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## **....And First Prize goes to India** **(A Success Story of Rajasthan Police)**

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Not only in Rajasthan but all over India the image of police reflects its colonial character which was developed for interests of British rulers. Even after independence the face of Indian police remained unchanged and unfortunately it has become synonymous to cruel, inhumane, corrupt and inactive mechanism. In India, the police is popularly perceived as a power wielder with an enforcement role.

In such a situation, it is almost unbelievable that an Indian police station is declared world's number one or ideal police station. But it has been happened and Shipra Path Police Station of Jaipur city is the winner of 'Police Stations Visitors Week' organized for the first time in 2006 by Altus global alliance.

### **General Profile**

Established in March, 1996, the Shipra Path Police Station falls under administrative purview of Jaipur city (East) police district. This police station is located in outskirts area of Jaipur city in Asia's largest housing colony Maansarovar, which is developed by a government agency.

Almost half of the population and area of this colony comes under the purview of Shipra Path Police Station. A total of 2.7 lac population of this police station is living in about 45 sq. km. area. There are two dozen higher education institutions established in this area and highly educated government servants and professionals are the owner of the houses built by Rajasthan Housing Board. There are 8 villages situated near the city area also served by this police station. 40 percent of the population is Hindu and Hindu-Sindhi community with their roots in Pakistan, while muslims are marginal at 2 per cent. Labourer and nomadic community are accounts for a few thousands.

The building layout of this police station is according to the implemented standards for Rajasthan police, in the newly constructed police stations. There are 20 rooms in main

police station building and 13 staff quarters flats with a small temple in the premise of police station. There are two lawns and hundreds of trees and plants give pleasant looking to the station. Chairs, benches, sofa and other facilities are in good condition. All the rooms are furnished with paint, polish, curtain, chinks, carpet, aluminum glass window with enough natural light and air provisions. A special kitchen or mess and toilet facilities for police personnel are in excellent condition. This police station is well equipped with Jeep, wireless, armament, telephones (2) and other essential things. There are 9 computers in this police station and all are in working condition. There is a fountain made with marble stone at the central area of the station near to specific place for public meeting. The boundary wall of the station is decorated by fancy lights. There is a ramp for disabled and old persons. Separate parking place are available for police and public. Waiting hall and entertainment facilities are available for visitors. At every corner of the station one can easily spot 'dust bins'.

There are about 40 posts sanctioned viz. One S.H.O., 3 Sub Inspectors, 11 Assistant Sub Inspectors, 3 Head Constables and 20 Constables. There is a separate women cell headed by a lady assistant sub inspector.

### **Reforms Process**

Before 2003, the Shipra Path Police Station was an ordinary police station and notorious for regular incidences of theft. During X five year plan (2002-07) revamping of police programme was initiated. But the sea change came during 2½ year tenure of Mr. Sunil Punia, S.H.O. of this police station. Mr. Punia joined this police station on first day of October, 2004. He was very disappointed with the negative and notorious image of police. He often thought—"Can we change the image of police? Can I make my police station an ideal one?" During this thought provoking process he decided to take co-operation from his subordinates, superiors and public.

Meanwhile, Vidhayakpuri police station of Jaipur city got ISO: 9001–2001 certificate in November, 2005. Then in March, 2006 D.G.P. of Rajasthan Mr. A.S. Gill gave instructions to popular and competent police stations to improve their standards up to the international level. In this regard, Mr. Punia started his efforts to receive ISO certificate.

Mr. Punia also decided that he will identify the problems and expectations of each stakeholder and after identification team effort will be made to receive ISO certificate. Mr. Punia believes that—"To handle yourself use the mind and to handle others use your heart." Because people can be changed through hearts only.

