

SAANJH  
**COMMUNITY POLICING PROGRAMME IN  
PUNJAB : A GUIDE**



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Institute for Development and Communication, Chandigarh





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## PREFACE

Radical changes in the governance paradigm necessitated corresponding changes in policing. The police as an enforcement agency performed the task of maintaining law, providing security and protecting people's rights with a focus on punishment as a deterrent. The inevitable outcome has been increasing incidences of violation of citizens' rights which the police is expected to protect. In the process, the police got alienated from the people. In conflict societies, the alienation acquires an aggravated form. In this background, it was felt that there is a need to make community-policing integral to the existing policing model. It was also felt that there is a need to take into consideration not only changes at the global level, but also to contextualise them into the local conditions. Thus, in response to these specific situations, community-police interface promoting the concept of people policing aimed at crime prevention rather than detection or enforcement was evolved. The main focus was to move away from ad hoc interventions to an institutionalised administrative structure with clearly defined scope, goals, problems, rights and duties. The present community-policing model is an institutionalised initiative to promote communities' access to peace, justice and security. This model was conceived by the author with the active assistance of a research team based in the IDC in the year 2003. The project was formulated after 5 years of evaluation of existing experiments on community policing in Punjab and elsewhere. The prerequisite to implementation of this framework is to make community a stakeholder within a clearly defined structure, goals, activity, monitoring and evaluation system.

This guide is divided into five sections. First section is on relevance of community policing in post-conflict societies like Punjab. A detailed analysis of the meaning, characteristic and prerequisites for community policing has been made. Second section deals with the institutionalisation of community policing. It analyses the relevance of the community policing programme and delineates the steps for institutionalisation and implementation of this programme. A six-tier community policing structure has been conceived. Third section deals with the strategy to build community partnership in policing. It has analysed the structure and functions of the various committees assigned the task of implementation of community policing programme in the State. It has identified the primary role of the community policing committees and also identified elements for building partnership with the community. Fourth section deals with the various specialised units. These units have been assigned the task to ensure crime prevention, delivery of justice and contributing to a sustainable and safe environment. It has institutionalised a complaint system to make police accountable to the community. Fifth section deals with the framework of monitoring and appraisal of the community policing programme.

Much of the success of this venture depends on the precision, enthusiasm and commitment of the professional police personnel and the extent to which they can engage the community.

Pramod Kumar



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## Section - 1

### **COMMUNITY POLICING INITIATIVES: A SITUATIONAL ANALYSIS**

The need for community policing has been felt by the community as well as police in post-conflict society like Punjab. It was felt more by the police as the presence of a large number of policemen not only gave the police force high visibility but also allowed the people frequent contact with the police. The perception of the police as an enforcement agency both in the minds of the community and the police encourages the police role of crime detection through stringent treatment to the law breakers. It amounted to promoting a coercive, abusive and, at times, even brutal police force. The police is, thus beginning to be viewed as a nuisance and the policemen are acquiring the image of harassers.

A major lesson learnt was that policing terrorism involves working in partnership with the community. And understanding the problem in its totality rather than merely within law and order framework. To utilise techniques and skills that originate from the customs and traditions of the area for combating violent assertions.

For this, strategies have to be designed to work in partnership with the police to delegitimise the use of violence which is essential for management of violent conflicts. Further, it was felt that democratic methods like dialogue negotiations, elections etc., are potent instrument for reducing hostility and antagonism. Policing a violent conflict invariably thwarts democratic initiatives. The temptation is to restore peace and order even at the expense of violating law. This is a problematic i.e. how not to indulge in violative activities like tortures, extra-judicial executions, fake encounters etc. It is in this context that there is a need to acquire knowledge and skills used globally for conflict settlement and management without being violative of rights of citizens.

Therefore, the main focus of police reforms should be to involve the community for its improved service delivery and containment of crime. The emphasis has to shift from an enforcement perspective targeting community as potential criminals to crime prevention with community participation.

Police support to the reform initiatives was reflected in a host of community policing initiatives. There was recognition of alienation from the community which promoted initiatives in the police ranks to improve service delivery and create a credible image of the police. A number of such initiatives sprouted among the hierarchy of the police and ranged from starting a volleyball club in Bunnerheri by an ASI, to a courtesy scheme of Shriman and Shrimati, to setting up of community committees for resolving local disputes

at the police station level, to training in self-defence and initiatives on drug de-addiction and alcoholism organising reports on cultural events to bridge the gap by individual policemen.

#### **INITIATIVES REMAINED AD HOC**

These initiatives have been well intended, but they remained individual-oriented in line with what is popularly known as Kiran Bedi syndrome. The ad hoc nature of these efforts made service delivery dependent on the preference and capacity of the individual officer.

#### **PROBLEM-CENTERED**

All interventions remained problem-centred. A number of initiatives such as those pertaining to land, market encroachment and community disputes have been tackled by these interventions, yet these remained focused as isolated incidents. Each problem has a different set of initiatives and support groups to resolve the problem. In other words, for each presumed issue, a new programme is formed and these remain delinked from other similar problems emerging in the area.

#### **INITIATIVES IN COMMUNITY-LED POLICING**

##### **Forming community committees for resolving local disputes**

One of the Police Stations has been providing police services together with the community. A number of issues being handled are, such as, land disputes, vendor encroachment in the market area leading to congestion and traffic jams, altercations between butchers and residents regarding disposal of unhygienic waste and community participation in maintaining sanitation. These specific problems have been dealt with by creating local committees. For instance, a committee has been formed to tackle encroachment of market land. It consists of panchayat members, shopkeepers, traders' union, hawkers (rehri) union and the police. This committee called Nigran Committee, was created and given the task of:

- (i) Imposing fine for encroachment by rehriwallas;
- (ii) Finding new place for rehri;
- (iii) maintaining law and order in the area; and
- (iv) traffic management to prevent accidents

Meetings were called regularly to decide action that could be suitable to all. This participatory functioning allowed an amicable solution under the guidance and support of the thana / police station. Similarly, other problems in the area are being resolved by forming of informal local committees. Thus, when there is a dispute, a committee is formed to cater to resolve the specific dispute.

Other areas where the community has sought police intervention after the formation of open committees are sanitation and cleaning of drains, etc. In fact, the initial police intervention through a community organisation pertained to a conflict between butcher shops. Successful resolution of the problem by the committee reposed faith in such police-supported interventions. However, the police found itself submerged by all kinds of social problems leading to neglect of its crime-related functions.

## RELATIONAL APPROACH

Interventions are based on the assumption that inter-personal contact, role models or guidance can effectively intervene to redress the situations. In the context of substance abuse, counselling based on the credibility of the individual police officer is expected to show positive results. A holistic intervention, on the other hand, would seek to establish a causal relationship between the criminal activity and factors leading to it. In other words, the distinction between a terrorist and terrorism would accordingly guide one's policy to deal with this kind of violence. Further, most of the violent clashes between religious, caste and ethnic groups erupt due to provocations like sexual crime, processions etc. and attempts are made to tackle these situations without addressing the causes.

## POLITICAL INTERFERENCE

Individual-oriented and ad hoc initiatives limit the community's responsibility and ownership. This puts all responsibility for any problem resolution on the personal intervention of the official concerned. Individual-centred initiatives create scope for political interference. Community involvement and support can help check unnecessary political interference. But the lack of or biased historical contextual understanding of the power structures operating within society could result in providing opportunities to those who are 'more equals' and others to dictate their priorities.

## INDIVIDUAL BIASES AND THEIR LIMITATIONS

Built-in prejudices would have women, the Scheduled Castes, and the migrants overlooked as partners in this venture. Their participation per se cannot be taken as synonymous with empowerment. In a given context, a community leader would have no hesitation in proclaiming a raped woman to be a fallen woman, rather than directing efforts to deal with her being victimised and re-victimised. Thus, the aim of community policing is not only that services are provided to the community through the community, but that the decisions regarding policing are taken along with the community.

### NON- INSTITUTIONALISATION

- A host of initiatives but they remain ad hoc
- Problem and individual centred intervention
- Ferment individual biases and their limitations
- No continuity
- Lack of optimum utilisation of resources
- Political interference

## LACK OF MANPOWER / RESOURCES

Both the ad hoc nature of the committees and the increasing number of problems in servicing are leading to a feeling in the thanas/police stations that they lack in manpower and that the state should provide them with additional resources. However, this problem

can be solved by institutionalising the formation of one committee for different villages and localities which could cater to all the problems of that area. This committee could then be linked to committees formed at the cluster of villages, towns, district and finally at the State level.

### **Current predispositions as hindrances to community-police interface**

i) Awareness of human rights low in the community and the police

Only a small section of the community was well-versed with human rights issues - most of them were not aware. Even when awareness of human rights existed, sensitisation and the need for human rights was lacking.

ii) Police styles of functioning related positively to authoritarian modes and a significant percentage was also found to be adopting exploitative styles

The lower ranks were found on the exploitative modes with the middle ranks more dependent on the authoritarian style. The use of democratic styles was nominal.

iii) Concept of community participation restricted to informer and facilitator

The police enlisted the community's assistance mostly for investigation. In fact, the concept of community participation was restricted to making the community willing witnesses and better informers (this was mentioned as the ideal assistance). The community also perceived assistance for investigation to be their prime duty for maintaining order.

iv) Existing distrust between the community and the police

The police complained that the community was not cooperative and, in fact, created hindrances in their functioning. The community perceived the police to be a source of nuisance and even exploitation. Predominant percentage of the community found the police to be inefficient in handling their complaints.

### **COMMUNITY POLICING: A VIABLE ALTERNATIVE**

Crime is a complex social phenomenon which cannot be tackled effectively by any single agency. The entire community and not just the police is responsible for crime control. Community policing is a philosophy of client-oriented service delivery aimed at improving accountability and effectiveness by putting emphasis on problem solving. Community policing taps the resources of the community to share the efforts to control crime. It promotes police-community partnership to address the causes of crime and the fear of crime.

### **Community Policing: A Partnership with People (K. Padmanabhaiah, 2000)**

Community policing is based on the democratic principle, 'anyone who exercises authority on behalf of the community (like the police) is accountable to the community for the exercise of that authority'. Simply put, community policing is an active partnership between the police and the local community in identifying the basic problems which give rise to crime and in identifying solutions in preventing and controlling crime. Community policing, therefore, as now understood round the world, has three core components, complementary to each other: (i) police recognising the value of community partnership (as also partnership with other public and private sector resources); (ii) police thus identifying specific concerns of the community, which should become priorities for work (problem solving); (iii) achieving the above two would necessitate changes in the mindset and organisational set up of the police.<sup>1</sup>

No doubt, it is a difficult task to implement community policing on the ground as it has acquired diverse meanings. It has also given rise to a set of aspirations which have posed a major challenge to their implementation reducing community policing to a mere slogan. Therefore, in this effort an attempt has been made to identify the coherent and meaningful characteristics of community policing.

#### **Characteristic features of community policing**

The practical explorations and experimentation with various models of community policing, particularly in a post-conflict situation, has reinforced the understanding that the community-policing is neither a special programme or set of schemes for promoting community-police interaction for sharing of information, but it is policing per se. In other words, community-policing is not merely policing for the community e.g. single window services, enforcement of law, crime detection, etc.

<b>Operative Community Policing and Proposed CPCs: An Overview</b>		
<b>A. Aim</b>	<ul style="list-style-type: none"><li>• Efficient policing</li></ul>	<ul style="list-style-type: none"><li>• Crime-free and human society</li></ul>
<b>B. Problem identification</b>	<ul style="list-style-type: none"><li>• Improve service-delivery</li></ul>	<ul style="list-style-type: none"><li>• Accountable systems for service and justice-delivery.</li></ul>
<b>C. Strategy adopted</b>	<ul style="list-style-type: none"><li>• Assistance of community.</li><li>• Local initiative to specific problems reported e.g. social fencing etc.</li></ul>	<ul style="list-style-type: none"><li>• Policing along with the community for crime prevention and justice-delivery.</li></ul>
<b>D. Operationalisation</b>	<ul style="list-style-type: none"><li>• Schemes – welfare-oriented COPS, HAPS</li><li>• Legal aid (to improve innocence)</li></ul>	<ul style="list-style-type: none"><li>• Police Act to be made democratic and justice-oriented</li><li>• Legal changes</li><li>• Institutionalisation of community-policing programme.</li></ul>
<b>E. Consequences</b>	<ul style="list-style-type: none"><li>• Ad-hoc authoritarian</li><li>• Policing is control-oriented</li><li>• Community as facilitators</li></ul>	<ul style="list-style-type: none"><li>• Promote rights and freedom of the people</li></ul>

<sup>1</sup> K. Padmanabhaiah (2000) *Report of the Committee on Police Reforms. Submitted to Ministry of Home Affairs, Government of India, pp. 157-176.*

The broader version of community-policing being policing for and through the community also could not bridge the distance between the police and the community. Policing through the community could ensure participation of the members of community as facilitators in soft policing like traffic management, social fencing, etc. This kind of understanding of community-policing were either reductionist or at the most public relation activity. In other words, community-policing is not merely policing for the community, but alongwith the community.

The main features of Policing alongwith the community are;

- (a) It sufficiently empowers both the community and the police together for crime prevention, for building safe, secure environment and efficient delivery of justice.
- (b) It has built-in mechanisms of co-ordination between the community and the police.
- (c) It has evolved institutional system of mainstreaming diversity in terms of representation, participation and decision-making both for the police and the community.
- (d) It is professional and collaborative effort channelised through procedures and protocols rather than voluntary effort.
- (e) Community policing is to be seen integral to policing per se. In other words, there will not be separate community policing officers or functionaries; every policeman shall be sensitised to the community policing perspective, equipped with community policing skills and assigned community policing tasks as per his placement

Community policing is to re-establish a link between the police and the community to deliver service in an efficient, equitable and effective manner.

### **Prerequisites for Community Policing**

#### **Sensitisation**

The idea and relevance of community policing needs have to be incorporated into the police force. The community should be oriented to this changed form of policing.

#### **Institutionalization**

The administrative structure defining the scope, goals, problems, rights and duties of the scheme need to be formulated and formalised.

#### **Networking**

Initiating networking both within the various sections of the police force (including crime and investigation, traffic police etc.), volunteers, NGOs and other organisations.

## Training

Equip all – police personnel, support structures and volunteers to perform duties to protect rights of citizens.

Also to provide specific skills, tasks and activities for each type of partner to perform different functions.

