



Janamaithri Almanac-2013

**A Community Policing Initiative
of Kerala Police**



Janamaithri Almanac-2013

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THIRUVANCHOOR RADHAKRISHNAN
MINISTER FOR HOME & VIGILANCE
KERALA



Message

Janamaithri Suraksha Project, the Community Policing Programme of Kerala Police, has won global acclaim for its wider people police participation.

I am extremely happy to see that an Almanac (2013) highlighting the manifold activities of Janamaithri Policing and also incorporating the findings in the studies conducted by various national and international agencies on this project is being brought out.

I send my good wishes for the success of this creditable venture.

Thiruvanchoor Radhakrishnan

A handwritten signature in black ink, consisting of stylized, overlapping strokes, positioned above the printed name.



K.S. Balasubramanian IPS
State Police Chief



Message

Community Policing is the basic core policing of today and tomorrow. In a democratic society, Police are the public and the public are the Police. The benefit of Community Policing is that the community gets the ownership of Policing and the Policing becomes more professional and community centric. Kerala Police is the proud pioneer in this endeavor in this country.

The Janamaithri Suraksha Project of Kerala is entering the Sixth year of its installation. I am happy to acknowledge the efforts of the research wing of the Community Policing project of Kerala. They are bringing out a Commemorative Issue of the project incorporating various study reports and other activities for the last two years. I wish this endeavor all success.

K.S. Balasubramanian IPS
State Police Chief

From the Editor's Desk

Janamaithri-Paths Traversed and Road Ahead

Government of Kerala launched its Community Policing Project viz: Janamaithri Suraksha Project, in 20 selected Police Stations in March, 2008. As on today Janamaithri Suraksha Project is implemented in 248 Selected Police Stations (20 Police Stations in 2008, 23 Police Stations in 2009, 105 Police Stations in 2010 and 100 Police Stations in 2013) The project has made tremendous impact on Kerala Society. Further a number of initiatives such as establishment of Student Police Cadet Project, Coastal Vigilance Committees, Road Safety Programmes, etc. are being implemented in this State. These programmes also are based on the philosophy, principles and practices of Community Policing. For carrying forward these initiatives, we need to invest in infrastructure, training, capacity building, etc.

As Community Policing involves a philosophy of policing which is distinct from the traditional approach to policing, it is of crucial importance that appropriate training inputs are given for developing the right attitude and for imparting the relevant knowledge and skills. Refresher training at regular intervals, based on the feedback from various stakeholders is also necessary. We propose to achieve this by organizing training programmes for the police personnel and members of the public.

Appropriate training is being given to the Beat Officers, Assistant Beat Officers, Community Liaison Groups etc. Janamaithri Suraksha Samithi members have an important role in implementing the project. Selected persons have to be effectively trained. 1500 persons got training in Police Training College for Janamaithri Suraksha Project, during the current financial year.

The major Projects undertaken successfully under this Scheme during the last 5 years in different Police Stations are detailed below.

- 1 Formulation of joint Police-Community patrols to prevent thefts and street crime in residential areas.
- 2 Co-ordination of the activities of private security guards.
- 3 Identifying strangers to the area and to help the police ascertain their identity and antecedents. Also ascertain details regarding the social phenomenon of migrant labour.
- 4 Formulating plans for security measures and installation of security devices in houses, flats, shopping complexes etc.
- 5 Identifying the needs of the disabled and aged population and of weaker sections living in the limits and to devise plans for ensuring their security.
6. Implemented plans for improved traffic safety and traffic regulation in the area, including co-ordination and management of traffic wardens.
7. Conducted traffic safety awareness campaigns and road user campaigns to promote safe driving habits.
8. Prevented activities like drugs, alcoholism, street gang activity etc. which lead children and youth astray.
9. Created awareness among women with regard to crime against them and supported to empower them to complain, to react and to resist.
10. Instituted systems relating to Police Complaint Cards and Complaint Boxes.
11. Implemented steps relating to preparedness for Emergency Disaster Response and to build capability for Trauma Care, First Aid, Emergency Evaluation, Alert Drills etc.
12. Acted as victim support agencies to victims of serious crimes.
13. Promoted schemes for legal Literacy and Free Legal Services.
14. Vanitha Jagratha Samithis were formed in Schools/Colleges under the jurisdiction of Janamaithri Police Stations.
15. Crime prevention and early detection of crimes by obtaining willing cooperation of the public in the field of security management.

In order to popularize the concept of Janamaithri Project, Janamaithri Kendrams were opened in District and Battalion Headquarters. These centres help people to come and interact with police. These centres have become extremely popular with the public.

The information regarding the Police initiatives has to be disseminated to the public. To give publicity about the Community Policing scheme and to attract more and more people into the ambit of the Scheme, various activities are being undertaken. Pamphlets, booklets and other materials are

provided to them. The printed materials are supplied to houses in the Beats which also provide them with informations such as Beat Officer's phone number, and other Police telephone numbers and various services available with the Police. A docu-drama is also being staged for the purpose of spreading the message and mission of the project among the general public. To give publicity about the Community Policing scheme and to attract more and more people into the ambit of the Scheme, various audio visual publicity activities are undertaken. Short films and sponsored programmes have been telecast through the visual media and radio programmes like radio jingles and skit have been broadcast.

To disseminate information about Community Policing Project and to analyse the ongoing strategies and to bring in new ideas, seminars with participation of all stakeholders have been conducted in each District. State Level seminars were organised with the participation of all M.L.As, Municipal Chairpersons and Panchayath Presidents of the places where the Janamaithri Projects were newly started. Moreover conducting of Police Station/Beat level meetings/seminars also are extremely important, and hence these are being regularly held.

The Community Policing project in Kerala is barely 5 years old. Within this short span, we organized a Global Community Policing Conclave at Kochi in 2010. Besides sharing our experience with others, by interacting with experts from other countries, we were able to identify appropriate strategies for management of crime, maintenance of public order, etc. through Community Policing. Thus we were able to upgrade the current programme on the basis of relevant international experience. Further, it also gave us an opportunity to show-case the Kerala Model for the benefit of the International community. A Compendium of the Conclave papers was also published.

In 2011, Community Policing became a part of the law of the land as the same has been included in the newly enacted Kerala Police Act.

The Police Department has undertaken various studies of the Project by engaging external agencies. These study reports are available at the Kerala Police website, www.keralapolice.gov.in.

Various International agencies and individuals have also undertaken studies of this project. It is a matter of great pride for us that an infant project, just five years old has been noticed by various International Agencies, Sociologists, Criminologists and Police practitioners. We have included some of the studies/reports in this Almanac.

We are extremely grateful to the Government for supporting us to start a Community Policing Research Wing. Using the plan funds allotted during the current financial year, we have been able to document the research and training activities of the project. We have started a Journal, viz: 'Janamaithri: A Journal of Democratic Policing'. The Journal is available at www.democraticpolicing.org.

We have also started a Community Policing News Letter (Janamaithri Police Vartha Pathrika) to publish and disseminate various activities of the project, especially among the policy makers, Beat Officers and Janamaithri Security Committee members.

The paths traversed during these five years have been very hard, but we could achieve results only with the support of the Government, the people of Kerala, and various stakeholders including the practitioners, scientists and the media. The internal and external marketing of the project has been a big challenge. It will continue to be so. We remember with deep gratitude the relentless support of the Government, the Planning Board, the practitioners and scientists, the media and the people for their relentless support.

The road ahead is full of challenges. We need to establish a Community Policing Academy to train the community members and Police personnel. We have to continue with research activities with greater vigour. The biggest challenge of shortage of Police personnel to work as Beat Officers has to be overcome. Setting up a benchmark for the project is a big challenge, which needs to be further supported by the well wishers and experts. But as we have already won the hearts of the people of Kerala, beyond all barriers of political and socioeconomic differences, we are very optimistic about taking the project further ahead.

We dedicate this Almanac in the fifth year to the people who believe in Democratic Policing.

Dr.B.Sandhya IPS
Nodal Officer, Janamaithri Suraksha Project,
Kerala.

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Milestones in Implementation of Janamaithri Suraksha Project

1.	State Level Consultation Meeting	18-09-2007
2.	Sanction of Pilot Project in 20 Police Stations	21-06-2008
3.	Launching of the Project in 23 more Police Stations	25-05-2009
4.	Opening of first Janamaithri Kendram, Cherthala	01-04-2008
5.	Opening of Palliative Care Unit in Janamaithri Kendram, KAP IV	30-08-2008
6.	Marad Film festival	08-08-2009
7.	Global Community Policing Conclave, Kochi	03-11-2010 to 04-11-2010
8.	Launching of the project in 105 Police Stations	18-11-2010
9.	Sanctioning of 740 Police personnel as strength for Janamaithri project	03-09-2011
10.	Launching of 'Janamaithri-A Journal of Democratic Policing' and opening of 'Community Policing Research Centre '	24-08-2012
11.	Release of the first issue of 'Janamaithri Police Vartha Pathrika'	25-02-2013
12.	Launching of the Project in 100 Police Stations including 50 Tribal Police Stations	01-03-2013

What is Community Policing

The term *Community Police* does not refer to either a new police group or a local community group that undertakes policing work themselves. On the other hand, it envisages a method of policing by members of the police organization quite distinct from the traditional style; that seeks the cooperation of the *community*, understands the needs of the “community”, gives priority to the security of the “community”, and, taking into account the resources available within the “community”, attempts to streamline the activities of police personnel at local police stations to address the special problems of each community to increase their efficiency and productivity.

The *London Metropolitan Police* was set up in London in 1830; i.e. 178 years ago. It was as a result of the determination and inspiration of Sir Robert Peel that this prime example of a modern police force, viz. London Police, came into being. During those early days, the English jestingly used to call the policemen, a curiosity at the time, by the name *London Bobby*! Three decades ago, the name of the Kerala Police newsletter was *Kerala Bobby*. This name had been selected by a senior police officer of the time, whose dream was that the Kerala Police would garner praise and glory similar to that of the London Police, in its dealings and relationship with the public. Although the newsletter was discontinued sometime in the past, the expectation that the Kerala Police will indeed change to a “Kerala Bobby” respected by the people is, even today, widely prevalent.

In 1829, Sir Robert Peel presented in Parliament nine basic principles with respect to the London Police. Community Policing, which we consider as a new idea of recent origin, was accepted even then as the blueprint for the London Police. Three of these principles are presented here:

1. The effectiveness of police work depends entirely upon the ability of the police to garner the respect of the public with respect to police actions and behaviour.
2. If police are to gain the respect of the public, they must ensure the willing cooperation of the public in obeying the law.
3. The police must always remember that **the Police are the public and the public are the Police**. That is, Police are themselves a section of the public that draw salaries to perform duties that all citizens are expected to perform by themselves.

It has been established that a policing style based on the above principles is essential for a community of free citizens; and that in spite of all the challenges thrown up by scientific and technological growth, social progress and world wars, the system has survived for 178 years. That is why, when awareness arose worldwide, that a police force modeled on the lines of an army is generally unsuitable for democratic societies, the principles underlying the London model of policing were accepted as the basis for a good policing style. When the British instituted a system of policing in India, the model chosen was not that of the London Police, but that of the Irish Armed Constabulary, instituted by the Government of England in the neighbouring country of Ireland, where British supremacy was ensured by the use of force. The main reason for this was that it was considered cheaper for Government to institute a police force rather than get police work done by the army. In this system, it was not felt necessary to have any role for citizens, their opinions or their cooperation. Traditionally, the viewpoint of the British Indian Police with respect to the cooperation of the public was: “Good if we receive it, but it is all right even otherwise”.

However, even after Independence, there were not many significant changes brought about in that system. In official circles, the old viewpoint about the cooperation of the public continued to hold sway. We were unsuccessful in bringing about the necessary behavioral changes or guidelines that would put into effect the principle that it is only proper that the laws passed by the people need to be enforced with the cooperation of the people themselves for their own safety.

Law and Order is a basic need of the people. It is the duty of Government and the Police appointed by the Government to sub-serve this need of the people. An approach that provides security services to local communities appropriate to the circumstances and needs of the local communities, by enlisting the cooperation of the people and understanding their security needs is what is envisaged by Community Policing.

Usually, the common man will go to an Indian Police Station only if there is no other alternative. Ordinarily a citizen does not like to complain to the Police about a trivial anti-social incident in the community. On the one hand, there is a nuisance caused by the anti-social element responsible for this incident, and on the other, there is a dislike to undergo the difficulties faced when complaining to the police, although this is, more often than not, based only on hearsay. It is not surprising, therefore, that one feels, It is better to suffer silently, let me not bother. However, this approach only increases the power and confidence of the said anti-social. It is only when the anti-social graduates to a goonda that he comes to the attention of the Police. By this time, however, using the money he has earned through his activities, he has already developed an influential network of supporters. Even if by any chance, police are enabled to take any action against him, the common man is afraid to be a witness against him.

Thus, on one side, doubts about the Police, and on the other, a fear of the goonda. As a result, the citizen is effectively denied the rights conferred on him by the legal system in a democracy. At the same time, due to the fear of the citizens in coming forward as witnesses, the criminal gets the protection of the very same legal system! If this situation continues, the people will lose their faith in the democratic legal system as well as in the police. At least once in a while, they will hope for a good and all-powerful protector, and a police that readily delivers instant justice.

Only if police stations evolve into establishments where citizens can enter without fear can we create a police organization that has the trust of the people. For this to happen, keep all the people in fear, by this, all the criminals in the community will also be afraid; thus no one will commit crimes - this thought must be removed both from the police as well as from the community. If everyone fears the police, poor victims will hesitate to complain. Witnesses will not cooperate. Police will not receive information from the public. On the other hand, if people see the police as friends, with the cooperation of the good people that constitute a majority in the community, the criminal elements, which form only a small percentage, can be controlled, and the laws enforced effectively.

The total number of people who get arrested in one year in Kerala is about 1,50,000. Of this, the great majority are drivers who get involved in traffic accidents, and people who commit criminal acts on the spur of the moment. Those who get arrested for theft, robbery, goonda acts, etc. comprise only a very small percentage. The work of police to control these criminal elements, that come to less than ten thousand, will be much easier if the cooperation of the other 330 lakhs who are law-abiding citizens is enlisted. Faith in the legal system will increase. Rather than enforcing the law by making both the good and bad elements afraid of the police, it is better to counter the activities of the criminal elements with the cooperation of the 99.9% people who are, in general, law-abiding.

In every locality, opportunities must be created to enable people to put forward their needs to the police as well as to encourage people to interact with the police. The feeling that police are

their friends must be developed in the minds of the people. Only then will it be possible for people to enter police stations without fear. For this purpose, regular beat arrangements must be made, and public venues established where police and people interact on a regular basis, as well as common areas of mutual cooperation strengthened.

It is good to wish that people will enter police stations without fear. It is easy to say that people should do so. But this is not a matter that can be achieved in a day or even maybe a decade. It will be possible only if the viewpoint about people within the police organization and the viewpoint about the police within the community undergo a change. If community policing is to fully succeed, the policeman should think that it is his duty to protect the status and dignity of the citizen, and the citizen must think that it is his responsibility to assist the policeman in his official duties. Also, everyone must unitedly think that it is the society's common need that the law be enforced impartially; and everyone must act in accordance with this thought.

Just like in other societies, even in our society, there are several problems that seriously affect the public's sense of security as well as their happy and peaceful lives. But due to many reasons, these do not attract the necessary attention. In England, the number of offences per one lakh population is around 6000, while in India, this figure is less than 300. However, this does not mean that offences committed here are less; on the other hand, it only means that the majority of offences do not come to the attention of police! Often, many offences go unreported due to the complicity of victims. For example, organized prostitution, illicit distilling, illicit liquor, financial crimes, black-mail, forest poaching, sand looting, production and distribution of pornographic films, distribution of pornographic books, sale and production of narcotic substances, etc. Today, such crimes are tackled by suo motu action taken by police on the basis of secretly compiled information. With clear and systematic cooperation from the public, many such crimes can be very easily wiped out from our communities.

Actually, police stations should not be seen as symbols of a foreign power or an alien form of Government, imposed on the local community. They are the visual personification of the guarantee by a government of the people to individuals and local communities that under the democratic legal system, the life, property and dignity of citizens will be made secure, and that the rule of law will be carried out with a steady hand. They are the centres of hope for citizens who aspire for security. Security is the birthright of the people. A police station is a centre that delivers this right of security to the people. Police stations must be transformed into centres of justice where citizens may enter with confidence to demand that their rights of citizenship be secured. For this a policing system that interacts directly with the people must be created. This is what is intended by *Community Policing*.

