arms Dealers
<u>16.Status</u> of NOC for setting up of Petrol Pump, Cinema Hall etc.	<u>19.Status</u> of NOC for setting up of Petrol Pump, Cinema Hall etc.	<u>11.Status</u> of NOC for setting up of Petrol Pump, Cinema Hall etc.
<u>17.Status</u> of Passport Verification	<u>20.Status</u> of Passport Verification	<u>12.Status</u> of Passport Verification
<u>18.Status</u> of Verification for fresh Arms License	<u>21.Status</u> of Verification for fresh Arms License	<u>13.Status</u> of Verification for fresh Arms License
19.Police Clearance Certificate	22.Police Clearance Certificate	
20.Direct Complaints against Police	23.Direct Complaints against Police	
21.Direct Complaint (General)	24.Direct Complaint (General)	14.Direct Complaint (General)
		15.Fine Collection on Traffic Challan Receipts in Petty 11 offences (Issued by Police station Staff)*

* Traffic violation that can be challaned at the PSOC level

S.No.	Motor Vehicle Act 1988	Description of Traffic Violations
1	177	<ol style="list-style-type: none"> 1. Jumping Red Light 2. Without Seat Belt 3. Without Helmet 4. Using Mobile while Driving 5. Violation of Traffic Sign 6. Smoking while driving 7. Triple riding on two wheeler 8. Wrong parking in city area 9. Non permitted use of sun film on car glasses 10. Using high beam in city 11. Non permitted use of red light

It is suggested that the facility of fee collection of traffic challans be at PSOC level, as in the police district there may be long distance between a police station and the subdivision. There should be system that if a person is challaned he/she be given fixed number of days to pay the fine at the PSOC centre . However, if within the specified period the person fails to deposit the fine then the traffic challan shall be sent to court as before.

Software and Networking

Software of SAANJH is not user-friendly and did not design as per procedural requirements of the Police. Output generated through this software such as VISA permit,

Police Clearance Certificate etc are not in a format as approved and acceptable to other departments.

Once finalised what service to be delivered at which level and procedure stated as suggested in earlier tables, it is most important that the SAANJH software and its network be designed while taking into consideration all the required procedure steps and output in the format required by police and other departments. Information uploaded in the SAANJH network should be able to process and retrieve in a manner that it is useful for the purpose of service delivery as well as for the police department for generating different departmental reports or retrieving any particular information about a person or a case later on. After the finalisation of services to be delivered it should be made mandatory that each centre feed all and 100 percent information/data and relevant updates related to these services in the SAANJH Network. At present there are many flaws in the existing SAANJH software's design and network. Such as

- Slow server and repeated breakdown
- Slow internet facility and in some remote areas non-availability of internet
- Non-compatibility of SAANJH software with procedures and steps of service delivery at District Police Office, Sub-divisional DSP office and Police station level
- Incomprehensive, neither user-friendly nor self-explanatory Software
- Faulty reports (Report of one district shows data of some other district)
- No system of data validation
- Unprofessional way of making changes in software on getting calls from the different individuals from different districts.
- No provision of any flash message on the desktops of the operators, if any new job has been assigned or marked to particular CPRC, CPSC or PSOC which is must for the timely disposal of the job.

Either existing or new highly professional agency/experts may be hired to provide state of art server, user-friendly software and technical know-how. For the purpose of designing or redesigning of SAANJH Software as per the procedural requirements it is suggested that one state level Committee Of Experts be constituted of 9 members experienced in dealing with

- Foreign Branch
- Security Branch
- Passport Branch
- Arms Branch
- Public Complaint Branch
- Reader of SP
- Reader of DSP
- One senior Investigation Officer (FIR Related requirement)
- Munshi Head Constable (Police Station Work)

Software design needs to be finalised in consultation with these members and if any changes are required it should only be on the advice of this committee that collects feedback from different districts. This committee should suggest all the procedural requirements in processing and delivery of a particular service and types of reports and output requirements such as in case of VISA permit and Police Clearance Certificate etc. type of format of printout required by other departments.

Besides suggestions regarding software, this committee should also advise on the number of operators needed at different levels i.e.CPRC, CPSC and PSOC for the smooth functioning of SAANJH.

Hardware Related Problems

In the beginning under SAANJH programme the State government provided the following hardware to the centres:

CPRC	CPSC	PSOC
2 computer systems with all accessories	3 computer systems with all accessories	2 computer systems with all accessories
1 A4 Size scanner	1 A4 Size scanner	1 A4 Size scanner
1 Printer	1 Printer	1 Printer
1 Web Cam	1 Web Cam	1 Web Cam
1 Telephone, Modem , Router	1 Telephone, Modem , Router	1 Telephone, Modem , Router

Following issues related to the hardware emerged during the evaluation study:

- It was observed that in SAANJH programme CPRCs were somehow ignored in comparison to the workload carried at these centres. Sufficient resources and hardware was not given to them.

