

**Institutionalising Community Policing :
An Experiment in Community Police
Resource Centres (CPRC)
Punjab, India**



**INSTITUTIONALISING CPRCS
AN EXPERIMENT IN COMMUNITY POLICING
PUNJAB (INDIA)**

**2003
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Institute for Development and Communication

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*Published by
Institute for Development and Communication, 2003
SCO 1126-27, Sector 22B, Chandigarh - 160 022, India*

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Printed at Brijesh Printing Press, Mohali

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LIST OF ABBREVIATIONS

ADGP	Additional Director General of Police
AIDS	Acquired Immune Deficiency Syndrome
ASI	Assistant Sub Inspector
BDO	Block Development Officer
BEO	Block Education Officer
CAD	Community Affairs Division
CAW	Crime Against Women
CDPO	Child Development Project Officer
COPS	Community-Oriented Policing Scheme
COS	Community-Oriented Schemes
CPRC	Community Police Resource Centre
DIG	Deputy Inspector General of Police
DLC	District Level Committee
DSP	Deputy Superintendent of Police
FIR	First Information Report
HAPS	Help for the Aged Persons Scheme
IDC	Institute for Development and Communication
IGP	Inspector General of Police
NCC	National Cadet Corps
NGO	Non Government Organisation
NOC	No Objection Certificate
NRI	Non-Resident Indian
NYK	Nehru Yuva Kendra
PPA	Punjab Police Academy
SCs	Scheduled Castes
SDM	Sub divisional Magistrate
SHO	Station House Officer
SLCRC	State Level Co-ordination and Review Committee
SP	Superintendent of Police
SSP	Senior superintendent of Police
TV	Television
TOC	Training Orientation Centre
NSS	National Service Scheme
BC	Backward Class

ACKNOWLEDGEMENTS

Community policing experiments undertaken by a number of police functionaries in Punjab chartered the viability of multi-agency partnership. CPRCs were conceived as a result of interactions among a group of dedicated police professionals, social activists, academics and political leaders. Police Training Academy at Phillaur provided the practical inputs and collaborated with the implementation at the initial stages. The Punjab Police nurtured the idea, institutionalized the process, and transformed it into a movement. The support of the Ford Foundation, Delhi, and the contribution of Vera Institute of Justice, New York, enriched this experiment with global experiences.

The objective of this package is to give broad outlines to the practitioners of this idea. The aim of formulating these guidelines is to standardize it and at the same time ensure autonomy for giving expression to local initiatives. Much of the success of this venture depends on the precision, enthusiasm and commitment of the professional police personnel and the response of the community.

The credit for contribution for developing the resource kit goes to Dr. Rainuka Dagar. For collation of data and material the contribution of Mr. Harsh Chopra, Mr. Ramanjit Kapoor

and Mr. Mandeep Tiwana is thankfully acknowledged. We wish to acknowledge the contribution of the desktop publishing unit particularly Mr. Sunil Arora, Ms. Kamal Sandhu and Mr. Ashwini Kumar.

The success of this experiment hinges upon the Director General of Police, Punjab, his team and extent of ownership of community.

Pramod Kumar

THE CONTEXT OF COMMUNITY POLICING IN INDIA

India gained independence from British colonialism in 1947. But its police continued to be governed by the Indian Police Act, 1861, enacted by the British after the people's revolt of 1857. No structural change was brought about in the policing system after independence. The police continued to function as an instrument of the state to provide sustenance to the politicians in power. However, in 1977, the government felt the need for police reforms in response to the partisan role played by the police during the Emergency. A National Police Commission was constituted. Even after 20 years, the recommendations of this commission have not been implemented. The National Police Commission emphasised that the police should be accountable to the people, the law and its organisational hierarchy. It should function as an impartial force and efficiently protect the citizens' rights. And it should be insulated from political interference.

Why these and many other urgently required steps have not been implemented? The answer can be found in the manner the state has been organised, the nation-building project has been implemented and the democratic institutions have functioned.

PROBLEMATICS

The beginning of the twentieth century was a period of consolidation of nationalism into nation states. After independence, the dichotomy between the state and the nation could not be bridged. The nation – the community – in spite of being part of the functional democracy, could not establish its ownership over the state. The state continued to remain an alien entity. The logical outcome was an excessive reliance of the state on its security forces to enforce 'order'. In other words, instead of emerging as a nation-state, it became an aggressive state-controlled nation.

The project of nation-building took the initiative away from the community. The state functioned as an enforcement agency and in the process got alienated from the people. The police, as the main instrument of enforcement, earned a bad image. The police enforced 'order' in seclusion from community support, lending credence to the belief that it was the state against the nation and in practical terms it was seen as the police versus the people. This has been reflected through the practice of the 1861 Police Act and the people's expectations from the police. A citizens' survey conducted in 1999 revealed that a majority of the members of the community expected the police to 'enforce the law effectively'¹. This perception converged with the current disposition of a majority of the police personnel (70%) who regarded the authoritarian mode to be the best style of public dealing. Consequently, the existing nature of police-community

Public Police Relations : NPC Report

Far reaching changes are taking place in our society. Some of these are rapid growth in the absolute size of the urban population, increased spatial mobility with faster means of communication and transport, the weakening of joint family and village ties, the growth of an unanchored population in urban areas, the loss of legitimacy of the feudal norms on which village society was based and the growing loss of consensus in social and political values. In a society which is undergoing such changes tensions are bound to raise between religious communities, between castes and sub-castes of the same community, between management and labour, between urban areas and rural areas, etc. In this situation crime and disorder increase and affect all segments of society. For dealing with this very complex situation of crime and disorder, we have a criminal justice system which is slow, under-staffed and clogged with heavy backlogs. Under this circumstances, the police cannot control crime without the active goodwill and cooperation of the people.

One objective of public-police relations should be the direct involvement of the people in the prevention and detection of crime and in the maintenance of order. People may have to take much greater interest in protecting their lives and properties without necessarily taking law into their own hands. They will have to actively cooperate with the police and also participate in organized efforts at self-protection with the support of the police.