COMMUNITY POLICING AS A PUBLIC POLICY: A STUDY OF 'JANAMAITHRI SURAKSHA PROJECT' OF KERALA POLICE

Satyajit Mohanty, IPS

1.1 Introduction

Community policing as an alternative policing strategy revolves round the principle of pro-active policing through people friendly policing practices, community participation and problem solving leading to crime prevention, maintenance of order and improvement in the overall quality of life in their neighbourhood. Community policing allows the law enforcement to get back to the principles upon which it was founded, to integrate itself into the fabric of the community so that the people and the police collaborate even before a serious problem arises. Here, police act as a catalyst in the social engineering experiment. To state succinctly, community policing is a useful holistic and proactive concept and a tool to transform the police image, strengthen the force and create attitudinal changes both within the force and among the public. In its strategic dimension, it contributes to the individual, state and national health and as such reduces social pathology. Community policing provides decentralized, personalized police service to the community. It recognizes that the police cannot impose order on the community from the outside, but that people must be encouraged to think of the police as a resource that they can use in helping to solve contemporary community concerns. It is not a tactic to be applied and then abandoned, but a new philosophy and organizational strategy that provides the flexibility to meet local needs and priorities as they change over time. To implement true community policing, police departments create and develop a new breed of line officer who acts as a direct link between the police and the people in the community. The community policing officer's broad role demands continuous, sustained contact with the law-abiding people in the community, so that together they can explore creative new solutions to local concerns, with private citizens serving as supporters and as volunteers. As the community's ombudsman, the community policing officer also acts as a link to other public and private agencies that can help in a given situation. The benefits of community policing are broken down into three areas for the sake of brevity such as Community-specific benefits, Police-specific benefits and Shared benefits. To be further specific community-specific benefits include identification of and responding to community concerns, ownership of local problems, improved local physical and social environment and reduced fear of crime. Police-specific benefits include improved police-community relationship, better positive attitudes towards police and community perception of police 'legitimacy' and most importantly an increase in officer satisfaction with their work. The international and national best practices exhibit certain shared benefits such as a decreased potential for police-citizen conflict, a reduction in crime rates and a better flow of information between the police and community.

Community policing is the need of the day and the police forces in the democracies around the world are realizing its utility and implementing community policing initiatives in varied forms. As an innovation in the police organisation and philosophy, community policing has come to centre stage. From United States to Britain, Brazil to South Africa, Singapore to Japan, countries adopt various forms of community policing with the core philosophy remaining universal. India inherited a colonial police force at the time of independence, whose mission and vision statement were drafted by the colonial rulers in the nineteenth century. The provisions of the old Police Act of 1861 render itself redundant and archaic in a constitutional democracy where the authority of the people is supreme. However, despite absence of any provision in the Act, the State and in many instances the police leadership have embarked upon pro-active community oriented policing initiatives making the police sensitive to the need of the community. In the absence of institutional and legal framework many brilliant initiatives failed to stand the test of time. The community policing initiatives by most of the State and Union Territory governments were 'informal policy processes' that should have been backed by 'due process' policy. By saying 'due process' what is meant is that community policing practices should have been part of the police mission statement duly recognised in the Act and laws governing the police organisations. Off late, states like Kerala, Tamilnadu, Rajasthan etc. have encoded in their newly legislated state Police Acts the vision of community oriented policing. Kerala is one state that has launched its community policing scheme, 'Janamaithri Suraksha Project', with required legal and institutional framework so that the initiatives survive the executive and political leadership as a public policy. The 'Janamaithri Suraksha Project', the flagship community policing scheme of Kerala Police, was conceptualized in the year 2005, when the UDF government was in power and launched in the year 2008 by the rival LDF government and now consolidated

under the patronage of the UDF government. It has weathered the different 'political streams', survived the 'successor-predecessor syndrome' and gained public acceptance. This study examined the benefits accrued to the police organisation, to the community and the shared benefits after studying the 'Janamaithri Suraksha Project', the overarching community policing programme of Kerala Police and the policy processes it encountered during the pre-implementation, implementation and consolidation phases. The rationales for the present study are:

1. Looking at the varieties of theory available on the subject, it appears that not a single theory can explain the diversity and complexity of CP emergence, strategy, implementation and impact in a domestic context. There is a need for an integrated approach to contextualize theories and praxis in India and to have a national overarching model for policy implementation.
2. Large numbers of studies have jumped to evaluation of impact of CP practices without detailed examination of dynamics of their emergence and initial challenges faced and the strategic issues at each stage of its accomplishment. Initiatives of police executives are seen at several instances, suffering from the problem of lack of political will and successor-predecessor syndrome. A need is felt to go into the details from pre-implementation dynamics to impact phase via its very implementation.
3. The studies are mostly of descriptive nature or evaluation exercises having relied on official statistics or case studies of success stories. Qualitative research employing Focus Group Discussion, In-depth Interview, observations, case studies and triangulation methodology (cross examination of theory with fact and theories in policy context) is adopted in the present piece of research with a view to understand behaviour, belief, opinions and emotions from the perspective of study participants, understand the processes, such as how policy makers make decisions or negotiate the obstacles.
4. The study intends to explore the dynamics of policy processes the Janamaithri scheme of Kerala and come out with a context-process-outcome framework for the guidance of the policy makers and implementers.

Accordingly the present study sets off with the following objectives

- a) To make a detailed state of the art review of literature under theoretical, methodological and thematic heads and to take stock of National & International best practices on Community Policing.
- b) To delve deep into legal and institutional frame-works necessary to support and sustain the community policing strategies/initiatives.
- c) To study the nature the pre-conditions/ pre-requisites to the implementation of the community policing strategies in a geographical unit like a district
- d) To examine various phases of development of practices of community policing in Kerala State, the 'Janamaithri Suraksha Project', and implications thereof as the benefits to the police organisation and to the community.
- e) To analyse the macro impact of this micro study from the policy and praxis perspective and to come out with a set of recommendations to serve as guidelines for the policy entrepreneurs.

In this paper, an attempt has been made to summarize the discussions and to put forth the findings and recommendations.

This study represents an exploratory-cum-descriptive research design using qualitative methodology. Population of this study includes all the stakeholders of community policing scheme, 'Janamaithri Suraksha Project', in Kerala State. The stakeholders included the senior police officers, uniformed Community Police Officers (CPO: men and women), and members of Janamaithri Suraksha Project (JSP-men and women)/ Vanita Jagaran Samiti (VJS-women). This study has used multi-stage purposive sampling. In the first stage three out of 14 districts comprising Thiruvananthapuram, Ernakulam and Thrissur districts, were selected for the study where pilot projects sold well. In the second stage seven police stations areas comprising Cantonment & Fort PS of Thiruvananthapuram City, Kadavanthra & Fort PS of Kochi City, Thrissur Town East & West PSs, Irinjalakuda PS of Thrissur Rural (An ISO 9001 PS) were chosen for FGD. In the third phase

of sampling the respondents were chosen keeping gender representation and the interest to share the experience in view. In the process total respondents came to 119 out of which 42 were female and 77 were male representing different age and rank. Senior officers were six in number with one female officer who happened to be Inspector General of police and State level Nodal Officer, Janamaithri Suraksha Project (JSP). The qualitative techniques for the purpose of collection of primary data included Field ethnography, In-depth Interviews, Focus Group Discussion, Observation and Case Study. The researcher used his knowledge and wisdom to collect the data himself unassisted. The author collected secondary data from IIM Bangalore Library, BPR&D Library, New Delhi, Kerala State Police Head Quarters Library, Thiruvananthapuram, Kerala State Police Academy Library, Thiruvananthapuram and Odisha State Police Head Quarters, Cuttack. The data analysis aimed at developing a theory or model by developing and linking categories, otherwise known as conceptualisation, as the outcome of the research. The model approach for qualitative data analysis has been adopted following Hutter-Hennink's Qualitative Research Pyramid (2011). After the collection of data, the author undertook the task of analyzing them. At this stage, the raw data was condensed into the manageable groups by coding them to necessary categories. The journey of JSP as a policy process has been divided into three stages and accordingly the categories or the parameters were consolidated under three major heads: pre-implementation dynamics, implementation phase and the impact phase. The policy parameters or categories under different phases of CP intervention after the deductive and inductive elements of analysis have been conceptualized. Pre-implementation Dynamics and Implementation Phase have seven parameters each and the Impact Phase comprises of six parameters which are as follows;

I. Pre-implementation Dynamics

- a) Political will
- b) Misconceptions in Public mind
- c) Predecessor-successor syndrome
- d) Developing Trust-Community empowerment
- e) Engaging stake holders
- f) Resource Planning, Capacity Building and Training Needs
- g) Publicity and propaganda

II. Implementation Phase

- a) Formulation of Standard Operating Procedures-POs and GOs
- b) From Pilot Project to State-wide Implementation
- c) Hand-holding
- d) Standardization of Service Delivery Strategy
- e) Resource Augmentation
- f) Monitoring, Control and Feedback
- g) Political Acceptance

III. Impact Phase

- a) Decentralization-partnership
- b) Overall Heightened Sense of Security
- c) Security for the vulnerable sections
- d) Police mediation in availing basic services
- e) Empowerment of constabulary
- f) Institutionalization

A consolidated Focus Group Discussion (FGD)/ In-depth Interview (IDI) table has been devoted to each phase of analysis with their corresponding parameters. In-depth interviews taken from six senior police officers have been carefully arranged as part of the focus group for the convenience of data analysis. Scores were assigned to each FGD on the basis of the veracity of points made, number of examples and quotable quotes captured from the transcript of recorded statements, the intensity of participation and degree of knowledge on the issue. Very high participation was given three, high as two, average as one and poor participation was given zero. Key Points under each category have been culled from the operationalization of the concepts as well as interpretation of the transcripts.

1.3 The Key Findings

The Janamaithri Suraksha Project (JSP) is a three tier structure with the Beat/Community Police Officer at the bottom, Janamaithri Suraksha Samithi (JSS) in the middle and District Advisory Samithi at the top. The objectives of Janamaithri Suraksha Project (JSP) are: prevention of crimes, furthering co-operation between police and the community and security-related mutual co-operation among citizenry. Each Police Station is divided into several contiguous Beats basing on the population, homogeneity or other common characteristics with an Assistant Sub-Inspector or a Head Constable / Constable as in charge. Within three months of taking charge, every Beat Officer should personally know at least one member of every household in his beat. Every road, lane and by-lane in the beat should be well known to the Beat Officer. Then Janamaithri Suraksha Samithi, a council of local representatives, constitutes the middle tier of the JSP. The Samithi meets at least once a month, at a pre-announced date and place ensuring participation of maximum number of people from the local Beat with their suggestions.

At the top of the structure lies the District Advisory Samithi to oversee, monitor and review the JSP. The Advisory Committee is headed by the District Superintendent of Police. Member of Parliament, Member of Legislative Assembly, Municipal Chairmen / Mayor as well as other important personalities nominated by the Superintendent of Police are included in the Committee. The committee may consist of 10 to 20 members.

1.3.1 Agenda Setting

Starting with pilot projects in 20 police stations, the JSP has been introduced in 248 police stations at present in four phases. First Phase of the Janamaithri Suraksha Project was implemented in 20 Police Stations vide Kerala Government Order (Rt) No. 3161/2007/Home dated, 23.11.2007. The Second Phase of the Janamaithri Suraksha Project was extended in 21 Police Stations vide Kerala Government Order (Rt) NO. 1452/2009 dated, 22.05.2009. It will be interesting to trace out the long preparatory journey of 'Janamaithri Surashka Project' (JSP) before it got the approval as a major public policy. A policy process is a series of thoughts and actions that produce a policy decision. The first step in the policy process is agenda setting, that is to say, the decision to take up a policy problem for resolution. Agenda setting is followed by detailing of policy proposal sought to be submitted to the authority competent to approve the policy. Policy detailing is mainly a technical exercise. The content may be 'packaged' with provision and cast in a language which is likely to enhance the acceptability. Detailing of policy proposal is followed by the process that seeks to get the approval for the policy (Ayyar, 2009, p.42). In the year 2003, Sri A. K. Antony, the Chief Minister (UDF) constituted the Police Performance and Accountability Commission as per G.O. No.246/2003/Home dtd.18/11/03 to evaluate the general performance of the police during the years 2002 and 2003 and to examine the effectiveness of the autonomy given to the police in recent times, its merits and demerits and to make recommendations for further improving the functioning and accountability of the police. The Commission was chaired by the former Supreme Court Justice K.T. Thomas. The Commission submitted its report in 2005 addressing a number of issues and giving its recommendations. The report, inter alia, strongly recommended introduction of Community Policing by Kerala Police.

1.3.2 Policy Window, the Political Stream & Policy Entrepreneurship

Flowing independently from the problem and solution streams is the political stream, which comprises the public mood, election results, the relationship between major political parties in the legislative house and outside, and changes in the government. In case of Kerala, 'Police Performance and Accountability Commission' was appointed by Sri A. K. Antony as Chief Minister of the Kerala (UDF) in the year 2003. When the Commission submitted its recommendations in

March 2005, Sri Oommen Chandy (UDF) was the incumbent Chief Minister following the resignation of Sri Antony in the previous year. 2005-06 was the election year for the 12th Assembly. The decision of the government whether to introduce community policing might have been weighed against other pressing electoral agendas lying before.

In the 12th Assembly elections in 2006, the LDF got the mandate to form the government defeating the UDF. Sri V. S. Achutanandan was sworn in as the Chief Minister. The police leadership pushed the agenda before the newly elected government. Buoyant with the fresh mandate, the new government was convinced to implement the Janamaithri Suraksha Project (JSP) as the overarching community policing initiative of the state police. The window of opportunity (policy window) opened when three separate streams of problem, solution and politics come together in August 2007. It was then that the JSP was launched officially in the state. Government Orders were issued incorporating the Standard Operating Procedure for the JS, budgetary allocations were provided, and a State Level Nodal Officer was appointed for training, monitoring and evaluation. Pilot instead of state-wide implementation was preferred as a policy. The policy got further institutionalised when the Sri Oommen Chandy was sworn in as the Chief Minister in May 2011. The new government having realized the constraints of manpower increased the sanctioned strength of each Janamaithri police agenda before the new political leadership in 2006 as well as other stake holders.

1.4 Triangulation of Theories and Praxis

Having discussed the policy concerns, the interpretation of data has been made keeping in mind the theories and praxis that have been validated during the field study. The parameters under each category, pre-implementation, implementation and impact, were evaluated on the basis of the key words captured in the transcript of the respondent group.

1.4.1 Pre-implementation Dynamics

a) Political Will

A shorthand definition of political will is: the commitment of actors to undertake actions to achieve a set of objective and to sustain the costs of those actions over time. It will be interesting to trace out the long preparatory journey of 'Janamaithri Suraksha Project' (JSP) before it got the approval a major public policy. The community policing scheme waited for long three years from 2005 to 2008 before becoming an avowed policy of the government. The 'window of opportunity' (Kingdon, 1995) opened in the year 2008 when the policy entrepreneurs (in this case the police leadership) played a crucial role in the intervening period to steer all the three streams, the problem, solutions and politics, pass through the 'policy window' (Ayyar, 2009).

b) Misconceptions in public mind

Misconceptions in Public mind means the lenses through which the general populace over-read or under-read the police attitude and activities as nothing to their interest. More is misconceptions in public mind about police more is the gap between police and public. Tackling the mind set of police as well as public is one of the major tasks in the pre-implementation phase. In the year 2000, Kerala Police drafted a similar scheme and trained its officers. But it was opposed on the misconceived idea that community will share the burden of police work. It was misinterpreted that police is going to introduce a system of policing with the help of the community by which policing will be done by the community itself. So the program could not take off (Jacob). A sustained campaign by Kerala Police to allay the misconceptions in the minds of the public and to sell the idea to the public that they become partners with the police to prevent crime, maintain order in the neighbourhood ultimately paid dividend with the success of Janamaithri.

c) Predecessor-Successor Syndrome

Predecessor/Successor Syndrome was a major obstacle at the pre take off stage of the CP Initiatives. When an incumbent joins a new post and succeeds his predecessor, he shows a general tendency not to follow the legacy and do something new. In the process, a brilliant initiative of the predecessor is given a premature obituary. However, with institutional arrangements in place, a programme or initiative continues uninterrupted irrespective of the incumbents. Here the system takes care of personal aberrations.

d) Developing Trust- Community empowerment

Building and maintaining community trust is the cornerstone of successful policing and ethical law enforcement (Bayley, 2005). The building and maintenance of trust takes a great deal of continuous effort. Law enforcement agencies can be accountable to their citizens by engaging them in any number of trust-building initiatives. The ability of the police to perform their duties is dependent upon public approval of police existence, actions, behaviour, and the ability of the police to secure and maintain public respect (Peelian consensual system). Community Policing is a way to remind everyone that it is a mutual partnership to help make the area a safe and attractive place to live and work (Trojanowicz and Bucqueroux, 1994). Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police (COP, Department of Justice, USA). Police must take specific steps to increase the capacity of communities to exert informal social control (Wilson & Kelling, 1982). Janamaithri Suraksha Project introduces a new 'level' between public authority and the scattered individual citizens, notably district or neighborhood consultation where dialogue or participation is organized and accountability takes place naturally. Consequently, a new source of requests to the police and of bringing the police into action gets created. So far, the police were politically responsible to the government/authorities and responsible to the individuals from an operational point of view. Community policing realigns this traditional sharing of power over the police and establish a new relationship in the social contract between the police and society. In the process it empowered the community for having a say in decision making and influencing the policing they prefer. One of the women empowerment programmes under the overarching JSP models is Vanitha Jagaran Samithi, literally translated as women empowerment group. Introduction of Reception Desk at the Janamaithri police station and CCTV in the lock-up rooms was intended to reduce the trust deficit between the police and public.

e)Engaging Stake Holders

Engaging stake holders is an invitation to the people to contribute their mite to day-to-day policing in partnership with police. This is a process of restructuring of policing priorities with due consultation, coordination and cooperation with the community at large in consonance with public expectations. Political leadership, members of public, media, non-profit organisations, social workers, academia, bureaucrats etc, were engaged during the pre-implementation phase to sell the concept. 'The government of Kerala was very particular about a dialogue and consultation with each and every section of the society, before finalizing on what to do', says Mrs B. Sandhya, IPS the State Level Nodal Officer for community policing.

f) Resource Planning, Capacity Building and Training:

Planning, coordination, execution and feedback are different stages of implementation of this scheme. When the overarching community policing scheme, 'Janamaithri', was decided to be implemented in the state of Kerala, a conscious and deliberate decision was taken to start the programme in 20 pilot police stations of the state and to scale it up later (Lindblom, 1959). Community policing is a man power intensive scheme. Shortage of man power was addressed in due course by creating extra posts for Janamaithri police stations. From 20 pilot police Stations the programme has been extended to nearly 248 police Stations at present within a span of four years Strength of each Janamaithri police station was increased by five to cope with the work load.