As a first step, 41 years old Mr. Punia organized a meeting with his subordinates and sought their co-operation in the police reform process. He urged to all his subordinates that it is a high time to change ourselves because the entire socio-economic as well as administrative systems are getting changed very rapidly. During the meeting he invited free and frank suggestions, opinions and innovative ideas from his subordinates to change the face of police. The major problems and hurdles of police personnel were identified and categorized. Mr. Punia made a promise to all his subordinates that he will try his best to solve these identified problems through the support of his superiors and public participation. He also made a commitment that his decisions and leadership will always remain objective and unbiased. After holding the meeting with his subordinates Mr. Punia came to know the basic problems of police personnel viz. mismanaged mess, non availability of furniture and stationary, long duty hours, non co-operation by public and politico-administrative pressures etc. He knew that without solving these problems the satisfaction level of his subordinates would not be raised. After a week long thinking and table exercises he chalked out a plan of action. During this process he remained neutral in all aspects and did not take a single decision under pressure of his superiors or political leaders. He followed the rule of law so that nobody could raise a question against his action. He knew that subordinates watch, follow and evaluate the behaviour of their leader.

In the next phase, Mr. Punia discussed his plan of action with his superiors viz. Circle officer (Dy. S.P.) and superintendent of police (Jaipur City, East). He requested for their approval and co-operation to accomplish the herculean task. The entire reform process of this police station is the result of a good team of superiors including Mr. A.S. Gill, D.G.; Mr. O.P. Galhotra, I.G.; Mr. V.K. Singh, S.P.; Mr. Sanjay Shotriya, A.S.P. and Mr. Gyan Chand Yadav, Dy. S.P. who motivated and supported Mr. Punia and his subordinates.

During various informal meetings Mr. Punia requested his superiors not to put undue pressure regarding disposal of various cases because such type of practice could derail the entire process of police reforms in his police station. After getting green signal from his superiors Mr. Punia organized a meeting of Community Liaison Group (C.L.G.) of his police station. Mr. Punia expressed his mission and plan of action in front of C.L.G. and invited their views and suggestions to make Shipra Path an ideal police station. C.L.G. members were with the view that increasing incidence of theft and rude behaviour of police personnel are the basic cause of negative image of police in the nearby society. As per the suggestion of C.L.G. Mr. Punia approached the sector wise citizen's welfare associations through their respective beat constables. Mr. Punia also gathered the information and trends regarding all types of crimes in various parts of the

localities. In order to make police, public-friendly Mr. Punia himself or his representative started attending monthly meeting of citizens welfare associations. The police personnel made promise for safety of public and their assets but at this stage hardly anybody believed on the words of police.

At the onset of implementation phase of Mr. Punia's plan of action the punch line (motto) of Rajasthan police "**Faith in Masses : Fear amongst Criminals**" (*Aamjan Mein Vishwas : Apradhiyo Mein Bhay*) was displayed on the police station. The conventional guard with a gun and heavy moustache was removed from the entrance of police station, instead a reception counter with a computer and a police personnel trained in public relations was opened. The basic facilities i.e.—chairs, table, sofa, cold water, fan, television, newspapers, first aid box were provided at this counter. All the necessary information, telephone numbers, legal processes, rights of public and general guidelines were put on the walls of the reception room. All the police personnel of this police station started changing their attitude with a common man or visitor of the station. They became more polite and co-operative with public. The tendency of not registering F.I.R. was changed. Every visitor or applicant to police station was being treated properly. It is important to mention here that most of the police stations try not to register. F.I.Rs because it increase in numbers of crime in their respective area. In fact, the increasing number of crimes is not due to the failure of police only but the other social, economical, political, administrative and judicial factors are also responsible. Altus Global Alliance does not consider the increasing number of crimes during the assessment of performance of police. Two boxes—'complaint box' and 'suggestion box' have been placed at the entrance, if a visitor have any problem or grievance he many drop his complaint in the 'complaint box' and suggestions or good ideas can be put in to 'suggestion box'. Both the boxes are opened regularly and all the applications are recorded. The S.H.O. with the help of C.L.G. ensures the proper action on each application found in these boxes. The law students studying in nearby colleges also provide legal advice to visitors. Almost every street wall of the service area of Shipra Path Police Station has been endorsed first hand information regarding the name of beat officer and his mobile number along with telephone numbers of police station.