Source : Government of India (1980) Fifth Report of the National Police Commission, p. 47.

1. Pramod kumar (2001) Community Police interface : Need assessment Survey, Chandigarh : Institute for Development and Communication.

interaction was guided by an underlying preference for avoiding contact with the police.

The National Police Commission set up in 1977 has drawn attention to this aspect and stated that the police service can have no future unless it earns the respect and confidence of its men and the public. In its fifth report (November, 1980) the Commission expressed anguish that the 1902 Fraser Commission's observation that 'people' now might not dread the police, but they certainly dreaded getting involved with it in any capacity, continues to be valid. This was mainly the result of the brutal and rude functioning of the police. Various public surveys conducted since the mid-sixties by David Bayley in 1969, by the Indian Institute of Public Opinion in 1978, and by the National Police Commission in 1980, reinforced the view that the constabulary had been

rude, threatening, intimidating and brutal in its interaction with the people.

Having failed to perform after 50 years of independence, the police has started abdicating its responsibility to the community. Most of the surveys conducted have stated that the police force is inefficient and corrupt – 'they take bribes even for performing legitimate functions'. In its anxiety to shed this image, it is now using community policing as a face-saving device.

Police reforms are expected to involve the community to improve its service delivery and to contain crime. The aim has been to shift the emphasis from an enforcement perspective targeting the community as a potential criminal to crime prevention with community participation. However, a lack of historical contextual understanding of the power structures operating within society could result in overlooking the needs of women, the Scheduled Castes and the migrants.

When policing involves service delivery to the community, an understanding of the operational definition of the community becomes imperative. For instance, "imagined community" does not include the migrants as part of the social space. Thus policies conceived and projects implemented revolve around the given community, targeting the migrants as criminals and the law breakers receive the support of the community.

Governments that are less democratic, less equipped to provide distributive justice, and more prone to corrupt practices, need the police urgently. Therefore, the goal of good governance is to make policing less relevant by making its service delivery system more democratic, distributive, efficient, accountable and less corrupt, if not honest.

An IDC survey (1999) has shown that a majority of members of the community resent the role of informants for crime detection and facilitators for traffic management and security through neighbourhood watch groups. Community policing is being enforced rather than collectively conceived, implemented and monitored. Community policing experiments were initiated in the sixties and seventies in India. Some programmes like crime prevention weeks, setting up of boys' clubs, the Second Saturday Sports Meet were positive efforts for establishing police-public contact. The Delhi Police implemented schemes like Special Police Officers (1985), the Neighbourhood Watch (1989) through neighbourhood watch committees formed in each block, adoption of crime hot spots, and formation of anti-sexual harassment squads, to bring policing closer to the community. To bring the community and the police closer, similar initiatives were taken in many other states — Madhya Pradesh, Tamil Nadu, Maharashtra, Punjab and Karnataka. These included the formation of Mohalla Committees to check communal violence in Bhiwandi (Maharashtra), Citizen Committees in Karnataka, and Village Vigilance Committees in Tamil Nadu. All these efforts were constrained as the community remained on the margin of the policing system .

EXISTING COMMUNITY POLICE INTERACTION: A CASE STUDY OF PUNJAB²

An understanding of the existing nature of community-police interface shall help to evolve a viable model of community policing. It is worthwhile to know which of the existing practices are not acceptable and which are viable, and desirable.

The purpose of the survey was to identify the constraints and limitations of the existing community-police interface. It has helped to map the resources, both human and physical, for restructuring and institutionalizing community policing initiatives.

I. Nature of Interface between the Community and the Police

- **Registering complaints**

- FIRs lodged for various violations including economic offences.

Thirty-four per cent of the community members reported security requirements as their only point of contact with the police. These included requests for security at political, religious, sports or other social functions.

- **Security requirements**

- Requests for security at political, religious, sports or other functions

Forty-one per cent of the community members approach the police for registration of complaints including economic offences.

2. Ibid

- **Services**

- Provision of certain services such as verification of passports, issue of arms licences, permission for loud speakers, service verification etc.

Services pertaining to issues of licences, verification for passports, issue of arms licences, permission for loud speakers, character/service verification etc.

(25%).

II. Type of Complaints Received From General Public

- **Crime and theft**

Lack of adequate security arrangements leading to theft and burglary as reported by 41 per cent of the complaints.

- **Property disputes**

Increasing property disputes (Landlord – tenant problems were reported by 28% per cent).

- **Mutual conflicts**

- **Traffic violations**

III. Concept of community participation restricted to informer and facilitator

- The police enlisted community assistance mostly for investigation.
- In fact, the concept of community participation was restricted to the community providing willing witnesses and better informers.

Community members (48%) reinforced the ‘enforcer’ functions of the police

3. Pramod kumar and Dagar, Rainuka (1995) Atrocities against women in Punjab , Chandigarh : Institute for Development and Communication.

- The community also perceived assistance in investigation to be its prime duty for maintaining order.

IV. Existing distrust between community and police

- The police complained that the community was not cooperative and in fact created hindrances in their functioning.

A majority (60%) perceived that the community's attitude was non-cooperative.

- Forty-five per cent of the police personnel reported community members to be creating hindrance in their functioning.
 - Support structures demanded undue favours
 - The migrants were reported to be especially unhelpful
- The community perceived the police to be a source of nuisance and even exploitation.
- A predominant percentage of the community found the police to be inefficient in handling their complaints.

V. Police and vulnerable sections

□ Women's rights and police reforms

- A large number of cases remained unreported.
 - For one reported rape, 68 went unreported.
 - For one harassment reported, 299 went unreported

- Types of complaints pertaining to women
 - Eve-teasing
 - Physical abuse (harassment by alcoholic husband, beating)
 - Dowry harassment
 - Marital disputes
 - Sexual abuse

Community - Police Interface

- Respondents were not satisfied with police response to women.