Community policing training is different from traditional training. It involves learning to think critically, to solve problems, to share responsibilities with citizens and is not fostered by authoritarian or non-interactive training techniques. A department that plans to undertake the implementation of community policing will have to shift police training from current model of mastery of technical skills and obedience to a focus on empowerment (Trojanowicz and Bucqueroux, 1994). The training curriculum for the police officers should include familiarity with community they are to serve, techniques of crime prevention and conflict resolution, police philosophy and culture, technique to handle physical and mental stress, self-awareness, ethics and development of human values (Palmiotto et al., 2000, Choudhury, 2009). The training syllabus for JS was simplistic, yet a remarkable attempt on the part of police leadership to have recognised the difference.

g) Publicity and propaganda

Publicity and propaganda are deliberate & guided campaign to induce masses for the acceptance of and action on given idea. The success attained by CP initiatives today is mainly due to adequate publicity and due propaganda. The publicity messages were made more potent by incorporating opposing arguments in a way that tended to discredit them. Such strategy really worked because the stake holders were given the impression that the ultimate benefit shall go to them and them only. Care was taken against deliberate lies, double talk, omission of facts, distortion of facts, exaggeration, prejudiced appeals by certain community men and a section of .unwilling police men/officers. The police authorities took all the stakeholders on board, held seminars and workshops to disseminate the concept and allay the disinformation and apprehensions. Publication of success stories in the media, radio dramas, street plays, website of the state police and many district police organisations and even of a leading news paper of the state carrying positive aspects of the JSP helped creating a favourable image in the public. The logo of the JSP gave it an identity of its own.

1.4.2 Implementation Phase

a) Formulation of Standard Operating Procedures

Standard Operating Procedures are the institutionalized implementable set of policy guidelines published in form of Police Orders issued by the DGP of the State or by the Administrative Department of the Government, e.g., Home Department in this case with its avowed objectives for uniform application by political executives, bureaucracy and other stakeholders irrespective of the incumbent in position to implement. In Kerala the guidelines for implementation of community policing scheme, Janamaithri Suraksha Project, were issued and consolidated for over two years, starting with G.O. No 3161/Home dated 23-11-2007, which briefly spells out the introduction of Community Policing Scheme in the State and holding of Workshops, Seminars, distribution of publicity materials and training of police personnel. Subsequently, the Government published elaborate guidelines, dos & don'ts etc in GO No107/2008/Home dated 21-06-2008. The DGP, Kerala issued Circular No 34/2009 dated 20-08-2009 and 35/2009 dated 21-08-2009, enjoining the detailed guidelines of the Janamaithri Suraksha Project, role and responsibilities of the Community Police Officers, that of Janamaithri Suraksha Samithis etc. All these government orders and circulars helped consolidating the implementation of the scheme.

b) From Pilot Project to State-wide Implementation

Pilot implementation is one of the key strategies to evaluate the efficacy of any new project. Pilot projects makes evaluation and analysis easier and help further developing the concept.

In Kerala there are twenty police districts, but the police leadership suggested introducing Janamaithri Surashka Projects in fourteen police districts initially, limiting the scheme to twenty police stations. It was extended to 21 more Police Stations in 2009. Subsequently, the scheme was introduced in 107 police stations of the state, bringing the total number of police stations covered under Janamaithri scheme to 148. Having assessed the popularity and acceptance of the scheme by the public the Kerala government further extended the scheme to 100 more police stations in 2012. The idea was to market the positive effects of the Scheme among the public and generate demands from the people of the neighbouring Police Stations through their representatives for introduction of the scheme in their respective police stations. In the process the police leadership can bargain with the government for more resources for effective implementation of the scheme in new areas. Here, the praxis correlates to the concept of 'incrementalism' (Lindblom, 1959).

c) Hand- holding

Hand holding is an expression meaning providing someone with guidance, assistance, encouragement or aid and support to lessen anxiety. In the context of implementation of a new, government sponsored scheme like Janamaithri Suraksha Project, the top police leadership is expected to constantly guide, aid, support and patronize the scheme at the initial phase of implementation to overcome the teething problems and make way for wider acceptance by public. In Kerala, the senior police officers passionately played this role till the Project received wider political and public acceptance with scaling up from pilot to state wide implementation. Starting from selection of the beat police officers, training, monitoring and evaluation the State Level Nodal Officer played the role of a mentor, constantly guiding and motivating the front line officers in the department (concepts of Organisational Behaviour theories and Motivational theories).

d) Service Delivery Strategies and Standardization of Service Delivery

Service delivery is the implementation of those services and making sure that they reach those people and places they're intended to. Strategy is all about integrating organizational activities and utilizing and allocating the scarce resources within the organizational environment so as to meet the present objectives. Standardization of the service delivery involves developing a prototype model that fits into all areas after addressing the concerns of all stake-holders. The implementation strategy of Janamaithri project based on a three-tier structure: the beat police, Janamaithri Suraksha Samithi and the District Advisory Committee. The Beat Police constituted the fulcrum along which the system is required to revolve. The 'house visit' by the beat police officer offered personalized police service. Police forged a partnership with public in addressing the crime prevention measures, developing solution to other neighbourhood problems, increasing the trust coefficient (Bayley, Trozanowicz, Skogan, Goldstein). As regards the policy processes, the theories of decision making and implementation in government (Allison, Elmore) met with the praxis.

e) Resource Augmentation

Policing is always fraught with acute resource crunches like manpower and finances. Implementation of a manpower intensive scheme like Janamaithri must have posed serious challenges to the police leadership on how to cope with such constraints. Government support to augment the resources is often conditional upon the successful implementation of a scheme like Janamaithri. The police leadership in Kerala succeeded in motivating its officers and men to overcome such resource constraints at the initial stage of implementation of Janamaithri with the hope that once accepted by the people and political leadership, it'd have the leverage to press for creation of additional manpower and provision for funds. In fact, it happened during the subsequent phase when the scheme was extended to other police stations of the State. Extra manpower for each Janamaithri police station was created and budgetary provision was made for the scheme by the government. The police leadership, bureaucrats, government departments and the department Minister bargained with each other in the decision making process to arrive at a 'satisficing' allocation of resources (Allison).

f) Monitoring & Controlling

During the process of implementation of the Janamaithri Project the core group headed by the State Nodal Officer, a senior police officer in the rank of IGP, was constantly monitoring the project. This included laying down criteria for selection of community police officer, training module, holding of seminars and workshops with the stake-holders, time to be spent for house visits, dos' and don'ts' for community police officers etc. At appropriate instances corrective actions were taken to address the issues and concerns that emerged in course of implementation.

g) Political Acceptance

In a parliamentary democracy like India the success of a new public policy is largely incumbent on the political will and consensus. A policy that gets the seal of approval of the opposition political parties is likely to survive the successor- predecessor syndrome. A proposal initiated by the executives should ideally been approved not only by the government of the day but should have the tacit support of the opposition political parties. In Kerala the police leadership had the acumen and foresight to read this political dynamics of policy making. It took all the stake holders on board before launching Janamaithri including the opposition political parties. Political acceptance of the scheme by all political parties including the ruling dispensation made the scheme survive the change of government thrice during the evolution and implementation phase of Janamaithri.

1.4.3 Impact Phase

a) Bridging the gap between Police and Public

The system of 'house visit' made the police service personalised, helped transforming the police from anonymity to a humane organisation. The Beat police officers circulated their contact number with the residents they are required to serve. The people felt that police is just a call's away. The Cochin city police introduced a number of innovative schemes in collaboration with Merchant's Association, private security guards, and the students. Extortion was on decline, suspicious activities in the Shopping Malls and in the business districts got reported, private traffic

wardens supplemented the resources of the police in checking minor traffic offences. The sense of security of the general public increased and the gap between public and police narrowed down (Trozanowicz, Bayley, Peel).

b) Overall Heightened Sense of Security

With Janamaithri Suraksha Project the residents got an opportunity to closely interact with the beat police officer, know him by name and face and could freely interact with him during house visits. The house visits by the beat officer facilitated the process of familiarity. Residents felt that the police is just a call's away at the time of need and would definitely respond to their calls. This resulted in a conscious awareness of safety in the neighborhood. People perceived that the crime has gone down, though statistics proves otherwise, streets have become safer and anti-socials elements are scared of the police.

c) Security for the vulnerable section

The Janamaithri Suraksha Project advocated pro-active engagement of the community police officer with the senior citizens, women, students, destitute, slum dwellers etc. of the area so that their sense of security is improved. The students through a programme called, Student Police Cadet, are being groomed to be responsible citizens of the future. Some of the issues like domestic violence, alcoholic abuses etc. are being resolved by the beat police officers as alternative dispute redressal mechanism. Police in return has earned the much needed respect, good will and trust of the people making its job easier.

d) Police mediation in availing basic services

A beat police officer by close interaction with residents of his Beat not only earns their good will and trust but is perceived as the visible representative of the state in addition to the common adage of being the strong arm. Residents of the Beat during their interaction bring various non-police related issues to the notice of the Beat Officer, for example, lack of civic amenities like non-availability of street lights in the locality, irregular supply of drinking water, problems of solid waste management etc. The Beat officer intervenes in such instances as they believe that lack of the basic civic amenities and dumping of waste in a locality has the potential to lead to law and order situation. Besides, they want to win the goodwill and trust of the residents they serve, thereby developing a symbiotic relationship with the residents.

e) Empowerment of constabulary

The Beat Officers under Janamaithri scheme are mostly from the ranks of Constable and Head Constable. They comprise the bottom of the police hierarchy, suffer from low motivation, lack initiatives and are never been part of the decision making process. Janamaithri provided the opportunity to the Beat Officers the much needed visibility, recognition, respect and self-esteem and in the process empowered the constabulary. By introduction of linking pin structure in the department, it led to greater organisational commitment and job satisfaction among the lower level police officers (Choudhury).

f) Institutionalization

Janamaithri Suraksha Project culminated as a flagship community policing scheme of Kerala Police after almost after a decade long committed efforts of the police leadership. Starting from enlisting political consensus for the scheme to publication of Government Order and finally making legal provision in the new Kerala Police Act, the process of institutionalization has been an ongoing process. Uniform and centralized training programme for the Beat Officers, appointment of a state level Nodal Officer, budgetary provision, publication of standard operating procedure in shape of Police Circular Order and increase in the sanctioned strength of the staff in Janamaithri police stations are some of the processes to institutionalize the scheme in the State.

1.5. Policy Context- Process- Outcome Matrix

After having articulated the key findings in the preceding section, a Model has been conceptualized by triangulating the theories and praxis and organising them in a Context-Process-Outcome framework in respect of pre-implementation, implementation and impact phases to serve as guidelines for both the policy makers and implementers in their efforts to introduce community policing as a public policy.

Context is the circumstances in which an event occurs. The purpose of contextual evaluation is to develop an understanding of the nuances of policy processes and to appreciate how a policy could be replicated in other settings. Processes are a series of actions, changes, or functions bringing about a result. Process evaluation addresses a broad spectrum of implementation activities. An outcome is the result of pay off from the course of action the policy mandates. The outcomes may be short, medium and long term. In the context-process-outcome matrix, the outcome column articulates all such possibilities. For example, publicity and propaganda through a well co-ordinated campaign strategy resulted in quick propagation of the objectives of the Janamaithri scheme, a short or medium term outcome whereas integrating community policing strategies into organisational structure and culture would mark a paradigm shift in the functional characteristics of the police, a long term outcome. Some of the short and medium term outcomes would pave way for long term ones, like community empowerment would lead to police accountability in the long term.

1.5.1 Pre-implementation Dynamics

‘A policy is as good as its implementation’. In the same logic, it is deduced from the research that the pre-implementation dynamics are as critical as the successful implementation of a policy. An appreciation of pre-implementation dynamics helps the policy entrepreneur to have clarity of the ‘policy environment’; that is the operating environment within an organisation and the external environment in which the organisation is embedded. The elements of the environment are ‘actors’ (organisations, cabinet, political executives, stake-holders, officials), structural and institutional factors, and the ‘ruling ideas’ which condition policy thinking. In Kerala, the policy processes of community policing were initiated with the recommendations of the Kerala Police Performance and Accountability Commission in the year 2005. The functional autonomy of the police and police accountability were the buzz words among the political leadership, media and intelligentsia that set the tone for the ‘ruling ideas’ prevalent then.

The other variables that shaped the policy environment in Kerala during the policy process of Janamaithri are worth examining. In a democracy, ‘political will’ is a key factor to navigate the policy processes through the ‘window of opportunity’, the policy window. A policy entrepreneur waits for an opportune moment to push his ideas about problems and preferred solutions, and succeeds in convincing the ruling and opposition dispensations to carry forward the policy. Few committed senior police officers and leaders of ruling party in Kerala played the role of policy entrepreneur by involving the leader of opposition in the state level launching ceremony of Janamaithri. Later, when the leader of opposition became the Chief Minister of the state three years after the launching, he took the scheme forward by further scaling up of the project and increasing the man power of the Janamaithri police stations. Police leadership carried out sustained measures to dispel misconceptions in the minds of the public about the policy and to garner larger public acceptance by engaging all stake-holders. Implementation guidelines were issued in form of Government Orders, Police Circulars and subsequently incorporated in the State Police Act to ensure that the policy does not suffer from ‘predecessor-successor’ syndrome. Training and orientation programmes for the front line police officers were organised to avoid agency problem and to ensure that the implementation was in accordance with the ‘intent’ and ‘design’ of the policy. Pilots instead of a state-wide implementation were conceived to ensure a close fit between policy design and implementation. When the pre-implementation processes were properly appreciated and addressed, the outcomes became encouraging: commitment of actors to carry forward the policy, trust and acceptance by the people to overcome the ‘public inertia’, ownership of scheme by the community, system driven implementation, all of which helped laying a strong foundation for sound implementation of the policy.

1.5.2 Implementation Phase

‘A policy cannot be developed in isolation from the means of its implementation.’ While identifying and appreciating the pre-implementation dynamics are precursors to the smooth transition for effective implementation, the means are equally important during implementation *per se*. The standard operating procedures (SOPs) are designed to ensure that the tasks attended to with a certain level of efficiency and that at the same time serious failures are avoided. ‘The organising principle of SOPs is not maximization but satisficing.’ Detailed guidelines issued for the implantation of Janamaithri served this purpose. The modalities of ‘house visit’ by the Community Police officers, the mainstay of the three-tier community policing scheme, were revised and made more flexible by

taking the feedback from the field functionaries. It is an example of prudence in policy making. Once the pilots became successful, the scheme was extended to other police stations in the state, from twenty to two hundred and forty eight at present. Simultaneously planning for resource augmentation and scaling up during the implementation phase shows the foresight of the policy entrepreneurs. During the period of scaling up, the policy got the acceptance of all the actors and underwent the process of refinement. 'Implementation is beset with agency problem.' The agent (field functionaries) may not always act according to the interest and instructions of the principal (the police department or the government). Guidance, mentoring, aid and support to the field functionaries addressed the agency problem in Kerala. Exercising good old superintendence and control, periodically reviewing and issuing clarifications are meant to ensure that the 'intent' and 'design' of the policy conforms to the implementation. The government of Kerala appointed a senior police officer as State Level Nodal Officer who continues as such since the pre-implementation phase with a mandate to review, control and monitor the scheme. A policy process is a series of thoughts and actions that produce a policy decision. Analysis, approval and acceptance are the '3As' of the processes. The Janamaithri as a public policy finally got the seal of approval of all political parties by engaging them in the decision making process. In fact, the first twenty pilot police stations were selected keeping in mind the fact that half of the pilot projects fell under the constituency of opposition legislators.

1.5.3 Impact Phase

Field study and research throws light on the impact of the Janamaithri scheme in terms of community specific advantages, police specific benefits and shared benefits. Community specific advantages include mobilization and empowerment of communities to identify and respond to concerns affecting the community, increase in positive attitude towards police, reduced fear of crime and greater sense of security. Some of the police-specific benefits are improved community-police relationship, leveraging on community resources, empowerment of front-line officers. Shared benefits are those accrued to both the community and the police, viz, a decreased potential for police-citizen conflict, a better flow of information between police and community, prevention of crime. Sample respondents from the community across the board have emphasised that their sense of security has increased, the neighbourhood has become safer and there has been reduction in crime. They felt that police is 'just a call's away'. Janamaithri placed special emphasis on the vulnerable and senior citizens. Frequency of 'house visits' of the community police officers to the elderly dependent couple is more than to ordinary house-holds. This has resulted in heightened sense of security for the elderly and vulnerable people. Police has also addressed the concern of the community for non-availability of basic municipal services. The outcome: positive attitude of the community towards the police. Police on its part has leveraged on the resources of the community for its own advantage. The community police officers are mostly the lower level, front-line police personnel with low motivation and initiatives. The Janamaithri scheme has provided them with much needed recognition in the organisation and has made them part of the decision making process. The senior field functionaries like the Station House Officers have acted on the valuable feedback of the community police officers and succeeded in either preventing or detecting crimes. The community police officer plays the role of the 'linking pin' between the community and the police station, hitherto remained an exclusive prerogative of the senior police functionaries or the influential member of the locality or of the political functionaries. The new 'linking pin' organisational structure has not only empowered the frontline police functionaries, but the community at large has benefited from such arrangements by dispensing with via media to approach the police at the time of need. This will also make the police more accountable to the people it is meant to serve. The 'agenda setting' of the policy processes started with this premises of the Police Performance and Accountability Commission of Kerala in the year 2005. The role of police is likely to be more proactive as opposed to a reactive organisation, one of the core philosophies of community policing. By integrating community policing strategies into the organisational structure and culture, the community, the policemen and the police organisation will be empowered, setting in the paradigm shift in the vision statement of the police.