Such type of efforts and reforms attracted the attention of public and media. The opinion of public about working of police was changed. The 'Visitors Register' available at reception counter is an authentic document of appreciation. At this stage, the public provided helping hands to police station. The basic amenities viz. Lawns, plants, water cooler, desert cooler, chairs, sofa, tables, aluminum glass doors, chinks, carpet, marble fountain, first aid box, fancy lights, shelter, freeze and television sets available in this police station are donated by local peoples. There is a set process to accept public

contribution in this police station. The construction of ramp and renovation of kitchen (mess) with a dining table is also provided by local community. Rainbow Telecommunication Company bears the responsibility of cleanliness and maintenance of entire premise of the station. Due to installation of 9 computers, 3 televisions, one water cooler, 5 desert coolers, 12 fans, 30 fancy lights, one freeze and other electric equipments, the consumption of electricity was expected to be escalate but, because of a habit of control on misuse of electricity the electric bill remained unchanged.

The other efforts of Mr. Punia were related with human resource development. He started yoga and meditation for police personnel to release their mental tension. Almost all his subordinates were sent to in-service training programmes conducted by police head quarter, police lines, police academy or other institutions. Since, Mr. Punia had identified the problems, needs, merits and demerits of each subordinate, he started to depute his subordinate according to his caliber. The scientific rule of division of work was followed. The entire internal administration of the station was divided in to six main sections viz.—Administration, Records, Maalkhana, Night patrolling, Communication and Other miscellaneous duties. Each section was supervised by a head constable so most of the complaints regarding overlapping of duties and non compliance of various activities were reduced by proper distribution of work. Every room was numbered and the name of the personnel sitting in it was displayed on the wall of the rooms, so that every visitor could find police personnel easily. Mr. Punia made it mandatory that tea or coffee will be prepared at station's mess only and not tea will be brought from outside of this police station. During this reform process all the police personnel decided voluntarily that they will not smoke in the station. As a new convention the name of month's best employee was displayed on the notice board of the police station.

The system of night patrolling by police was strengthened to ensure public safety. Along with police personnel duty, community policing system was also initiated. Under the '**Civil Police Officer Scheme**' one or two guard were deployed in each sector (muhalla). These guards are trained and controlled by this police station and paid by local community (Rs. 15 per household per month). Basic information of each household are stored in the police records. A special database record of domestic servants and tenants with their photographs was also created. The Shipra Path Police Station had developed a special format named—"**know your neighbour**". In this printed format every household was requested to fill house number, name of owner, address, telephone numbers, working place, vehicle model and number of his/her 8 neighbourers. (3 in front, 3 in backside and 2 in lateral). One copy of this format was submitted to police station and another was kept by householder himself. These exercises helped the police to control crimes and solving of pending cases.

Meanwhile, an innovative scheme was launched by D.G. of Rajasthan Police Mr. A.S. Gill. Under this '**Case Officer Scheme**' the popular or notorious cases was taken up. The case officer scheme ensures integrated efforts of police, prosecution agency and judiciary. The ultimate aim of this scheme is to ensure prompt and proper decision of the case so that society may receive a good message. This police station has solved many popular cases under this scheme. It is needless to say that these efforts of the police have helped in changing of their image. In this series of reforms the next step was to manage '**Maalkhana**' (Store). Like other police stations the Maalkhana of this station was full of unlabeled or mishandled material. The evidential material viz. clothes, armaments, documents, samples for forensic laboratory etc. were collected and categorized in a scientific manner. Each sample or evidence was labeled with name, case number, F.I.R. number, date and year and other relevant details.