### What community policing is not?

- Community policing is not merely a single window service. In other words, it is not policing for the people.
- It is also not to use community merely as an additional force, for instance, managing traffic or act as informers etc.
- Community policing is also not a project or a problem solving technique.
- Community policing is not an oversight and separate from regular policing and also not supportive mechanism of existing policing.
- Community policing is not a co-option strategy of members of community by recruiting them as volunteers.
- Community policing is not an ad-hoc basket of schemes. It reflects individual biases and their limitations.

### What is community policing?

- Community policing is integral to policing.
- Community policing is an institutionalised integrative approach responsive to diversity of gender, caste, class and religions.
- Community policing is a partnership between police, members of community and other stakeholders for crime prevention, safety and security and delivery of justice.
- Partnership is neither a strategy of tactics, but an approach to policing. In other words, community policing is to do policing along with the community. It is a collaborative interactive relationship between the community and the police.
- Community policing leads to empowerment of both the police and the community for crime prevention and delivery of justice.

### Why is there need for community policing in Punjab?

- Community was alienated during the fight against terrorism.
- Need to sustain ad-hoc, individual initiatives.
- People to be recognised as greatest storehouse of intelligence.
- Complexities and change in crime trends outpace the limited resources.
- To focus police priorities in greater tune with the felt needs of the people.
- To improve police image

### What should be done?

- To institutionalise community policing to replace ad-hoc initiatives.
- To ensure better community participation in police work.
- Decentralised decision-making, empowering frontline employees by promoting innovation, creativity and risk taking.
- Problem solving, focus on crime prevention and peace building
- To improve the quality of police-public interface.

## Section – 2

### INSTITUTIONALIZATION OF SAANJH- COMMUNITY POLICING

Community policing efforts in Punjab have been largely the result of initiatives taken by individual officers. These pioneering efforts were not uniform and could not be sustained for long. This was because of the lack of adequate support from the upper command, inadequacy of funds and the lack of an institutionalized structure. Changing public expectations presents tremendous challenges to the way in which public services are traditionally delivered. Improvements in the delivery of police services can help make the police administration people-friendly and responsive, thereby, satisfying everyone who goes to the police, whether for assistance or for information.

Good governance and police rights in Punjab envisage a partnership between the community and police functionaries to ensure community policing. The perspective is yet to be absorbed in its totality by both the sections. Lack of institutionalization of these activities does lead to certain ad hocism. More important, the training of police functionaries has to be undertaken in a social and professional environment where it can be implemented. A policeman may be sensitised to gender issues, but is handicapped to provide a rape victim with psycho-therapy within the existing police structure. Ad hoc aid can be managed, but for a sustained and professional input institutionalization of the relevant services is necessary. This involves capacity building of the police force and the support structures both in terms of material

#### WHAT are SAANJH Kendras-

- SAANJH Kendras are autonomous registered societies collectively managed by representatives of the community and police functionaries. It provides citizens dignified access to police related services and a forum to implement community oriented programmes.
- It provides space for police-community partnership in crime prevention, grievance redress, victim assistance and information related to law, rules and procedures, civic rights and duties.
- It is an institutionalized effort to integrate community policing with the existing policing system.
- It has a built-in mechanism of coordination with civil, judicial and non-government organisations
- It is a six-tier system of policing in partnership with the community, managed through committees having representatives of the civil society, specialists, NGOs, police functionaries and the civil administration.

resources and human capacities. To ensure that this project is not handicapped by ad hoc initiatives and largesse, efforts were made to institutionalize community policing activities under the banner of Community Police programme (Saanjh).



## What is a Community Policing Programme (SAANJH)?

SAANJH is a six-tier body at the head of which is the Community Affairs Division and the State Level Coordination And Review Committee that provides policy guidelines, support for capacity building and strengthens systems of planning, management, participatory and integrity mechanism. At the district level, District SAANJH Kendras (CPRCs) and the District SAANJH Committee and Advisory Board to ensure the networking of the District SAANJH Kendras (CPRCs) with other government departments and administrative structures. It also streamlines the training of personnel at the district level and coordinates with the fifth and the sixth tier i.e. Subdivision SAANJH Kendras (Community Police Suvidha Centres- CPSCs) and Thana SAANJH Kendras (Police Stations Outreach Centres- PSOCs) at the police station level.

- The SAANJH Kendras (Community Police Centres CPRC, CPSC and PSOC) are autonomous registered societies in partnership with representatives of the police, the administration and civil society. The main features of these are;
  - Collectively managed by the community and the police
  - Community-police collaboration from decision-making to implementation
  - A pool of police and community resources
- These centres are nodal places for police-community extension services
  - Grievance redressal and a complaint receipt and time bound outlet
  - Community oriented schemes
  - Resource base for general information, rules, procedures
  - Community Service Centre for verification, crime prevention and other services
  - Victim assistance unit
  - Child unit
  - A training and sensitisation centre on social issues like gender, rights of the child, crime prevention
  - A helpline for women and children
  - A facilitating centre for the public and mobile populations like NRIs

### INSTITUTIONALIZATION OF COMMUNITY POLICING

- Government notification.
- Creation of NGO's: Registration under Societies Act.
- Police-Community Ownership.
- Nodal Centre for Police-Community Schemes and Activities.
- Standardised (backbone services) Service Delivery.

### **Relevance of SAANJH-Community Police Centres**

- Easy and dignified access of the public to police services
- Improves community-police relations
- Transparency in service and dealings
- Forum to address the rights of all citizens and sections of the community
- Builds confidence of the people in crime management and grievance redressal

### **Community Policing: The Concept**

- An **institutionalized** effort to integrate community policing with the existing policing system.
- It provides **space for police-community partnership** in crime prevention, grievance redress, victim assistance and information related to law, rules and procedures, civic rights and duties.
- It has a built-in **mechanism of coordination** with civil, judicial and non-government organisations

### **PRINCIPLE FEATURES OF 'SAANJH':**

- i. The SAANJH is a six-tier system of policing in partnership with the community, managed through committees having representatives of the civil society, specialists, NGOs, police functionaries and the civil administration.
- ii. 'Saanjh' project is an institutionalized set up of management of 27 Community Police Resource Centres (District "Saanjh Kendras"), 114 Community Policing Suvidha Centres (Sub Division 'Saanjh Kendras') and 363 Police Station Outreach Centres (Police Station 'Saanjh Kendras') in the State.
- iii. A Community Affairs Division at State level has been created and an ADGP rank officer has been posted as incharge of this division at the Police Headquarters along with Inspector General of Police who supervises, monitors, evaluate and look after administrative & office work concerning the functioning of the 'Saanjh Kendras' across the State. District Community Police Officers (SPs/DSPs) are the supervisory officers at District level.
- iv. District 'Saanjh Kendras' and Sub division 'Saanjh Kendras' have been designated as facilitation fee collection centers cum redressal units. A police-public committee

constituted for each 'Saanjh Kendras' handles multifarious work of 'Saanjh Kendras' which includes resolution of disputes and it has lowered the burden of Police Stations by taking away certain functions of police station like issuance of verification, 'no objection certificates' and police clearance certificates.

- v. These 'Saanjh Kendras' are providing 41 Police related services in the jurisdiction of three Police Commissionerates and 27 police related services in jurisdiction of other districts as per the provisions of Punjab Right to Service Act, 2011 and all these services have to be provided within a time frame defined in the act.
- vi. A State wide IT platform with centralized server at Ludhiana linked to every 'Saanjh Kendra' enabled centralized data uploading and access which helps in providing citizens with services such as copies of FIRs, untraced reports of cases especially those relating to theft and accident cases, no objection certificates, etc., at a click of a button in a time bound manner.
- vii. The citizen from any part of the State can approach the nearest 'Saanjh Kendra' for obtaining information/services from any Police Station in the State.
- viii. 'Saanjh Kendras' are also platforms for partnership of the Community with the Police in planning and implementing locally relevant community oriented projects. 'Saanjh Committees' have co-opted experts such as lawyers, psychologists and counsellors in their fold who are engaged in panels for resolving disputes pertaining to women, children, senior citizens. The issues relating to tenant landlord disputes, petty traffic offences, public nuisance etc, which affect the quality of life in the neighbourhood are also being handled by 'Saanjh Kendras'.
- ix. 'Saanjh Kendras' also serve as centres for dissemination of information about specialized services such as free legal aid, victim relief processes and measures by different authorities including those relating to award of compensation which victim of certain offences are entitled to.
- x. The members of the community involved in public dealing at the 'Saanjh Kendras' along with Police Officials have been imparted special training regarding concept of 'Saanjh Kendras' and its day to day management. Training for 'saanjh' staff is a continuous process and aims at providing requisite soft and management skills which have been developed for the participants of the 'Saanjh' project.

- xi. 'Saanjh Kendras' at police station level enables every citizen to approach these centres for delivery of services and aforementioned dispute resolution. It also provides a platform for multifaceted interaction between members of community & police where trained staff interact with the citizen at the front end while the police stations provide services at the back end.
- xii. Community liaison groups have been formed and attached with each 'Saanjh committee' for further widening participatory approach for handling multifarious issues of policing. 39891 people belonging to different strata of society are members of these 'Saanjh committees' & community liaison groups.
- xiii. 'Saanjh Kendras' have deliberately been integrated with local police set up by having local SSP's, subdivisional police officers and officers in charges of police stations as chairman of 'Saanjh Committees' at district, subdivision and police station level respectively. The entire 'Saanjh' staff is on deputation from police for a fixed period and who after working in 'Saanjh Kendras' go back to core police working & new police officials from these units after getting proper training are posted to these 'Saanjh Kendras'. This has been done deliberately so that the majority of police force should have orientation in community policing projects especially in running these 'Saanjh Kendras' This will give new perspective of policing and orientation to police force.
- xiv. All recurring costs including running of 'Saanjh Kendras' is being met by levying facilitation charges as per the government notification. Now these 'Saanjh Kendras' are running as self sustaining entities in the State of Punjab.

### **Institutional Structure of Community Policing Programme (SAANJH)**

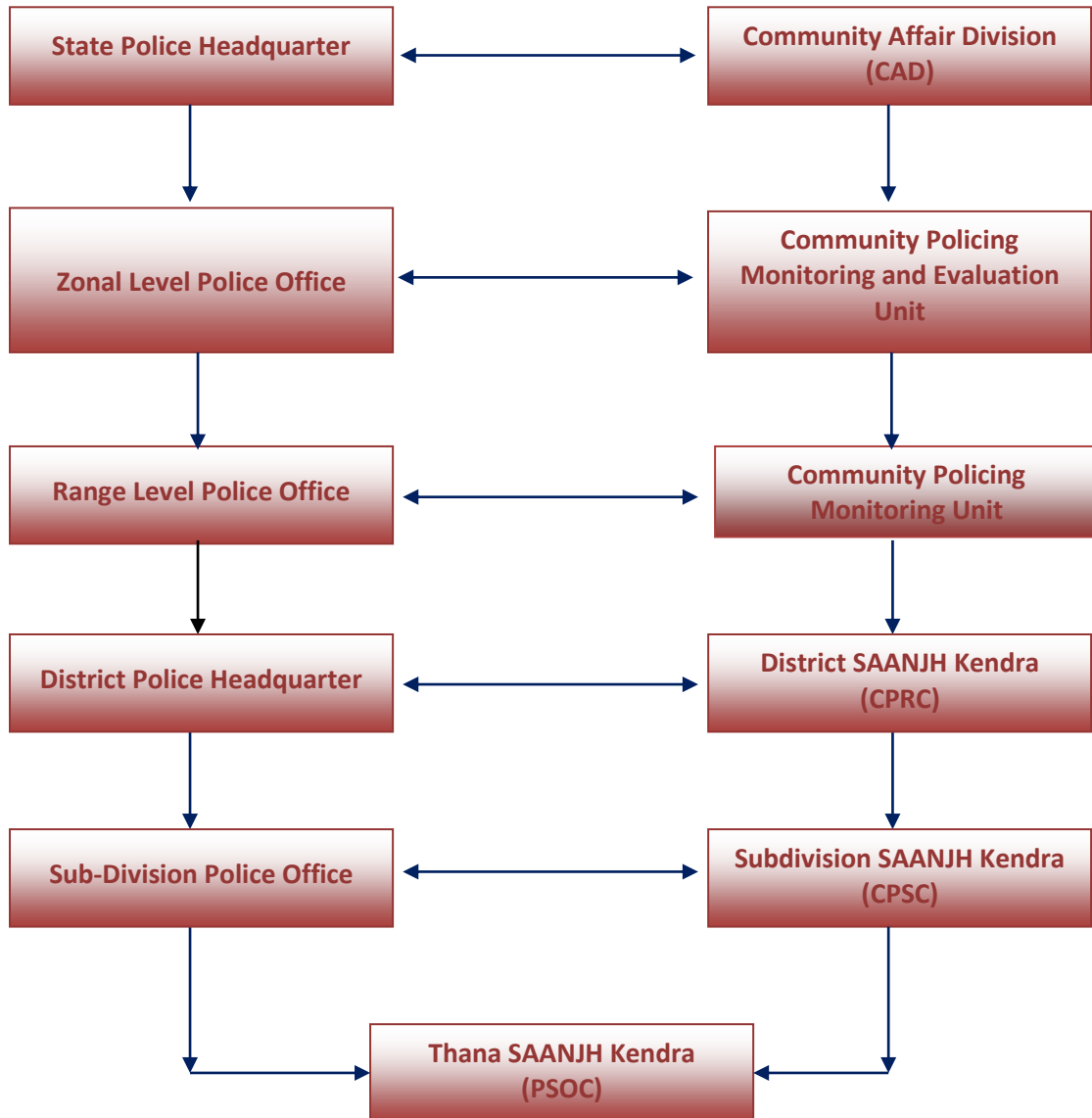
The structure of SAANJH Programme, its different administrative levels, centres established at each level, administration of these centres and the units comprising these centres and their functions are explained in the following text.

This Community Policing Programme SAANJH has the following salient features which make it unique.

- This programme is well institutionalized and mandatory given its statutory provision in The Punjab Police Act, 2007; immunized from adhocism.
- Being meticulously designed, these centres cannot be “individually” reshaped or restructured.
- It has ‘backbone activities’ leading to standardisation, but has a provision to initiate activities in response to the local requirements.
- Participation of the community has been made integral at all levels from Committees to Community liaison groups at each level of its administrative unit.
- These centres are registered under the Societies Act and the police and public representatives are the members of this society.
- Majority of the members of community policing are ex-officio, reduces scope of political interference.