1.6 Challenges

In practice, Community Policing does not develop according to a single one dimensional process: Several factors such as a lack of political and management support, management priorities, low trust coefficient between police and public, internal communication problems, shortage of police capacity and resources, agency problems may hamper or may even set back the development of Community Policing. The variables enlisted under the context column in the pre-implementation phase in the context-process-outcome matrix - political will, negative mindset of

the public, predecessor-successor syndrome, enlisting trust of the community, engagement of stake-holders, resource planning, publicity - are broadly the issues posing challenges to Kerala police during implementation of the Janamaithri project. They may be further sub-categorized under two major head, internal (from within the organisation) and external challenges (from outside the organisation).

1.6.1 Internal Challenges

Internal challenges are those that arise from within the organisation. Many of the internal challenges to community policing are inbuilt in the policing system in India. Policing in India is an inheritance from the colonial rulers characterized by a rigid bureaucratic-militaristic structure, reactive as opposed to pro-active work culture, state-owned as against community-owned organisation. The management style of the organisation is authoritarian; the decision making is centralized at the top. More than ninety percent of the personnel constitute the constabulary who are underpaid, undertrained and overworked with low motivational level. The organisation suffers from resource crunch. Acute shortage of manpower in the face of multifarious duties poses a serious challenge to the police leaders to experiment something new like community policing which is a manpower intensive initiative. Coupled with these problems are the trust deficit of public towards police and lack of transparency in its functioning. Some of the specific internal challenges faced by the Kerala police during policy making and implementation phases are listed out as follows.

Resistance to change: Bulk of police leadership including the middle management were sceptical of the Janamaithri initiatives on two counts, firstly the tendency among police officers to 'resist the intrusions of civilian into their business' and secondly to 'look down upon community policing measure as going soft and futile exercise'. Many of them promptly attributed Janamaithri for any rise in crime statistics, citing diversion of manpower to 'non-core' police activities. It required good deal of efforts by the police policy entrepreneurs on internal marketing to overcome such mind-set, though it still persists to some extent. Political support for the scheme helped to overcome this resistance to a large extent within the police organisation.

Organisational behaviour: 'Community policing is not an independent entity within the department. Ultimately, the community policing philosophy must inundate the entire department. Community policing requires departments make substantive changes in how the department interacts with the public. The police officer must be many things, law enforcer and peace officer, armed symbol of authority and part time social worker.' In Kerala, the Janamaithri scheme was introduced incrementally as pilots; the community police officers were selected on the criteria of integrity, good service records, voluntarism, and non-addictive habits from among the lower rung of the organisation. In the first and second phase of the introduction, only forty eight out of four hundred fifty odd police stations were earmarked for the scheme. The number of police personnel experiencing and adjusting to the new philosophy was less than ten percent of the strength of the organisation. They enjoyed the initial spotlight and exclusivity. This was one of reasons why the police personnel of the selected police stations were so motivated. The police leaders could hand-hold, train and guide the small number of 'change agents' at the first and second phase of introduction of Janamaithri. But in the long run the scheme has to be introduced in all the police stations of the state, the philosophy of community policing has to permeate to the entire organisation, making it a daunting task for the organisation to transform itself from a reactive-repressive-rigid structure to proactive-preventive-flexible one.

Predecessor-successor syndrome: The tendency of not aligning with the style of predecessor as the incumbent feels ill at ease to ally with the established line of action is what may be termed as predecessor- successor syndrome. It was a major obstacle at the pre take off stage of the CP initiatives. A lot of good initiatives of the predecessor were lost in the process. A brilliant initiative of the predecessor was given a premature obituary. However, with institutional arrangements in place, a programme or initiative continues uninterrupted irrespective of the incumbents. Here the system takes care of personal aberrations. The police circulars were issued by the state police chief to ensure coordinated and regular action, uniformity in application. This served as guiding principles for the incumbents to achieve minimum levels of performance and more importantly not to put the policy to disuse. Government orders were issued enlisting the dos and don'ts of Janamaithri scheme, budgetary provisions were made to meet the expenses. Apart from showing the commitment and intent of the government, such a step ensured that the project does not suffer from the whims and fancies of the incumbent officer.

Agency problems: 'Implementation is beset with agency problem.' The agent (field functionaries) may not always act according to the interest and instructions of the principal (the police department or the government). The routine the field functionary adopts may vary from the SOPs laid down by the organisational and the programme guidelines. For the beneficiaries of the scheme, the public, the community police officer is the symbol of government and the variance of the operating routine from the policy guidelines means that the outcomes may not correspond to those intended. The variance may not be intended but could be due to the operating constraints. The supervisory police officers are required to take feedback, allow the flexibility and make a course correction. Guidance, mentoring, aid and support to the field functionaries addressed the agency problem in Kerala. Exercising good old superintendence and control, periodically reviewing and issuing clarifications are meant to ensure that the 'intent' and 'design' of the policy conforms to the implementation. The government of Kerala appointed a senior police officer as State Level Nodal Officer who continues as such since the pre-implementation phase with a mandate to review, control and monitor the scheme.

1.6.2 External challenges

Political will and acceptance: A shorthand definition of political will is: the commitment of actors to undertake actions to achieve a set of objective and to sustain the costs of those actions over time. A policy-problem is chosen for decision making when a problem is recognised, a solution is available, the political climate make it ripe for change, and the constraints do not prohibit action. The 'window of opportunity' (policy window) is open when three separate streams of problems, solutions and politics come together, a pre-requisite for policy acceptance. When the political will is lacking, the political stream does not align with the other two streams, the fate of the policy hangs in uncertainty. In case of Kerala, 'Police Performance and Accountability Commission' was appointed by Sri A. K. Antony as Chief Minister of the Kerala (UDF) in the year 2003. When the Commission submitted its recommendations in March 2005, Sri Oommen Chandy (UDF) was the incumbent Chief Minister following the resignation of Sri Antony in the previous year. 2005-06 was the election year for the 12th Assembly. The decision of the government whether to introduce community policing might have been weighed against other pressing electoral agendas lying before it though both the Chief Ministers belonged to UDF. Here, two factors, firstly, the change of incumbent Chief Minister and secondly, the pre-election political commitments, set the tone of the political stream against any policy innovation. The role of policy entrepreneurs becomes crucial to push through and navigate the policy processes through the policy window. Two successive police chiefs of the state played this role with dexterity till the Janamaithri was launched in 2008 as a full-fledged public policy during the LDF rule.

Trust deficit: The essence of Community policing is to minimise the gap between policemen and citizens to such an extent that the policemen become an integral part of the community they serve. In other words, the individual policeman should know each member of the community and he should, in turn, be known by them. That is to say there is no anonymity between them and is replaced with harmony and trust.' The community has to reciprocate the new good will gesture initiated from the side of the police. But the suspicion and lack of trust prevented the public to accept the initiatives of the police at the policy making stage of Janamaithri. Such was the level of distrust that the public perceived it to be guile to '*allow the youth wing of the ruling party to take over certain police function.*' A community police officer told, '*during initial phases of house visits some residents offered me money thinking that this was the purpose of my visit. I had a tough time to explain them the objectives of Janamaithri.*' The police leadership had to work overtime to plan new strategies to reach out the public, engaged all the stake-holders and launched a well coordinated campaign to make their intentions clear.

Resource scarcity: The police organisation functions at an optimal level within finite resources to perform infinite tasks. There is a significant gap between the department's aspiration and availability of resources. Any new mandate poses additional burden on the scarce resources, may it be logistics, manpower, transport or budget. Janamaithri is a manpower intensive initiative as in case of any other community policing scheme. Each Janamaithri Police Station needed additional eight to ten police personnel to act as community police officers in the designated beats within police station. However, the decision of launching the scheme only in twenty police stations as pilots helped overcoming the huge requirement of manpower. The state police chief, who himself was spearheading the initiative, had two options. Firstly, to ask the government to increase the manpower before the implementation and secondly, to manage the initial phase by mobilising resources from within the organisation and 'selling' the spread-effect to the political leadership which in turn would

initiate much needed augmentation of manpower. The latter option was preferred and it paid off four years after the launching of the scheme when the government increased the strength of each Janamaithri police station by five police personnel. Budgetary provisions were made by the government to meet expenses relating to Janamaithri programmes. But lamented a beat police man, *'we have been asked to share our mobile phone number with the residents within our beat. Each call from a resident needs to be followed up with a call or two from my mobile phone. I end up spending from my own pocket without being reimbursed.'* In spite of budgetary provision, the reimbursement of legitimate expenses of a beat police officer for the public cause still remains unaddressed.

1.7 Recommendations

The analysis of the context-process-outcome matrix and the challenges to community policing scheme in Kerala discussed in the preceding sections filter out a set of recommendations that may serve as guiding principles to the policy makers and policy implementers in introducing community policing schemes as a public policy. The knowledge on policy processes, the policy environment, dynamics of policy making and policy evolution during implementation makes the policy makers and the implementers prudent in appreciating the nuances of public policy. Some of the key recommendations may be listed out as follows:

Political support: Political will and support signal the commitment of the government for the policy and to sustain the costs of implementation over time. It also conveys a strong message to other agencies in the government for their full scale participation and involvement for the success of the scheme. In a democracy, the opposition of the day has an even chance to come to power and form the government. Therefore, the opposition political leaders must be taken into confidence during the policy making phase. The policy should in essence be apolitical and meant for public good.

Engaging stake-holders: As a public policy, the community policing scheme intends to inform all citizens in its broad sweep. Without whole-hearted support of all stake-holders, the policy may not have wide acceptance. Engaging the stake-holders like the civil society, media, resident committees, opinion makers, intelligentsia, and academics during the proposal stage clears the misconceptions, makes the policy objectives community centric with their feedback: all of which helps developing ownership of the community towards the scheme.

Trust-building measures: The essence of community policing is to minimise the gap between policemen and citizens to such an extent that the policemen become an integral part of the community they serve. But the suspicion and lack of trust that exists between police and public may be an anti-thesis to such basic premises. The police leadership should plan out new strategies to reach out the public and launch well coordinated campaign to make their intentions clear. Public reception facilities at the police stations may go a long way in such direction with very little or no expenses.

Pilots to start with: Piloting is an activity planned as a test or trial for the implementation of the concept and its actionable dimensions on a small controlled scale to allow for its full impact, benefits and weaknesses to be evaluated before implementation on a total basis. Pilots ensure a closer fit between policy design and implementation. The 'incremental' approach takes care of resource crunch. Scaling up should follow on the success of the pilots.

Selection and training of field functionaries: The field level officers who are to function as 'beat officers' or 'community police officers' should be selected on strict criteria of service record, integrity, and voluntarism. They should undergo suitable pre-induction soft skill training.

Formulation of Standard operating procedures (SOPs): The standard operating procedures (SOPs) are designed to ensure that the tasks attended to with a certain level of efficiency and that at the same time serious failures are avoided. Detailed guidelines should be prepared, spelling out the dos and don'ts for the field functionaries, supervisory officers and the stake-holders. The government orders may be published containing the SOPs to make it bindings on all actors. The SOPs may be periodically reviewed and amended with feedback of the stake-holders to make it more flexible and user friendly.

Appointment of Nodal Officer: Implementation is beset with agency problem. The agent (field functionaries) may not always act according to the interest and instructions of the principal (the police department or the government). Exercising good old superintendence and control, periodically

reviewing and issuing clarifications are meant to ensure that the 'intent' and 'design' of the policy conforms to the implementation. A senior police officer may be appointed as State Level Nodal Officer for such purpose and continue for a sufficiently longer tenure.

Internal marketing: Bulk of police leadership including the middle management are sceptical of the community policing initiatives on two counts, firstly the tendency among police officers to 'resist the intrusions of civilian into their business' and secondly to 'look down upon community policing measure as going soft and futile exercise'. Many of them are prone to attribute reasons to the scheme for any rise in crime statistics, citing diversion of manpower to 'non-core' police activities. It requires good deal of efforts by the police leaders on internal marketing to overcome such mind-set. 'Community Policing' as a subject may be included in the police training syllabus.

Legal & institutional framework: The police mission statement needs to be redefined with community policing as one of its core objectives. The new Police Act to be legislated or under process of legislation by the state governments on the basis of directives from the Supreme Court should incorporate community policing practices within the Act to acquire legitimacy as a legislative policy. A state level training and resource centre may be established to institutionalise the planning, coordination, research and training activities.

Resource Planning: Government must provide budgetary support for undertaking various activities under the community policing scheme. The additional manpower and other logistics support should be committed by the government. The police organisation must be prepared to successfully run the pilots out of its own resources till the spread effects are felt by the communities which in turn act as pressure groups for demanding resource augmentation from the government.

Social Audit & Research: The impact and outcome analysis of the project should be periodically conducted through competent third party institutions and the feedback acted upon for course correction, if necessary. Internal and external research by police practitioners and academics should be encouraged to modify and improvise on existing practices.

Herring-bone policy model: An overarching community policing scheme with 'beat police officer', 'community liaison group', 'citizen volunteers' and 'district advisory committee' may be adopted for its wide sweep and scope. Other target specific schemes for students, senior citizens, women, slum-dwellers, juveniles in conflict with law should supplement the overarching model like herring-bone structure as scaffoldings.

Janamaithri Suraksha Project vis-a-vis the National Overarching Model on Community Policing: 'Police Community Partnership', the national overarching model, drafted by the members of Micro-mission-II of the National Police Mission, MHA, government of India, of which the author is a member, and the Janamaithri Suraksha Project (JSP), the flagship community policing scheme of Kerala police are both three-tier structures with the beat police as the mainstay. But policy makers of JSP have gone a step ahead with introduction of 'house visit' by the beat or community police officer to get him acquainted with the members of the public. It had made all the differences to the outcome of the policy processes: trust level between police and public has increased, overall sense of security of the public has gone up, members of the community and frontline police officers feels empowered. The author as Chairman of the Committee on implementation of community policing in the state of Odisha has drafted a policy outline, 'Ama Police' along the line with that of JSP having regard to the tangible outcomes it has shown during the field study.

1.8 Suggestions for Further Research The field research of Janamaithri Suraksha Project, the flagship community policing scheme of Kerala police, was conducted in the fourth year of its launching, a relatively smaller span of time to assess the outcomes which are mostly tangible in long term. Further study on police and community empowerment, change in organisational behaviour, impact of JSP on police accountability and transparency will throw interesting insight into the impact of the policy. The JSP as a doable model could be replicated in other states of the country. But, Kerala is different from many other Indian states with highest rate of literacy and life expectancy, higher urbanisation and per capita income. Will the states or districts with same level of socio-economic growth or similar Human Development Index be able to replicate similar scheme at ease with contexts remaining the same? A national policy mapping on community policing may give the answer to such query by further research.

Janamaithri Suraksha Project

Community Policing Project of the Government of Kerala

Dr.B.Sandhya IPS

Even though the Indian police were shaped by the British for maintaining their Raj and yet institutionalized to serve British colonial policies, in modern India the same force has transformed itself to abide by the democratic ethos of the country. Law enforcement in Indian democracy seeks to ensure public security by securing and enlisting the willing cooperation of people. Kerala police have been at the forefront in implementing a variety of community policing schemes that have provided a safe and secure environment for the residents. Kerala police subscribe to the perspective that the citizens are subject to the law, which they themselves create by means of established legislative processes. Therefore they also need to proactively participate in the process of preventing violations of enacted law. Community policing seeks the responsible participation of the citizens in crime prevention at the level of the local community. This helps in not only conserving the resources, both of the community and of the police, but also effectively fighting crimes that threaten the security of the people. Kerala experience shows that by seeking the active cooperation of the public in performance of police duties, the process of law enforcement becomes far more effective.

Social Context of Community Policing in Kerala

Kerala is the most literate state of India and has also been reported as the least corrupt state (Transparency International, 2005). High literacy has led to an interesting situation wherein the state has high media penetration, with 0.78 million copies of print media and 16 TV channels. This has further ensured that any new idea will be immediately under media scrutiny. Furthermore, 10% of Kerala population lives outside the country, generally in Gulf states. At least 20% of the population has visited a foreign country, and by these reasons alone it is safe to presume that the people view things in a global perspective. Kerala is also a highly politicized state with a long history of people's participation in civic affairs. Kerala was the first state in the world to freely elect a communist government in 1959. Ever since, the communist parties have been elected to office a number of times. Kerala is also a diverse state with large proportions of Muslims and Christian people. The population is multireligious, with 50% belonging to minority groups. Nevertheless, the people are highly tolerant, and in comparison to the rest of India, communal riots and conflicts have been minimal. This tolerance extends in other dimensions too. For example, in the same family you may find people working for different political parties. There are no nuclear villages, and every where the people live intermixed in dense congregations. Kerala is not highly industrialized and the state has no major industries. But, the service sector is well developed and tourism, with the slogan "God's own country," is a major contributor to the state's economy.