A majority of community members, especially women (87%), expressed dissatisfaction with police functioning in women's cases.

They were found to be:

- Abusive
- Prejudiced
- Not doing any follow-up
- Encouraging sexual favours

Women perceive the police force to be prejudiced against them (30%) and also a source of threat (14%).

- Police perception
 - Police personnel grumbled about false cases being lodged by women and felt that they (women) were being favoured unduly by the law.

Women's Cells

- District level cells have been created as a one-point interaction for women dealing with the police
- Critical analysis
 - These cells function as grievance redressing, counselling and reconciliation centres.

- Cases in women's cells are not even registered as FIRs
- They lack sensitisation to gender issues.

Post-terrorism dealing with women

- Continued harassment by the police of militant-affiliate victims, especially in the lower strata of society.
- Dealing with women in the context of militancy is restricted to investigation of female suspects only, rather than protecting women's rights.

❑ Scheduled Castes and Police

- Prejudices against the Scheduled Castes were found high in the police force
- Nature of cases received from the lower castes
 - Disputes leading to physical assault
 - Sexual harassment
 - Social disgrace
- However, the S.C. community mentioned dissatisfaction with police functioning
 - High prejudices
 - Lack of assistance from the police due to poor economic status of the SCs and their inability to offer bribes.
 - SCs feel targeted by the police
 - Lack of awareness of rights high among the SCs
 - Political mobilisation of the SCs leading to *assertions against* the higher castes, yet *invisibility of injustice* to the SCs, specially women.

- The community was found highly prejudiced against the SCs
 - Sexual abuse of non-SC women by SCs reported to the police while sexual exploitation and abuse of SC women sorted out by the panchayat.

❑ **Migrants and Police**

- The police was prejudiced against the migrants as they were seen as potential criminals.
 - To control crime, the migrants were targeted
- The local community reflected bias against the migrants.
 - A majority of local community members were not satisfied with the police handling of migrant issues and the migrants felt that they were being harassed and targeted by the police.
 - Nature of complaints received in the context of migrants
 - Economic harassment of the migrants
 - Mutual physical discords and brawls
 - Participation in criminal activities

❑ **Jail inmates**

- Facilities provided in underhand manner
- Families/Visitors humiliated
- No provision for skill upgrading and improving educational qualifications.
- Inadequate arrangements for health
 - High vulnerability to AIDS

CONCLUSION

The survey has clearly shown that there is need for making the state coverge with the nation and bring about a shift from enforcement to service oriented framework. A majority of the members of the community opined that the existing community policng efforts were either reductionlist or attempts to abdicate. These efforts were directed to provide single window service and to use community representatives as facilitators for traffic management and security through neighbourhood watch groups. In other words, it is policing for the community and through the community and not policing alongwith the community.

There is need for evolving a collaborative interactional relationship between the police and the community. The perspective needs to be interactive with the multi-cultural reality and sifficiently empower the community and the police to identify and resolve conflicts by themselves and in response to the specificites of social institutions and norms like casteism, racism, religiosity and gender relations.

COMMUNITY POLICING INITIATIVES: A SITUATIONAL ANALYSIS

In the aftermath of terrorism in Punjab, a paradoxical image of the police had emerged. On the one hand, it was seen as the protector of the nation's integrity and on the other hand it was viewed as a violator of individual rights. With the ebbing of the

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 utilization of resources
- Political interference

national security concern, the police became available for its functions of crime prevention, investigation and providing service to individuals in the community. However, the changed context brought with it some problems. 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 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 policemen are acquiring the image of harassers.

Police support to 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 courtsey scheme of Shriman and Shrimati, to setting up of community committees for resolving local disputes at the thana / police station level, to training in self-defence and initiatives on drug addition and alcoholism by individual policemen.

PARADOXICAL IMAGE OF POLICE

In the context of Punjab, a paradoxical image of the police has emerged wherein it is regarded as a successful protector of the community and eulogised for maintaining national security, yet at the level of individual contact, policemen are perceived to be violators of individual rights. In fact, at the level of individual interaction, the police is found to be brutal, corrupt and inefficient. These conflicting images are clearly brought out if one applies projective techniques to the drawings made by school children depicting their perception of the Punjab Police. Children have used symbolisation of the national flag, the salute and the uniform to depict the police as having safeguarded national integrity and shown them in a positive light. At the same time, when children presented the police as dealing with individual citizens, they were found to be corrupt and brutal. These images were symbolised through drinking and thrashing individuals while bowing to the powerful. Interviews also revealed that the common citizens preferred to avoid contact with policemen and approached the police only when they were victimised.

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 centered. 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 Station (Thana) providing police services together with the community. A number of issues 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) fining of encroachment by rehriwallas;
- (ii) 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 kind 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 the 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 revictimised. Thus the aim of community policing is not only that services are provided to the community through the community, but decisions regarding policing are taken along with the community.

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 police 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 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.

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

Community Policing a Partnership with People

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 recognizing 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 organizational set up of the police.

There are difficulties in implementing community policing like police resistance, lack of community trust and engagement, perception of approach being soft on crime, non-availability of resources for implementation of problem-oriented policing projects.

Source : K. Padmanabhaiah (2000) Report of the Committee on Police Reforms. Submitted to Ministry of Home Affairs, Government of India, pp. 157-176.