## INSTITUTIONAL STRUCTURE OF SAANJH PROGRAMME

### Police Organisation and Community-Police Centres(SAANJH Kendras) Structure



## ADMINISTRATIVE STRUCTURE

There is a six-tiered vertical administrative structure. Horizontally, each tier has multi-sectoral linkages with government departments and community structures. Each sector is woven into the functions of the tier.

### STRUCTURE OF COMMUNITY POLICING PROGRAMME (SAANJH)

<b>STATE POLICE HEADQUARTER</b>	<b>Community Affairs Division (CAD) at the State Police Headquarters</b>
<b>ZONAL OFFICES</b>	<b>Community Policing Monitoring and Evaluation Units</b>
<b>RANGE OFFICES</b>	<b>Community Policing Monitoring Units</b>
<b>DISTRICT POLICE HEADQUARTER</b>	<b>District SAANJH Committee and Advisory Board</b>
	<b>District SAANJH Kendra (CPRC)</b>
	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
<b>SUB-DIVISION POLICE OFFICE</b>	<b>3) Legal Aid and Victim Relief Unit</b>
	<b>4) Sensitisation and Dispute Resolution Unit</b>
	(a) Gender Dispute Resolution
	(b) Economic Dispute Resolution (c) Social and Political Conflict Resolution
<b>POLICE STATION</b>	<b>Sub-division SAANJH Committee and Advisory Board</b>
	<b>Subdivision SAANJH Kendra (CPSC)</b>
	1) Community Services cum Information Unit 2) NRI & Foreign counter 3) Gender Dispute Resolution Unit
<b>POLICE STATION</b>	<b>Thana SAANJH Committee and Advisory Board</b>
	<b>Thana SAANJH Kendra (PSOC)</b>
	1) Community Services cum Information Unit 2) Gender Dispute and Social Conflict Resolution Unit

## I. COMMUNITY AFFAIRS DIVISION (CAD): POLICE HEADQUARTERS LEVEL

The Community Affairs Division (CAD) is located at the Punjab Police Headquarters to design, develop, implement and monitor programs in the area of Community Policing. The CAD takes decision about the various reports as the periodical returns are required to be received from the field units for better monitoring and implementation of the programme. A Nodal Officer of the CAD in the rank of ADGP is responsible for policy formulation, implementation, review and evaluation of the scheme. The Nodal Officer is assisted by IGP/Headquarters who is redesignated as IGP/Headquarters-cum-Community Affairs. An officer in the rank of DIG is posted in CAD and is designated as DIG Community Affairs. The CAD

<b>UNITS OF COMMUNITY AFFAIRS DIVISION</b>
<ul style="list-style-type: none"> <li>• Grievance Redressal Unit</li> <li>• Dispute Resolution Unit</li> <li>• Economic, Gender and Social Conflict Resolution Unit</li> <li>• NRI Affairs Unit</li> <li>• Monitory and Co-ordination Unit</li> </ul>

functions in consultation and conjunction with a State Level Steering Committee and District Committees.

### Administration

- Nodal Officer: ADGP Community Policing
- Assisted by: IG Community Policing

### Role and functions of CAD

- (i) To lay down policy for conceptualising and institutionalizing Community policing initiatives in the state.
- (ii) To issue broad guidelines for the successful running of the District SAANJH Kendras (CPRCs), Subdivision SAANJH Kendras (CPSCs), and Thana SAANJH Kendras (PSOCs).
- (iii) To coordinate and conduct a periodical review of the working of these centres.
- (iv) To provide budgetary and financial support.

## II. COMMUNITY POLICING MONITORING AND EVALUATION UNIT (ZONAL LEVEL)

The zonal level police establishment shall be responsible for monitoring and evaluation of these units as per the guidelines issued by Community Affairs Division.

## III. COMMUNITY POLICING MONITORING UNIT (RANGE LEVEL)

The DIG Ranges shall monitor the community policing SAANJH programme and submit the report to the zone level community policing monitoring and evaluation unit for perusal after getting the same from the District SAANJH Kendras (CPRCs), Subdivision SAANJH Kendras (CPSCs) and Thana SAANJH Kendras (PSOCs) with its preview.

### EVALUATING COMMUNITY POLICING

- Is community policing integral to policing?
- Are there institutional arrangement to support mainstreaming of community policing?
- Are integrative mechanism for community policing existing from a macro policy framework to micro enterprise at the regional level?
- Are there coordinating structures with other government and NGOs to promote an integrative model?
- Is their political ownership to the programme?
- Are participatory systems structured for planning and management to promote transparency, accountability and ownership?
- Is there a dedicated monitoring mechanism?
- Is representation of diversity reflected in planning and operational functions?
- Nature and level of community response to services provided.
- Have community representatives become stakeholders?



## IV. DISTRICT SAANJH KENDRAS - COMMUNITY POLICE RESOURCE CENTRES (CPRC) AT DISTRICT LEVEL

### INTRODUCTION

At the district level, these are District SAANJH Kendras (Community Police Resource Centres) and the District Level SAANJH Committee and Advisory Board to ensure the networking of the CPRCs with other government departments and administrative structures. It also streamlines the training of personnel at the district level and coordinates with the fifth and the sixth tier i.e. Subdivision SAANJH Kendras (Community Police Suvidha Centres) and Thana SAANJH Kendras (Police Stations Outreach Centres) at the police station level.

District SAANJH Kendras (CPRCs) are the district level centres to provide community-oriented delivery of police services under the single roof. All the information from Subdivision SAANJH Kendra (CPSCs) and Thana SAANJH Kendra (PSOCs) shall be pooled here. These centres shall be registered under the Societies Act.

### ADMINISTRATION

- **In Major Districts SP rank officer and in Minor Districts DSP rank officer has been designated as the District Community Policing Officer (DCPO) to look after the community policing affairs in the district.**
- **In-charge District SAANJH Kendra (CPRC)**
  - Review daily performance
  - Liaison with various service provider departments
  - To record and maintain the proceedings of SAANJH committee and Advisory Board meetings.
  - To organise grievance redress meeting of SSP once in a week
  - Coordinate with the convenor and co-convenor
  - Co-ordinate with the other District SAANJH Kendras (CPRC units)

#### UNITS

- 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

- Organise joint awareness campaigns
- Coordinate with the Subdivision SAANJH Kendras (CPSCs) and Thana SAANJH Kendras (PSOCs).
- **Assisted by: Different Units' heads and staff**
  - Reception desk to be managed by a multi-purpose personnel
  - Each unit must have a designated officer.

## **ROLES AND FUNCTIONS**

- Online facilities are provided to track the complaints, status of FIR, investigation, charge-sheeting etc.
- Counselling for resolution of domestic violence, marriage disputes, economic offences, legal aid, victim relief, NRI facilities.
- Community service centres for verification, crime prevention and other services.
- Helpline and general information regarding rules and procedures, traffic laws etc
- Formation of SAANJH committee and Advisory Board

## **ESSENTIALS TO MAKE DISTRICT SAANJH KENDRAS CPRC EFFECTIVE**

- Provide a receipt of complaint to ensure efficient compliance and retrieval
- To ensure that people express their considered opinion at District SAANJH Kendras (CPRC) committee meetings and ascertain that their views are recorded in the proceedings
- Take active interest to ensure regular and frequent committee meetings
- Spread awareness regarding District SAANJH Kendras (CPRCs) and the services available
- People participate in District SAANJH Kendras (CPRCs) activities
- Contribution of human and material resources by the community

## **V. SUBDIVISION SAANJH KENDRAS-COMMUNITY POLICE SUVIDHA CENTRES (CPSC) AT THE SUBDIVISION LEVEL**

### **INTRODUCTION**

To enhance police services outreach to the lowest administrative units, Subdivision SAANJH Kendras (CPSCs) are established at the Sub-division level. These Centres shall have their own Subdivision SAANJH Committee and Advisory Board

## ADMINISTRATION

### In-charge Subdivision SAANJH Kendra (CPSC)

- Review daily performance
- Liaison with various service provider departments
- To record and maintain the proceedings of SAANJH committee and Advisory Board meetings.
- Coordinate with the convenor and co-convenor
- Co-ordinate with the District SAANJH Kendra (CPRC)
- Organise joint awareness campaigns with District SAANJH Kendra (CPRC)
- Coordinate with Thana SAANJH Kendra (PSOC)
- Reception desk to be managed by a multi-purpose personnel
- Each unit must have a designated officer.

## ROLES AND FUNCTIONS

- Online facilities shall be provided to track the complaints, status of FIR, investigation, charge-sheeting etc.
- Counselling for resolution of domestic violence, marriage disputes, and legal aid.
- Community service centres for verification, crime prevention and other services
- Formation of SAANJH committee and Advisory Board

UNITS
(i) Community Services cum Information Unit.
(ii) NRI's Foreign Counter.
(iii) Gender Dispute Resolution Unit.

## ESSENTIALS TO MAKE SUBDIVISION SAANJH KENDRA (CPSC) EFFECTIVE

- Provide a receipt of complaint to ensure efficient compliance and retrieval
- To ensure that people express their considered opinion at Subdivision SAANJH Kendra (CPSC) committee meetings and ascertain that their views are recorded in the proceedings
- Take active interest to ensure regular and frequent SAANJH committee and Advisory Board meetings
- Spread awareness regarding Subdivision SAANJH Kendras (CPSCs) and the services available

## VI. THANA SAANJH KENDRA- POLICE STATION OUTREACH CENTRE (PSOC)

### INTRODUCTION

To bring Community Police services up to the level of police stations is the ultimate goal to achieve. Hence, every police station will be developed as the Thana SAANJH Kendra (Police Station Outreach Centre) to provide community services.

### ADMINISTRATION

- **In-charge Thana SAANJH Kendra (Police Station Outreach Centre)**
  - Review daily performance
  - Liaison with various service provider departments
  - Co-ordinate with the District SAANJH Kendra (CPRC) and Subdivision SAANJH Kendra (CPSC)
  - To follow the guideline of District SAANJH Kendra (CPRC) and Subdivision SAANJH Kendra (CPSC)
- **Assisted by: Different Units' heads and staff**
  - Reception desk to be managed by a multi-purpose personnel
  - Each unit must have a designated officer.

### ROLES AND FUNCTIONS

- Online facilities shall be provided to track the complaints, status of FIR, investigation, charge-sheeting etc.
- Counselling for resolution of domestic violence.
- Community service centres for verification, crime prevention and other services.
- Formation of SAANJH committee and Advisory Board

UNITS
(i) Community Services cum Information Unit.
(ii) Gender Dispute and Social Conflict Resolution Unit.

### ESSENTIALS TO MAKE THANA SAANJH KENDRA (PSOC) EFFECTIVE

- Provide a receipt of complaint to ensure efficient compliance and retrieval
- Take active interest to ensure regular and frequent SAANJH Committee and Advisory Board meetings

- Spread awareness regarding District SAANJH Kendra (CPRCs), Subdivision SAANJH Kendras (CPSCs) and Thana SAANJH Kendras (PSOCs) and the services available

#### **MAIN ISSUES**

##### **What is community policing programme 'Saanjh'?**

- Collectively managed by the community and the police
- Community-police collaboration from decision-making to implementation
- A pool of police and community resources

##### **Why is there a need for institutionalization of community policing?**

- Adhoc initiatives.
- Problem-oriented and individual-centred intervention.
- Lack of optimum utilisation of resources.

##### **Steps for institutionalization of community policing**

- Government notification.
- Creation of NGO's: Registration under Societies Act.
- Police-Community Ownership.
- Nodal Centre for Police-Community Schemes and Activities.
- Standardised (backbone services) Service Delivery.

##### **Characteristic features of community policing structure**

- The SAANJH is a six-tier system of policing in partnership with the community, managed through committees having representatives of the civil society, specialists, NGOs, police functionaries and the civil administration.
- Each Community Police Centres/SAANJH Kendra is an autonomous registered society.
- All these tiers have forward and backward linkages. The State Level Coordination And Review Committee provides policy guidelines, support for capacity building and strengthens the system of co-ordination. All other tiers provide backbone services and evolve their own local level and need-based schemes.
- First three tiers are mainly concerned with policy formulation, monitoring and evaluation.
- Other tiers namely District SAANJH Kendra (CPRC), Sub-division SAANJH Kendra (CPSC) and Police Station SAANJH Kendra (PSOC) are delivery centres and with strong horizontal and vertical linkages. Horizontally, each tier has multi-sectoral linkages with administrative departments and community structures.
- District SAANJH Kendras (Community Police Resource Centres) at the district level have maximum units and counters. At the sub-division level, Subdivision SAANJH Kendras (Community Police Suvidha Centres) have three units with corresponding counters and Thana SAANJH Kendras (Police Station Outreach Centres) shall have two units.
- Each of these six tiers shall have an overall in-charge and assisted by an officer.
- The backbone activities of all District, Subdivision and Thana SAANJH Kendras (CPRCs, CPSCs and PSOCs) follow a standardised format in terms of administrative structure, training, registration and deployment of basic services namely Legal Aid and Victim Relief Units, Community Services-cum-Information Centre, Dispute Resolution Unit and Grievance Redressal Unit.

## Section – 3

### **COMMUNITY PARTNERSHIP IN POLICING**

The rule of law and the principles of good governance seek to involve community, interest groups and stakeholders in the inception and functioning of governance systems. However, this needs to be layered, made responsive and institutionalised. For instance, these levels can be further classified into three stages reflecting different levels of participation. Ideally, the stages would refer to planning, implementation and monitoring. Laws and policies that already exist can seek participation through an institutionalised community interface. The levels of participation would vary from public awareness i.e. where the public is informed, to consultations with interest groups, collaboration with stakeholders and empowering of multilateral representations.

Community participation is central to **Saanjh** programme. Most of the surveys conducted concluded that the police in its anxiety to shed its image of being disconnected with the common people, use community policing as a face saving device. An IDC Survey (1999) shows that majority of the members of the community resent the role of information gatherers for crime detection and facilitators for traffic management and security through neighbourhood watch groups. And, community policing is being enforced rather than collectively conceived, implemented and monitored. The existing community policing efforts were either reductionist or attempts to abdicate. These efforts were directed to provide single window service and to use community representatives as facilitators. In other words, it is policing for the community and through the community and not along with the community.

In **Saanjh** programme, attempt has been made to redefine boundary conditions for building partnership with the community.

### **STRUCTURE AND FUNCTIONS OF THE STATE LEVEL COORDINATION AND REVIEW COMMITTEE (SLCRC)**

#### **INTRODUCTION**

State Level Coordination and Review Committee is the highest level of Community Participation in State policing. This committee is to work in collaboration with the CAD in designing, developing and implementing new Community Programmes and reviewing the ongoing programmes. This committee can suggest any new programme as per the current requirement of the state but those shall be other than the backbone activities. Backbone activities are the indispensable part of SAANJH model and any change therein shall be discouraged.