The Police in Kerala

The region of Kerala was earlier part of the Madras province and governed from the erstwhile Madras city. The region consisted of the princely states of Travancore and Cochin, as well as the Malabar region. While some form of traditional royal police system prevailed, the modern police were created in 1861, along with the reorganization of Indian police by the British rulers. The system has continued ever since, but in 1956, after India's independence, a reorganization of states was carried out and the new state of Kerala with Malayalam-speaking people was established. At present, the police are organized provincially, consisting of approximately 42,149 personnel of various ranks. The director general of police (DGP) is the senior-most officer, and most of the senior ranks are held by the members of the Indian Police Service (IPS), who control district-level police units and all the specialized branches. The Kerala police serve a population of over 31.8 million, residing in 5 cities, 53 municipal towns, and 1,452 villages spread over an area of 38,863 square kilometers, with an average population density of 819 per square kilometer. Of this, about 8.2 million people live in urban areas and 23.6 million live in rural areas. The police investigate about 175,000 crimes per year.

The lowest rank is of police constable, where traditionally a high school-level education is required for appointment. However, constables of Kerala be highly qualified, and perhaps the highest-qualified police personnel in India. This has a historical background. The *Travancore State Manual*, by T.K. Velu Pillai (1882-1950) (first published in 1940), mentioned that only literate persons were recruited in the police force. Men of high education were commonly chosen to fill places in the subordinate ranks. The document further states that “prominent persons like Mahatma Gandhi have been so much impressed with the discipline and courtesy exhibited by the generality of the force that they have thought it fit to give them high compliment by comparing them with London Police.”

Community-Oriented Policing in Kerala

Against the backdrop of such a social milieu, many individual officers of Kerala had attempted and succeeded in implementing community policing programs. An institutionalized effort was made on the recommendation of the Justice K.T. Thomas Commission, appointed by the government of Kerala to suggest police reforms. The report recommended that the government should implement community policing on an experimental basis. Accordingly the government asked the police department to prepare and submit a draft scheme. The draft scheme submitted by the department in 2007 was discussed elaborately at various levels, and based on suggestions/recommendations by various persons, a final project was prepared by the police department.

The community policing scheme of the Kerala police was named Janamaithri Suraksha Paddhathi, and initially implemented on an experimental basis in three police station limits, each in the Kozhikode, Kochi, and Thiruvananthapuram districts. The project was conceived to provide security to the community as its prime objective, and the effort of the department was to achieve this with people's participation and closer liaison between the police and the general public.

The project is structured so as to facilitate closer community involvement in ensuring security and safety within communities. The project envisages to achieve the following objectives:

1. To prevent crime
2. Cooperation of the police and the public in security matters
3. To ensure mutual cooperation of members of the public in the domain of security

The project envisaged strengthening the police by seeking support of the local community. It was not a project aimed at bettering the image of the police, and it was also not a project wherein police duties were to be performed by the citizens. Rather, it was a project to professionally strengthen police and increase their accessibility to the needy public through closer interaction with and better understanding of the public. The responsibility was entrusted to the beat officers, who were instructed to ensure that all the citizens living in the area were known to the police and every citizen was acquainted with the beat officers. The project centered around beat officers who were the police constables/head constables/assistant subinspectors, specially selected and trained.

Beat Officer Duties

The scheme was designed so that for each residential area, forming one Jana Souhrida consisting of around 1000 houses within an area of 3 km there will be a beat officer. All the duties of the police relating to patrolling, process service, petition enquiry, verification, collection of public complaints, servicing of complaint boxes, etc. will be done, subject to proper supervision through such a Beat Officer. It was also stressed that within two or three months of becoming the beat officer, the concerned police personnel should personally know at least one member of each family living in his beat, all the roads and by-lanes in the area, the working habits of the local people, and their special needs on a house-to-house basis. At least three days a week, the beat officer should be available for an hour or so at a preannounced place in the beat so that anybody who wants to communicate information to the police station may meet him there. The beat officer has been provided with a Janamaithri bike specially painted, depicting the Janamaithri emblem, which makes it easier for everyone to recognize the officer.

The beat officer is also required to maintain a beat register showing the daily activities and daily transactions with respect to the beat, and such a beat register is examined by the station

house officer everyday. Women police constables have also been detailed as assistant beat officers, so that problems of women could be addressed properly. As a novel incentive the women police constables have been provided with a two-wheeler. The beat officers are further required to attend the Janamaithri Suraksha Samithi meeting every month with the local community. The scheme ensures that the beat officer shall spend at least 20 hours a week actually moving about and meeting residents in his beat. A major issue has been to stress that the beat officer conducts himself in an exemplary manner. Special training courses and periodical evaluations are done for making beat officers fully competent for the task.

Janamaithri Suraksha Samithi

Janamaithri Suraksha Samithi is a local committee formed to assist the project function smoothly. It was stressed that Samithi members should have time to spare for its activities, and they shall not be involved in any criminal cases. Further, to ensure that the Samithi does not get involved in any political activity, the scheme lays down that this committee will not have any statutory powers.

The Janamaithri Suraksha Samithi is composed of corporation/municipal councilors, representatives of each active residents' association, non-governmental organizations (NGOs), local representatives, nominees of every high school head master/college principal, reputed persons of the locality, retired police personnel, and ex-service personnel. The Samithi is stipulated to have 10% senior citizens, 30% ladies, and 20% scheduled caste/scheduled tribe members to ensure that weaker sections of society are well represented in the committee. Active members of political parties are not included in the Samithi even though the membership ranges from 10 to 25 people.

This scheme has been institutionalized through police administrative arrangements by requiring that Janamaithri Suraksha Samithi has to be formed in the police station based upon the report submitted by the circle inspector, through the subdivisional police officer to the superintendent of police/commissioner of police, who ultimately sanctions the formation of Samithi.

Meetings of the Samithi

The Samithi is required to meet at least once in a month at a previously notified place, and any member of the public, residing within the local area of the police station, may also attend the meeting to give suggestions/air complaints. No criminal cases under investigation or trial, however, can be discussed in the Samithi. Similarly, no discussion can be made of arrests or any other statutory functions of the police. The circle inspector convenes the meeting and Station House Officer (SHO) serves as the secretary of the Samithi. The subdivisional police officer also attends the meetings once every month, and the superintendent of police at least once a year. The minutes of the Samithi meetings are recorded and kept in a book, and these minutes are forwarded to the subdivisional police office on a regular basis.

Activities Under the Janamaithri Suraksha Samithi

The Janamaithri Suraksha Samithi formulates and implements, depending upon the local need, the following types of plans for betterment of policing and crime prevention in the concerned area:

- Formulation of joint police-community patrols, including night patrols to prevent thefts and street crimes in residential areas
- Identification of strangers and migrants to the area, to help the police ascertain their identity and antecedents
- Coordination with security guards of private establishments and residential colonies
- Establishment of 24-hour telephone help lines for use by citizens, especially the needy sections of society
- Formulation of plans for security measures and installation of security devices in houses, flats, shopping complexes, and so forth

- Identification of the needs of the disabled and aged population and of weaker sections living in the limits, and the devising of plans for ensuring their security
- Psychological counseling for victims of crime as well as disaster victims, suicide prevention
- Provision of accurate and timely information on faulty signal systems, street lighting arrangements, poorly maintained roads, and so forth, to the concerned authorities
- Organization and encouragement of blood donation camps, as well as eye and other organ donations, by willing donors in the local communities
- Development and implementation of plans for improved traffic regulation in the area, including coordination and management of traffic wardens
- Development of plans to give training to youth in first aid and trauma care, palliative care, blood donation, self-employment, and so forth, and to involve the youth in community-oriented projects
- Formation of Jagratha Samithis for women and for school/college students to arrange legal aid/counseling, and so on
- Organization of legal awareness classes, traffic awareness programs, blood donation camps, and so forth
- The setting up of a special program for security of taxi drivers and others involving local community road accident victims, highway Suraksha Jagratha Samithis
- Organization of volunteers to protect the environment
- Establishment of victim support cells

District Advisory Samithi

The superintendent of police and commissioner of police are required to form a Jilla Upadesaka Samithi, a committee comprising the local member of parliament, member of legislative assembly, municipal chairman/mayor, and also other representatives nominated by the superintendent of police/ commissioner of police. This Samithi also has 10 to 20 members and is convened once in three months by the superintendent of police/commissioner of police. This committee acts in a supervisory manner and reviews the activities of the Janamaithri Suraksha Samithi and functions for the successful implementation of the community policing scheme.

Janamaithri Kendram

To popularize the concept of the Janamaithri Suraksha Project, Janamaithri Kendrams were opened in some places. These centers help people to come and learn about traffic safety, seek career guidance, and other helpful activities. Janamaithri Kendrams have begun functioning in some of the districts and in police battalion headquarters. The main objectives of the Kendram are to function as an information developing Janamaithri Yuvakendram, to provide sports and youth training facilities and counseling facilities for women, giving career planning and self-employment training, antidrug campaigns, and palliative care training, and to have a traffic education center/traffic park and other activities facilitating police-community interface to serve the community in a better manner. It is proposed to start Janamaithri Kendrams at 10 more places.

These centers also provide space to put up a notice board giving various news items, photographs, and so forth, on the Janamaithri Suraksha Project. Various posters inculcating traffic sense, civic sense, and so on among student communities are regularly displayed. Posters depicting help line numbers and awareness posters on drug abuse and crime against women are also prominently displayed. The center is developed as a community interaction place that also serves as the focal point to seek help from the public in educating the citizens about traffic accidents, quickly responding during natural calamities, and so on. These centers also

bring together various voluntary groups/organizations that are working in the field of promoting peace, national integration, and communal harmony and are encouraged to associate with the center.

From the Nodal Officer's Diary

In 2007, I got an order from the government, giving me an additional responsibility to be the nodal officer for the community policing project of Kerala, to be conceived and implemented, as suggested by the Justice K.T. Thomas Commission. Mr. Jacob Punnoose, the then additional director general of police intelligence and chairman, Implementation Committee, asked me to prepare a project report. He specifically told me not to make it an exercise of literature review and dabbling in theoretical research papers, I was asked to develop a down-to-earth practical project to implement community-oriented policing in the area.

We listed out a number of successful community policing initiatives of Kerala and various other states. Based on the models, around 17 feasible projects were prepared. Then we had discussions on the modalities, taking into consideration the demographic distribution, number of houses in urban and rural localities, and various other aspects. Finally our draft scheme was submitted to the authorities. The government was very particular about a dialogue and consultation with each and every section of the society, before finalizing what we could do. It was decided to have a state-level consultation meeting involving all political parties and representatives from each and every section of the society. The draft scheme was widely publicized, making it into a small booklet titled "Community Policing Project of Kerala (Draft) (Janamaithri Suraksha Project)."

In Kerala the society is extremely skeptical about anything new. When the draft was circulated, many eyebrows were raised. However, we reiterated that it is only a draft and anybody interested has a stake in finalizing the scheme and that everybody is free and welcome to put forward his or her suggestions through email or post. The state-level consultation was held under the leadership of the home minister, opposition leader, and Justice K.T. Thomas at the government guest Thiruvananthapuram in September 2007. There was participation of all political party state-level leaders, intellectuals, sociologists, journalists, literature, planning board members, and even the NGOs. Indeed, each and every section of the society was well represented in these initial meetings. Many officers who were pioneers in community policing projects throughout the country were also invited to share their experiences.

In the beginning, many apprehensions were shared in the meeting by various dignitaries. There were divided opinions and heated discussions. By the end of these sessions there was consensus that we needed a community policing project for a more secure and safe neighborhood and society. Everybody was requested to email or post his or her thoughtful written suggestions also. Those who attended the deliberations and studied the draft project were very positive during their private conversations with me and other participating officers. However, many others, including police officers who never read the draft or studied the project, commented that we might burn fingers by trying to implement something that is necessarily bound to fail. Their arguments were that the lack of personnel, external interference, and misuse by political parties are bound to adversely affect anything so ambitious. The next responsibility was to modify the draft project based on the large number of suggestions. This was done fast and a final draft was sent to the government. The government accepted the scheme and GO (Rt) No. 3161/2007/Home Dated 23.11.2007 launched the pilot project in 20 police stations in the state.

This was followed by a state-level seminar with the participation of members of parliament, members of legislative assembly, municipal chairmen, and officers of the places pilot projects were planned. Training for the officers was arranged at the Kerala Police Academy. Preparing

the draft syllabus for the training of beat officers again was a process that required a lot of diligent attention even on minutest details. It was not an easy task to train the constable/head constable to work as a responsible beat officer, who deals with all kinds of people from all sections of the society on a daily basis. A beat officer's personality has to be molded so that he can have interpersonal proficiency, communication abilities, and behavioral skills! It was a big challenge to shape the character of an ordinary head constable who has served for years in a hierarchical organization and is trained to follow the commands! Now, the requirement was to generate leadership qualities! Selection of beat officer was made a personal responsibility of the superintendent of police/commissioner of police and the standards were kept high to ensure that suitable police personnel were selected for the onerous responsibilities. The training syllabus was discussed and modified repeatedly till it could be customized to the local conditions. Committed senior police officers, psychologists, management experts, etc., were selected and discussions were held with them about the modalities of the training. Classes were arranged in batches at the police training college so as to ensure that everybody got the same training input.

The training also involved visiting and interacting with the beat officers and the Janamaithri Suraksha Samithi members in all the districts, organizing state-level meetings, and attending seminars. It was the most hectic period in my professional life, but slowly we found that skepticism was giving way to enthusiasm. People who were reluctant to share intelligence with the police started voluntarily coming forward with information. The women started requesting in some places that their beat officers should not be changed. Municipal chairmen of Payyannur, Perinthalmanna, Thodupuzha, etc., started constantly interacting, proposing project Janamaithri in their municipalities; crime cases were being solved through information gathered under the project.

Janamaithri Suraksha Project—Implementation

The Janamaithri Suraksha Project seeks to develop closer ties between the police and citizens, and create synergistic partnerships within local communities to deal effectively with antisocial activities and prevent crime. Janamaithri Suraksha Project was a product of concerted and inclusive deliberations, involving the whole cross section of society. The program was cogently drafted, providing detailed guidelines for uniform compliance across the state. Yet, it afforded sufficient scope for local adaptations, facilitating the evolution of the program with qualitative improvement as the implementation continued. Police associations too contributed their support toward the project, thus ensuring that the process of reform was from within, and not pushed down.

Following its statewide launch in March 2008, it has been adopted within the jurisdictions of 20 police stations across the state, with three each in the metropolitan areas of Kozhikode, Kochi, and Thiruvananthapuram, and one in each of the other districts. Residential areas within the jurisdictions of each Janamaithri Suraksha police station were demarcated into separate and distinct beats, and one beat officer, attached to that particular police station, was assigned to cover each beat. As part of their duties, these beat officers were required to visit all residences within their given beat areas. Often, women police constables, functioning as assistant beat officers, accompanied these beat officers, particularly during the house visits. Since the program sought to maximize contact with the local community members, these beat officers also made it a point to pay regular visits to local educational institutions such as schools and colleges that fell in their respective beat areas. In each area where the program was launched several community initiatives for enhanced security were also formulated jointly with the citizens. Regular meetings between police personnel and local residents were conducted within each beat area, as well as at the police station level. Senior police officers of each jurisdiction also took part in these community meetings.

The success of the program could be understood from the fact that at a number of places, the local ward Sabhas of municipalities (elected representatives' body) shifted their venue to the Samithi meeting/beat officers' meeting place. This cut across the political divide, and hence earned a lot of support from all segments of the society.

In Calicut city, where the basic ingredients were all in place for Janamaithri to prosper, it was implemented in Chemmangad, Panniyankara, and Kasaba police stations. While the first two were relatively small police stations, Kasaba held the pride of place among all police stations, housing the central market area as well as well-to-do residences. Chemmangad police station encompasses the backward coastal area that is home to a lot of antisocial activities. Surprisingly, Janamaithri efforts in Chemmangad yielded maximum results. From the start of the program, people had great enthusiasm. Beyond expectations, poor Muslim women in hundreds knocked to the ward-level meetings, participating meaningfully in the deliberations. Beat officers, in fact, used to complain that their preliminary house visits were often inordinately delayed because inquiries at each house usually took up to an hour. As time passed, the ward-level meetings turned out to be less about police issues and more about community problems. People wanted problems of housing, sanitation, and garbage disposal to be solved by the police too! Many sought police help to provide employment to the youth and less educated people. Eve teasing, which figured prominently in the initial meetings, was slowly brought under control with widespread cooperation of the people and education about gender issues. Crime statistics started showing a declining trend, although, admittedly, the difference was not all too perceptible. Training in palliative care in turn helped the beat officers effectively provide solace to the terminally ill in their beat areas, which earned appreciation for the police. A grand Kudumba Sangamam in the station compound, consisting of staff, their families, and all the residents of the area, was probably the highlight of the program as far as Chemmangad was concerned.