- Though in the beginning CPRCs were given 2 computer systems under SAANJH but later on 3 more computers with peripheral and 1 Photostat Machine were given to CPRCs but still there were many districts/ commissionerates had not receive these additional computers.
- It was also found that at some places computers issued for the SAANJH kendras were being in use for some other purpose.
- During evaluation some centres like CPRC Ludhiana Commissionerate reported that they did not get a scanner and printer or some reported non delivery of some other technical equipment necessary for effective functioning of the centres..
- Maintenance of hardware was a major problem. One issue was regarding funds and other was non availability of an agency in vicinity for providing maintenance services.
- Due to non availability of funds for the repair of computer and accessories like UPS, printer, scanner or refilling of ink in printer cartridge and even to pay internet bills etc. the working staff was paying from their own pocket that did or did not get reimbursed by DPO/Commissionerate. Another cause for frustration of the working staff.
- Non availability of stationary and SAANJH forms was reported by the centres especially by CPSCs. In majority of centres staff was arranging this from their personal expenses or making other ad-hoc arrangements such as PSOCs' staff request SHO or MHC for the same.
- At many places, all computers were not internet enabled. Apparently internet stopped working when all computers attached to the router.
- **It was told that the server is not available for 24 hrs and mostly remained shut either for maintenance, during lunch time and after 5 PM.**
- Due to non-payment of funds in many centres service delivery remained shut consistently for some days. Staff informed that they received absurd orders from headquarters to pay the pending dues on their own for the time being.
- Internet's slow speed was reported by all centres, due to which it took longer to upload information, scan documents and photos.

- Due to availability of a single web cam, printer and scanner all services were not available on all computers. Moreover in case of some mechanical fault with these gadgets there was no backup facility and service delivery came to a halt.
- As most of the work in the police department is on a legal size paper hence due to A4 scanner staff faces difficulty in scanning the necessary documents.

Suggestions related to hardware

- **After finalising the type of service delivery at different levels and procedures related, State level Committee of Experts should discuss about the number of computer systems, operators and other peripherals required at different centres and provide hardware accordingly.**
- **Need to enquire the number of hardware items each centre was allocated and the actual number possessed by them.**
- **If anywhere, allocated systems, printer, scanner etc. were not found with the centre then they should be ordered to locate and possess the same. Those who did not receive should be provided with the same.**
- **For maintenance of the hardware including software related problems some (Annual Maintenance Contract) AMC should be signed and maintenance funds be provided.**
- **Sufficient funds for the repair, stationary and refilling of cartridge be provided regularly.**
- **High speed internet connection be provided and there be time bound payment for the internet dues so that work at the centre does not suffer on account of lack of technology.**
- **Server availability and server level help line be available for 24 hrs.**
- **Computer peripherals like scanner, printer and web cams be provided as per the requirements and scanner of legal size be given at these centers and at least number be more than 2.**
- **All the computers in a centre be internet enabled and necessary technical support be provided hitherto.**
- **All centres' In-charge must be provided with the parallel computer system so that they can monitor the working of the operators.**

VI RECOMMENDATIONS

Suggestions and recommendations on various issues that are provided in previous sections have been compiled in this last section in sequence of their relative priority. It is suggested that for a detail understanding previous sections may be referred. Two stages of reforms are suggested first stage reforms are to correct present problems and once these reforms are implemented and institutionalised only then should the second stage reforms be initiated.

First Stage Reforms

1. SERVICES AND PROCEDURES

Restructuring of service delivery mechanism and procedural changes:

To adopt the model suggested aimed to cater for more people at CPSC level, there is need to give the Sub Division level CPSCs' In-charge and DSP of Divisions, more signing authorities (in case of different services like verifications, VISA permit, PCC etc.) as or on behalf of nodal officer, that otherwise is with the SSP or SP level officer in the police districts and in commissionerates with CP or DCPs alone. Hence due to presence of nodal officers at DPO/Commissionerate level to avail most of the services there is always a rush of people at the CPRCs and very few people visit CPSCs, PSOCs to avail services.

Proposed Services to Be Delivered at Different Levels

CPRCs	CPSCs	PSOCs
1. Registration of foreigners (Arrival and Departure)	1. Registration of foreigners (Arrival and Departure)	
2. Extension of Residential Permit of Foreigners	2. Extension of Residential Permit of Foreigners	
3. Copy of FIR and untraced report	3. Copy of FIR and untraced report	1. Copy of FIR and untraced report
	4. Copy of DDR	2. Copy of DDR
4. <u>Status of NOC</u> for use of Loud Speakers	5. Status of NOC for use of Loud Speakers	
5. <u>Status of NOC</u> for fairs/ melas/ exhibitions/ sponsored events etc.	6. Status of NOC for fairs/ melas/ exhibitions/ sponsored events etc.	
6. Stranger verification report (from other District and	7. Stranger verification report (from other District	