<b>MEMBERS OF COMMITTEE</b>	
<p><b>Official Members</b></p> <ul style="list-style-type: none"> <li>• Nodal Officer CAD: Convener</li> <li>• IG Community Policing</li> <li>• IG Zones</li> <li>• DIG Ranges</li> </ul>	<p><b>Non-Official Members (7)</b></p> <ul style="list-style-type: none"> <li>• 3 Representatives of state level NGOs</li> <li>• 4 Academicians from each of the following streams               <ul style="list-style-type: none"> <li>○ Police Administration</li> <li>○ Law</li> <li>○ Human rights (women and children rights)</li> <li>○ Sociology</li> </ul> </li> </ul> <p>These members shall be for 2 years membership extendable up to three years.</p>

1. Nodal Officer CAD shall call the meetings of committee members.
2. Fixed quarterly meeting of committee member shall be arranged at the Headquarter in CAD office.
3. Any emergency meeting shall be called with well in advance notice along with the agenda.
4. This Committee shall invite and involve state level officers of different government departments as per requirement to get support in different Community Policing Activities.
5. Convener shall approach through proper channel to get official order to ensure the participation of other departments.
6. This committee is in place to provide strategic direction to the police services.

#### **ROLES AND FUNCTIONS**

- To work in partnership with CAD to develop new programmes and review ongoing programmes in regular meetings.
- This committee can suggest starting of new community policing activity.
- Review reports and periodical returns of committees of district and subdivision level.
- To plan research on different issues of policing and recommend to the CAD
- Conduct appraisal of the district, subdivision and Thana level centres.

*\*Backbone activities are the integral part of SAANJH programme*

#### **SELECTION OF NON-OFFICIAL MEMBERS**

- Representatives of those NGOs shall be selected as members, which have their presence at the state level and working for last more than 15 years in the Punjab State. These NGOs officially shall not have any political affiliation.
- Academicians with more than 10 years experience in their respective field shall be selected as members.

- The State Level Steering Committee will be the apex policy making and advisory body at the State level and shall function through a State Level Co-ordination and Review Committee.

## STRUCTURE AND FUNCTIONS OF DISTRICT LEVEL COMMITTEE

District Level Committees are formed to oversee the functioning of District (CPRC), Sub-division (CPSCs) and Thana (PSOCs) SAANJH Kendras. This committee constitute the policies to the form SAANJH Committees at all three levels, pursue their performance reports and evaluate the work of these Centres at regular intervals.

<b>MEMBERS OF COMMITTEE</b>	
<p><b>Official Members (7)</b></p> <ul style="list-style-type: none"> <li>• SSP/Commissioner of Police will be the Chairperson of this Committee;</li> <li>• SP/DSP* Community Policing (Nodal Officer) will function as District Community Policing Officer (DCPO) will function as the convener of this committee;</li> <li>• In-charge District SAANJH Kendra (CPRC);</li> <li>• District Health Officer/ Civil Surgeon;</li> <li>• District Education Officer;</li> <li>• District Program Officer (Department of Social Security and Development of Women and Child);</li> <li>• District Welfare Officer (Department of Welfare of BC and SC); and,</li> <li>• District Red Cross Officer.</li> </ul>	<p><b>Non-Official Members (12)</b></p> <ul style="list-style-type: none"> <li>• Social workers (state or national awardees)</li> <li>• Academicians</li> <li>• Principals of Colleges</li> <li>• Lawyers</li> <li>• Human rights Activists</li> <li>• Disaster management professionals</li> <li>• Cyber or Web experts and Media Persons</li> </ul> <p>(At least 4 members shall be women)</p> <p><b>Tenure:</b></p> <ul style="list-style-type: none"> <li>• Non-official members shall be selected for the tenure of at least 2 years.</li> </ul> <p>Tenure of a member with efficient and active participation may be prolonged with the consensus among non-official members and approval of District SSP.</p>

**\*In minor districts, DSPs have been deputed as DCPOs.**

1. In-charge CPRC shall be responsible to call meetings of the committee.
2. Fixed quarterly meeting of committee members shall be arranged at the CPRC.
3. Any emergency meeting shall be called with well in advance notice along with the agenda.

## ROLE AND FUNCTIONS

- Prepare the memoranda of Society.
- To ensure its registration under the Societies Act.



- To review the law and order situation of the district and to play consultative role for the district police.
- To analyse any emerging problem in the area and contemplate to combat the same.
- Evaluate the working of CPRC, CPSC and PSOCs of the district and vet the performance report of each units working under these Centres.
- Coordinate with the State Level Coordination and Review Committee to implement its decision and to keep oversight over Subdivision level committees.
- Prepare 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.

#### **MEETINGS**

- Meetings for Evaluation and Audit to review the functioning of district level committees shall be chaired by the DCPO. There shall be 4 mandatory evaluation and audit meetings (once in three month) in a year;
- In-charge District SAANJH Kendra shall be responsible to decide the date and time to call meetings of the committee in consultation with the Convener, Co-Convener and members of the committee. He will also ensure their availability before deciding the date of the meeting;
- **Quorum:** Convener and Co-conveners shall ensure their own presence and minimum quorum of 70 percent of non-official members in the meeting;
- Proceedings of the meeting and decision taken shall be properly documented and signed by Convener, Co-Convener and members of the committee present and copy of the same shall be forwarded to District SSP, CAD, zonal level CPMEU and range level CPMU for information; and,

Emergency meetings can be called any time as and when required and shall be chaired by DCPO.

## STRUCTURE AND FUNCTIONS OF SUB-DIVISION LEVEL COMMITTEE

Sub-division SAANJH Committees have been formed at Sub-division level to oversee the functioning of Sub-division SAANJH Kendras.

MEMBERS OF COMMITTEE	
<p><b>Official Members (6)</b></p> <ul style="list-style-type: none"> <li>• DSP (Subdivision) (Convener cum Chairperson);</li> <li>• In-charge Subdivision SAANJH Kendra;</li> <li>• Sub-divisional Magistrate (SDM)</li> <li>• Senior Medical Officer (SMO);</li> <li>• Child Development Project Officer (CDPO); and,</li> <li>• Block Development and Panchayat Officer (BDPO).</li> </ul>	<p><b>Non-Official Members (12)</b></p> <ul style="list-style-type: none"> <li>• Social workers</li> <li>• Heads of colleges/schools</li> <li>• Lawyers</li> <li>• Community Representatives</li> <li>• President of business associations</li> <li>• Youth clubs members</li> <li>• Nehru Yuva Kendra Sangathan (NYKS) members</li> </ul> <p>(At least 4 members shall be women)</p> <p><b>Tenure:</b></p> <ul style="list-style-type: none"> <li>• Non-official members shall be selected for the tenure of at least 2 years.</li> </ul> <p>Tenure of a member with efficient and active participation may be prolonged with the consensus among non-official members and approval of DSP/ACP.</p>

### Role and Functions

- These committees shall monitor the implementation of the decisions and guidelines of district level committees and suggest 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 Affairs Division at State Headquarter.

## MEETINGS

- Meeting for Evaluation and Audit to review the functioning of Sub-division level committees shall be chaired by the DSP/ACP Sub-division. There shall be 4 mandatory evaluation and audit meetings (once in three month) in a year;
- In-charge Sub-division SAANJH Kendra shall be responsible to decide the date and time to call meetings of the committee in consultation with the Convener, Co-Convener and members of the committee. He will also ensure their availability before deciding the date of the meeting;
- **Quorum:** Convener and Co-conveners shall ensure their own presence and minimum quorum of 70 percent of non-official members in the meeting;
- Proceedings of the meeting and decision taken shall be properly documented and signed by Convener, Co-Convener and members of the committee present and copy of the same shall be forwarded to District SSP, SP/DSP Community Policing, DCPO and to in-charge District SAANJH Kendra; and,

Emergency meetings can be called any time as and when required and shall be chaired by DSP/ACP Sub-division.

## STRUCTURE AND FUNCTIONS OF THANA LEVEL COMMITTEE

Thana SAANJH Committees have been formed at Police Station level to oversee the functioning of Thana SAANJH Kendras.

MEMBERS OF COMMITTEE	
<p><b>Official Members (5)</b></p> <ul style="list-style-type: none"> <li>• S.H.O Police Station (Chairperson cum Convener);</li> <li>• In-charge Thana SAANJH Kendra;</li> <li>• Medical Officer of Community Health Centre;</li> <li>• Circle supervisor (Anganwadi): and,</li> <li>• Head of College/School.</li> </ul>	<p><b>Non-Official Members (10)</b></p> <ul style="list-style-type: none"> <li>• Social workers</li> <li>• Lawyers</li> <li>• Community Representatives</li> <li>• President of business associations</li> <li>• Youth clubs members</li> <li>• Nehru Yuva Kendra Sangathan (NYKS) members</li> </ul> <p>(At least 3 members shall be women)</p> <p><b>Tenure:</b></p> <ul style="list-style-type: none"> <li>• Non-official members shall be selected for the tenure of at least 2 years.</li> <li>• Tenure of a member with efficient and active participation may be prolonged with the consensus among non-official members and approval of SHO Thana.</li> </ul>

## **Functions**

- 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.

## **MEETINGS**

- Meeting for Evaluation and Audit to review the functioning of Sub-division level committees shall be chaired by the SHO Thana. There shall be 4 mandatory evaluation and audit meetings (once in three month) in a year;
- In-charge Thana SAANJH Kendra shall be responsible to decide the date and time to call meetings of the committee in consultation with the Convener, Co-Convener and members of the committee. He will also ensure their availability before deciding the date of the meeting;
- **Quorum:** Convener and Co-conveners shall ensure their own presence and minimum quorum of 70 percent of non-official members in the meeting;
- Proceedings of the meeting and decision taken shall be properly documented and signed by Convener, Co-Convener and members of the committee present and copy of the same shall be forwarded to In-charge Sub-division; and,
- Emergency meetings can be called any time as and when required and shall be chaired by SHO Thana.

## **PRIMARY ROLE OF COMMUNITY-POLICING COMMITTEES**

### **❑ Generating awareness**

The primary function of this formal partnership is to generate awareness among the community regarding the rights and responsibilities of the common citizen. It will also dispense information regarding the specific service that the police has initiated in the area. For instance, a survey revealed that in certain instances the target population for whom these services are meant, has little information about these services. Also a large number of policemen do not have information about these services due to the low priority given to these activities and also poor publicity. A part of this awareness will be to provide basic information relating to the citizens regarding police functioning. This information should cover the cognizable and non-cognizable crime, the rights of the citizens for self-defence, to ask for the policemen's badge number etc.

#### **❑ Community mobilisation and participation**

The community partnership initiative will mobilise the community to participate in social policing. As partners to the programme, the community must present its viewpoint and function collectively to address its own needs of crime prevention. Initiatives such as criminal prevention clinics, COPS on campus programme, ex-offender employment programmes, family crisis intervention projects etc. fall within the purview of community participation. The apathetic attitude of the community members towards crime of which they are not the victims has to be removed. Such mobilisation will also allow citizens' concerns to be reflected and imbibed in the Community Police partnerships.

#### **❑ Building inter-linkages and networking**

The community partnership will build channels of interaction with the NGOs, opinion making sections and support structures to build a safer community. A number of forward and backward linkages are necessary to prevent crime. For instance, many petty criminals are drug addicts who are apprehended by the police, yet it is outside the purview of the police to initiate them into a rehabilitation centre. Liaison with drug de-addiction centres will help in the treatment of the delinquents. Similarly, NGO support can be called upon to spread awareness about the substance abuse and promote counselling. Educational institutions can also be part of this programme to check the spreading menace of drug addiction. These linkages will help the cell in establishing a wide network while ensuring participation of different sections of the society.

#### **❑ Crime prevention and investigation**

This initiative will lead to institutionalised partnership with the community to prevent crime and to conduct investigation when a crime is committed. Rather than involving community members only as informers, the programme must seek the creation of neighbourhood committees, reinstate and strengthen the local beat 'chowkidars' and patrolling. Any number of such schemes can be strengthened. In the instance of a neighbourhood committee, it will allow constant regulation of activities in the area while absorbing information about likely criminal activities. The local beat system can be regulated by the committee with the help of community policing. Providing training for surveillance, patrolling and self-defence can be a part of its activities.

#### **❑ Grievance redressal**

A number of non-cognizable crimes pertaining to marital disputes, discord between the youth of opposite sexes or tenancy problems are reported to the police. However, due to the nature of such crime, lodging of cases cannot be filed directly. Yet such

crimes persist and when these are aggravated, the result is the commission of some cognizable crime. These can be addressed by CPRCs.

#### **❑ Area-specific training**

A number of crimes remain invisible due to the normative sanction attached to them. For instance, invisibility of gender-related crimes, especially those occurring within the family, is quite high. Violation of the rights does occur. Besides, these acts are not reported for lack of perception of injustice. Members of CPRCs will be sensitised to these societal biases and prejudices so that they in turn can mobilise community and build social fencing. Violation of migrant rights and prejudices against the Scheduled Castes is another area where sensitisation is required.

### **STRATEGY**

#### **❑ Garnering community support**

This initiative is based on a partnership wherein a collaborative relationship is based on comparative advantage and effective division of labour between the police functionaries, volunteers and support structures. This partnership will elicit community participation, mobilisation and support for improving security in the area and spreading awareness about the citizens' rights and also sensitising the community to the rights and concerns of the vulnerable sections. Since this is a joint venture between community representatives, volunteers and the police, it can only be made effective by ensuring the participation of the community.

#### **❑ Social and people's policing**

The perspective of crime prevention has an in-built assumption that the community is alive to its rights and is aware of fulfilling its responsibilities. In order to shift the focus from enforcement, it becomes necessary to initiate the people's policing. The concept pertains to the participants of community members, specifically a group of law enforcement civilians to provide guidance to erring individuals, protect society, maintain social codes and individual integrity. This concept of social policing can be initiated by social support structures such as panchayats and youth volunteers.

#### **❑ Social fencing**

NGOs, social activists and volunteers can effectively localise and combat problems by building a social network in the problem area. For instance, in towns that are spatially located in a manner which concentrate specific type of population within one area. For example, a zone may be totally commercial market area with no residential or educational institutions while another area may comprise the university with many students living in surrounding areas. A specific problem of the youth such as substance

abuse can be tackled by social fencing of the student populated area. Youth leaders, activists, NGOs and teachers can all interact to identify groups and areas which are the hub of substance abuse, initiate activities of awareness, sensitisation, peer counselling, facilitate drug de-addiction and create recreational activities. This will allow the problem to be contained and combated.