OPERATIVE COMMUNITY POLICING AND PROPOSED CPRCs : AN OVERVIEW

	Operative	Proposed
A. Aim	<ul style="list-style-type: none"> • Efficient policing 	<ul style="list-style-type: none"> • Crime-free and humane society
B. Problem identification	<ul style="list-style-type: none"> • Improve service delivery e.g. migrants as criminals 	<ul style="list-style-type: none"> • Enforcement perspective – colonial construct • State versus nation • Community versus police (lack of faith)
C. Strategy adopted	<ul style="list-style-type: none"> • Assistance of community • Local initiative to specific problems reported e.g. social fencing etc. against migrants 	<ul style="list-style-type: none"> • Diagnostic value laden reform – uncover social context “imagined community” • For the community, through the community, with the collaboration of the community.
D. Operationlisation	<ul style="list-style-type: none"> • Schemes – welfare oriented COPS, HAPS • Legal aid (to prove innocence) 	<ul style="list-style-type: none"> • Redraft Police Act to be made democratic • Legal changes • Institutionalisation
E. Consequences	<ul style="list-style-type: none"> • Ad-hoc, authoritarian • Policing is control oriented • Community as facilitators 	<ul style="list-style-type: none"> • Promote rights and freedom of the people

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. It widens the role of a police officer from an incident-driven law enforcer to that of a problem solver and facilitator which improves the image of the police. The Padmanabiah Committee on Police Reforms has also emphasized community policing as a proactive policing approach. 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 present 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.

In an endeavor to improve the responsiveness of the police to the needs and expectations of the people, the Punjab Government has decided to open Community Policing Resource Centers, as a single point of public interface, under the aegis of which a host of people-friendly schemes would be initiated. The CPRCs will be located in areas which are accessible and have good communication facilities. The CPRCs shall have a distinct identity and shall not be part of the formal set-up of the police establishment though they may function from police premises. The CPRCs shall first be set up at the district level, and then devolved to the sub-divisional and police station levels. Efforts should be made to give the personnel posted at the CPRC a stable tenure. Yet a regular rotation of men should be evolved to give the largest number of policemen exposure to the community policing initiative. Policemen showing a zeal for this effort and sensitivity to it, should be suitably rewarded.

AIMS OF COMMUNITY POLICING

Community policing has been understood in diverse manners. It is, no doubt, a challenging tasks to identify the coherent and meaningful characteristic features of community policing. The present venture has identified the following boundary conditions;

- 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 sensitized to the community policing perspective, equipped with community policing skills and assigned community policing tasks as per his placement
- Community policing is to be a collaborative effort channelised through procedures and protocols.
- Community policing is to be a professional rather than voluntary effort.

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

EVOLUTION OF COMMUNITY POLICE RESOURCE CENTRES

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 adhocism. 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 sensitized to gender issues, but is handicapped to provide a rape victim with psychotherapy 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

What is a CPRC?

- CPRC is an autonomous registered society 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 four-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.
- At the state level, a Community Affairs Division (CAD) has been set up. The second tier consists of district level CPRCs (23) and the third tier the sub-divisional CPRCs (76). The outreach is provided at the thana / police station level (276) i.e. the fourth tier.
- All these tiers have forward and backward linkages. The state level steering 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.

structures both in terms of material resources and human capacities. To ensure that this project is not handicapped by ad hoc initiatives and largess, efforts were made to institutionalize community policing activities under the banner of Community Police Resource Centres.

During this period, formation of an agenda and operationalisation of the CPRCs were undertaken. The following activities were taken up:

PREPARATION OF CPRC CHARTER

- **Evolving and finalizing the objectives of the CPRCs**
 - Parleys with police officials based on situational analysis and propelled by the principle of community policing (15 formal meetings)
 - Connectivity with community representatives regarding the community's needs and methods to evolve community-police partnerships (A number of interactive meetings, pre-mobilisation activities and workshops were held. These were undertaken in 13 different locales across Punjab).
 - Reformulating the priorities of the civil administration and the political leadership in consonance with police reforms. Policy makers in the government had to be sensitized for the needs of community policing through CPRCs.
 - This involved reallocation of plan funds and creation of administrative structures in accordance with the needs of the CPRCs.
 - Budgetary allocation
 - Reallocation of personnel
 - Follow-up of notification on the CPRC charter

OPERATIONALISING CPRCs

- **Defining functions**

Functions of the CPRCs were listed and activities detailed.

- **Passing of office orders**

The defined functions had to be further supported by their institutionalization. For instance, office orders were issued that verification of passports, arms licences etc. were to be done only at the CPRCs, thus making them nodal points for community-police interface. Orders were also issued that all community policing meetings were to be held within the premises of the CPRCs.

MATERIAL SUPPORT FOR SERVICES

Provision was made for information support and collaboration with community organizations for the delivery of services. This included:

- Identifying and networking with doctors, NGOs, activists etc.
- Preparation of districtwise information about particular services such as lists of reliable money chargers, licensed guest houses, information regarding touts, crime hot spots etc.

TRAINING PERSONNEL IN CPRCs

Capacity building of partners in CPRC is essential to the success of the venture. The following activities were initiated:

- **Training**

- Identifying the training needs of the CPRCs, and community support groups
- Explaining the functions and sensitising policemen placed in the CPRCs. An intensive training to be imparted at the Punjab Police Academy, Phillaur.
- Training manual for training all policemen including those

posted at CPRCs. This would ensure a sensitized force, well equipped to perform the functions of CPRCs as they are opened at district, sub-divisional levels and outreach centres at thana / police station levels.

- Defining the functions and job allocation of SPs heading CPRCs
- Spatial organization of CPRCs according to community sensibilities.

A comprehensive plan for institutionalising community policing in Punjab by setting up Community Police Resource Centres was submitted to the Government of Punjab for approval after a thorough review of the existing schemes and professional inputs from experts in the field. The Government of Punjab conveyed its approval vide Memo No.16/163/2002-4H(5)/415 dated 28.01.2003.

OBJECTIVES

- To set up Community Police Resource Centres for providing continuity and sustainability to ad hoc initiatives.
- To ensure greater community participation in police work.
- To implement community oriented schemes in partnership with NGOs, grassroot organisations and other government departments.