All the essential steps were taken to avoid destroying of the material by seepage, rodent and termite. Likewise the other records available in various rooms in the station were categorized according to the subject. Each Amirah and its rack was numbered and registers with their concerning files were put there. For example the rack number one in the first room of the station having 10 files: I—Case Office Scheme File, II—Public Participation, III—C.L.G., IV—Household Survey, V—Hard Core Criminals, VI—Priorities of Police, VII—Mutual Settlements, VIII—Women Desk, IX—Domestic Servants, Drivers and Chowkidar File and X—Tenants Proforma. Records available in other rooms were categorized according to year wise, case wise, crime wise or subject wise whatever the feasibility. All the old records were stitched with a hard cover register and properly labelled.

So far as detention conditions are concerned, there are separate latrine and bathroom for men and women. Measures have been taken to avoid any type of accidents in the custody room. The rights of the person under police custody (detenee) are mentioned on the poster put on the wall of the custody room. There is a separate room for investigation or interrogation. In this police station third degree is not used but socio-psychological approach is being followed to know the facts from criminals. The minor cases are being settled down through mutual compromise (*Raazinama*). These types of case are also kept on record of the police station.

This police station is full of informative posters, notice boards and pamphlets i.e. punch line of Rajasthan police, priorities of police, salient features of an ideal police station, citizens charter, anticorruption mechanism, right to information, duties of police, process to approach ombudsman (*Lokaukt*), free legal aid process, policy of police quality, security measures for detenee, progress of Shipra Path Police Station, the identified spots of vehicle theft and prevention of violence against women. On the other

hand some motivating posters like Eye donation, prohibition of dowry, child labour and traffic safety are also displayed on the walls of the station. The visitor's book is full of comments by senior level police officers, academicians, administrators, voluntary agencies' representatives, foreigners, I.I.T. professionals, media persons and common man. No doubt, this police station had gone through a dramatic change during 2005-06 with commitment and team efforts.

.....Now comes 'Police Stations Visitors Week'. The Altus Global Alliance, an international voluntary body organized this event from 29 October to 4 November, 2006. A total of 471 police stations from 23 countries participated in this event. The entire staff of Shipra Path Police Station was confident to compete at international level because they had fantastic physical infrastructure, public participation, transparency and commitment, motivation by superiors, a good image in local community and above all their confidence. It was enough to be declared them model police station.

Altus chose two partner organizations in India to co-ordinate and implement the event in the country. A memorandum of understanding was signed between Altus and these partner organizations. 9 participating organizations were also chosen to visit the police stations. A kit (set of questions and assessment proforma) comprising 20 questions or criteria was provided to participating organizations to assess the police stations. The kit or its questions used during the police stations visitors' week were based on the Likert Scale in which the possible answers vary from 1 to 5. The scoring was done as follows—

1. Totally inadequate (20 points)
2. Inadequate (40 points)
3. Adequate (60 points)
4. More than adequate (80 points)
5. Excellent (100 points)

The questions were classified according to a scoring scale which was based on the calculation of percentiles 20, 40, 60 and 80 (resulting in 36, 52, 68 and 84, respectively) in a distribution of possible average scores varying from 20 to 100. As a result, the classification categories are:

<b>Average Score</b>	<b>Category</b>
Over 84	Excellent
Over 68 until 84	More than adequate
Over 52 until 68	Adequate
Over 36 until 52	Inadequate

Finally, the average score in each observation area was the simple average of the four questions. The final score was the simple average of the five areas. Viz.—Community orientation, Physical conditions, Equal treatment of the public, Transparency and accountability and Detention conditions.

Team leaders were provided a short training that guided them in leading visitors around the station, writing the narrative report and providing the filled questionnaires to the organizers. The filled questionnaires and narrative reports were uploaded on a specially prepared secure website and scores automatically generated. Visits were verified through partner organizations and filled questionnaires were collected and checked with the uploaded scores. Visitors appointed by participating organizations interviewed and discussed the issues with public, observed everything in police station, made discussions with all staff members and their superiors and checked all the records and equipments. They visited all the places of this police station too. Finally the **team leader to Shipra Path Police Station remarked**—“We had no difficulty in reaching police station as there were plenty of signboards on the way. On reaching there we were surprised at the cleanliness as it was cleaner than a good house or a hotel and did not look like a government police station building. The filing system is flawless unbelievable. At our request a three-year old record of a complaint was located within four minutes. There was a ramp for elder and handicapped people which is very rare in government places. We had a wonderful experience on our visit. We were in the police station for 2 hours and 10 minutes and we failed to find any shortcomings or negative point.”