#### ❑ **Awareness and sensitisation**

Community policing focuses on building people's sensibilities by making them aware of their rights and duties and also sensitising them to the concerned and vulnerable sections. This is expected to serve the dual purpose of mobilising the community for protecting their rights as citizens and also discharging their responsibilities.

#### ❑ **Inter-linkages and networking**

In tune with the concept of collaborative interaction based on comparative advantage, volunteers, police functionaries and social structures need to build inter-linkages with the administration, the NGOs and others. For instance, in order to sensitise the youth to traffic rules, the community policing can link up with schools, colleges and other educational institutions to hold awareness campaigns on traffic rules. Similarly, while tackling substance abuse, it may be necessary to liaison with the NGOs that are providing counselling or de-addiction facilities. Also, in the context of the enlarged scope of the community policing, wherein intervening in the areas of public health and environment, building of rapport with hospital authorities or environmentalists and the local administration will be necessary if the programmes are to become relevant to the issues of their concern.

#### ❑ **Targeted approach**

The community policing needs to adopt a targeted approach on certain areas and issues and build supporting activities and structures. The migrant population that lives in slums has a low level of awareness regarding their rights. They lack faith in the administration and feel targeted by the police. The approach to build a community network, garnering their participation, addressing their needs (harassment at work place, physical disputes within the locality, molestation of women etc.) will be different from the needs of the villagers. The villagers may be embroiled in land disputes and dowry harassment cases and the nature of intervention will be different as will be the support from the local government bodies. The need is, therefore, to evolve a targeted approach within the broader awareness, sensitisation and mobilisation efforts of the community policing.

## **ELEMENTS FOR BUILDING PARTNERSHIP WITH THE COMMUNITY**

### **❑ Involving the community from the beginning**

Participation of all sections of the community in all the aspects of the programmes beginning from an assessment of the community to framing specific goals, identifying the strategy and in monitoring the programmes ensures not only the active involvement but generates commitment to the programme. Interactions with trainers, NGOs and specialist organisations provides involvement, access to information and provides various dimensions to the concept of community policing whereby the community can themselves act as social fencers, mobilisers for the larger group. Exposure not only sensitizes the community but also shapes the programme according to the needs of the local specificities and promoting the same through mediums that the common person find interesting.

### **❑ Building inter-linkages**

At times, a number of efforts that directly impact the community can be related to the community. For instance, awareness on neighbour meetings, community newsletter, COPS on campus programmes, footbridge programmes etc. may all in their own manner be trying to provide skills, services and avenues for development of the community ownership to policing. Networking of these various initiatives is important whereby they provide linkages in addressing the concept of partnership and ownership to safety in a holistic manner. For instance, needs and problems of the young can be interrelated. Lack of supportive environment could push youth to drug and alcohol abuse, poverty, prostitution, petty theft etc.

### **❑ Dovetailing**

In many societies, there may be initial resistance to participation in policing activities and community may not be responsive to the initiatives being undertaken. However, the community may be responsive to an entirely different area of concern such as combating drug abuse, girl child trafficking or safety of the older persons. These issues can be used to gain entry and credibility in the community and then used as a platform to promote and mobilise the community.

### **❑ Reinforcing the message**

Rather than letting the community policing programme function in isolation in a community, its message needs to be reiterated from different settings. Thus, if the schools, work places, clubs, parents, NGOs provide information and skills relating to community policing, the message gets reinforced and also helps in creating a



supporting environment by involving different sections of the community. An environment of change created to that not only assists the programme but also helps the local concerns to be incorporated in the larger programmes.

#### ❑ **Strengthening ties**

The community, parents, adults, religious leaders, all contribute to provide a supporting climate to build relationships, guide the young and provide a safety net. A sense of belonging of community to their families, friends and other adults has been found to be a positive factor in combating certain risk behaviours such as substance abuse and petty crime.

#### ❑ **Catering to specific cultural needs**

Evolving a programme around cultural values, using cultural mediums of interaction including language makes it easier for the different sections to relate to the programme.

A Stakeholder is defined as any individual, community, group or organisation with interest in the outcome of an activity either as a result of being affected by it positively or negatively, or by being able to influence the activity in a positive or negative way<sup>2</sup>.

### **OPERATIONALISATION OF THE COMMUNITY**

#### **PARTNERSHIP**

#### ❑ **Institutionalised participatory process**

The partnership should be institutionalised through a government order. The stakeholder should be from the existing support system, such as, local self-government, education and health departments, social welfare, women and child development departments. The representatives of these departments shall be ex-officio members of the community-policing programme. Other than these are the representatives from social welfare organisations, legal experts, social workers, cultural, social and academic personalities and community members engaged in productive pursuits like commerce, industry, trade, etc. may also be co-opted.

This will help integration of the support systems into policing activities. Another level of integration is through management of the community policing programmes including disbursement of resources together with community representation.

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<sup>2</sup> Guidance on Local Safety Audits: Compendium of international practice, Paris : European Forum for urban safety (EFUS), 2007. [www.urbansecurity.org/fileadmin/efus/secutopics/efus\\_safety\\_Audit\\_e\\_web\\_pdf](http://www.urbansecurity.org/fileadmin/efus/secutopics/efus_safety_Audit_e_web_pdf)

## ❑ Establish procedures for working in partnership

Integral to governance is the accountability of its institutions and transparency in the process of delivery of justice. While internal accountability referring to the hierarchical chain of command has been part of traditional authority systems, it is the accountability to the citizens and to the rule of law that is being strengthened. The need is to build institutional accountability structures that are democratic in their responsiveness, protective of the rights and sensitive to the multi-cultures. Internal accountability within the institutions needs to be made transparent and responsive rather than status quoist.

The procedures detailing the partnership have to be listed in the government order and rules and regulations described in the registration of the document. This should include internal and external linkages of administration, finances and human resources. There have to be transparent processes of decision-making. The proceedings of the meetings have to be formally recorded. Exhaustive appraisal tools have to be developed to monitor the implementation of the community-policing programmes and allocation and disbursement of funds.

### STEPS FOR BUILDING COMMUNITY-POLICE PARTNERSHIP

- ❑ Identifying and approaching stakeholders
- ❑ Liaisoning with allied systems (education, health system, district administration)
  - Identify common and complementary goals
  - Resource allocations: Human and material
  - Tasks and corresponding skills identification
  - Monitoring and evaluation: Mechanisms and regular monitoring
- ❑ Community-police partnership: Procedures and processes
  - Regular periodic meetings
  - Appraisal of inputs, outputs and outcomes (half-yearly)
  - Recording of minutes of meetings and action taken
- ❑ Developing skills within the community
  - Encouraging Decisions-Making
  - Awareness and Mobilisation
  - Social Fencing and Social Policing
  - Networking and coordinating with organisations and support systems

## ❑ Defining role and functions

The role and functions of the stakeholders needs to be clearly defined as also to identify the complimentary goals. The sustainability of the programme demands that an integrated plan be mooted in relation to the activities besides mainstreaming of the community-policing initiatives.

## **Defining the role of committee members in services provisions**

A standardised service-delivery mechanism needs to be instated. For instance, redressal of complaints against the policemen, counselling and advocacy for dealing with crimes against women, free legal aid for the vulnerable and poor, single window police services for the citizens, etc.

### **MAIN ISSUES**

#### **COMMUNITY PARTNERSHIP: ADMINISTRATIVE STRUCTURE AND FUNCTIONS**

Administrative structure involving community partnership has to be operationalised at four levels. These are:

- Community Affairs Division at the State Level (CAD)
- Community Police Resource Centres (CPRC) at the district level
- Community Police Suvidha Centres (CPSC) at sub-division level.
- Community Police Outreach Centres (CPOC) at the police station level

#### **PRIMARY ROLE OF COMMUNITY-POLICING COMMITTEES**

- Generating awareness
- Community mobilisation and participation
- Building inter-linkages and networking
- Crime prevention and investigation
- Grievance redressal
- Area-specific training

#### **ELEMENTS FOR BUILDING PARTNERSHIP WITH THE COMMUNITY**

- Involving the community from the beginning
- Building inter-linkages
- Dovetailing
- Reinforcing the message
- Strengthening ties
- Catering to specific cultural needs

#### **OPERATIONALISATION OF THE COMMUNITY PARTNERSHIP**

- Institutionalised participatory process
- Establish procedures for working in partnership
- Defining role and functions
- Defining the role of committee members in services provisions

## Section - 4

### **UNITS OF COMMUNITY POLICE RESOURCE CENTRES IN PUNJAB**

Police and community partnership is essential for ensuring proper crime prevention, delivery of justice and building sustainable and safe environment. Consequently, the creation of distinct space with a provision of interactive forum for dispute resolution, crime detection, equitable and efficient access to police services also becomes essential. Unlike civil service suvidha centres, these centres are equipped with specialised counsellors, experts from diverse spheres of human activities and, above all, institutionalized mechanisms for invoking mutual respect and confidence amongst the police and the community.

SAANJH- Community Police Resource Centres (CPRCs) are equipped with specialised units. These units are:

- Grievance Redressal Unit
- Community Services cum Information Unit
  - a. NRIs & Foreign Counter
  - b. Crime Prevention Counter
  - c. Verification and Permission Counter
  - d. RTI counter
  - e. Traffic Management and Information Counter
- Legal Aid and Victim Relief Unit
- Sensitisation and Dispute Resolution Unit
  - a. Gender Dispute Resolution Counter
  - b. Economic Dispute Resolution Counter
  - c. Social and Political Conflict Resolution Counter

All these units have clear mandate in terms of the functions and the manner in which these are to be discharged. The timeline for each service provision is to be specified and adhered to. A feedback mechanism has been built into the delivery of services.

#### **GRIEVANCE REDRESSAL UNIT**

- One of the common complaints of the police is the lack of availability of police officers at lower levels. A Duty Officer shall always be available at the centre for about 12 hours to improve the accessibility of the police to the people.

- This will act as a nodal place for community-oriented schemes like combating domestic violence, assistance, legal aid to the elderly, to the vulnerable sections of society etc.
- Meetings of Resident Welfare Associations, Traffic Regulation Committees, Economic Offences Wings will be organised under this unit.

### Functions and Services

- To receive complaints against the police from the whole district and their disposal after the necessary and time bound action taken
  - Complaints can be personally submitted by the complainant.
  - Complaints made at the Sub-division level in Community Police Suvidha Centres (CPSCs) shall also be forwarded to this unit along with action taken report
- For each personally submitted complaint, complainant shall be provided with the proper acknowledgement slip mentioning tentative time to be taken in disposal. Redressal on complaint shall be time bound.
- Crucial complaints in which major community discontent is reported or can emerge as such shall be discussed in the meeting with the committee members and plan of action shall be drafted in consultation with them. Final outcome report shall be put forth in the next committee meeting to understand lessons learned and future preventive course of action.
- Proper documentation of each complaint mentioning date of complaint, type of complaint, action taken and present status i.e. final or pending. If final, then the final date of disposal.
- Concise final action taken report of each complaint shall be forwarded to district SSP or Commissioner of Police for perusal and record.
- “Monthly Performance Report” mentioning number of complaints received, disposed, pending, found genuine and found false shall be presented in the committee meeting and same shall be forwarded to the district SSP or Commissioner of Police.

#### PUBLIC GRIEVANCE REDRESSAL CENTRE

- Accessibility.
- Time bound redressal of grievances.
- Each complaint is logged into a computer & a receipt by way of acknowledgement is given to the complainant.
- Transparency. Redressal through conciliation, persuasion and dialogue.
- Conciliation reached outside the formal criminal justice machinery.
- Encouraging panchayats/resident associations/trade associations in resolving of minor irritants.

## **NODAL PLACE FOR COMMUNITY-ORIENTED SCHEMES**

- Drug De-addiction
- Women counselling
- Traffic management

## **COMMUNITY SERVICE-CUM-INFORMATION UNIT**

This unit shall provide different services and information to the visitors and shall comprise of the following counters.

- (i) NRIs & Foreign Counter
- (ii) Crime Prevention Counter
- (iii) Verification and Permission counter
- (iv) RTI (Right to Information) counter
- (v) Traffic Management and Information Counter

### **i. NRIs & Foreign Counter:**

This counter is to provide all the services to NRI and Foreign tourists who are visiting district, state or country. This unit shall solely dedicate to the service of foreign visitors to make their stay more safe, secure and comfortable.

This counter shall have pamphlets containing information on travel agents, money exchanger, staying accommodation, hospitals, dos and don'ts and provide these to the visitors who visit them.

### **Services:**

- Registration of Foreigners on arrival and departure
- MRG enquiries – in case of loss of passport abroad
- Complaints on fraud and cheating by travel agents
- NRI complaints and enquiries
- Extension of residential permit for foreigners
- Information on registered travel agents
- Information on registered money exchanger
- Information on registered government and private guesthouses, lodges and hotels
- Information on specialised hospitals

## **ii. Crime Prevention Counter:**

This counter shall provide the copies of FIR, Untraced report and progress report on investigation of ongoing criminal cases if the applicant is unable to get the same from the concerned police station.

### **Services:**

- Application for the copy of FIR or Untraced Report
- Progress of investigation of criminal cases

## **iii. Verification and Permission Counter:**

All sorts of permissions and verifications shall be handled at this counter for the convenience of the service seekers. All service requests shall be acknowledged with proper receipt indicating likely time to be taken. This counter shall have charter of services mentioning documentation required and the tentative time to be taken.

### **Services:**

- **Verifications**
  - Verification of tenants
  - Registration and verification of servants
  - Passport verification
  - Emergency/urgent passport verification when applied under TATKAL scheme
  - Police Clearance Certificate (PCC) at the time of Foreign Migration
  - Verification of vehicles
  - Character Verification for service
- **Permissions**
  - Permission and Request (for security arrangements at political/sports/religious and social functions)
  - NOC for Arms License
  - Permission for loud speaker or processions

## **iv. RTI Counter:**

Applications under the Right To Information Act shall be taken here. Information asked for shall be provided to the applicant from this counter only within the given time frame.

### **Services:**

- To deal all application under the Right to Information Act

#### **v. Traffic Management and Information Centre:**

Payment of traffic challans is a major headache for the automobile drivers in general and specifically for the travellers from other districts and states. There shall be one dedicated counter in all the Centres to receive payments of traffic challans. At the CPRC level there shall be centralised pooling of information on traffic challans, impounded vehicles or documents held for traffic violation anywhere in the district. Traffic rule violator shall be allowed to make payment of his penalty in these Centres and provided with the payment slip and whereabouts of his impounded vehicle or documents.