OPERATIONALISING CPRCs

The CPRCs need to be set up in a planned and sustained manner. These will be autonomous agencies for decision making, will have access to facilities in response to local priorities and will be supported by an independent financial system. As an organic creation, these will depend on the systems created to promote the framework. The procedure in turn depends upon the prior capacities built into professional and technical support, ensuring the deliverance of a minimum package, participatory mechanism that promote transparency and accountability and a dedicated monitoring system. While operationalising the CPRCs the following issues need to be considered:

REGISTERING THE CPRC AS AN AUTONOMOUS BODY

The premier consideration for the CPRCs is to have a formal identity which is relatively independent of a central directive. The registration of each of the CPRCs with their own charters, objectives, memoranda of association, governing body and funds management system will be the initial step towards providing a formal character to community policing initiative and at the same time allowing independent functioning in keeping with local cultural needs. However, the formalised entity will have scope for individual initiatives that can

OPERATIONALISING CPRCs

- REGISTERING CPRC AS AN AUTONOMOUS BODY
- FORMATION OF COMMITTEES
- ADMINISTRATION OF COMMUNITY POLICE RESOURCE CENTRES
- CAPACITY BUILDING
 - CREATION OF INFRASTRUCTURE
 - FUNCTIONALITY OF UNITS
 - HORIZONTAL AND VERTICAL COORDINATION AMONGST CPRCs
 - TRAINING
- ALLOCATION OF DUTIES
- FUNDS MANAGEMENT
- STANDARDIZATION AND AUTONOMY
- MONITORING THE CPRCs

be mainstreamed under the banner of a structured identity. This will provide an umbrella to various policing initiatives in response to local needs. Individual biases, political interference, promotion of social hegemony will be filtered through the operationalisation of the objectives of the CPRCs.

Registration of the CPRCs will facilitate regularisation of the finances, streamlined to the objectives of the local CPRCs. Support of a governing body will ensure viability and sustainability of the fledgling CPRCs. Sustainability of a project must have built-in mechanism to evolve planning and management and to promote local vibrancy in nature of services, financial procurement or management initiatives. Registering of the CPRC will provide scope for local initiatives to be built into the character of each CPRC.

(For procedures for registering a CPRC, refer to annexure II).

FORMATION OF COMMITTEES

The CPRC is a four-tier body. At the head is the state steering committee that provides policy guidelines, support for capacity building and strengthening systems of planning, management, participatory and integrative mechanisms. The district level committees ensure the networking of the CPRC with other government departments and administrative structures. It also streamlines the training of personnel at the district level and keeps the central coordination agency in touch with sub-divisional and thana / police station outreach centres. The sub-divisional committees, maintain the same backbone activities as performed by each CPRC at the district or sub-divisional level, include implementation of respective

STATE LEVEL COMMITTEE

MEMBERS

● Officials

- Nodal Officer of the Community Affairs Division – Convener
- IGP (Headquarters-cum-Community Affairs).
- IGP/Zones
- DIG (Ranges).
- Director, PPA, Phillaur
- Any other officer to be co-opted by the Nodal Officer.

● Non-officials

- Three representatives of state level non-government organisations.
- Five professionals drawn from various fields.

Note :- Officials from Health, Education, Social Welfare, Social Security and Women and Child Development Departments may be asked to participate in the meetings as special invitees as and when required.

Term

The term of the members shall be two-years extendable up to three years.

CPRC activities, finalise strategies for local needs, incorporate financial plans, review the progress made according to the objectives, service delivery and resource allocation. For each of the tiered committee, official members and the criteria for inclusion of non-official members are stipulated. The criteria for membership of the committees take into consideration representation of diversity whereby not only gender and social demarcations in terms of income and groups are reflected but also an occupational and rural-urban configuration is imbibed.

ADMINISTRATION OF COMMUNITY POLICE RESOURCE CENTRES

A Community Affairs Division (CAD) has been set up at the Punjab Police Headquarters to design, develop, implement and monitor programmes of community policing. This division will take decisions on reports and periodical returns filed by field units. A Nodal Officer of the CAD in the rank of ADGP nominated by the State Government will be responsible for policy formulation, implementation, review and evaluation of the scheme. The Nodal Officer shall be assisted by the IGP/Headquarters who shall be redesignated IGP/Headquarters-cum-Community Affairs. An officer in the rank of DIG shall be posted in the CAD and shall be designated DIG Community Affairs. The CAD shall function in consultation and conjunction with a state level steering committee and district committees.

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.

DISTRICT LEVEL COMMITTEE

- A district level committee should not have more than 25 members.
- District Senior Superintendent of Police – Convener
- Community Representative – Co-convener

MEMBERS

• Official members

- SP (Headquarters)-cum-Community Affairs.
- DSP (Headquarters)-cum-Community Affairs. (Convener)
- District Health Officer
- District Education Officer
- District Women and Child Welfare Officer

* As per requirement.

• Non-official members

- Representatives of state and district level NGOs* - 3
- Advocates*
- Expert in sociology and psychology*
- Heads of medical colleges or hospitals, principals of schools and colleges, senior academics, renowned poets, theatre and cultural personalities – 5
- Commerce, industry, trade union, youth representatives – 5

Term

The term of the members shall be two-years extendable up to three years.

Note :- At least four women shall be nominated as members.

SUB-DIVISIONAL LEVEL

MEMBERS

- **Official members**

- Deputy Superintendent of Police - Convener
- Sub Divisional Magistrate (SDM)
- Tehsildar
- Block Development Officer (BDO)
- Block Education Officer (BEO)
- Child Development Project Officer (CDPO)

- **Non-official members**

- Committee Representative - Convener
- Heads of medical colleges, hospital, principals of colleges/ schools, senior academics, renowned poets, theatre and cultural personalities - 5
- Representatives of NGOs and opinion-making sections - 3
- Commerce, industry, trade union representatives - 5

Term

The term of the members shall be two-years extendable up to three years.

The role of the steering committee will be : -

- To lay down policy for conceptualising and institutionalising community policing initiatives in the state.
- To issue broad guidelines for the successful running of the CPRCs.
- To coordinate and conduct a periodical review of the working of these centres.
- To provide budgetary and financial support.