In Payyannur, Kannur district, the Janamaithri experiment was also a community celebration initiated by the citizens. Payyannur municipality embraced Janamaithri as if it were its program and the municipal chairman, G.D. Nair, took on, with admirable zeal, the successful navigation during the early stage. Today Janamaithri has become a synonym for police in Payyannur. Standards of accessibility, courtesy, competence, and professionalism have begun to be expected from the police. Besides regular beats, ward-level meetings and general/local issues are now tackled under the ambit of Janamaithri. These meetings have led to satisfactory solutions for long-standing boundary disputes, opened up clogged water channels, and even brought the people together to open a brand new bus bay. What is significant is that a general feeling of safety permeates across the Janamaithri wards in Payyannur, and importantly, people have developed confidence in the friendly neighborhood beat officer. Citizens have trust in the police officer as one to whom they could rush in times of crisis. The ruling party of Irinjalakkuda municipality is United Democratic Front, whereas in Almannam municipality it is Left Democratic Front. But both municipal chairmen are ardent advocates and supporters of the project, and the project is highly successful in both places.

In Cherthala, the project has taken the shape of a people's movement. When Janamaithri Suraksha Project convener Mr. Varghese, circle inspector of police, got transferred out, people requested for a cancellation of that transfer, because he had already become part and parcel of the local community through successful implementation of the project. Kochi city bagged an international recognition on implementing the project by winning an award from the International Chiefs of Policing Association (IACP) for its community policing project. In the South Asian Regional Conference of Commonwealth Human Rights Initiative held in Delhi in 2009, the Kerala model of community policing became the focal point of discussion.

Impact Study

An independent impact assessment study of this scheme was conducted by sociology students of Feroke College, Calicut. The researchers surveyed a random sample of 1,101 people in Chemmangad and Panniyar police stations. Of the sample surveyed, 85.8% knew about the project, of which 80% stated that this knowledge was acquired through direct contact. For a government program, on every count, this is a laudable achievement. Significantly, a vast majority of the people perceived police as courteous, and they gave a rating of over 4/7 to the police on its performance. Keeping in mind the general negative mindset that people had of the police, such a good rating was clearly an indicator of the success achieved by the project.

Undoubtedly, the Janamaithri experiment has clearly taken wings in the 18 months of its existence. Its primary success has been that it has transformed people's perception of what the police ought to be. By constant endeavor standards of performance were improved and rose to the expectation of the people. Interestingly, the level of responsibility displayed by the subordinate police personnel surprised everyone, including the senior leadership.

Within the organization, the project has been a revelation. Policemen and head constables, when designated as beat officers and assigned the task of proper policing in their beats, instantly rose up to the task. Besides turning into self-motivated individuals, beat officers went about their tasks with a remarkable degree of self-confidence that had so far been alien to them. Indeed, at every ward meeting, it was sheer joy to watch these beat officers hold forth eloquently on the successes and issues in their beat area. In fact, many of the beat officers are more popular in the locality than the local leaders.

An evaluation done by the police leadership also found growing support for the projects. The following are among the more interesting results reported from Janamaithri Suraksha police stations across the state of Kerala:

- In Kasaragod police station (Kasaragod district) limits, it is reported that the white jeep of the Janamaithri Suraksha program gets a warm welcome from local residents as they see it pass. Here, located as it is along the national highway (NH 17), there are usually incidents of vehicular accidents, and the local police have made it a point to respond with urgency to such incidents.
- At Payyannur (Kannur district), local residents were sufficiently motivated by the initiatives of the local police in countering instances of illicit liquor distilling and sale, so much so that entire communities have come together to eradicate it from their midst.
- In Kalpetta (Waynad district), which has a large adivasi (tribal) population, the genuine concern on the part of police regarding issues affecting tribal women has inspired community leaders to take steps to address the issue on a priority basis.
- In Kozhikode city (Kozhikode district), the police initiatives in delivering palliative care to local residents have evoked admiration of the citizens, and members of the residents' associations have come forward to work with local police in addressing community issues.
- Within the jurisdiction of Perinthalmanna police station (Malappuram district), house owners reported that immediately after the visits by the local beat officers, the tenants in some rented houses disappeared, even foregoing the advances paid to the house owners. It is surmised that at least some of these visitors to the area had criminal motives in coming there, and that the visits by the police caused them to rethink their plans.
- In Irinjalakuda (Thrissur district), the police have been successful in motivating local residents to develop a community-wide blood donor forum, as a valuable community resource. In addition, college students have been associating with the police as traffic wardens, with the encouragement of college authorities.
- At Ottapalam (Palakkad district), the police have reported success in curtailing instances of illegal sand mining, with the assistance of local communities. The program has also received a lot of positive feedback from the large number of elderly citizens resident in the area.
- In Kochi city (Ernakulam district), police have been working closely with residents' associations to make local communities safe for the citizens. Police have been making efforts to spread awareness about the utility of burglar alarms and other household security devices.
- Cherthala police station (Alappuzha district) officers report that the local citizens are highly appreciative of the beat officers and their involvement in delivery of counseling services within families, especially to members of the socially backward Kudumbi community. Here too, instances of antisocial activities such as illicit distilling and sale of liquor have come down significantly.

- In Thodupuzha (Idukki district), instances of environmental pollution caused by dumping of hotel wastes into local rivers and water bodies have been curtailed, due to the interest shown by the police personnel, and the cooperation of local community members.
- Vaikom (Kottayam district) reports that, with the cooperation of the public, police have been able to deal effectively with antisocial activities such as distillation of illicit liquor, illegal sale of pan masala, and so on.
- In Paravoor (Kollam district), incidents of chain snatching by gangs in broad daylight, as well as increasing instances of house burglaries at night, were effectively brought down, as a result of the close interaction between the police officers and the citizens. Information of the perpetrators of such crimes was instantly brought to the notice of the police officers, and immediate action by the police resulted in many arrests.
- In Adoor (Pathanamthitta district), an area where many residents are elderly and living alone in their residences, the house visits by the beat officers have been warmly welcomed. Here, it is reported that the residents often treat these police personnel as family members. These citizens have expressed a feeling of increased personal security and household safety, due to these visits to their houses by uniformed police personnel.
- In Thiruvananthapuram city, police were able to arrest a gang of antisocials, who were making use of school students to deal in drugs and other banned substances, with the assistance of school authorities as well as students.
- Volunteer groups of policemen in each of the seven battalions of the Kerala Armed Police have undergone training in palliative care, and stand ready to perform these services to the needy sections of society. In addition, sports facilities in these camps are being used to provide professional training in athletics and sports to local school and college students by the trained sportsmen in these police battalions. As a result, there has been a noticeable change in perceptions regarding the police among communities adjacent to these camps.

Conclusion

In spite of constraints due to deficiency of personnel, reports about program implementation from all over the state indicate that there has been unprecedented support of the community to this initiative of the Kerala police. On the one hand, police personnel reported an increased level of job satisfaction while carrying out their duties as part of the project, while on the other, community members have been quite forthcoming in responding positively to these efforts by the local police personnel.

The project is now seeking further improvements and envisages strengthening the police by achieving the support of the local community. It is not a project aimed at bettering the image of the police. It is also not a project wherein the citizens perform police duties. Rather, it is a project to professionalize the police and increase their accessibility to the needy public through closer interaction and better understanding of the public. Through the beat officers, the police will know every citizen living in the area and every citizen will be acquainted with the beat officers.

Commonwealth Human Rights Initiative Report-2012

On Janamaithri Suraksha Project: Kerala

The Kerala Police Performance and Accountability Commission was set up in November 2003. Headed by a former Judge of the Supreme Court of India, Justice K. T. Thomas, the Commission was tasked to evaluate the general performance of the police; examine the effectiveness of the autonomy given to the police and make recommendations for further improving the functioning and accountability of the police. The Commission in its report, strongly emphasised the need for a community policing scheme to be introduced in the state on an experimental basis. In its report the Commission said; Community policing is a measure which can be strongly recommended for implementation in order to achieve transparency in the police administration. Police will have to evolve a mechanism for discussing crime prevention strategies with the members of the community by holding regular meetings. We know that mobilization of community for supporting the police will have resistance in this state mainly because of the traditional antipathy of the common man towards the police. So it would take time to achieve the benefits of community policing. Even if there is no immediate result the scheme should be evolved and commenced without delay.

On the basis of that recommendation, the government asked the Police Department to prepare and submit a draft scheme on community policing. The Kerala Police formulated one and circulated it in early 2007 to a large number of people. Seminars were subsequently held throughout the state to invite feedback from various stakeholders.

This process culminated in a state-level consultation in September 2007 that brought together key figures belonging to parties across the political spectrum and several civil society actors, including police officers from all parts of India that had pioneered community policing experiments in their home jurisdictions. Getting political and social consensus' at the very outset of this effort was critical to its ultimate success.

Based on the suggestions that emanated from the consultation, the Kerala Police amended their draft and sent it to the government. The government accepted the scheme and passed a Government Order on 23 November 2007 that launched the Pilot project in 20 of the 440 police stations across the state. This initiative was entitled the Janamaithri Suraksha Project (loosely translated as "people-friendly security project"). Specifically, three Janamaithri Suraksha Projects (JSPs) were set up in each of the three major urban centres (Kozhikode, Kochi, Thiruvananthapuram) and one in each of the other eleven districts of Kerala. Owing to the enormous success of these initial JSPs, 21 more were set up in August 2009. As a result of the increasing demand and popularity of the initiative, towards the end of 2010 community policing was introduced in 100 additional police stations.

At the outset it was identified that the objective of the JSP would be threefold.

1. Prevention of crime
2. Achieving police-public cooperation on security matters
3. Ensuring the mutual cooperation of members of the public in the domain of security.

To that end, it was felt that the best way to accomplish these objectives was to implement a system that had two important components: "Beat Officers" and "Janamaithri Samithis" (or "people-friendly committees")

Since community policing works best when the community is afforded an opportunity to build trust and a relationship with specific police personnel, the Kerala police felt it was important to assign one Beat Officer for every one thousand households in a well defined geographical space (approximately 3 km). The expectation was that these Beat Officers, who would be handpicked and hold the rank of Constable, Head Constable or Assistant Sub-Inspector, would patrol (on foot or motorcycle) his/her jurisdiction for at least 20 hours per week. In addition, the Beat Officer would meet people at a pre-designated time and place at least three times a week, for a dialogue with community members about concerns or complaints, in a setting away from the police station.

By getting to know every nook and corner of the designated area, and interacting with every family at least once within the first three months of the assignment, the Beat Officer would become intimately aware of all the community's issues and concerns. With 10-14 Beat Officers per police station, the intention was to ensure that all citizens falling within that particular jurisdiction have a relationship with a Beat Officer. Moreover, if a Beat Officer is not a woman then a female Constable accompanies him in order to ensure that women's problems are addressed appropriately. Serving summons, executing warrants, handling the complaint Box and all other duties to be performed by the police are coordinated and undertaken by the Beat Officer.

In addition to Beat Officers, the other critical element to the proper functioning of the JSP was the constitution of "Janamaithri Samithis" or "people-friendly committees". The purpose of these committees is to formalise the interface between community and police personnel. By providing the community an opportunity to be actively involved in the prioritisation of security matters, there is greater public ownership over the JSP and it enables the police to interact on a regular basis with key community members.

In each pilot project the Station House Officer, and perhaps the Circle Inspector, nominates the persons to be included in the Samithi (or "Committee"). The Sub-Divisional Police Officer may examine such names and the list of names is submitted to the District Police Superintendent. After due inspection, the District Police Superintendent forms the Samithi.

The Samithi must have proportionate representation of women and the Scheduled Castes and Scheduled Tribes. Moreover; citizens from the locality who are active in the educational and cultural field are to be included in the Committee. The following are 'examples of who may sit on Samithis:

- Teachers
- Retired police officers
- Ward councillors
- Merchants
- NGO activists
- Labourers
- Residential Association members

The samithi must have at least ten but not more than 25 members. Those who are involved in 'any criminal case are not included in the Committee. Moreover, office bearers of any political party need not be included in the samithi and care should be taken to avoid allegations that any communal or political interest is given an advantage. "The structure of the samithi should be in such a way that ordinary citizens get an opportunity to utilise their high civic sense and sense of social responsibility for the safety of society at the local level

The Samithi Chairperson is the Circle Inspector of police and he may expel any member who becomes involved in a crime case or indulges in moral turpitude. The Committee must meet at least once a month at a previously notified place and any resident within the local area of the police station may attend the meeting together suggest or air complaints. Ideally, all decisions should be unanimous: if there is a difference of opinion, the Samithi should not proceed if more than 20 percent of the Committee objects.

During the meetings the following may be discussed:

1. Any matter concern with the security of the area, such as theft, robbery, bootlegging, traffic offences, etc
2. The introduction of patrolling with a view to prevent crime.
3. Organisation of awareness programmes to educate the public about reducing crime and security measures to be installed/introduced in the area.
4. Information regarding organised crimes in the area can be shared in the committee.

A ground rule for all such meetings is that disputes between individuals and cases under investigation /trial should not be discussed. The JSP Committee may formulate and implement, depending on local perception, one or more of the following types of plans for betterment of policing and crime prevention in the area, using the resources of both the Kerala Police and the community. The activities may be undertaken either directly by the Committee or by special purpose groups nominated by it

- a. Night patrolling projects with the cooperation of the public
- b. Schemes coordinating the work of private security guards
- c. Projects to get to know new residents and strangers in the area
- d. Fitting burglar alarms and other security systems in residential complexes
- e. Specific schemes to aid senior citizens and physically challenged citizens after assessing their special needs; help lines may also be started to aid them
- f. Implementation of special projects for the protection of women and children
- g. Awareness programmes to popularise the Crime Stopper System, so that if the public notices the commission of any crime; they may immediately call the police on 1090 and inform them
- h. Traffic Warden System to give the public as well as students an opportunity to acquire good civic sense and perform social service
- i. Awareness classes on subjects such as road safety
- j. Information regarding repair and maintenance of street and traffic lights to be given' to the concerned authorities
- k. Implementation of projects encouraging blood donation, eye donation and organ donation camps; organisation of medical camps, environmental protection and cleaning camps; maintenance of a register containing blood groups, telephone numbers and addresses of blood donors for use during emergencies
- l. In schools, organisation of vigilance cells, legal literacy and traffic awareness programmes
- m. Lessons on unarmed combat or yoga in schools
- n. Organisation of a security and traffic awareness programme for taxi and auto rickshaw drivers, railway porters and labourers
- o. Prevention of the sale of illicit sale of liquor, drugs and pan masala close to schools by organising appropriate projects
- p. Collection of intelligence about illegal financial institutions and illicit distillation centres, as well as making the public aware of such crimes
- q. Setting up of projects to rescue people injured in motor accidents, classes on First Aid and evacuation during crises
- r. Setting up Victim Support Cells to aid victims of violent crimes; rehabilitation of victims and legal aid to conduct crime cases could be extended to the victims through such Cells.

Besides police stations, the JSP extends to even the district level Where an Advisory Committee headed by the District Superintendent of Police is formed to ensure proper supervision on the functioning of the Janamaithri Suraksha Project. Members of Parliament, Members of the Legislative Assembly, Municipal Chairmen/Mayors as well as other important personalities nominated by the Superintendent of Police are included in the committee. The committee may comprise 10 to 20 members. It may convene a meeting once in three months to review the working of the Janamaithri Suraksha Samithis of the concerned District and give necessary suggestions and instructions to improve their performance, Those directing police reform initiatives in Kerala clearly understood the concept of community policing, and specifically, the idea of Janamaithri Samithis as, a key dimension of the reform process. The significance attached to them is reflected in the incorporation of community policing into legislation, In January 2011, a new Kerala Police

Act was passed by the State Legislature; The Act institutionalised the community policing scheme by inserting provisions that made community policing mandatory. This was a very encouraging and intelligent move. With changing police leaderships, the scheme could have been ignored or not given sufficient priority.

In May 2010, CHRI visited Janamaithri experiments in Fort Police Station (Thiruvananthapuram), Payyanur Police Station (Kannur); Marad Police Station (Kozhikode) and Palarivattom Police Station (Kochi).

Fort Police Station (Thiruvananthapuram)

In an interview with the Circle Inspector (CI) for Fort Police Station, A. Abdul Rahim, indicated that the JSP made the public more comfortable with the police and this led to greater cooperation between the community and the Kerala Police. Earlier, the police would only visit a neighbourhood if there were a problem. Now, they are far more proactive and make the beat rounds at least three times a week (sometimes more frequently, when time permits), even when there is no problem per se. The public is particularly appreciative of the fact that the police have undertaken extra efforts, such as ensuring that the Beat Officer will not visit a woman-only household without a female Assistant Beat Officer accompanying him.

Although there were originally 12 Beat Officers for Fort Police Station, there are 'currently only eight because of staffing deficits and the continued need to fill vacancies. This meant that each Beat Officer is responsible for approximately 2,000 households instead of the ideal 1,000 households. Consequently, Beat Officers are hard pressed to meet everyone on a daily basis because they are stretched too thin. This development in Fort Police Stations acutely demonstrates the need to have a properly resourced initiative. Otherwise, the stated objectives of greater police-public interaction will be more difficult to achieve.

Payyanur Police Station (Kannur)

The CI for Payyanur Police Station, P. K. Sudhakaran, reiterated that the greatest value of the JSP is the vastly improved relationship between the public and the police. Started on 28 March 2008, the JSP at Payyanur Police Station has 12 Beat Officers covering 15 Beats. In this case, the deficit is again attributable to an overall staffing shortage.