CPRCs	CPSCs	PSOCs
States)	and States)	
	8. Tenant/ Servant Verification (if resident of local area)	3. Tenant/ Servant Verification (if resident of local area)
7. Tenant /Servant Verification (if resident of other District/ State	9. Tenant /Servant Verification (if resident of other District/ State	
8. Other Verification related services	10.Other Verification related services	
9. Copy of untraced report in road accident cases	11.Copy of untraced report in road accident cases	4. Copy of untraced report in road accident cases
10. Copy of untraced report in cases pertaining to stolen vehicle	12.Copy of untraced report in cases pertaining to stolen vehicle	5. Copy of untraced report in cases pertaining to stolen vehicle
11. Copy of untraced report in theft cases	13.Copy of untraced report in theft cases	6. Copy of untraced report in theft cases
12. NOC for pre-owned vehicles	14.NOC for pre-owned vehicles	
13. <u>Status</u> of Service Verification Military/Civil	15. <u>Status</u> of Service Verification Military/Civil	7. <u>Status</u> of Service Verification Military/Civil
	16.Character Verification Report	8. Character Verification Report
14. <u>Status</u> Verification for renewal of Arms License	17. <u>Status</u> Verification for renewal of Arms License	9. <u>Status</u> Verification for renewal of Arms License
15. <u>Status</u> of NOC for issuance / renewal of license of Arms Dealers	18. <u>Status</u> of NOC for issuance / renewal of license of Arms Dealers	10. <u>Status</u> of NOC for issuance / renewal of license of Arms Dealers
16. <u>Status</u> of NOC for setting up of Petrol Pump, Cinema Hall etc.	19. <u>Status</u> of NOC for setting up of Petrol Pump, Cinema Hall etc.	11. <u>Status</u> of NOC for setting up of Petrol Pump, Cinema Hall etc.
17. <u>Status</u> of Passport Verification	20. <u>Status</u> of Passport Verification	12. <u>Status</u> of Passport Verification
18. <u>Status</u> of Verification for fresh Arms License	21. <u>Status</u> of Verification for fresh Arms License	13. <u>Status</u> of Verification for fresh Arms License
19. Police Clearance Certificate	22.Police Clearance Certificate	
20. Direct Complaints against Police	23.Direct Complaints against Police	
21. Direct Complaint (General)	24.Direct Complaint (General)	14. Direct Complaint (General)
		15. Fine Collection on Traffic Challan Receipts in Petty 11 offences (Issued by Police station Staff)*

Suggested Services' Delivery, Procedures at Different Centres

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
1.	Registration of foreigners (Arrival and Departure)	Registration	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	Online update thana level reports
2	Extension of Residential Permit of Foreigners	Extension of Permit	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	Online update thana level reports
3	Copy of FIR and untraced report	Copy	<ul style="list-style-type: none"> ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Delivery of Service at CPSC 	<ul style="list-style-type: none"> ▪ Uploading of FIRs ▪ Uploading of status updates ▪ Delivery of Service at CPRC
4	Copy of DDR	Copy		<ul style="list-style-type: none"> ▪ Receiving application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana Via PSOC for 	<ul style="list-style-type: none"> ▪ Receiving application ▪ Up Loading on SAANJH Network ▪ DDR number

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
				<ul style="list-style-type: none"> DDR number Receive DDR Number from PSOC Delivery of Service at CPSC 	<ul style="list-style-type: none"> Delivery of Service at PSOC
5	NOC for use of Loud Speakers	Status's Enquiry of No Objection	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of SSP office Delivery of Service at CPSC 	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via PSOC Get online PSOC (thana Report) After receiving from PSOC Forward to CPSC for SSP level necessary Action Online update of status of SSP office at CPSC Delivery of Service at CPSC 	Online update thana level reports
6	NOC for fairs/ melas/ exhibitions/ sponsored events etc.	Only Status Enquiry of Police station No Objection	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of SSP office Delivery of Service at CPSC 	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via PSOC Get online PSOC (thana Report) After receiving from PSOC Forward to CPSC for SSP level necessary Action Online update of status of SSP office at CPSC Delivery of Service at CPSC 	Online update thana level reports
7	Stranger verification (after receiving the verification from other District / State of which the stranger is	Verification Report	<ul style="list-style-type: none"> Receiving Application Up Loading on SAANJH Network Mark to Concerned District / State Get online Report/ (<u>Via Correspondence if from other state</u>) 	<ul style="list-style-type: none"> Receiving Application Up Loading on SAANJH Network Mark to Concerned District / State Get online Report/ (<u>Via Correspondence if from other state</u>) Mark to CPSC for 	

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
	resident)		<ul style="list-style-type: none"> ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> update of SSP office necessary action ▪ Updating Status of DSP office at CPSC level ▪ Delivery of Service at CPSC 	
8	Tenant/ Servant Verification (if resident of local area)	Verification Report		<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ Updating Status of DSP office ▪ Delivery of Service at CPSC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Updating the Thana Level Enquiry ▪ Mark to Concerned CPSC ▪ Get online CPSC Update (DSP Report) ▪ Delivery of Service at PSOC
9	Tenant /Servant Verification (if resident of other District/ State and after receiving the verification from other District/ State)	Verification Report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned District / State ▪ Get online Report/ (<u>Via Correspondence if from other state</u>) ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned District / State ▪ Get online Report/ (<u>Via Correspondence if from other state</u>) ▪ Mark to CPRC for update of SSP office necessary action ▪ Updating Status of DSP office at CPSC level ▪ Delivery of Service at CPSC 	
10	Other Verification related services	Verification Report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned PSOC/District / 	Online update thana level reports if Marked to it

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
			CPSC/District / State <ul style="list-style-type: none"> Get online Report/ (Via Correspondence if from other state) Updating Status of SSP office Delivery of Service at CPRC 	State <ul style="list-style-type: none"> Get online Report/ (Via Correspondence if from other state) Mark to CPRC for update of SSP office necessary action Updating Status of DSP office at CPSC level Delivery of Service at CPSC 	
11	Copy of untraced report in road accident cases	Copy of Report	<ul style="list-style-type: none"> Delivery of Service at CPRC 	<ul style="list-style-type: none"> Delivery of Service at CPSC 	<ul style="list-style-type: none"> Uploading of FIRs Uploading of status updates Delivery of Service at CPRC
12	Copy of untraced report in cases pertaining to stolen vehicle	Copy of Report	<ul style="list-style-type: none"> Delivery of Service at CPRC 	<ul style="list-style-type: none"> Delivery of Service at CPSC 	<ul style="list-style-type: none"> Uploading of FIRs Uploading of status updates Delivery of Service at CPRC
13	Copy of untraced report in theft cases	Copy of Report	<ul style="list-style-type: none"> Delivery of Service at CPRC 	<ul style="list-style-type: none"> Delivery of Service at CPSC 	<ul style="list-style-type: none"> Uploading of FIRs Uploading of status updates Delivery of Service at CPRC
14	NOC for pre-owned vehicles	NOC	At present available at CPRC level only	Available on NCRB Computer in CPRC, Information may be made available at the Sub-division Level	
15	Service Verification <ul style="list-style-type: none"> Military Civil 	Only Status of Verification of Police	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of 	<ul style="list-style-type: none"> Status Enquiry 	<ul style="list-style-type: none"> Status Enquiry