Further the report says—“A number of good practices could be traced in this police station. These include the overarching organization and streamlining of police station operation via the International Standards Organizations, ISO: 9001-2001, a systems quality management procedure adapted from the industry, mobile interactive office (beat bags), specially prepared information charts and posters, ongoing training of staff, selection of most efficient cop every month to motivate staff performance, services for women, referrals services for victims, detailed display of station performance vis-à-vis crime and prevention, number of community-police groups that have regular and recorded meetings. Separate clean clothing for detainees, rules in cells and record of every item/procedure in the station. The confidence of the station police staff in their work can be gauged from the statement (in response to the state police chief that he would grant out of turn promotion to 150 best performing constables from the state with a state strength of 20,000 plus constables in 711 stations), the 30 constables in Shipra Path

Police Station have told their seniors that they need to identify 120 more since 30 will be from their station itself.”

After overall evaluation, the Shipra Path Police Station was declared best police station of Rajasthan (10 competitors), then best in the country (105 competitors) next it got top position in Asia (167 competitors).

#### **Assessment of Shipra Path Police Station on Five Indicators**

<b>Indicators</b>	<b>Scores</b>
Community Orientation	99.67
Physical Conditions	100.00
Equal Treatment of the Public	98.33
Transparency and Accountability	100.00
Detention Conditions	100.00
Average Overall Score	99.00

At the last stage, one police station was to be declared the best among five police stations each from five continents (Regions).

#### **Final Stage Competitors**

<b>S. No.</b>	<b>Name of Police Station</b>	<b>Country</b>	<b>Region</b>
1.	Illupeju, Logos	Nigeria	Africa
2.	Shipra Path, Jaipur	India	Asia
3.	Kanashskiy, Govd Kanash	Russia	Europe
4.	9th Police Station, Sao Paulo	Brazil	Latin America
5.	Palmdale, Los Angeles	U.S.A.	North America

In final round the assessment report was not only the criteria for selection. At this stage an expert on police science visited regional topper police station. Mr. Richard Aborne, an American expert visited Shipra Path Police Station. He was stunned to see such an excellent, clean and public friendly police station in a developing country. He submitted his report to the Altus. In first week of April, 2007 a five member jury was constituted to judge the best police station of the world. Before taking final decision every regional topper police station was asked to present the process and efforts of their reforms and best practices of the station. Mr. Punia made presentation in front of the jury and representatives of four other top police stations. A question-answer session was also

held. Mr. Punia gave satisfactory answers to all the queries raised by the jury and other police stations' heads.

...Finally came the day April 5<sup>th</sup>, 2007. Shipra Path Police Station was declared world's best police station. The mayor of Hague conferred the award to Mr. Punia. The D.G. of Rajasthan Police granted out of turn promotion to 30 employees of Shipra Path Police Station. Next month the ISO: 900-2001 certificate was given to this station for maintaining international quality standards. In June, 2007 Mr. Punia was transferred to Vaishali Nagar Police Station in Jaipur city to extend the best practices. On the eve of 61<sup>st</sup> Independence Day the Governor of Rajasthan Mr. A.R. Kidwai provided a '**Pistol**' to Mr. Punia as the honour of the best police officer. Mr. Ashok Chouhan the successor of Mr. Punia says with determination—"to achieve a good image and best work performance may be a simple task sometimes, but the maintenance of the standard is always a tedious job. We assure you that we will keep the Indian Flag high." The police personnel of Shipra Path Police Station say loudly—*Chak de India*.