Term of committees

The term of the members shall be two years extendable up to three years.

Functions of committees

- These committees will issue guidelines for running the CPRCs and will also be responsible for coordinating their activities. All proposals for new schemes will be examined by the committees.
- The committees will meet at least four times in a year.
- Decisions taken by these committees will be sent to the state level co-ordination committee through the CAD for information.

Administration of the CPRC at the district level

- The SP (Headquarters) will be responsible for the smooth running of the CPRC and will be redesignated SP/Headquarters-cum-Community Affairs Officer.
- The DSP (Headquarters) will be in charge of the CPRC and will be redesignated DSP/Headquarters-cum-Community Affairs Officer.
- Two non-gazetted officers of the police

department will be assigned to provide CPRC services.

- Local NGO and volunteer support should be mobilised to implement various schemes from time to time.

Administration of the CPRC at the sub division level

- The DSP Sub-Division shall be responsible for the smooth running of the CPRC and will be redesignated DSP/Sub-Division-cum-Community Affairs Officer.
- One non- gazetted police officer will be assigned to provide CPRC services.
- Local NGO and volunteer support should be mobilised to implement various schemes from time to time.

Administration of the CPRC at the police station level

- The SHO of the police station will be responsible for the smooth running of the CPRC and will be redesignated SHO/Police Station-cum-Community Affairs Officer.
- One non- gazetted police officer to be earmarked to provide CPRC services.
- Local NGO and volunteer support to be mobilised to implement various schemes from time to time.

CAPACITY BUILDING

Capacity building of the CPRCs envisages a three-fold mandate – creation of infrastructure, development

THANA / POLICE STATION OUTREACH MEMBERS

• Official members

- SHO - Convener
- Representatives of Line Departments
- Supervisor (Social Security and Women and Child Development Department)
- Panchayat Secretary

• Non-official members - Convener

- Committee Representative - Convener
- Members nominated by Mohalla/ Village associations

Representatives from:

- Local Bodies
- School / college principals
- Market associations
- Slum leaders
- NGO's
- Four professionals such as doctors, ex-serviceman

Term

The term of the members shall be two-years extendable up to three years.

of systems and harnessing human resource. As an autonomous society providing police extension service partnered with the community, the CPRC builds a new image of community policing. A separate professional and cheerful building structure helps to promote this concept. It also requires assets such as computers, ambulance on call etc. A second concern of capacity building pertains to the creation of systems of management such as financial systems, mechanism for decision-making, data management, participatory mechanism, information management systems, coordinating structures, etc. The formation of committees, backbone activities in the form of four units and registration of the CPRC are basic systems created for all CPRCs. These need to be supplemented by supporting mechanism at each individual CPRC. Thirdly, human resource development is crucial to the functioning of the CPRCs. Training of personnel and stakeholders in the CPRCs helps to mainstream the concept into police activities and collaboration with the community

● CREATION OF INFRASTRUCTURE

The police stations have revealed a strong spatial disconnect with the outside world. The threatening ambience of the police station is in contrast with the outside space, reducing an individual to a non-entity at the mercy of the police. Dingy and badly lit interiors in police stations particularly give them an unwelcome appearance. With this in view, the spatial environs of the CPRCs have been stressed upon.

The CPRCs should have a pleasant ambience and an air of informality and friendliness. It should not be officious and restrictive. The colour scheme should be soft and the place should be kept clean and aesthetically done up.

❑ **GRIEVANCE REDRESS UNIT**

- One of the common complaints of the police is the shortage of police officers at lower levels. A Duty Officer will always be available at the center for about 12 hours to improve accessibility of the police to the people.
- Meetings of Resident Welfare Associations, Traffic Regulation Committees, Economic Offences Wings will be organised under this unit.

❑ **COMMUNITY SERVICE-CUM-INFORMATION UNIT**

Non-criminal matters or non-enforcement situations dominate police work today as there has been a tremendous increase in the proportion of service-related to crime-related demands. The purpose is to improve the quality of police-public contact by providing a single window at the centers for the following services: -

- Drug de-addiction
- Women counselling
- Traffic management
- This will act as a nodal place for community oriented schemes like combating domestic violence, old age assistance, legal aid to the vulnerable sections of society etc.

FOREIGNERS COUNTER

- Registration of foreigners—their arrival and departure.
- Extension of residential permits of foreigners.
- N.R.I. complaints and enquiries.
- Passport verification.
- Emergency/urgent passport verification.
- Enquires for loss of passports abroad.

VERIFICATION COUNTER

- NOC for arms licences
- Permission for religious/political processions.

- Permission for the use of loudspeakers/orchestras at religious or social functions.
- Request for security arrangements at political/sports/religious and social functions.
- Character/service verification.
- Verification for registration of vehicles.
- Verification of tenants.
- Registration of servants.
- Other verifications.

CRIME COUNTER

- Copies of F.I.R.
- Copies of untraced reports.
- Progress of investigation of criminal cases.
- Parole cases.
- Economic offences-fraud, forgery, cheating etc.
- Fraud/cheating by travel agents.
- The information centre shall also provide relevant information on procedures, rules, law, regulations relating to citizen's rights, punishment for various crimes, accident and crime prone areas and corresponding safety measures etc.

❑ VICTIM ASSISTANCE 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 with the criminal justice system, 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, about trial dates, bail and final decisions. The victim assistance unit will focus on the victims, their rights, needs and expectations. Particular efforts have to be made to improve 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 society, NGOs and voluntary agencies for this purpose. The vast reservoir of knowledge and experience of retired officers of the Judiciary, Police, Revenue and other departments should 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 be provided with information, to be protected by law enforcement agencies, and to receive respect, recognition and support.

The victim assistance unit will provide facilities such as: -

- Space and comfortable sitting arrangement for children, women and other victims.
- First aid facility.
- Ambulance service.
- Professionally qualified doctors, psychiatrists and psychologists will be on its panel and on call to give the required attention to traumatized persons.