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
			SSP office <ul style="list-style-type: none"> Delivery of Service at CPRC 		
16	Character Verification	Verification Report		<ul style="list-style-type: none"> Receiving Application Up Loading on SAANJH Network Mark to Concerned Thana via PSOC Get online PSOC (thana Report) Updating Status of DSP office Delivery of Service at CPSC 	<ul style="list-style-type: none"> Receiving Application Up Loading on SAANJH Network Updating the Thana Level Enquiry Mark to Concerned CPSC Get online CPSC Update (DSP Report) Delivery of Service at PSOC
17	Verification for renewal of Arms License	Only Status of Verification of Police	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of SSP office Delivery of Service at CPRC 	<ul style="list-style-type: none"> Status Enquiry 	<ul style="list-style-type: none"> Status Enquiry
18	NOC for issuance / renewal of license of Arms Dealers	Only Status of Enquiry of Police No Objection	<ul style="list-style-type: none"> Up Loading on SAANJH Network Mark to Concerned Thana via CPSC Get online PSOC (thana Report) and CPSC (Halka GO) Status update Updating Status of SSP office Delivery of Service at CPRC 	<ul style="list-style-type: none"> Status Enquiry 	<ul style="list-style-type: none"> Status Enquiry
19	Issuance of NOC for	Only Status Enquiry of	<ul style="list-style-type: none"> Up Loading on SAANJH Network 	<ul style="list-style-type: none"> Status Enquiry 	<ul style="list-style-type: none"> Status Enquiry

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
	setting up of Petrol Pump, Cinema Hall etc.	Police No Objection	<ul style="list-style-type: none"> ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 		
20	Passport Verification	Only Verification Status	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry
21	Verification for fresh Arms License	Only Status of Verification of Police	<ul style="list-style-type: none"> ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Status Enquiry 	<ul style="list-style-type: none"> ▪ Status Enquiry
22	Police Clearance Certificate	Giving Police Clearance	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to 	Online update thana level reports

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
			<ul style="list-style-type: none"> Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	
23	Direct Complaints against Police	Receiving complaints and providing action taken report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	Online update thana level reports
24	Direct Complaint (General)	Receiving complaints and providing action taken report	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via CPSC ▪ Get online PSOC (thana Report) and CPSC (Halka GO) Status update ▪ Updating Status of SSP office ▪ Delivery of Service at CPRC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Mark to Concerned Thana via PSOC ▪ Get online PSOC (thana Report) ▪ After receiving from PSOC Forward to CPRC for SSP level necessary Action ▪ Online update of status of SSP office at CPRC ▪ Delivery of Service at CPSC 	<ul style="list-style-type: none"> ▪ Receiving Application ▪ Up Loading on SAANJH Network ▪ Up date Action Taken report (thana Report) ▪ Forward to CPSC for DSP level necessary Action ▪ Online update of status of DSP office at CPSC ▪ Delivery of Service at PSOC
25	Fine Collection on Traffic Challan Receipts in Petty 11	Release of document after Fine (software Available at Commi.			<ul style="list-style-type: none"> ▪ Up Loading Challan on challan software or merge with SAANJH

Sr. No.	Name of the Service	What to deliver	CPRCs	CPSCs	PSOCs
	offences (Issued by Police station Staff)	Jalandhar "Traffic Challan Pro" / or insert provision on SAANJH Network).			Network ▪ Delivery of Service at CPSC

* Traffic violation that can be challaned at the PSOCs level

S.No.	Motor Vehicle Act 1988	Description of Traffic Violations
1	177	1. Jumping Red Light 2. Without Seat Belt 3. Without Helmet 4. Using Mobile while Driving 5. Violation of Traffic Sign 6. Smoking while driving 7. Triple riding on two wheeler 8. Wrong parking in city area 9. Non permitted use of sun film on car glasses 10. Using high beam in city 11. Non permitted use of red light

It is suggested that the facility of fee collection of traffic challans be at PSOC level, as in the police district there may be long distance between a police station and the subdivision. There should be system that if a person is challaned he/she be given fixed number of days to pay the fine at the PSOC centre . However, if within the specified period the person fails to deposit the fine then the traffic challan shall be sent to court as before.

2. SOFTWARE NETWORKING AND HARDWARE

Software and Networking

Software of SAANJH is not user-friendly and did not design as per procedural requirements of the Police. Output generated through this software such as VISA permit, Police Clearance Certificate etc are not in a format as approved and acceptable to other departments.