**A Traffic Advisory Committee** shall be set up in the Community Police Resource Centres to function as an interface between the traffic police and the commuters. The CPRC Committee can act as a Traffic Advisory Committee to avoid multiplicity of oversights.

#### **These Committees may perform the following functions:**

- To redress the complaints relating to the functioning of the traffic police.
- Plan and advise on parking, regulation of traffic like speed limits etc.
- To resolve disputes between citizens and contractors/staff of parking lots.
- To grant permission for using traffic space for public functions.
- To regulate delivery of driving documents
- To plan education and awareness to the commuters regarding traffic rules and traffic congestion through FM radio and other available media.
- To help appoint traffic marshals to assist the police to make their functioning as transparent as possible.
- A citizen's traffic awareness and information unit may be set up in each CPRC at the district level, CPSC at the sub-divisional level and Police Station Outreach Centres in the police stations.

#### **Services:**

- Payment of Traffic Challans
- Information on impounded vehicles
- Receiving complaints and suggestion of community on traffic problems in the area
- Putting those suggestions and complaints before the Traffic Advisory Committee



**SERVICES PROVIDED BY SAANJH KENDRAS UNDER RIGHT TO SERVICE ACT.**

S. No	Name of Service	Given Time Limit (working days)	Designated Officer	Appellate Authority
<b>District SAANJH Kendras : Community Police Resource Centres ( Services 1– 3 in Commissionerates only)</b>				
1	<p><b>a) Renewal of Arms License</b></p> <p>(If the license is presented before the expiry date and the license issuing district is the same where service has been sought)</p>	15 days	<p><b>Licensing Authority</b> (Addl. DM of the District) / <b>Deputy Commissioner of Police</b> in case of Police Commissionerate</p>	<p><b>First</b> District Magistrate of the concerned district/ Commissioner of Police</p> <p><b>Second</b> Commissioner of the concerned Division/ Zonal Inspector General of Police</p>
	<p><b>b) Renewal of Arms License</b></p> <p>(If the license is presented after every alternative cycle of 6 years, where police verification is necessary )</p>	22 days		
2	<p><b>Addition/ Deletion of weapon</b></p> <p>(If the license issuing district is the same where service has been sought)</p>	7 days		
3	<p><b>Extension of purchase period of weapon</b></p> <p>(Within permissible time period and if the license issuing district is the same where service has been sought)</p>	7 days		

**SERVICES PROVIDED BY SAANJH KENDRAS UNDER RIGHT TO SERVICE ACT.**

S. No	Name of Service	Given Time Limit (working days)	Designated Officer	Appellate Authority
<b>District SAANJH Kendras : Community Police Resource Centres</b>				
4	<b>Registration of Foreigners (Arrival and Departure)</b>	<b>Immediate</b>	<b>Additional Deputy Commissioner of Police (Hq)</b> (of the Police Commissionerate ) / <b>Superintendent of Police (Hq)</b> of the concerned Police District	<b>First</b> Commissioner of Police or Senior Superintendent of Police  <b>Second</b> Zonal Inspector General of Police
5	<b>Extension of Residential Permit of Foreigners</b>	<b>5 days</b>		
6	<b>Character Verification</b>	<b>10 days</b>		
7	<b>Verification for renewal of Arms License</b>	<b>22 days</b> i) Time for referring case to the police by the DC Office-Two (2) working days. ii)Time for verification by the police- Fifteen(15) working days. iii)Time for delivery of Services by the Designated Officer after Verification- Five(5) working days.		
8	<b>NOC for issuance/renewal of License of Arms Dealers</b>	<b>15 days</b>		
9	<b>Issuance of NOC for setting up of Petrol Pump, Cinema Hall etc</b>	<b>15 days</b>		
10	<b>Passport Verification</b>	<b>21 days</b>		
11	<b>Verification for fresh Arms License</b>	<b>30 days</b>		
12	<b>Service Verification</b> (In case of Resident of Punjab)	<b>10 days</b>		

**SERVICES PROVIDED BY SAANJH KENDRAS UNDER RIGHT TO SERVICE ACT.**

S. No	Name of Service	Given Time Limit (working days)	Designated Officer	Appellate Authority
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**Sub-Division SAANJH Kendras: Community Police Suidha Centres**

**&**

**Thana SAANJH Kendras : Police Stations Outreach Centres**

<b>13</b>	<b>Copy of FIR or DDR</b>	<b>Immediate/ Online</b>	<b>Station House Officer</b> of the concerned Police Station / <b>Incharge of Community Policing Saanjh Centre</b> at the Subdivision	<b>First DSP</b> Incharge of the Subdivision  <b>Second</b> Commissioner of Police or Senior Superintendent of Police
<b>14</b>	<b>NOC for use of loud speakers</b>  (Applicable only in case of S.D.M. obtains N.O.C. from the concerned S.H.O before granting permission)	<b>5 days</b>		
<b>15</b>	<b>NOC for Fairs/Melas/Exhibition/Sports Events etc</b>	<b>5 days</b>		
<b>16</b>	<b>Stranger Verification</b>  (After receiving the verification from other District/ State of which the stranger is resident)	<b>5 days</b>		
<b>17</b>	<b>Tenant/ Servant Verification</b>  (If resident of local area)	<b>5 days</b>		
<b>18</b>	<b>Tenant/ Servant Verification</b>  (If resident of other District/ State and after receiving the verification from other District/ State)	<b>5 days</b>		

**SERVICES PROVIDED BY SAANJH KENDRAS UNDER RIGHT TO SERVICE ACT.**

S. No	Name of Service	Given Time Limit (working days)	Designated Officer	Appellate Authority
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**Sub-Division SAANJH Kendras: Community Police Suvidha Centres  
&  
Thana SAANJH Kendras : Police Stations Outreach Centres**

19	Other Verification related services	30 days	<b>Station House Officer</b> of the concerned Police Station  / <b>Incharge of Community Policing Saanjh Centre</b> at the Subdivision	<b>First</b> DSP Incharge of the Sub division  <b>Second</b> Commissioner of Police or Senior Superintendent of Police
20	Copy of untraced report in road accident cases	45 days		
21	Copy of untraced report in cases pertaining to stolen vehicles	45 days		
22	Copy of untraced report in theft cases	60 days		
23	NOC for pre-owned vehicles	5 days		
24	Acknowledgement of Complaint	Same day	<b>Station House Officer</b>	<b>First</b> DSP Incharge of Subdivision  <b>Second</b> Commissioner of Police or Senior Superintendent of Police
25	Information of action taken of complaints (FIR/DDR/ matter closed.	15 days		

## **LEGAL AID AND VICTIM RELIEF UNIT**

The victim remains a 'forgotten actor' in the criminal justice process in India. It is time we switched attention from the offender to the victim and recognised that the victim is a key player in the criminal justice process.

Since the police is the first point of contact in the criminal justice system, the police response plays an important role in shaping the victim's experience. The victim needs to be provided with information about the progress of the case, trial dates, bail and final decisions.

The **Victim Relief Centre** would focus on the victims, their rights, needs and expectations. Particular efforts have to be made to improve the police response to the victims of sexual and violent crime. There is need for specially trained women officers to avoid insensitive questioning. **Victim Helplines** and **Women Helplines** should be set up. It should be possible to enlist the help of the society, NGO's and voluntary agencies for this purpose. The vast reservoir of knowledge and experience of the retired officers from the Judiciary, Police, Revenue and other departments could also be tapped for the purpose.

Specially trained volunteers should handle counselling and other victim support schemes - right to be heard, right to be kept informed about the progress of 'their case', to provide information, to be protected by the law enforcement agencies, and to receive respect, recognition and support.

### **These units shall be equipped with and have linkages as follows:**

- This unit shall be connected with all the police stations and subdivision level CPSC and PSOCs. This helpline number shall be the same throughout the State and toll free.
- Ambulance services with dispatch staff to reach the spot.
- Networking with all the district police stations to dispatch police within no time to salvage victims
- First aid facilities and panel of specialists to de-traumatise the victim and to take help in investigation and counselling.
- Functional network with different medical and rehabilitation services for referral cases and to call them in case of emergency.
- Networking with other government departments and non-government organisations, working for the welfare of women and child.
- Free legal aid services.
- To assist the victims with legal remedies and pre court preparation; law graduating interns can be involved.
-

**Services:**

- 24 hrs × 365 days women and child helpline
- Quick on the spot and trauma response
- emotional support (services of professional counsellor)
- help of specialist in need-based human-sensitive interviewing of victim (gender and age specific) to avoid recall of victimisation and to lessen trauma
- Ensuring non-repetition of circumstances which induced earlier victimisation of the victim
- Referrals and linkages with other resources and agencies to provide help to the victim in medication, restitution and rehabilitation
- Free legal aid
- Help in understanding legal remedies available
- Pre court preparation
- Recuperation facilities for victims of crime and accidents
- Comfortable sitting arrangement
- First aid kit
- Availability of doctor and psychiatrist on a phone call. (Specialist to handle sexual abuse victims, mainly women and children)
- Counselling facility

GENERAL	WOMEN	CHILDREN
First aid facility	Immediately deputing staff from CPRC or area police station or PCR to reach at the spot of crime	
First aid, Hospitalisation, medical of the victim	Salvage victim from the spot	
Compensation to the victim of hit and run cases under Solarium scheme from DC office	Immediate assistance like:	
	First aid, Hospitalisation, medical of the victim (specially in case of victim of sexual crime)	First aid, Hospitalisation, medical of the victim (specially in case of victim of sexual crime)
	Help of psychologist or counsellor for trauma control	Help of psychologist or counsellor for trauma control
	Assistance in medication, restitution and rehabilitation	Assistance in medication, restitution and rehabilitation
	In case of domestic dispute, referring case to Women Cell for further arbitration	
	Suggestion of legal remedies	Suggestion of legal remedies
	Free legal aid	Free legal aid

## **GENDER SENSITISATION AND DISPUTE RESOLUTION UNIT: AN OVERVIEW**

A number of gender just laws and procedures have been formed by the government to check violence against women. The operative effectiveness of these legal initiatives vests to an extent on the services, facilities and capacities of the delivery organisations. The following is an overview evolving gender capacities of Community Policing Centres (CPCs) to engage the civil society, police service-delivery functionaries and gender victims to promote gender-responsive standards and help build relationship between gender stakeholders to curb gender-based violence.

### **Aims**

- To provide a gender friendly police service to women
- To provide one window interaction with police services to women
- To coordinate with other departments to enable both relief and rehabilitation to women victims
- To spread legal literacy regarding gender among the community
- To network with grass root organisations (GROs) to promote crime prevention against women

### **Functions of Gender Unit**

- To spread awareness in the community regarding women's legal rights with corresponding punishment
- To spread awareness regarding services provided to women by the gender unit
- Collaborate with panchayats, education, health systems, NGOs to spread awareness about preventing crime against women
- Networking with women, education, and other departments to record crimes and promotion of relief and rehabilitation schemes
- To coordinate with the Health Department, provide medical assistance to women victims and their families

### **Role of State In-charge Women Cell**

- Instructions to all women's cell in-charge
- Review and monitoring of women's cell activities
- Inter-departmental coordination
- Organisation of gender sensitisation training programmes
- Creating a database on women victims, from all police districts.

### **Role of District In-charge**

- Effective implementation of the functions of the women's cell
- Review of progress of various activities
- Identification of roles of other departments and liaising with them to provide assistance where they need
- Gender sensitisation of all police functionaries
- Identifying activities for promoting aims of the women's cell
- Circulation of information regarding schemes from other departments pertaining to gender
- Providing data and reports on activities of women's cell

### **Role of Thana In-charge**

- Convergence of instructions to all women's cell in-charge
- Review and monitoring of women's cell activities
- Inter-departmental coordination
- Organisation of gender sensitisation training programmes
- Creating a database on women victims, from all police districts of specific schemes with related departments
- Supervision of women's cell functionaries
- Selection and coordination with NGOs
- Collation of data on women victims and the perpetrators in accordance with socio-economic profile (income, education, employment)
- Networking with panchayats, educational institutions, hospitals, PHCs and dispensaries
- Monitoring and supervision of activities
- Supervising individual cases

### **GENDER DISPUTE RESOLUTION**

Women Cell shall specifically deal with the cases of women who are the victim of domestic violence, and its main functions shall be following

- Counselling for alternative choices for dispute resolution.
- If need be, facilitate registration of case or refer to court as per the law.
- Support for the rehabilitation of the women victims
- Tracking the counselled cases



## Services

- In-charge Women Cell shall also be the Protection Officer under Domestic Violence Act
- arbitration in cases which are referred from police stations or cases in which women complainant directly approaches
- to provide relief to women in disputes and her rehabilitation through network of government and non-government organisations
- Counselling and arbitration committee of 5 members (comprising experts from law, gender studies, psychology, non government organisation) (Members of this committee shall be exclusive from the District Level Committee of CPRC)
- Referring and suggesting further course of action in un-resolved cases for registration or to file them in the court

### CPRC A NODAL PLACE FOR COUNSELING AND GUIDANCE TO WOMEN

- Members should be gender sensitized
- Making invisible crime visible
- Displaying the list of doctors, counselor and NGO
- List of rehabilitation centres
- Attending the cases promptly
- Separate toilets for male / females
- Different counters for male / female
- Gender auditing

## ECONOMIC DISPUTE RESOLUTION

This special cell shall deal with all the complaints of economic nature where there is dispute not culminating in an offence or crime.

Economic Dispute Resolution Wing shall have committee of following experts

- Experts from LIC
- Experts from Bank
- Chartered accountant

### Services:

- Conciliation in property disputes like tenant-landlord
- Registering all the money exchangers in the area
- Scrutiny of lottery vendors and Satta mafia
- Ensuring safety of ATMs

## SOCIAL AND POLITICAL CONFLICT RESOLUTION

### Services:

Conflict resolution cells shall function to resolve caste or communal conflicts that have the potential to escalate with the help of arbitration between the conflicting parties.

In-charge of this cell shall call the parties to conflict at the centre and then try to understand the bone of contention between them.

He shall report the matter to higher authorities within no time if the issue is sensitive and the situation can worsen.

In-charge shall constitute the conflict specific Discussion Groups to resolve the matters. The members of these committees shall be following

- Respectables of all the community or the parties to the dispute
- Representatives of the non government organisation working in the area or with those communities.