❑ CHILD UNIT

The child unit has been envisaged to provide immediate assistance to victims of child abuse. This will also serve as a forum for a positive interface between the responsible citizens of tomorrow and the police and will help dispel the negative connotations associated with the police.

- Child helpline
- A library for children containing story books and Punjabi and Hindi fiction.
- Information on police working.
- Awareness material display such as posters and pamphlets on the rights of children, women and citizens.
- Child protection unit kit (for victims of sexual abuse).

● HORIZONTAL AND VERTICAL COORDINATION AMONG CPRCs

The backbone activities of the CPRC will be the distinguishing mark of the community police initiative. Supportive activities at the state, district and grassroot level in terms of training, sensitisation, networking, standardisation of functions including the telephone numbers for CPRC are aspects that would cater to this brand image. However, even for local specific needs programmes developed by one CPRC can be shared by another and will avoid overlapping of resources and a trial-and-error sequence. For instance, the development of computerised processing of various counters of verification under the community service and information centres has been evolved by the Kapurthala CPRC and this software can be made available to the other CPRCs. Similarly the concept of sahayika samitis to reach each household can be adopted from the Ludhiana district CPRC. A platform to allow sharing of ideas and issues across CPRC needs to be created.

The following issues are being addressed:

- **Sensitization** – by making documentaries, posters, booklets etc. on the concept. Brochures, pamphlets on various aspects of the scheme to be printed. Public meetings to be held for this purpose.
- **Networking** – involving partnership with the Health Department, schools, NGOs, voluntary organizations, academia being undertaken.
- **Standardized telephone number for CPRC** – A uniform telephone number, throughout Punjab, will be made available to the CPRCs. Child Helpline and Women Helpline etc. will function under this number.

● TRAINING

Building capacities of human resource is integral to the management and delivery of services. Developing knowledge will be an on-going process, but imparting certain initial skills to the stakeholders and police officials is vital to strengthen professional and technical support.

The Vera Institute of Justice shall provide training inputs to senior police functionaries. The Institute for Development and Communication (IDC) shall provide training to master trainers and help in the designing of training resource material. The IDC shall monitor the implementation and functioning of the scheme. It shall also provide training to persons responsible for running the CPRCs and provide awareness to community representatives and facilitate community-police interface. The Director of PPA, Phillaur, shall organise special courses to provide training to policemen selected to run these centres. Training and orientation shall be in three phases: -

TRAINING OF TRAINERS

A special module will be evolved so that specially trained persons can further impart training to others.

❑ CAPSULE COURSES AT PPA

The second level of training will be conducted at Phillaur in the form of three-day capsule courses. This will be done at the DSP-Inspector level and at the constable-non gazetted officer level.

❑ TRAINING PROGRAMME AT CPRC

Training programme at the CPRC will again consist of capsule courses and the effort will be to get all persons to attend the courses at the CPRC to get acquainted with the concept of community policing.

ALLOCATION OF DUTIES

Within the CPRCs each set of activities must be defined and personnel/partners allocated for their discharge. Specified duties ensure accountability in performance and also maintain standardization across each CPRC. A list of job specifications for each position should be evolved.

FUNDS MANAGEMENT

- Each CPRC shall be allocated Rs. 10,00,000/- as a one-time grant to meet the initial cost of setting up the centre. This amount shall be met from the funds allocated for

police modernization. Guidelines for incurring the expenditure shall be issued separately.

- Recurring expenditure shall be met out of the police budget.
- Each centre shall open a separate account for donations and project funding from external organizations.
- This account shall be jointly operated by the SP In-charge of the CPRC and a community representative nominated by the district level committee from among its members.
- This account shall be audited annually and approved by the district level CPRC committee and forwarded to the state level committee for information.

STANDARDIZATION AND AUTONOMY

All CPRCs are suppose to implement selected activities which have been designated as backbone activities and local specific activities as per the needs of the area. Backbone activities help standardise the service to be provided by the CPRCs in the entire state, whereas initiation of area specific activities ensures autonomy and thereby makes the CPRC vibrant and responsive to the cultural needs of the local population.

To maintain a focus of local specific initiatives, it would be worthwhile if the CPRCs are able to identify the target group for each of the activities and initiatives, the aim of this activity and also the content to ascertain objectives and activity management.

MONITORING THE CPRC

Building a monitoring system at the onset of programme initiatives allows for checks and balances to be inculcated internally. A planning matrix for each of the CPRC objectives be they 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 CPRCs across the board have been included as part of the resource kit, individual CPRC can made a monitoring system with indicators that measure the success of local activities.

REGISTERING A CPRC

- **Registering a society under “The Societies Registration Act 1860” requires :**

- A constitution (i.e. rules and regulations)
- A management committee to manage the affairs of the society for a period specified in the rules
- A memorandum of association while applying for registration

(Any seven or more persons associated with literacy, scientific or charitable purposes, may, by subscribing their names to a memorandum of association and filing the same with the Registrar of Society District Industries Centre can register a society .

- **The memorandum of association shall contain:**

- Name of the society
 - “Community Police Resource Centre (name of the city) (name of district)”
 - Address of society and jurisdiction
 - Objectives of the society
 - Name, addresses and occupations of the members of management committee and their position in the committee, to whom, by the rules of the society, the management of its affairs is entrusted.