Once finalised what service to be delivered at which level and procedure stated as suggested in earlier tables, it is most important that the SAANJH software and its network be designed while taking into consideration all the required procedure steps and output in

the format required by police and other departments. Information uploaded in the SAANJH network should be able to process and retrieve in a manner that it is useful for the purpose of service delivery as well as for the police department for generating different departmental reports or retrieving any particular information about a person or a case later on. After the finalisation of services to be delivered it should be made mandatory that each centre feed all and 100 percent information/data and relevant updates related to these services in the SAANJH Network. At present there are many flaws in the existing SAANJH software's design and network. Such as

- Slow server and repeated breakdown
- Slow internet facility and in some remote areas non-availability of internet
- Non-compatibility of SAANJH software with procedures and steps of service delivery at District Police Office, Sub-divisional DSP office and Police station level
- Incomprehensive, neither user-friendly nor self-explanatory Software
- Faulty reports (Report of one district shows data of some other district)
- No system of data validation
- Unprofessional way of making changes in software on getting calls from the different individuals from different districts.
- No provision of any flash message on the desktops of the operators, if any new job has been assigned or marked to particular CPRC, CPSC or PSOC which is must for the timely disposal of the job.

Either existing or new highly professional agency/experts may be hired to provide state of art server, user-friendly software and technical know-how. For the purpose of designing or redesigning of SAANJH Software as per the procedural requirements it is suggested that one state level Committee Of Experts be constituted of 9 members experienced in dealing with

- **Foreign Branch**
- **Security Branch**
- **Passport Branch**

- Arms Branch
- Public Complaint Branch
- Reader of SP
- Reader of DSP
- One senior Investigation Officer (FIR Related requirement)
- Munshi Head Constable (Police Station Work)

Software design needs to be finalised in consultation with these members and if any changes are required it should only be on the advice of this committee that collects feedback from different districts. This committee should suggest all the procedural requirements in processing and delivery of a particular service and types of reports and output requirements such as in case of VISA permit and Police Clearance Certificate etc. type of format of printout required by other departments.

Besides suggestions regarding software, this committee should also advise on the number of operators needed at different levels i.e.CPRC, CPSC and PSOC for the smooth functioning of SAANJH.

Hardware and Peripherals

- After finalising the type of service delivery at different levels and procedures related, State level Committee of Experts should discuss about the number of computer systems, operators and other peripherals required at different centres and provide hardware accordingly.
- Need to enquire the number of hardware items each centre was allocated and the actual number possessed by them.
- If anywhere, allocated systems, printer, scanner etc. were not found with the centre then they should be ordered to locate and possess the same. Those who did not receive should be provided with the same.
- For maintenance of the hardware including software related problems some (Annual Maintenance Contract) AMC should be signed and maintenance funds be provided.

- Sufficient funds for the repair, stationary and refilling of cartridge be provided regularly.
- High speed internet connection be provided and there be time bound payment for the internet dues so that work at the centre does not suffer on account of lack of technology.
- Server availability and server level help line be available for 24 hrs.
- Computer peripherals like scanner, printer and web cams be provided as per the requirements and scanner of legal size be given at these centers and at least number be more than 2.
- All the computers in a centre be internet enabled and necessary technical support be provided hitherto.
- All centres' In-charge must be provided with the parallel computer system so that they can monitor the working of the operators.

3. STAFF: POSTING, STRENGTH, TRAINING AND MOTIVATION

Posting of Staff

- Before posting staff in these centres district/ commissionerate should prepare a rank wise requirement of the officials to be posted in these centres.
- Once estimate is prepared there should be scrutiny of rank wise eligible officers available in the force of the district / commissionerate. Here eligibility means official that falls in the criteria decided for police officials to be posted in these centres.
- Scrutinised official shall be asked about their willingness and then the list of all willing personnel shall be sent to the CAD for final approval.
- At district level these official be provided with the training relevant to the working of these centres.
- Staff other than operators once posted after taking willingness may be kept there for a fixed tenure that can be decided after deliberations.

- Computer operators shall be deputed for longer period may be 3 to 5 years and if feasible shall be kept for this purpose and may be transferred only from one centre to another. As at operator level expertise in computer and SAANJH network handling shall be preserved and it should not let affected by sending these operators in other field jobs.
- It is suggested that as much as possible individuals with good qualification, professional experience and computer knowledge be posted as In-charge in these centres.

Strength of Staff

Following is the suggested staff strength. Though there is not much difference from the previous one but it is crucial.

CPRCs		CPSCs		PSOCs	
In-charge Chief Community Officer Rank: <u>Senior most Inspector *</u>	1	In-charge Senior Community Officer Rank: Inspector	1	In-charge Community Affair Officer Rank: ASI	1
Receptionist cum Coordination Officer Rank: Lady NGO	1	<u>Receptionist cum Coordination Officer</u> Rank: NGO	1	<u>Receptionist cum Coordination Officer</u> Rank: Head Constable	1
Computer Operators*		Computer Operators		Computer Operators	
Record Keeper	1	Record Keeper	1		
Sweeper cum Class IV	1	Sweeper cum Class IV	1	Sweeper cum Class IV	1
Total		Total		Total	
CPSCs and PSOCs which are working from the independent buildings					

- CPRC being the district level centre should be headed by the Senior Most Inspector, in fact it would be more practical if an inspector due for promotion of DSP gets a compulsory fixed period posting in CPRC.
- Computer operators in CPRCs shall be other than the staff already working there under different service heads and these operators shall be merely for uploading, updating all information related to services to be delivered through SAANJH and to ensure its efficient time bound disposal.
- Strength of computer operators shall be decided after finalisation of services, estimate of work load and with consultation of the committee, recommended later in report.