#### Community Police Resource Centres (CPRC) Units

- 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 Suvridha Centres (CPSC) Units

- 1) Community Services cum Information Unit
- 2) NRI & Foreign counter
- 3) Gender Dispute Resolution Unit

#### Police Station Outreach Centres (PSOC)

- 1) Community Services cum Information Unit
- 2) Gender Dispute and Social Conflict Resolution Unit

#### MAIN ISSUES

These units are located at various levels keeping in view the capacity in terms of human resources, infrastructure and management system. All these units may not be functional at all levels i.e. district, sub-division and police station.

- **Autonomy of community policing structure**

Each centre can start new units keeping in view the local needs. The number of units can be multiplied, but not reduced.

- **Institutionalisation of standardisation**

The quality management and standardisation of delivery of services have to be institutionalised across the centres.

- **Deployment of trained human resources**

Each unit shall have trained staff for counselling. Human resource shall be associated from the community resource base. It will reduce material cost and give the advantage of vast reservoir of social knowledge base.

## Section - 5

### **MONITORING AND APPRAISAL**

#### **DEVELOPING APPRAISAL AND MONITORING**

Building a monitoring system at the onset of the programme initiatives allows for checks and balances to be inculcated internally. A planning matrix for each of the community policing objectives be it related to backbone activities or to local cultural needs, will allow definition of short and long-term goals, monitoring appraisals. While indicators for appraisal of the community policing across the board have been included as part of the resource kit, individual community policing can be made a monitoring system with indicators that measure the success of local activities.

Internal appraisals and monitoring continues collation of information and feedback regarding a programme and would allow community policing functionaries to regulate programme and better equip activities to respond to situational needs. Process evaluation in the gamut of collaborative partnership between a host of community support structures including the police rests on their integration with each other and community mobilisation. In other words, community policing has to constantly upgrade specific capacities of not just specific delivery service organisations and project outcomes. These systems would evolve continually in response to the situation needs but it is imperative that these are structured into a standardised and regular format.

#### **PURPOSE OF MONITORING**

- Evaluation would enable to gauge the progress achieved towards the aims/purposes for which the CPRCs have been set up
- Gauge level of awareness, acceptance and satisfaction amongst local community in regard to CPRCs.
- Views of community members (committee members) on CPRC functioning.
- How efficiently the mandate for CPRCs has been followed for designing and execution
- To get feedback on the difficulties, if any, being faced by the personnel posted at the CPRCs
- To communicate shortcomings, if any, to the officials/authorities concerned regarding progress in respect of CPRCs

## MONITORING INDICATORS FOR COMMUNITY POLICING ACTIVITIES

### 1. Capacity building: Infrastructure, Human Resource and Management System

The capacity of Community Police Resource Centres has to be measured on three accounts i.e. Human resources, Infrastructural resources and System of management. The capacity of human resource is to be assessed in terms of skills to deliver services, motivation and commitment levels commensurate with diversity, sensitivity, rights of citizens and community mobilisation. Infrastructural resources have to be mapped in relation to its capacity to overcome spatial disconnect, accessibility to services and friendly ambience as also the financial allocations required for efficient delivery of the services. The third layer of capacity building relates to the creation of system of management, such as performance management, data systems, networking procedures etc.

#### (i) Capacity Building : Infrastructure

Order on establishment of community policing entity

- Creation of administrative structure
  - Vertical stations
- Formation of support networks
- Establishment of service units
- Plan allocation of budget
- Human Resource deployment
  - Job redefinition
- Site demarcation
  - Defined spatial identity
  - Accessibility
  - Friendly ambience

#### PROCESS APPRAISAL

- **Location and accessibility:** Location, Signage
- **Spatial and Physical Factors:** Ambience and Space
- **District level steering committees and registration status of CPRCs**
  - District level steering committees
  - Selection of members
  - Inter-committee co-ordination
  - Registration under Societies Act
- Tenure and training of staff
- NGO characteristics of CPRC
- Units working under CPRC
- Networking with other departments
- Availability of equipments
- Women and child helpline
- Standardisation of CPRCs

#### (ii) Capacity building : Human Resources

- (a) What are the skills that are provided to the functionaries of the community policing programmes? Are they equipped to deal with the public, do they have skills for community mobilisation, participatory planning, conducting social audits, acquainted with the concept of multi-cultural, gender justice, rights of citizens, collectivities and cultural rights?
- (b) Are training sessions held in a regular and standardised manner?
- (c) What is the nature of networking and coordination protocols that have been developed?
- (e) Is the staff able to breakup goals into delineated tasks and activities for various support groups?

- (f) Are the units equipped with latest criminal laws, the associated procedures?
- (g) Is there outreach of the services provided under community policing?
- (h) Are the grassroot forms promoting and participating in community policing?
- (i) Is there audio-video production and distribution?

**(iii) Capacity Building: Management Systems**

- (a) Are they well-defined systems for transparency and accountability?
- (b) Participatory mechanism
- (c) Monitoring systems
- (d) Capacity building programmes
- (e) Training capsules
- (f) Are there any reporting systems?
- (g) Is there any data bank?

**2. Establishment of democratic functions: Representation, Participation and Decision Making.**

The level, the nature and the extent of participation have to be measured in relation to the influence exercised in building the state of community and communities of interest for crime prevention. A multi-cultural society presupposes that public policy and its operationalisation in terms of representation of diversity, sensitisation of staff and service delivery, is in accordance with multi-cultural needs. It is, therefore, imperative that community policing stakeholders represent diverse population, and are responsive to rights of vulnerable groups. The interactive monitoring system must capture as to how far police services and service providers cater to the special needs of old, children, youth, slum population, substance abusers, victims, witnesses, women, Dalits, migrants etc.

In order to find out how far the community policing programme is integral to the policing, it would be pertinent to capture the extent of co-ordination between community policing structure and police service delivery mechanisms.

**(i) Is there representation of diversity in the community policing entity?**

- (a) Gender representation
- (b) Ethnic representation
- (c) Minority groups

**(ii) What is the nature of participation of support networks and representatives within the community policing entity?**

- (a) Do these diverse groups frequent the meetings held?
- (b) Are all members present for evaluation making, programme compliance and implementation activities?
- (c) What is the nature of the participation of these groups in decision-making?

- (d) Are they involved in fund management, scope of the activities undertaken and operational factors?
- (e) Is participation in activities undertaken in a dual manner with police functionaries looking after certain section and allied functionaries having more curtailed mandate?
- (f) Are decisions managed through the community representatives or along with them?

**(iii) Nature of activities undertaken under community policing**

- (a) Are there defined sections / units?
- (b) Are there support services available for the vulnerable sections like women, children, victims, witness protection, old age?
- (c) Are different sections of population covered? For instance, school children, substance abusers, slum population – i.e. population sectors representing in a particular community?
- (d) Are these service delivery units stand alone or are they highly inter dependent? What are the support mechanisms created for other situations?
- (e) What is the extent of coordination among different service delivery units and networking with other institutions?
- (f) Is their single window service?
- (g) Are these services easily accessible to the target groups?
- (h) Is there a feedback mechanism for upgradation of the services provided?
- (i) Are these services similar across all police zones in the country?
- (j) Is the service technology compatible with the population groups, if the population is not conversant in a particular language or technology? Are there any alternatives?
- (k) Have the delivery of the services demarcated into minimum and staggered services?
- (l) To what extent are these services culturally sensitive?
- (m) Are there outreach programmes for the general community?
- (n) What procedures are put in place to invoke ownership of the programme?
- (o) To what extent are programmes community based and community run?
- (p) What is the range of professionals who are part of the initiatives?
- (q) Are the activities undertaken in conflict, natural disasters or political turbulence commensurate with the socio-political context?

# Sample appraisal of SAANJH

Administrative  
Brand Image  
Services  
Material Resources  
Capacity

## STATE, ZONAL AND RANGE LEVEL

- **State Level: Community Affair Division (CAD)**
  - Grievance Redressal Unit
  - Dispute Resolution Unit
  - Economic, Gender and Social Conflict Resolution Unit
  - NRI Affairs Unit
  - Monitoring and Co-ordination Unit
- **Zonal Level: Community Policing Monitoring and Evaluation Unit**
- **Range Level: Community Policing Monitoring Unit**
- **State Level Co-ordination and Review Committee (SLCRC)**
  - Formation of committee
  - Selection of Member as per Guideline of Guidebook
  - Active Co-ordination with CAD
  - Frequency of Meetings
  - Review of Reports and Periodical returns of committee of district, subdivision and thana level committees
  - Recommended any new research on police to CAD
  - Conducted appraisal of CPRCs, CPSCs and PSOCs

## DISTRICT LEVEL

- **District Level Committee (DLC)**
  - Formation of committee
  - Selection of Member as per Guideline of Guidebook
  - Active Co-ordination with SLCRC and implementation of its programme in district
  - Active Co-ordination with in-charge CPRC
  - Formation of Memoranda of Society and preparation of broad guidelines for community activities
  - Registration of CPRC under Society Act
  - Consultative role in maintenance of law and order
  - Evaluation of performance of CPRC, CPSCs and PSOCs
  - Preparation of reports and forward to CAD and SLCRC
  - Frequency of meetings
- **District SAANJH Kendras : Community Police Resource Centres (CPRCs)**
  - Is CPRC a separate entity from the police station?
  - Accessibility from the major road
  - Ambience: cheerful and appealing
  - CPRC Banner
  - SAANJH Logo
  - SAANJH Letterhead
  - Application forms for all available services
  - Computerization
  - Communication facilities
  - Manpower
  - Training of manpower on
    - Public relation
    - Gender Sensitization
    - Human rights, women, child, minority and SCs rights
  - Networking with other SAANJH Centres in the District
  - Availability of resource material (reference manuals, books and reports)
  - Networking with community support structure
  - Networking with NGOs and other civil society organization
- **Units and Services provided under District SAANJH Kendra (CPRCs)**
  - **Grievance Redressal Unit**
    - Receiving and disposing complaints
    - Initiated any community oriented scheme
    - Conducting meetings with different civil society groups
  - **Community Services cum Information Unit**
    - **NRI & Foreign Counter**

## Sample appraisal of SAANJH

Administrative  
Brand Image  
Services  
Material Resources  
Capacity

	Administrative	Brand Image	Services	Material Resources	Capacity
<ul style="list-style-type: none"> <li>• Registration of foreigner on arrival and departure</li> <li>• MRG enquiries- in case of loss of passport abroad</li> <li>• Receiving complaints on fraud and cheating by travel agent</li> <li>• NRI complaints and enquiries</li> <li>• Extension of resident permit for foreigner</li> <li>• Information on registered travel agents</li> <li>• Information on registered money exchanger</li> <li>• Information on registered government and private guesthouses, lodges and hotels</li> <li>• Information on specialized hospitals</li> </ul>			•		
<ul style="list-style-type: none"> <li>▪ <b>Crime Prevention Counter</b> <ul style="list-style-type: none"> <li>• Application for the copy of FIR or Untraced Report</li> <li>• Progress of investigation of criminal case</li> <li>• Information on lost and found</li> <li>• Information on missing persons</li> </ul> </li> </ul>	•	•	•		•
<ul style="list-style-type: none"> <li>▪ <b>Verification and Permission Counter</b> <ul style="list-style-type: none"> <li>• Verification of tenants</li> <li>• Registration and verification of servants</li> <li>• Passport verification</li> <li>• Emergency urgent passport verification when applied under TATKAL scheme</li> <li>• Police Clearance Certificate (PCC) at the time of Foreign Migration</li> <li>• Verification of vehicle</li> <li>• Character Verification for service</li> <li>• Permission and Request (for security arrangements at political/sports/religious and social functions)</li> <li>• NOC for Arms License</li> <li>• Permission for loud speaker or procession</li> </ul> </li> </ul>	•	•	•		•
<ul style="list-style-type: none"> <li>▪ <b>RTI Counter</b> <ul style="list-style-type: none"> <li>• To deal all application under the Right to Information Act</li> </ul> </li> </ul>	•	•	•		•
<ul style="list-style-type: none"> <li>▪ <b>Traffic Management and Information Counter</b> <ul style="list-style-type: none"> <li>• Payment of Traffic Challans</li> <li>• Information on impounded vehicles</li> <li>• Receiving complaints and suggestions of community on traffic problems in the area</li> <li>• Putting those suggestion and complaints in front of traffic Advisory Committee</li> </ul> </li> </ul>	•	•	•		•
<ul style="list-style-type: none"> <li>○ <b>Legal Aid and Victim Relief Unit</b> <ul style="list-style-type: none"> <li>• 24 hrs x 365 days women and child help line</li> <li>• Quick on the spot and trauma response</li> <li>• emotional support (services of professional counsellor)</li> <li>• help of specialist in need-based human-sensitive interviewing of victim (gender and age specific) to avoid recall of victimization and to lessen trauma</li> <li>• Ensuring non-repetition of circumstances which induced earlier victimization of the victim</li> <li>• Referrals and linkages with other resources and agencies to provide help to the victim in medication, restitution and rehabilitation</li> <li>• Free legal aid</li> <li>• Help in understanding legal remedies available</li> <li>• Pre court preparation</li> <li>• Recuperation facilities for victims of crime and accidents</li> <li>• Comfortable sitting arrangement</li> <li>• First aid kit</li> <li>• Availability of doctor and psychiatrist on a phone call. (Specialist to handle sexual abuse victims, mainly women and children)</li> <li>• Counseling facility</li> </ul> </li> </ul>	•	•	•		•
<ul style="list-style-type: none"> <li>○ <b>Sensitization and Dispute Resolution Unit</b> <ul style="list-style-type: none"> <li>▪ <b>Gender Dispute Resolution</b> <ul style="list-style-type: none"> <li>• Counseling and arbitration committee as per guidelines</li> <li>• arbitration in cases which are referred from police stations or cases in which women complainant directly approached</li> </ul> </li> </ul> </li> </ul>	•	•	•		•



# Sample appraisal of SAANJH

Administrative  
Brand Image  
Services  
Material Resources  
Capacity

- to provide relief to women in disputes in her relief and rehabilitation through network of government and non-government organizations
- referring and suggesting further course of action in un-resolved cases for registration or to court
- **Economic Dispute Resolution**
  - Conciliation in property disputes like tenant landlord
  - Registering all the money exchanger in the area
  - Scrutiny of lottery vendor and Satta mafia
  - Ensuring safety of ATMs and Investigate all types of economic frauds and embezzlement
  - Registering all the money exchanger in the area
  - Scrutiny of lottery vendor and Satta mafia
  - Ensuring safety of ATMs and
- **Social and Political Conflict Resolution**
  - resolve caste or communal conflicts potential or emerged with the help of arbitration between the conflicting parties