Each Beat Officer has access to a two-wheeler and a mobile phone and they can collectively use a designated jeep that comes with allocated funds for petrol. This is notable, because police organisations in South Asia typically have great difficulty in meeting the basic resource demands of field personnel. However, the Kerala Police appears committed to providing such material for the proper functioning of the JSP, as a first step, the Beat Officers at Payyanur visited all of the households. During those visits, a booklet explaining in simple terms what the JSP was about was distributed. Shortly thereafter, legal awareness classes were started for students, women and youth.

As time progressed some of the programming became more focused. For example, an alcohol awareness programme was started recently that targets youth clubs and schools. This is to ensure that alcoholism (and by extension alcohol-fuelled criminal activity) does not become a problem for these young people in the future, and is a good example of how community policing seeks to prevent crime.

A particularly good illustration of how the JSP can effectively depoliticise the delivery of police services was given by one of the Beat Officers interviewed. He pointed out that owing to the trust-building initiatives that were undertaken, people have confidence that justice can be secured even if they belong to a smaller and less influential political party and bring a complaint against someone belonging to a larger and more influential one.

One of the shortcomings of the JSP in Payyanur is that there are only three women on the 21-member Samithi. Since the JSP Book and now the Kerala Police Act only calls for proportionate gender representation and does not stipulate a minimum requirement for women participation, sometimes gender representation is not what it ideally ought to be.

Marad Police Station (Kozhikode)

Setting up a JSP in Marad was a bold decision on the part of the Kerala Police. In January 2002 there were communal riots, followed by a second round of hostilities in May 2003. During both encounters Muslims and Hindus died, resulting in an incendiary environment that forced many Muslims to flee the area. When people returned to their homes, the District Collector converted a school into a camp for the displaced. After staying there for eight to nine months, these people were eventually relocated to their abandoned homes. Subsequently, relations between the two communities were tense and they rarely spoke to each other. To ensure that violence did not break out again, the Kerala police set up an extensive network of checkpoints in the affected areas. These checkpoints were designed to monitor the flow of people and goods into and out of the area.

In that backdrop, a JSP was set up in August 2009 during Phase II of the community policing project. With eight Beat Officers each responsible for at least 1,100-1,250 households, the police in Marad had their work cut out for them in this religiously divided community. For instance, according to CI Abdul Kader, tensions ran so high that at the inception of the JSP in Marad the community did very little to cooperate with the police on a census that was being conducted at the time.

As a first step, the police approached the residential associations as a means to improve relations with the community. Initially, some community members balked at the outreach. However, with time and persistence, the police could organise joint events that involved people from both the communities. In particular, a successful initiative was the Kerala police-facilitated training for women of both communities to jointly learn embroidery. The first session involved 75 women and a subsequent session had 50 women participants: This collaborative venture, involving the police and both religious communities, started breaking down barriers and improved the space for dialogue and healing.

However, notwithstanding the recently achieved progress, it is an uphill battle to restore full normalcy to this communally-affected area. In the immediate aftermath of the riots, 30 police checkpoints were set up to ensure that community members and/or outsiders were not organising further agitation or bringing in weapons. Over seven years later, 11 checkpoints still remain. While the objective of these checkpoints is ostensibly to monitor the flow of people and goods, the fact remains that police interventions at these pickets are perfunctory and routine. No attempt is made to inspect passing vehicles closely; only names are checked. If the JSP's objective is to establish greater trust between the police and the community; these police pickets have precisely the opposite effect. They are intrusive, an annoyance and place a constant cloud of suspicion over the populace. This is not an effective tactic to engender greater trust. And if the objective is security, then that also is not achieved since the rules no longer appear to be scrupulously applied. It appears that if the police are truly sincere in forging a healthier relationship with the community that is rooted in confidence and trust, then they should remove the remaining 11 checkpoints that only serve to stigmatise both Hindus and Muslims in the area .. Some people have stated that the Beat Officers deployed in Marad have been unable to forge the kind of communication and dialogue that would permit the removal of the police pickets. If that is the case and this failure is due to overextension of duties or lack of capacity, then efforts should be undertaken to improve the quality of their training or to improve the quality of the Beat Officers selected to do this difficult job in Marad.

Palarivattom Police Station (Kochi)

Started on 26 March 2008; the JSP in Palarivattom currently has six Beat Officers covering over 22,000 households. There are six two-wheelers for the Beat Officers, two scooters for the six women Assistant Beat Officers and one collective jeep. While accompanying Beat Officers on their patrol, it was evident that the JSP has done a very good job in reaching out to the community and is doing its best to address the scourge of alcoholism. In exchanges with the public, they articulated satisfaction with police performance and were happy that crime in the neighbourhood had declined since the JSP was started. Moreover, the influence of the JSP has resulted in less quarrelling within the community. Having the opportunity to express grievances to authoritative figures who are sympathetic and responsive, has minimised the tendency for community members to escalate otherwise straightforward disputes.

Unfortunately though, like the Samithi in Payyanur, the 21-member Samithi in Palarivattom has only three women on it. For community policing to work, it is important that this type of gender disparity does not exist within the Samithis. Women are 50 per cent of the population, and with gender-based violence such a pressing issue in Kerala and across South Asia, it is critical that women's views are adequately represented in any reorientation towards community policing,

Assessment

1. Philosophy

When putting together the consultations in 2007, after Justice K. T. Thomas' report, the Kerala police quickly identified the constabulary as the key group in desperate need of reform. Since the junior ranks are often the public's first point of contact with police services, it is critical that the constabulary are respectful towards the community and responsive to their needs. This level of self-awareness is a critical ingredient to any successful reorientation of policing. .

A mission statement emerged out of those consultations on the manner in which community policing ought to be formulated for Kerala. The objectives of the JSP were:

1. Prevention of crime
2. Achieving police-public cooperation on security matters'
3. Ensuring the mutual cooperation of members of the public in the domain of security.

The Kerala police leadership was very clear at the outset: more favourable crime statistics and arrest rates are not the primary objective 'of the JSP, In fact, if community policing works well, there would be better interaction between the police and public, resulting in better intelligence leading to more arrests, which may actually precipitate a rise in recorded. crime. Therefore" the true barometer .of success was be determine if public confidence in safety had increased subjectively and if personal security was objectively enhanced.

That is the reason why one of the major shortcomings of the JSP's approach was that it did not conduct baseline surveys on the public's impression of the police before it introduced them. If one is to assess the subjective success of the initiative, one has to know what people's opinion was at the outset so that data is available to compare when project evaluations are conducted at later stages. Having failed to do so, the Kerala police do not have any baseline data, which is unfortunate. The consultations that were held throughout 2007 brought together key political figures and key stakeholders in civil society, law enforcement and academia, to define the structure of the initiative and the priorities of the engagement. Although those consultations were successful in identifying. priorities and setting out objectives, the JSP's strategic shortcoming was that the Kerala police did not initially set benchmarks for success. Considerable good and thoughtful strategic planning was done, but this did not take the form of delineated benchmarks. Benchmarks are useful because ,they provide markers along the way that management can use to correct any deficiencies that emerge from the process. While the Kerala police has been fairly good to date in making, adjustments to the JSP, the articulation of benchmarks at the outset would have been a useful tool to assess their progress subsequently.

2. Tactics

If the Kerala police had a few modest shortcomings in their philosophical and strategic approach, their greatest strength is their development and execution of effective strategies. The decision to initiate the JSP in only 20 pilot police stations was strategic and thoughtful. By rolling out the JSP in less than 5 per cent of the station houses, the Kerala police could ensure that every Beat Officer in Phase 1 was qualified and well trained.

The creation of apolitical Samithis was an excellent way to formally bring together the community and the police to share ideas on bringing about public safety. The Samithis strength was fortified by the police selecting the members based on their integrity and civic mindedness, and ensuring that the bodies were not politicised by the appointments they made. It is interesting

to note that the Kerala Police leadership now observe that the JSPs are working well not merely because of the Samithi membership that mobilises public participation in the initiative. It was found that grass roots involvement resulted in non-Samithi members coming to meetings so to provide their feedback and inputs.¹⁹ While the composition of the Samithi remains important, that by itself does not guarantee success. It is important that the layman is also involved and that can only occur with greater awareness of the objectives and purposes of the JSP.

However there is one area of concern. The Samithis' constitution and selection of members is left entirely to the District Police Chief. There are concerns that members of the Samithis do not necessarily reflect the diversity of a particular community and are at times 'friends or favourites of the police'. Whilst this criticism may be unfounded, leaving the selection solely to the discretion of the District Police Chief will only escalate these concerns. For community policing to be truly effective, it should be inclusive and allow for maximum participation.

A crucial element leading to the success of any community policing initiative is the training of police/Beat Officers. The Kerala police laid great emphasis on this. Since the entire success of the JSP hinges on the effectiveness of the Beat Officers, it is critically important that their capacity is built so that they can solve problems and deal with the public in a thoughtful and respectful manner. JSP training is conducted at the State Level (in either Thrissur or Thiruvananthapuram) by senior police officials where 40-50 people are trained over three days. When the JSP was implemented in the first 20 police stations of Phase I, the DGP, Jacob Punnoose, Dr.B.Sahdhya (IGP and Nodal Officer for the JSP) and Mr.Hemachandran(IGP Range) personally interacted with each Beat Officer during the training phase.

Furthermore, during the training for Phase I, which was also done at the district level, community members were included. The training was largely about teaching Beat Officers on how to listen to people rather than simply expecting the public to obey them. In that way, their mindset had to be changed and this could be done only under the close supervision of senior police leadership. Political acceptance of this initiative was crucial for its success. The Kerala police managed this by getting both the ruling and 'opposition' parties agreeing to the idea of community policing. As with any aspect of police reform, nothing substantive can be accomplished in the absence of political will. The important consultations in September 2007 laid the groundwork for a non-politicised approach to the JSP. If the JSP had been viewed as a political project, very little would have been accomplished," One sign of the JSP's success is that politicians from various political parties expressed an interest in undertaking community policing in their jurisdictions. With 140 Assembly seats in the state and only 43 JSPs underway, several MLAs are clamouring for Phase III JSPs to be initiated in their constituencies.

Finally, the fact remains that the JSP would not work if it were inadequately resourced. In 2009, the JSP received Rs.42 lakh and in 2010, Rs. 254 lakh.⁸³ While more money is always required for ambitious undertakings such as the JSP, the Kerala government's commitment to the initiative is evidenced by the substantial amount of funds they have allocated to date.

3. Organisation

The success of a community policing initiative is often contingent on the strength of that jurisdiction's police leadership. In Kerala, the JSP benefited tremendously with DG Punnoose and IGP Sandhya spearheading the effort. Both demonstrated a willingness to listen to the public, including non-governmental organisations and to adapt to constantly changing circumstances. Importantly, the Kerala government chose not to; transfer DG Punnoose prematurely and permitted him to stay on as Director General so that he may competently guide the JSP through its critical first steps. After the elections and the change in government 'in early'2011, there were no major transfers of crucial police posts. Even with a change in political leadership, the police leadership was permitted to continue functioning without major disruptions.

Additionally the Kerala police has instituted strict criterion for the recruitment of Beat Officers. The criterion takes into account traits such as past performance, bad habits (i.e. drinking), and demonstrated good behaviour towards the public. Before selecting a Beat Officer, these

assessments are done in consultation with his/her Station House Officer. Moreover, Kerala mandates that all its Constables should possess at least 10+2 education levels (meaning they have graduated from high school after 12 years, of education).

These steps to ensure Beat Officers with better qualities were carried out so that the police leadership have the confidence to perform the most important task of the JSP: empower the, Beat Officer to wield the necessary discretion to make community policing work. Community policing is successful when the public can have trust and forge a relationship with specific police personnel. To build such trust, the Beat Officer must be competent and have the flexibility to respond to the exigencies of everyday policing. Also, it is important that the Beat Officer views his role as a prestigious one, so that his own self-perception inevitably improves, along with the delivery of police services. Consistently, all Beat Officers interviewed for this report took great pride-in their work and genuinely believed that they were making a positive difference in the lives of those within their beat. Almost to a person, the Beat Officers indicated that their current mandate (i.e, to really help the public) was the reason they wanted to become police Officers in the first place.

4. Impact

To assess the success of the initiative, an independent Impact Assessment Study was-conducted towards the end of 2010. A random survey of 1,101 people in Chemmangad and Panniyar police stations was carried out. Of the sample surveyed, 85.8 percent were aware of the project; of which 80 per cent knew of it through direct contact. For a government programme this is ' a laudable achievement. The majority of the people perceived the police as courteous. Significantly, they gave' a rating of over 4/7 to the police on' performance. Keeping in mind the, general negative mindset that people had of the police, the rating was clearly an indicator of the achievements of the project.

Community Policing yielded results. the number of murders declined in the state from 393 in 2006 to 325 in 2009. Offences in Kochi city went down by 38 per cent after community policing came into place.

A report of this impact assessment is still to be published. But surely the findings of this study should provide the Kerala police with some guidelines on how the JSPs can be improved.

Conclusion

Generally, Kerala is acknowledge as having the best human development performance of all the states in India. Perhaps high levels of literacy and education explain why Kerala's move towards community policing has been so successful. However, making such a determination is outside the ambit of this particular study. What can be-concluded is that the JSP has worked well because the Kerala police made a conscious decision at the outset to secure political will for the effort and it was systematic in its approach. The only pitfall that the Kerala police has to guard against is expanding too rapidly. By aiming to initiate the JSP In 100 police stations, the Kerala police runs the risk of expanding faster than they can adequately train Beat Officers to perform their duties In accordance with the philosophy and intent of the project. Since the efficacy of the Beat Officer is the linchpin in the entire design of the JSP, this risk could jeopardise the functioning and reputation of the project across the state. However, notwithstanding this potential shortcoming, it would be quite fair and reasonable to characterise the Kerala police's community policing experiment as the most well-conceived and effective effort In South Asia.

Janamaithri Suraksha Project: A Study

Dr. Celine Sunny

Sudha Namboothiri

From time immemorial, image of a cop has been that of an authoritarian. They were the less tolerant and among the last of the public servants that the common man or the elite went to, for help and support.

Even in this country, the largest democracy in the world, the cop was someone everybody wanted to complain of and not complain to.

Yet, the presence of a policeman on the street, however unfriendly, was a solace to many a weak soul.

Empowered to enforce the law, protect property and reduce civil disorder, policing has included an array of activities in different situations, but the predominant one is concerned with the preservation of order. They play an increasingly important role in peace keeping.

The globalization of crime and the growing threats of terrorism has forced the change of image of the police making him a COP (Community Police) in the true sense.

In Kerala, the Justice K T Thomas Commission on police reforms appointed by the Government of Kerala suggested the implementation of community policing on an experimental basis. Accordingly, the community policing initiative which is the embodiment of the idea of people's police, had its formal set go in Kerala in the year 2008 under the banner Janamaithri Suraksha Project (JSP).

While it started in 20 police stations in the first phase, it was extended to another 23 police stations in the year 2009, then extended another 105 police stations in the year 2010. Later, 100 more police stations were added to this list in the year 2012. Demands for inclusion of more and more police stations are coming. Nevertheless, lack of finance and the personnel required has restricted its expansion to all the police stations in the state.

From being the whole and sole in-charge of the law and order, the police now work in tandem with community participation as the people of a community could act as agents of peace and order in their area of residence through a number of ways.

It is this recognition of community participation that gave birth to the concept of community policing which seeks the responsible participation of the citizens in crime prevention at the level of the local community, conserving the resources, both of the community and of the police, in fighting against crimes which threaten the security of the community at the global level.

Implemented under the Janamaithri Suraksha Project, community policing seeks to develop closer ties between the police and the citizens, and create synergistic partnerships within local communities to deal effectively with anti-social activities and prevent crime. Subsequently, as part of the Janamaithri Suraksha programme, police are encouraged to take initiative in implementing various projects in local communities, with the support of local community members. Some of the activities that are envisioned by the project were:

1. Night patrolling within neighborhoods
2. Coordination with security guards of private establishments and residential colonies
3. Identification of strangers in the locality
4. Installation of security alarm systems in residences and other establishments
5. Arrangements for increased security for senior citizens, women and children, as well as persons with physical handicaps and other disabilities.
6. Establishment of 24-hour Telephone Help-lines for use by citizens, esp. the needy sections of society.
7. Awareness classes and crime prevention workshops on Traffic, Drug Use, and other violations of the Law, especially in educational institutions.
8. Institution of Traffic Warden System by co-opting members of the public in traffic regulation duties.

9. Psychological counseling for victims of crime as well as disaster victims, suicide prevention, etc.
10. Providing accurate and timely information on faulty signal systems, street lighting arrangements, poorly maintained roads, etc to the concerned authorities.
11. Organizing and encouraging Blood Donation camps, as well as Eye and other Organ Donations by willing donors in the local communities.

Beat Officers

It is the 'beat officers' appointed and trained under the Janamaithri Suraksha Project who are responsible to implement several of these programmes in association with the local community. The beat officers are required to visit all residences within their given beat areas. Often these beat officers were accompanied by Women Police Constables as Asst. Beat Officers, during the house visits. Since the programme seeks to maximize contact with the local community members, these beat officers also made it a point to pay regular visits to local educational institutions such as schools and colleges that fall in their respective Beat areas.