- All centres shall be provided with one Sweeper cum Class IV helper.

Training

It is therefore suggested that there shall be a properly designed training programme covering all aspects of SAANJH for the staff already in posts or to be posted in the near future.

Following model may be adopted for Training

Information Technology Wing at Headquarters	Philaur Academy
<u>Training Programme on SAANJH Software, Hardware and Network</u>	<u>Training Programme on Structure, philosophy of SAANJH its different units like Counseling and Dispute Resolution Units etc.</u>
<u>Trainers of Trainees (TOTs)</u> TOTs already available at Range Training Centers (RTCs) and District Training Schools (DTSS) These TOTs shall be trained at the Range Level about SAANJH network, hardware and software.	<ul style="list-style-type: none"> ▪ 2 community representatives (volunteers) ▪ in-charge CPRCs and CPSCs shall be trained at the Range or District level
<u>Trainees</u> <u>(Staff of all rank working in Centers)</u> To be trained by TOTs at the Range of District Level	These above mentioned community and staff representatives shall ensure training of remaining staff and committee members within there respective districts.

These TOTs have pending issues related to their one rank promotion that had been committed to them while taking their consent to be trained as TOTs.

It came to the knowledge of the evaluation team that under Information and technology wing there were Range Training Centres and District Training Schools, where a group of Trainers of Trainees (TOTs) were available for training in computer related programmes to the police officials at police districts and commissionerates. This skilled and available human resource may be also be utilised for providing training in SAANJH's IT functioning. **Though these TOTs have some pending issues related to their one rank promotion committed to them while taking their consent to be trained as trainer of trainees.**

Motivation of staff

It is suggested that staff posted in these centres be given special allowances and commendation certificates. The same is mentioned in the CAD's missive of 29 April 2011 Para V regarding In-charge personnel of these centres not being given any additional charge.

Staffs' Uniform

It suggested that police personnel in general and specifically staff of these centres be given uniform allowance at par with present day rate of inflation.

There may be change in colours with suggestion for black, beige and white combination in attire with the help of some professional advice and rank wise difference be made more evident though uniform.

Discipline

It is suggested here that there is a need to make DSP Division and SHO of the police station comprehend that they are nodal officer of their respective CPSCs and PSOCs and the fact that they can be held accountable for the poor functioning of these centres.

The record of attendance at these centres and output should be taken care of properly. SHO of police station should get attendance reports from In-charge PSOC and after countersigning forward the same to the concerned CPSCs while In-charge of CPSCs along with attendance report of his/her CPSCs forward the same to the DSP of Division. It may be made mandatory that DSP of division on regular interval visit the CPSCs and PSOCs that fall under his division.

4. FUNDS AND UTILISATION

Utilisation of funds generated through service charges

Now that state government has passed ordinance to levy charges on these services it is expected that fund related problems of these centres get resolved.

It is suggested that an effective mechanism be developed to keep account and receipt of money collected at these centres so that issues of deposit, accountability, expenditure and authority deputed for handling the money at these centres properly and ethically dispensed.

Registration status must be utilised

It is suggested that as government has levied fees on the services the receipt may be issued on the name of the society and the amount be deposited in the society's account.

Procedure and heads on which funds are spent be fixed and violation of the same be punished.

5. COMMITTEES AND MEMBERS

It is suggested that there is need to inculcate full understanding among police personnel and committee members about the programme in general and specifically role of committees and its members.

It is important to ensure the participation of official members of other departments and for this some notification may be issued by the state government to all related departments regarding that.

Most importantly police personnel themselves be more serious in their dispositions and performance within SAANJH. Prior to convening a new meeting they must ensure an agenda, action taken report of the previous meeting and agenda of new meeting. It must be circulated well in advance of the intimation. All official members especially from the police department must attend the meeting once the same is intimated and confirmed.

Following is the structure and role of these committees given in Handbook

<u>District Level Committee</u>	<u>Subdivision Level Committee</u>	<u>Thana Level Committee</u>
SP or DSP – Convener Community Representative – Co-convener Number of members should not exceed 25.	DSP Div.– Convener Community Representative – Co-convener Number of members should not exceed 20.	Station House Officer– Convener Community Representative – Co-convener Number of members should not exceed 15.
Official Members <ul style="list-style-type: none"> • SP (HQ) cum Community Affairs • In-charge CPRC • District Health Officer/ Civil Surgeon • District Education Officer • District Program Officer (Department of Social Security and Development of Women and Child) • District Welfare Officer (Department of Welfare of BC and SC) • District Red Cross Officer • Executive Officer of City Council 	Official members <ul style="list-style-type: none"> • DSP (Subdivision) cum Community Affairs. (Convener) • In-charge CPSC • Sub-divisional Magistrate • Senior Medical Officer • Child Development Project Officer • Block Development and Panchayat Officer 	Official members <ul style="list-style-type: none"> • SHO cum Community Affairs Officer. (Convener) • Additional SHO • Medical Officer of Community Health Centre • Heads of colleges/schools– 2
Non-Official Members <ul style="list-style-type: none"> • 3 Representatives of District level NGOs 	Non-official members <ul style="list-style-type: none"> • Heads of colleges/schools– 3 • Representatives of NGOs and 	Non-official members <ul style="list-style-type: none"> • Representatives of NGOs– 2