## SUBDIVISION LEVEL

- **Subdivision Level Committee (SLC)**
  - Formation of committee
  - Selection of Member as per Guideline of Guidebook
  - Active Co-ordination with DLC and implementation of its programme in district and reporting back
  - Evaluation of performance of CPSCs and PSOCs
  - Preparation of reports and forward to DLC
  - Frequency of meetings
- **Subdivision SAANJH Kendras : Community Police Suidha Centres (CPSCs)**
  - Is CPSC a separate entity from the police station?
  - Accessibility from the major road
  - Ambience: cheerful and appealing
  - CPSC Banner
  - SAANJH Logo
  - SAANJH Letterhead
  - Application forms for all available services
  - Computerization
  - Communication facilities
  - Manpower
  - Training of manpower on
    - Public relation
    - Gender Sensitization
    - Human rights, women, child, minority and SCs rights
  - Networking with other SAANJH Centres in the District
  - Availability of resource material (reference manuals, books and reports)
  - Networking with community support structure
  - Networking with NGOs and other civil society organization
- **Units and Services provided under Subdivision SAANJH Kendras ( CPSCs)**
  - **Community Services cum Information Unit**
    - Verification of tenants
    - Registration and verification of servants
    - Passport verification
    - Emergency urgent passport verification when applied under TATKAL scheme
    - Police Clearance Certificate (PCC) at the time of Foreign Migration
    - Verification of vehicle
    - Character Verification for service
    - Permission and Request (for security arrangements at political/sports/religious and social functions)
    - NOC for Arms License
    - Permission for loud speaker or procession
    - Application for the copy of FIR or Untraced Report

# Sample appraisal of SAANJH

Administrative  
Brand Image  
Services  
Material Resources  
Capacity

- Progress of investigation of criminal case
- **NRI's Foreign Counter**
  - Registration of foreigner on arrival and departure
  - MRG enquiries- in case of loss of passport abroad
  - Receiving complaints on fraud and cheating by travel agent
  - NRI complaints and enquiries
  - Extension of resident permit for foreigner
  - Information on registered travel agents
  - Information on registered money exchanger
  - Information on registered government and private guesthouses, lodges and hotels
  - Information on specialized hospitals
- **Gender Dispute Resolution Unit**
  - Counseling and arbitration committee as per guidelines
  - arbitration in cases which are referred from police stations or cases in which women complainant directly approached
  - to provide relief to women in disputes in her relief and rehabilitation through network of government and non-government organizations
  - referring and suggesting further course of action in un-resolved cases for registration or to court

## THANA LEVEL

- **Thana Level Committee (TLC)**
  - Formation of committee
  - Selection of Member as per Guideline of Guidebook
  - Mediate and resolve non-serious cases with amicable and honourable solution
  - Active Co-ordination with SLC and implementation of its programme in district and reporting back
  - Evaluation of performance of PSOCs
  - Preparation of reports and forward to SLC
  - Frequency of meetings
- **Thana SAANJH Kendras : Police Station Outreach Centres (PSOCs)**
  - Is PSOC a separate entity from the police station?
  - Accessibility from the major road
  - Ambience: cheerful and appealing
  - PSOC Banner
  - SAANJH Logo
  - SAANJH Letterhead
  - Application forms for all available services
  - Computerization
  - Communication facilities
  - Manpower
  - Training of manpower on
    - Public relation
    - Gender Sensitization
    - Human rights, women, child, minority and SCs rights
  - Networking with other SAANJH Centres in the District
  - Availability of resource material (reference manuals, books and reports)
  - Networking with community support structure
  - Networking with NGOs and other civil society organization
- **Units and Services provided under Thana SAANJH Kendras (PSOCs)**
  - **Community Services cum Information Unit**
    - Verification of tenants
    - Registration and verification of servants
    - Passport verification
    - Emergency urgent passport verification when applied under TATKAL scheme
    - Police Clearance Certificate (PCC) at the time of Foreign Migration
    - Verification of vehicle

## Sample appraisal of SAANJH

	Administrative	Brand Image	Services	Material Resources	Capacity
<ul style="list-style-type: none"> <li>• Character Verification for service</li> <li>• Permission and Request (for security arrangements at political/sports/religious and social functions)</li> <li>• NOC for Arms License</li> <li>• Permission for loud speaker or procession</li> <li>• Application for the copy of FIR or Untraced Report</li> <li>• Progress of investigation of criminal case</li> </ul>			•		
<ul style="list-style-type: none"> <li>○ <b>Gender Dispute and Social Conflict Resolution Unit</b> <ul style="list-style-type: none"> <li>• Counseling and arbitration committee as per guidelines</li> <li>• arbitration in cases which are referred from police stations or cases in which women complainant directly approached</li> <li>• to provide relief to women in disputes in her relief and rehabilitation through network of government and non-government organizations</li> <li>• referring and suggesting further course of action in un-resolved cases for registration or to court</li> </ul> </li> </ul>	•		•		•

### **3. Mainstreaming**

There is a challenge to mainstream community policing into regular policing. A number of considerations have to be considered, such as, how far the principle of community participation has become operational in everyday practice, and how far diversity responsiveness in terms of social placement is reflected in staff and community representation, resource allocation to fulfil multi-cultural needs, building capacity of the stakeholders, diversity sensitive accountability and monitoring mechanisms?

- (a) Have the community policing initiatives been integrated into the entire police force?
- (b) Are there any intensive programmes for police functionaries in relation to their work in community policing?
- (c) Are all programmes of the police undertaken in a participatory and sustainable manner?
- (d) Are any programmes on training of community policing undertaken?
- (e) What are the policing goals and objectives? Is policing with community central to these objectives?
- (f) Is any audit in community policing undertaken?
- (g) Are promotions and postings undertaken keeping in view the skills of community policing functionaries?
- (h) Are there certain standardised community policing programmes across the country?

### **4. Community policing oversights**

The formal institutions of community policing are neither sufficient nor fully reflective of the societal needs. The community policing oversights, both on supply side and on the demand side of justice, have to be seen as a part of a large spectrum and function as a continuum to delivery of justice. This interaction between formal institutions and informal institutions of community policing shall transcend the societal consensus which is pregnant with unequal power and make social hierarchies based on caste, gender invisible. In other words, the interaction shall make unequal access to justice visible and create space for interventions. To have a comprehensive assessment for formulation of policy and strategies for interventions, practical indicators have to be evolved and operationalised.

- (a) Are there established oversights integral to community policing functioning?

- (b) What is the role of these oversight mechanisms? Do these work on the supply factors or they are only demand-oriented?
- (c) Are there any autonomous oversight bodies?
- (d) What is the nature of representation of cultural diversity among oversight bodies?
- (d) How participatory is the interaction between community policing and oversights?
- (e) What is the number of oversight bodies linking to different aspects? Is there a threat of continuity among issues addressed by oversight bodies?

**DEVELOPING SYSTEMS, STANDARDS AND PROCESSES  
(RESPONSIBILITY – HEADQUARTERS)**

Activities/Tasks/Processes	Performance Indicators/Targets
Setting Standards, evaluation and monitoring I. Data Assessment, evaluation and monitoring <ul style="list-style-type: none"> <li>• Establish data standards and management information systems.</li> <li>• Setting/bench marking performance indicators.</li> <li>• Setting standards for crime related and ancillary services (Citizen Charters).</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of assessment and evaluation criteria.</li> </ul>
II. Conduct and Set Guidelines (a) For annual surveys on; <ul style="list-style-type: none"> <li>• Public needs, satisfaction, confidence and perception of safety.</li> <li>• Assessing quantum of unreported crime.</li> </ul> (b) Issuing guidelines in respect of rights and dignity of victims, suspects and others in the police custody. (c) Victims perceptions.	<ul style="list-style-type: none"> <li>• Surveys to be held annually and preferably by independent agency. Need to be simple and inexpensive.</li> </ul>
III. Grading and prioritising <ul style="list-style-type: none"> <li>• Fixing priorities for crime control and detection</li> <li>• Assessment of performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Signal System of grading.</li> </ul>
IV. Assessing and optimising existing resources through redeployment.	<ul style="list-style-type: none"> <li>• Redeployment plan/checklist.</li> </ul>
V. Monitoring and minimising transaction costs.	<ul style="list-style-type: none"> <li>• Monitoring data on transaction costs of services.</li> </ul>

**5. Impact evaluation**

Community policing programme have been institutionalised. It would be worthwhile to evaluate, how far policing has become citizen-centric and responsive to the broader indicators of access to justice and crime prevention? The indicators for evaluation have to be identified keeping in view that in actual practice, for instance, it is difficult to distinguish effectiveness, equity and efficiency. For example, it has been asserted, with a

little hard evidence, that involving members of the community in police decision making (equity) simultaneously makes people feel that the police are responsive (equity), helps reduce neighbourhood crime (effectiveness), and can reduce the police workload (efficiency). Similarly, it has been claimed that decentralising decision making (efficiency) makes officers better able to address community problems (effectiveness), makes officers more accountable to citizens (equity), and makes better use of police resources (efficiency).<sup>3</sup>

These co-relations are more in the domain of analytical framework rather than descriptive and separable categories. Therefore, impact evaluation has to be part inferential, and derivative. The relevant question to be answered is, how far institutionalization of community policing has contributed to growth in the confidence of the people in the justice delivery system. The indicators for measurement of accessibility and efficiency, rights of population affected by crime and level of physical security enjoyed by citizens shall lead to developing a performance matrix of community policing programme.

To have an objective assessment, standards for data collection and evaluation for meaningful comparisons have to be put in place. The grading and comparison of performance per se may lead to substantial change for the better. These standards in terms of time and quality must be derived from citizen charters, guidelines issued by Courts and Human Rights Organisations and changing global standards and local needs articulated in the media and by the civil society organisations. Another element is to draw these standards from public surveys especially with regards to community-police relations and perception of safety and security enjoyed by the citizens in general and vulnerable groups in particular.

**IMPACT EVALUATION**

- What is the level of physical security enjoyed by citizens?
- What is the rate of reported to unreported crime?
- Have the crime rates come down since the community policing was initiated?
- What is the perception of community regarding the safety of their person and property?
- Are the rights of victims protected?
- Are there programme for the victims as also the accused?
- What is the state's commitment to justice? Has there been any change in the legal or constitutional systems?
- Do special laws continue to be evolved for policing conflict and turmoil situations?

**MAIN ISSUES**

**Comparing Inputs, Outputs and Outcomes**

Governance from the policy perspective have to co-relate inputs in terms of material, human costs and community involvement with the outputs namely efficient processes of justice delivery and outcomes, i.e. high safety and security of the citizens.

<sup>3</sup> John E. Eck and Dennis P. Rosenbaum, 1994, 'New Police Order: Effectiveness, Equity and Efficiency in Community Policing', in Dennis P. Rosenbaum (ed.), Challenge of Community Policing, Thousand Oaks: Sage Publications, p.6.

## Some Illustrations of Police Services

Annexure-I

### Speedy Disposal of Passport Verifications

For expediting verification of passports, the process for verification has been re-engineered on following lines:-

- In this re-engineering process, on receipt of verification request from passport office, the passport branch in CPRC (District level) send reference to the police officer earmarked, state intelligence wing and intimation to the applicant will also be sent via 'SMS'.
- The verifier at the Police Station level 'SAANJH kendra' will check the record regarding the antecedents of the applicant from police station and also carry out the physical verification. In physical verification process, the verifier will ring up the applicant for fixing date of visit to his/her residence and will also inform him about references mentioned in the verification. The verifier will also send two "SMS's" one regarding confirmation and other about facilitation charges.
- At the time of physical visit, the verifier will verify the identity, address, period of stay, general reputation, get appraisal from neighbourhood and click photographs of the applicant, the verifier, the references & local respectable.
- After receiving report about verification from state intelligence wing regarding the details of the applicant, the verification report will be submitted to the passport office by the District level saanjh kendra. One more 'SMS' will be sent at this stage regarding final outcome of verification process whether passport is recommended or otherwise.
- After 24 hours of dispatch of the final report / after recommendation to the Regional Passport Officer, district saanjh kendra sends one 'SMS' to the applicant regarding this.

This step apart from bringing lot of transparency & objectivity in passport verification process has also speeded up the entire process and it has also obviated possibility of any corruption by police officials. This has also eliminated any possibility of procuring passport by antinational & antisocial elements by manipulations or by furnishing false address.

#### Salient features:

- System generated automatic SMS alerts to the applicant at various stages
- The police official informs the applicant about date and time of his visit to his place for verification purpose

- The verifier clicks the geo tagged photographs of applicant, place of residence and his witnesses
- This has almost eliminated scope of issuances of passport to anti national /anti social elements on fake addresses.
- The aforementioned re-engineering has led to verification of more than 99% of passports within 21 days(60% of these passports are sent back to RPO after verifications within a week.



### **Registration of Complaints with 'SAANJH'**

In order to ensure proper & systematic grievance redressal system, a new module for handling of complaints has been devised whose salient features are as given below:

- All 'Saanjh Kendras' have been authorised to register complaints.
- The complaint can be registered in any 'Saanjh Kendra' irrespective of the jurisdiction.
- The complainant will be given a unique ID number as an acknowledgement receipt to ensure delivery of justice.
- For ensuring action on complaint registered, it has been included in the Right to Service Act,2011. If a designated officer is unable to take proper action on this complaint within stipulated time, he will be held accountable and penalised.

The final outcome enquiry report may be in the shape of :

- Registration of first information report (FIR)
  - Complaint is found false, hence filed.
  - Matter is of civil nature
  - Complaint relates to other authority, etc.
- Action taken on complaint shall be immediately reported to the complainant by the designated Officer.

If the complainant is not satisfied with the final report of his complaint then he is at liberty to give fresh complaint to the higher authorities.

This system of handling complaints will not only help in monitoring status of complaints but it will also ensure transparent and accountable system of grievance redressal.

## **People Friendly Mobile Applications and Online Delivery of Services**

In order to ensure timely delivery of services on IT platform, following steps have been taken:

- A mobile app has been designed for downloading of FIR from 'Saanjh' platform
- A mobile app has been developed for downloading of un traced reports in accident & theft cases and complainant can download copies of untraced reports through this app.
- After due police verification, following services are hosted on the 'Saanjh' system and after getting system generated SMS alert, the applicant can either download the desired service from 'Saanjh' system or can visit nearest 'Saanjh Kendra' for getting the service:
  - All verification certificates
  - All No objection certificates
  - Police clearance certificates