#### **Police Station Visitors Week, 2006 in India: Some facts**

Police Stations	105
States and Cities	<ul style="list-style-type: none"> <li>• Punjab : 65</li> <li>• Andhra Pradesh : 10</li> <li>• Chandigarh : 10</li> <li>• Rajasthan : 10</li> <li>• Meghalaya : 10</li> </ul>
Team Leaders	106
Visitors Received by the Stations	396
Average Overall Score	69.15
Community Orientation	74.66
Physical Conditions	67.49
Equal Treatment of the Public	62.00
Transparency and Accountability	75.33
Detention Conditions	66.29
Partner Organizations	<ul style="list-style-type: none"> <li>• Aide et Action, India</li> <li>• North-Eastern Institute of Development</li> </ul>
Participating Organizations	<ul style="list-style-type: none"> <li>• Women Cell (Ludhiana, Jaalandhar)</li> <li>• Commission Agents Association (Bathinda, Patiala), Punjab</li> </ul>

- Local Self Bodies (Panchayat/Municipal Councilors) (Amristsar, Hoshiarpur), Punjab
- Community Policing Resource Centre (Khanna, Patiala, Amristsar, Jalandhar Hoshiarpur), Punjab
- Social Care and Development Society, Chandigarh
- Resident Welfare Committee (Sector 36, 17, 39, 34, Mani Majra), Chandigarh
- Market Welfare Committee (Industrial Area, Sector 11, 31), Chandigarh
- Community Liasoning Groups (C.L.G.), Rajasthan
- North-Eastern Hill University (NEHU), Shillong

### **Annexure-1**

#### **Altus Global Alliance and Its Working**

Altus Global Alliance is an international voluntary agency established in April, 2004. The Headquarter of this organization is at Hague, the Netherlands. This organization works in all continents with the help of its 6 member organizations and 2 associate member organizations. There are 300 representative or employees of Altus working all over the world. Altus places special emphasis on police accountability and the quality of police oversight, serving as a source of knowledge and innovation for government officials, human rights activists and citizens around the world, concerned about the effective and fair control of policing.

Altus had prepared a kit to promote police reforms under the aegis of Ford Foundation's 'Democratic Police Programme' in 2002. This kit was tested in 10 countries including India. The kit was comprising structured questions and observation indicators for the assessment of functioning of police. After testing this kit in 10 countries the feedback received by Altus and same was analyzed in a meeting held at Saintiago, Chile in November, 2002. The kit was modified in 2004 and 2005. Again it was tested in few countries. The Altus management board approved this kit in 2006 and decided to

organize ‘Police Stations Visitors Week’ first time in world history. Altus envisaged that Police Stations Visitors Week would focus on sharing good practices, promoting international standards and building positive relationships between police agencies, NGOs and the community.

This kit was translated in 17 major languages in 2006. During Police Stations Visitors Week (29 October to 4 November, 2006) it was used to assess the working of police stations. A total of 471 police stations from 23 countries participated in this event. 32 partner organizations, 44 participating organizations and 42 police agencies helped Altus to organize this international event. The kit developed by Altus put stress on five major area of working of police. These are—

- Community Orientation
- Physical Conditions
- Equal Treatment of the Public
- Transparency and Accountability
- Detention Conditions.

The assessment and evaluation of the participating police stations was done on the basis of observation, interaction, feedback, filling of questionnaire, survey of records and opinion on experts. There were four levels of competition Viz. State, country, region (continent) and the world. This event was started in October, 2006 and ended in April 2007.

#### **Participating Countries, 2006**

- |                  |                     |
|------------------|---------------------|
| 1. Belgium       | 2. Benin            |
| 3. Brazil        | 4. Canada           |
| 5. Chile         | 6. Germany          |
| 7. Ghana         | 8. Hungary          |
| 9. India         | 10. Latvia          |
| 11. Liberia      | 12. Malaysia        |
| 13. Mexico       | 14. The Netherlands |
| 15. Niger        | 16. Nigeria         |
| 17. Peru         | 18. Russia          |
| 19. South Africa | 20. South Korea     |
| 21. Sri Lanka    | 22. United Kingdom  |
|                  | 23. United States   |

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