<u>District Level Committee</u>	<u>Subdivision Level Committee</u>	<u>Thana Level Committee</u>
<ul style="list-style-type: none"> 3 Academicians from each of following stream <ul style="list-style-type: none"> Law Human rights (women and children rights) Sociology 2 Principal of Colleges 2 Representative of any active trade union <p>Note: - At least four women shall be nominated as members.</p> <p>Term <u>These members shall be for 2 years membership extendable up to three years.</u></p>	<p>community representatives – 5</p> <ul style="list-style-type: none"> President of business associations, youth clubs and Nehru Yuva Kendra etc.– 5 Social Workers (state awardees)-2 <p>Note: - At least four women shall be nominated as members.</p> <p>Term <u>The term of the members shall be two years extendable up to three years.</u></p>	<ul style="list-style-type: none"> Area Councilors/ Sarpanches 2 Representative of youth clubs.– 2 Representative of Resident welfare Organisation / Village Committees-2 Social worker- 2 <p>Note: - At least four women shall be nominated as members.</p> <p>Term <u>The term of the members shall be two years extendable up to three years</u></p>
<p>Criteria for the selection of Non-Official Members</p> <ul style="list-style-type: none"> Representatives of those NGO shall be selected as members, which have their presence at the district level and working last more than 15 years in the Punjab State. These NGOs officially shall not have any Political affiliation. <p>Academicians with more than 10 years experience in their respective field shall be selected as members.</p>	<p>Criteria for the selection of Non-Official Members</p> <ul style="list-style-type: none"> Representatives of those NGO shall be selected as members, which have their presence at the district level and working last more than 5 years in the Punjab State. These NGOs officially shall not have any Political affiliation. <p>Academicians with more than 3 years experience in their respective field shall be selected as members.</p>	<p>Criteria for the selection of Non-Official Members</p> <ul style="list-style-type: none"> Representatives of those NGO shall be selected as members, which have their presence at the district level and working last more than 3 years in the Punjab State. These NGOs officially shall not have any Political affiliation. <p>Academicians with more than 2 years experience in their respective field shall be selected as members.</p>
<p>Essentials for the functioning</p> <ul style="list-style-type: none"> In-charge CPRC shall be responsible to call meetings of the committee. Fixed quarterly meeting of committee members shall be arranged at the CPRC. <p>Any emergency meeting shall be called with well in advance notice along with the agenda.</p>	<p>Essentials for the functioning</p> <ul style="list-style-type: none"> In-charge CPSC shall be responsible to call meetings of the committee. Fixed quarterly meeting of committee members shall be arranged at the CPSC. <p>Any emergency meeting shall be called with well in advance notice along with the agenda.</p>	<p>Essentials for the functioning</p> <ul style="list-style-type: none"> In-charge PSOC shall be responsible to call meetings of the committee. Fixed quarterly meeting of committee members shall be arranged at the PSOC. <p>Any emergency meeting shall be called with well in advance notice along with the agenda.</p>
<p>Roles and Functions</p> <ul style="list-style-type: none"> Prepare the memoranda of Society. To ensure its registration under the society act. To review the law and order situation of the district and to play consultative role for the district police. To analyze any emerging problem in the area and ponder to combat. Evaluate the working of CPRC, CPSC and PSOCs of the district and vetting the performance report of each units working under these Centres. 	<p>Roles and Functions</p> <ul style="list-style-type: none"> These committees shall monitor the implementation the decisions and guidelines of district level committees and suggesting district level committee about their subdivision specific problems. The committee shall meet at least four times in a year. The decisions taken by the committee shall be sent to the District level committee for information. Monitoring and evaluating the performance of Police Station Outreach Centre and forwarding the periodical 	<p>Roles and Functions</p> <ul style="list-style-type: none"> These committees shall monitor and implement the decisions and guidelines of district level committees. To mediate and resolve non-serious cases with amicable and honourable resolution for both parties of disputes. The committee shall meet at least four times in a year. Report any issue to the Division Level Committee for information.

<u>District Level Committee</u>	<u>Subdivision Level Committee</u>	<u>Thana Level Committee</u>
<ul style="list-style-type: none"> • Coordinating with the State Level Coordination and Review Committee to implement its decision and to keep oversight over Subdivision level committees. • Preparing report and forward to the State Level Coordination and Review Committee and CAD. • These committees shall issue guidelines for running the CPRC and shall also be responsible for coordinating their activities. All proposals for new proposed schemes shall be examined by the committee. • The committee shall meet at least four times in a year. • The decisions taken by the committee shall be sent to the state level co-ordination committee through CAD for information. 	<p>report to the District level committees. District Level Committee shall in turn send the district level combined report to the Community Affair Division at State Headquarter.</p>	

Identity cards to members

Based on past experiences it is suggested that identity cards with Punjab Police logo should not be issued to the committee members as the same may be misused.

6.UP-GRADATION OF CPRCS

There is a need to upgrade resources in CPRCs as well as these are an integral part of SAANJH programme and crucial in functioning of the said programme's Network located at the district level.

It was observed that in different districts CPRCs had different department/ services under its ambit. It is suggested that, for state level uniformity in SAANJH Programme and better functioning, in all the districts and commissionerate, types and number of services at CPRC level must be standardised, and branches that deal with these services may be brought under the overall supervision of CPRC's In-charge.