- **Points to be incorporated in the Constitution (rules and regulations of CPRCs)**

- Funding and resource mobilization

- Source of recurring expenditure (*e.g. Police budget, donations*)
- The society's account and persons authorized for transaction (shall be more than one *i.e. SP incharge and co-convener who is a community representative*)
- Annual audit from district and state level committee (*e.g. by DLC, SLCRC*)
- Tenure and membership
 - Specify term of each member
(e.g. The term of the non-official members shall be two years extendable up to three years).
 - The term of official members will depend on the tenure of the person posted.)
 - Specify the number of members in the committee and selection criteria
(e.g. The number of members of a district level committees should not exceed 25.)
 - Specify the number of votes required to pass any resolution.
(Any number not less than three-fifths.)
- Meeting and membership roll
 - How many times committee will meet in a year?
(e.g. Four time in a year)
- Maintenance of membership roll with proper signatures
a list shall be filed with the registrar of names, addresses and occupations of the members, then entrusted with the management of the affairs of the society within 14 days succeeding the day on which the first meeting of the year is held.
- Change and addition in rules, alteration extension of purposes

- Percentage of votes required. (*Any number not less than three-fifths.*)
- Rules which are unalterable shall be mentioned
- **Provisions for dissolution of CPRC committee**
 - Who has the power to do so ?
(e.g. state level coordination & review committee)
 - Number of votes required. (*Any number not less than three-fifths*)
- **Specifying logo and signboard**
 - All CPRCs in the state have the same logo and signboard and that has to be in the rules and regulations
- **Miscellaneous**
 - Authorization to sue or be sued on behalf of the CPRC
 - All provisions under all Sections of the Society Registration Act 1860 as applicable to Punjab shall apply to the society.
 - Specify the enforcement of judgement against the person or officer on behalf of the CPRC shall be put in force against the property, moveable or immovable of the CPRC.

CASE STUDY : LOCAL CPRCs INITIATIVES

CPRCs have been set up in the districts of Punjab. At the initial stage all districts will provide facilities of CPRC and in the next phase sub-division level CPRCs and at the thana/ police station level outreach centres will be opened. The backbone activities of all CPRCs follow a standardized format in terms of administrative structure, training, registration and deployment of basic services namely Children's Library-cum-Reading Room, Victim Assistance Centre, Community Services-cum-Information Centre and Grievance Redress Unit. However, the CPRCs are mandated to initiate and implement area and need specific activities to promote the maintenance of law and order in collaboration with the community. The CPRC has taken a number of initiatives to deal with local problems related to law. For instance, it has started drug de-addiction centres, women's helpline, traffic training school and education programme etc. In all these ventures it uses methods of community policing. The following is a preview:

DRUG DE-ADDICTION CENTRES

Punjab is besieged with the problem of drug addiction, particularly among its young population. Sixty-five per cent of the households in Malwa are afflicted with drug abuses. While southern Punjab has had a historical presence of drug addiction, it has become alarming due to the spread of cocktails that include chemical based drugs. The CPRC has initiated three drug de-addiction centres and has treated more than 65 addicts. The methodology adopted is:

- ***Institutionalisation of drug de-addiction centre***
In each hospital, spatial, administrative and financial allocation for running drug de-addiction centres have been made. Facilities besides medication and the services of doctors include recreational material such as TV, newspapers, magazines, religious literatures and indoor games such as chess, carrom board, cards and volleyball.
- ***Networking with the health system and NGOs***
Drug de-addiction centres have been opened in three hospitals and are supported by an NGO (Sahara Club).
- ***Professional services***
The medical aspects of detoxification, motivating the addicts to join the programmes and subsequent counselling of addicts and families is undertaken by professional counsellors and case histories are maintained. This is supported by follow-ups.
- ***Promotion of recreational activities***
The CPRC also has collaborated with Nehru Yuva Kendra youth clubs to plan an agenda for promoting sports activities in the rural areas. While the NYK provides the human resources, the police provides material resources in terms of sports grounds and material for encouraging sports among the youth in the rural areas.

WOMEN'S HELPLINE

- ***Reorganization of women's cell***
The CAW (Crime Against Women unit) has been a function of the police stations to respond to the needs of women victims of crime. This has now come under the ambit of the CPRC. The setting up of women's helpline within the activities of

women cell allows counselling and relief services to be extended to a wider population,

- ***Community involvement***

An advisory panel made up of social workers and people distinguished in their fields has been set up to look into the issues of domestic violence.

- ***Counseling services***

Women victims and their families are also provided with professional counselling.

- ***Legal literacy***

Efforts are underway to spread awareness regarding women's legal rights. Besides the awareness campaign, a library with relevant material has already been started.

TRAFFIC TRAINING SCHOOL AND EDUCATION PROGRAMME

Moving beyond the agenda of community policing through the community which involves policing services such as help to the aged, management of traffic, spread of legal literacy etc., the CPRC is working with the community by initiating a traffic training school in collaboration with the municipal authorities.

- ***Institutionalisation of services***

Institutionalisation of services is ensured with the opening of a school for traffic training on a permanent basis. All school children would be given instruction in traffic rules and regulations on a regular basis as part of their curriculum, subject to interventions by school and municipal authorities. The venture aims at creating a traffic conscious population by taking in its ambit

drivers of public transport and other vehicles including heavy vehicles such as trucks and taxis. Sensitisations to traffic rules would in itself help regulate chaos on the roads.

- ***Generation of finances***

The Member of Parliament from the areas has provided a major part of the funds from the Local Area Development Scheme.

- ***Building a momentum***

Creation of an institution would provide continuity to the scheme of traffic training but this is being further strengthened by mobilizing different sections of the population with traffic education. For instance, from every school 15 to 20 students and a teacher have been incorporated as “friends of police” who would in turn promote traffic training among their peers. These students would also help in managing traffic in front of their schools at the start and end of the school day. Similarly NCC cadets have been associated with this venture.

- ***Production of material***

In keeping with its concern for traffic management, specific material on traffic rules and crowding on roads has been prepared and circulated.

YOUTH CLUBS

The CPRC has collaborated with schools for the formation of youth clubs to involve the youth in CPRC activities

- ***Presenting a friendly face of the police***

Members of the youth club are made familiar with police institutions and procedures. They are taken to

the police control room, police station, jail etc. This gives them familiarity with the police and helps in removing the notion that interaction with the police is not desirable.

- ***Recruitment of mobilisers***

As in traffic management, these youths are sensitized on social concerns such as drug abuse, dowry, female foeticide, environmental degradation etc. They in turn convey these concerns to the community.