For better command, hierarchical discipline, authority, accountability and monitoring of the programme within the district, it is essential that senior most Inspector Rank Officer

only be appointed as In-charge of the CPRC while nodal authority of a gazetted level be with an SP rank officer. Seniority of Inspector In-charge CPRCs shall be above all the other inspectors appointed as In-charge personnel of a subdivision level CPSC. Rank of head of branches that falls under CPRCs shall be lower than In-charge CPRC. It is suggested that at the district level following service heads shall be brought under the ambit of CPRC throughout the state and for that purpose sufficient staff and resource shall be provided.

- Foreign head (Passport Verification , VISA registration and extension, Police Clearance Certificate)
- Security Branch (All Verification related to Arms, Services, Character and other)
- RTI Branch
- Public Complaint branch

Suggested model for posting supervisory rank

<u>Centres</u>	<u>Ranks of In-charge</u>
<u>CPRC</u>	<u>In-charge:</u> <u>Senior most Inspector rank Officer in District</u>
<u>Branches</u> <ul style="list-style-type: none"> ▪ Foreign head (Passport Verification , VISA registration and extension, Police Clearance Certificate) ▪ Security Branch (All Verification related to Arms, Services, Character and other) ▪ RTI Branch ▪ Public Complaint branch 	<u>Each branch may have separate head of the rank:</u> <u>SI/ASI</u>
<u>CPSC</u>	<u>In-charge:</u> <u>Inspector rank Officer</u>
<u>PSOCs</u>	<u>In-charge:</u> <u>ASI</u>

7. CENTRE BUILDINGS

State Level Presence

For the success of the welfare programme it is crucial that all the police stations must be on the SAANJH network and PSOCs must be made operational there as well. If it is not possible to construct CPSCs at the subdivision level under which these police stations fall, these PSOCs may be brought under a nearby CPSC. In case of scarcity of funds or non availability of land etc. for constructing PSOCs, then on a temporary basis within the police station some substitute for the PSOCs may be provided.

It is vital that all the police stations with or without separate PSOC buildings must do their part of work and for this there must be dedicated staff and full cooperation of Station House Officer and clerical staff of the police station. For this purpose accountability of SHO being nodal officer of PSOC and In-charge PSOCs shall be fixed and strict orders regarding this shall be passed.

Locations

Ideally subdivisions level of CPSCs should be located at the subdivision itself where other sub divisional offices especially DSP Division's office exist.

At many places police stations, outreach centre and CPSC shared common boundaries and CPRC and CPSC or two CPSCs at the same venue should be avoided.

Those CPSCs or PSOCs that are located within the boundary of police stations and of any other office should have specific entrances for their premises.

Condition of Buildings

Undoubtedly these newly constructed centres are designed beautifully but condition of some of the CPSCs and PSOCs is not good and need urgent as well as immediate repair and renovation.

Centres' Security

There is urgent need to protect the property lying in these centres hence immediate provision of grills and gates be made that is in sync with the existing architecture and design of these centres.

Storage Facility

With no adequate storage facility for preservation of records , some futuristic plan be made to deal with this problem.

Public Utilities

There is one major architectural flaw in designing of PSOCs as there is no provision of a restroom for the staff and as well as for the visitors especially women in both. There is an immediate need to provide the said amenity.

Signage

Signage was not at all taken care of which is why it was time consuming and harassing in addition to being difficult locating of these centres in an area or division. Proper directionmark in the division or area must be provided so that visitors can reach these centres conveniently.

8. INFRASTRUCTURE AND MAINTENANCE

Infrastructure

There is need to make sure, that property of SAANJH Kendras is not used for any other purposes. It is recommended that a report be asked from each district regarding what they received, its placement, requirement of items and provide the same for the better functioning.

Maintenance of infrastructure

There is need to create some district level mechanism for maintenance of infrastructure in these centres.

Power Backups

There is need for provision of funds or diesel for generators in these centres or an alternative energy arrangement like solar power that is feasible giving these centres status of “environment friendly buildings”.

Class IV Employees and Sweepers

Provision of one sweeper cum helper be made in these centres on an urgent basis for daily upkeep of the same.

9. UNIFORMITY OF CENTRES

There shall be clear instruction regarding the type of flags to be hoisted at these centres.

Stamps and other material used by these centre shall be prescribed at the state level.

There is need to clarify about the uniform CPRCs' staff members need to wear i.e. either their earlier uniform or new uniform as per the guidelines of SAANJH programme.

10. CAMPAIGNING

Mass level Campaign

More services be brought at the level of CPSCs and PSOCs after required procedural changes as explained earlier.

Need to launch a state wide campaign through print and visual media in vernacular so that persons of every socio economic strata is familiarized with these centres and services provided here.

Also let it be made mandatory that once availability of service and venue of delivery is finalised no other alternative shall remain functional.

There total unawareness among the Public about utility of these centres for which a mass level campaign in local dialects be launched across the length and breadth of the state.

The suggested campaign could be through audio, visual and print media for which professional agency be hired for advisory services.

Printed literature

There is need to provide these centres with some literature and handbooks explaining functionality of SAANJH Kendras, different units, role of committees members etc for distribution among visitors.

SECOND STAGE REFORMS

Still these centres are not adhering to what has been prescribed in the Hand book hence it is suggested that once all of the above related issues are resolved there shall be efforts to start all other units that SAANJH Handbook mentions.

For second stage reforms crucial factors will be space for all units in these centres and capacity building of the staff working.

INSTITUTE FOR DEVELOPMENT AND COMMUNICATION

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