With almost four years on, a review of the project was done to understand the impact of the Janamaithri police in prevention of crimes, increase in safety and security and the extent of police-public tie-up. The review looked into the aspects or factors that either prevented or reduced the effectiveness of the project during its implementation period. An identification of these elements would hopefully assist in rectifying them and thus making the implementation of the project flawless whereby maximum output is derived from the project.

A study entitled 'Influence of Janamaithri Suraksha Project (JSP)' on communities was done on these lines wherein a meticulous scrutiny was carried out to assess and analyze the influence or the effectiveness of JSP in eleven police stations which were among the first to implement the project. Among the stations that have been looked into in this study include Paravur-Kollam, Adoor-Pathnamthitta, Aluva-Ernakulam, Cherthala-Alappuzha, Thiruvalla-Pathnamthitta, Thiruvananthapuram cantonment, Hill Palace, Payyannoor-Peringam-Kannur, Kollam east, Pala-Kottayam and Perinthalmanna Police Station Limits in relation to its set objectives so as to enhance the net output from the Janamaithri Suraksha project.

Objectives of the Study

1. To understand the socio-economic profile of the respondents
2. To study the knowledge/awareness about Janamaithri Suraksha Project (JSP)
3. To assess the activities carried out by the beat officers
4. To analyze the visits undertaken by the beat officers
5. To find out the influence/effectiveness of the Janamaithri Suraksha Project.
6. To identify the weaknesses/limitations of the project in its implementation.
7. To suggest appropriate measures for improving the effectiveness/ impact of the Janamaithri Suraksha Project.

The results brought out important suggestions for the Beat Officers in the area of their operations. Night patrolling, traffic rules, hygiene habits, participating in the prevention of anti-social activities, improving the common amenities, cleaning works of the public places, communication, health related activities, sanitation-related activities were mentioned. The most important activities which were highlighted included cleaning works and obeying traffic rules.

The responses from the respondents included the attitude, duties and activities of the Beat Officers who are the main officials in the project. Almost cent percent of the respondents rated the works done by the Beat Officers as good, very good or, even to the extent of excellence. The pragmatism of the suggestions also adds to the efficiency of the Beat Officers. All of these show that the people's concept of police has taken a new positive turn.

An overview of the data related to the beat officers' visits and allied matters showed that most of the respondents were visited by the beat officers at least one time mostly in their own homes. However, in several of the cases the number of visits varied between 3-7 times. During the visit of the beat officers, many a times the team consisted of more than one police personnel.

More than 90% reported about the presence of the vanitha police person also while it was missing in a couple of places where the respondents said that they were not seen. Most of the visits were personal/individual in nature and the topic of discussion in most cases was personal/individual discussion. Awareness campaign on road safety, sanitation etc were the other major subjects of discussion. The respondents were also satisfied with the behaviour of the beat officers as cent per cent reported about the cordial behaviour of the beat officers. Further, they also stated positively about the suggestions given by the beat officers and most rated the extent of usefulness as very good or excellent. However, those who practiced them were comparatively lesser.

The visits and the cordial behaviour of the beat officers have indeed given a boost in bringing about a positive change in the attitude of the people towards the police force. The same could be viewed from the opinion and ratings given to the various aspects mentioned above.

Effectiveness/Impact of the Janamaithri Suraksha Project

The focus of the present study was to have an in-depth understanding on the impact/ effectiveness of the implementation of the Janamaithri Suraksha Project on the safety and security of the people in the community. In order to grasp and sketch the effectiveness, an assessment was carried out to understand the extent to which the implementation of various activities have contributed in reducing and preventing crimes along with the enhancement of the security feeling among the people. Measuring the impact assumes importance as the project has not taken a statewide implementation. The extension of the project hence depends very much on the effect caused on the lives of individuals and communities due to the implementation of the project. Accordingly, an assessment was carried out in this regard by analyzing the effectiveness of the project in terms of; the extent of overall reach, the effectiveness of the activities in relation to the social problems and the change in attitude towards the police and their activities.

a. Extent of Overall Reach of the Project

Knowledge about a project/scheme is an essential pre-requisite for the attainment of the set objectives of the project and also to make it an effective one. Further, one of the parameters to determine the effectiveness of the implementation is to understand the extent to which the project has been sold to the people. The inquiry in this regard showed that more than 95% of the respondents had at least heard about the project but were skeptical on an in-depth understanding about the same. The figures thus indicated that the project has made breakthrough in the community in most places but needed to make a strong foot, as the people knew about the project only at a peripheral level. Undoubtedly, the situation demands an enhanced and intensified effort to reach maximum people in the community as only knowledge can lead to participation which is the essential component of the project.

b. Effectiveness in relation to the Improvement in Minimizing the Social Problems

Janamaithri Suraksha Project being at its infancy /experimental stage has to be analyzed meticulously to see if the implementation of the same has brought about a change in the society keeping its objectives at the forefront. Hence, here an assessment has been carried out in this regard by analyzing the extent to which the implementation of the project has ensured safety and security to the people in the community. The variables considered in this regard were the changes that have been effected in family atmosphere, safety measures, presence of the police, change in robbery/snatching, gunda menace, illicit liquor and women atrocities.

Change in Family Atmosphere

Family is a basic unit of society and safety and security ensured to the family is of paramount importance in building the future of the nation. Healthy families provide healthy people who holds values and morals to their heart which in turn contributes for the moulding of the next generation. Any development or change hence needs to be initiated from the family. Janamaithri Suraksha Project too holds its key in the families as it is the members of these families who take the responsibilities for protecting their families and communities. Accordingly, the family bond existing among the members of the family has to be cemented full proof.

A probe was therefore carried out among the respondents to understand if the presence and interactions of the beat officers or community policing has effected any change in their family

atmosphere. 41% remarked that JSP has brought about a positive change in their family lives. Only a very minimum number reported about a negative change in the family atmosphere. A vast majority however, were on the neutral. Though it is pre-mature to say affirmatively about the positive change, the trend on the whole is about the positive impact that the project creates in family situations of the people where the project has been implemented.

Often it is the women in the families who are the best people to answer about situations excising in that community. Accordingly, the data in this regard was further analyzed sex-wise and found that the females outnumbered the males with 49% regarding the responses about positive change.

It is thus evident that JSP though primarily focuses on the safety and security of the people in the place of intervention; it has penetrated itself to make remedial interventions in the family domains of the community.

The public in general considered the police stations as a place to be kept aloof even in cases of violence /crimes. Many even figured it as a place of nightmares. The reports through the print and visual media about the treatment meted out by the people reiterated the afore-mentioned attitude of the people. Janamaithri Suraksha Project (JSP) has aimed at bringing about a change in this attitude by making the police, people- friendly and involving the public in preventing crime and violence. However, the project can achieve this only if the imprinted fear and attitude of the people regarding police stations change and they approach the police stations fearlessly. Hence, a probe was carried out to understand the extent to which the people are reluctant to approach the police station for various purposes.

The empirical data in this regard showed that 89% reported to have absolutely no reluctance in approaching the police station indicating a positive sign of change in the attitude of people towards police and police stations. The cordial and frequent interactions by the beat officers and the involvement of the police in the various welfare activities of the communities might have had an impact in altering the traditional attitude of the people towards police.

Sex-wise, comparatively a higher number of females stated about their non-reluctance in approaching the police station. Probably, the efforts taken by the police in interacting with the women through the house visits, public meetings and Janamaithri Samithi Meetings might have had contributed in this regard.

It is thus seen from the above figures that there is gradual shift in the attitude of people towards the police and police stations which is quite gratifying as their fearlessness could lead to the attainment of set objectives of the much acclaimed project of Community Policing.

The recommendations thus drawn are scripted under the following heads: Awareness Building, Implementation related, Capacity Building, Monitoring and Evaluation, Networking and Enhancement of the Project to Newer Areas/Police Station Limits.

Awareness Building

- Conduct extensive and intensive campaigns on the JSP throughout the operational area using print, visual and audio media.
- Develop Information Education & Communication (IEC) materials on the project and distribute the same across the institutions and communities.
- Organize awareness classes for sections of the society through lectures combined with visual aids.
- Adopt means like exhibitions, Street plays and competitions such as essay, painting, quiz etc for the sensitization on the project

Implementation related

- Enhance the number of beat officers in each beats.
- Increase the number of beats by reducing the number of houses under each beat.
- Design and implement multi nature activities in the communities on a monthly basis.
- Strictly check the intrusion of political and anti-social interventions.
- Ensure the conduct of house/community visits and interaction activities on a target basis.

- Provide due training to the members of Janamaithri Suraksha Samithis to make them more effective.
- Organize joint meetings of various Janamaithri Suraksha Samithis for sharing their experiences for better learning.
- Give due care in the appointment of Janamaithri Beat officers.

Capacity Building

- Provide intensive training to the beat officers on various aspects related to the implementation of the project particularly on communication, rapport building, organizing programmes, counseling etc.
- Conduct refresher training to the various functionaries of the project to make the implementation more effective.
- Organize training/awareness programmes for the Janamaithri Suraksha Samithi Members periodically.

Monitoring and Evaluation

- Ensure concurrent monitoring of the project at the Zonal level.
- Organize periodical monitoring meetings preferably on a quarterly basis at the district and half yearly basis at the state level.
- Set up an award for the best beat and the best Janamaithri Samithi.
- Provide incentives either in cash or kind to the best beat officer at the zonal/district/state level.

Networking

- Ensure the involvement of Corporates, Community Based Organizations (CBOs), Educational Institutions/youth clubs in the various phases of the project viz., training and capacity building, planning and implementing, reporting and monitoring.
- Hold periodical local level meetings of the corporates/ institutions/ organisations (Educational, CBOs, NGOs, etc.) in the area on a periodical basis to establish and nurture the networking so that their contributions are ensured.
- Involve social service organizations like National Service Scheme (NSS) in implementing the various activities of the project.
- Liaison with other Janamaithri Police stations and Janamaithri Suraksha Samithis in the district and state facilitating a mutual learning.

Expansion of the project

- Take efforts to extend the project to more police station limits on a time bound manner enabling more population to experience the benefits of the Janamaithri Suraksha Project i.e., safety and security to the lives and property of people.

This article is based on the studies done by Dr. Celine Sunny and team, Rajagiri College of Social Sciences, Kochi for the Kerala Police. The study reports are available at the Kerala Police website, www.keralapolice.gov.in

Report on Refresher Training to Beat Officers, Assistant Beat Officers and Samithi Members on 05-02-2013 at Police Headquarters

P. Prakash IPS

A Refresher Training Programme was conducted at Police Headquarters, Trivandrum on 05/02/2013 for Beat Officers, Community Relation Officers and Janamaithri Samithi members who have completed at least two years as Beat Officers and Janamaithri Samithi members.

The training was inaugurated by the State Police Chief and senior Police Officers and a team of four social scientists acted as facilitators. Group discussions and presentations were done Range wise. The essence of discussions are mentioned in nut shell.

Achievements:

- Ensured active role of public in crime prevention and detection, detection of property offences, prevention of fire hazards etc.
- Sustained awareness creation on road safety among the following categories.
 - Road users
 - Drivers of public vehicles
 - Children
 - Public
- The night patrolling along with public is effective in preventing property offences and L/O disturbances during night time.
- Widespread campaign against cyber crimes, mobile abuse among the student community.
- Seminars and Workshops on safety of Women and Children viz
 - Counseling centers on Family issues Organizing self defense course for girls
 - Awareness creation on Domestic Violence Prevention Act & Juvenile Justice Act.
- ISO 9001 Certification to Irinjalakkuda Police Station for success in community participation and policing through Janamaithri Suraksha Project.
- Involvement of Police force with charitable activities and thereby instilling the same spirit among children. For example, *sharing of food at Old age Homes and Orphanages by students in Irinjalakkuda.*

Collection and compiling of different data banks

- Senior Citizens- ego Publishing of lists of Senior Citizens in Cherpu Police Station limits.
- Migrant Labourers- ego Publishing of lists of Migrant Labourers in Malappuram.
- Blood Group
- Easy crowd control management and resolving of tricky issues due to the fact that the public see the police as a friendly officer ready to help them.
- Co-ordination with private security guards and ensuring safety of Banks and other financial institutions.

- Involvement with various community oriented projects *Welfare of Senior Citizens living alone*
 - *Palliative Care*
 - *Clean Environment Project*

Limitations

- Lethargic attitude from the part of some senior officers. Absence of motivated officers and dedicated beat officers.
- Lack of periodical interaction with Beat Officers, CRO's & SHO's concerned.
- The practice of entrusting additional assignments to the Beat Officers and sending of beats only on paper.
- Lack of proper training to the beat officers & CRO's
- The strength allocation of CPO's is not in proportionate with the population.

Suggestions:

- Organize training to all the Police Officers within five years. Only dedicated officers are needed to be posted as beat officers and he/she should be in that post for a minimum period of two years.
- At the time of transfer, the new Beat/ Asst. Beat Officers should be properly briefed by the predecessors. They need to be introduced to Samithi members and taken to the beat by the old beat officer for at least a week before being entrusted with the job.
- Service of WCPO's as Asst. Beat Officers is emphasized.
- The strength to Janamaithri Police Stations should be enhanced.
- Organize refreshment courses at District/Range level at least twice in a year.
- Monthly meetings of School Protection Groups need to be mandatorily conducted.
- Networking with social service interface groups NGOs acting such as Child line, Counselors at various NGO's, NGO's involved in women empowerment, Educational NGOs need to be strengthened.
- Assign toll free number for Janamaithri Suraksha Project.
- Ensure the active participation from other Government departments like Social Welfare, Education, Local bodies, Health, Excise in their spaces to reduce the burden of Police.
- The various duties like Petition enquiry, Passport verification, Serving of Summons, BCR Check and other similar duties can be entrusted with the Beat Officers.
- Convene samithi meetings on a regular basis at Police Station level. Periodical verification of the diary of Beat Officers/ Asst. Beat Officers should be done by CI's/SDPO's.
- The SIM cards issued to Beat Officers should be handed over to the successor at the time of transfer.
- Organization of specific programmes relating to each areas through Janamaithri Kendras and equitable distribution of funds among Janamaithri Police Stations.
- Media support is essential to project the positives of the Project specifically and to build the brand image of Police in general.

REDUCTION OF CRIMES IN JANAMAITHRI POLICE STATIONS OF THIRUVANANTHAPURAM RANGE

Narayanan T IPS (ASP U/T)

Janamaithri Suraksha Project has brought in seminal changes in the relationship between the citizens and police in Kerala. With the implementation of this scheme, police has stepped out of its traditional role as the custodians of law and has started to reach out to the citizens in ways hitherto seemed impossible, thus providing comfort and care to those in need. While, breaking with the precedents, Police is catering to a variety of requirements of the citizens, it has also made sure that the anti-social activities remain curbed and the elements who get involved in such activities are sternly dealt with, thus guaranteeing a life of peace and security to the citizens. Undoubtedly, with the implementation of this project, the crime rate has undergone a reduction, due to an ever increasing co-operation and commitment by the citizens of the locality, which has helped the police in detecting and preventing crimes occurring in that area. Social commitment of the policemen and the support given by the citizens has helped this project to exceed its own expectation and to become a runaway success in a relatively short span of time.

A meeting to review the progress of the various schemes initiated under the Janamaithri Suraksha Project in Thiruvananthapuram range as well as to brainstorm about extending the scope of the project by entering new areas was conducted on February 4th, 2013 at Kollam City AR camp. This meeting was convened by Shri. Debesh Kumar Behera IPS, Commissioner of Police, Kollam City, and was attended by Shri. Krishna Kumar, ACP, Kollam City and Shri. J Jacob, ACP, DCRB along with the SHOs, CROs/Beat Officers from various Police Stations of Thiruvananthapuram Range. In the course of this meeting, extensive and exhaustive discussions were conducted on the success of various schemes initiated under this project and the need to take this project forward by the implementation of new schemes and initiatives. Participants from various Police Stations presented their reports and explained how this project has helped them in controlling crimes and reducing the crime rate.

Janamaithri program is properly functioning in Petta PS. The rate of crime in Puthenpalam Colony has drastically reduced. Prior to the implementation of Janamaithri Suraksha Project, the colony was a shelter to goons and antisocial elements, which was inaccessible to police and the inhabitants had reluctant in cooperating. Nowadays the scenario has been changed and an active interaction is going on and information is being communicated by colony members, which has brought down the rate of crimes. Detection of suo moto cases has also increased. A Grandha Sala "Janamaithri Grandha Sala Study Centre" has started functioning in Kannammoola Puthen Palam Colony, inaugurated by Smt Chandrika, Mayor of Thiruvananthapuram Corporation. This Grandhasala is functioning very well and almost all members are visiting and an effective interaction is going on with the beat members, which has brought down the anti social activities of the colony, which was notorious for such activities.

Janamaithri program is in full swing in Medical College Police Station also. As a result, active participation there is a moderate decrease in reporting of cases in Janamaithri areas. A medical camp "Vayo Mithra Sougany Medical Camp" with aid of Doctors of General Hospital is being held in all Wednesday for Senior Citizens and free medicines is being distributed. Monthly meeting is being held on the first Sunday and members of eight residence association of the PS limits are participating in the meeting.

In Valiyathura Police Station four snatching cases were detected following arrest of one Sameer S/o Abdul Kalam, i.e. Crime No.523/2011 41/2012, 41/2012, 906/12,998/12,997/12 and 999/12 in Valiyathura Police Station on receipt of the information received from beat area inhabitants to beat officers. In Attingel Police Station, Pan Masala was seized from the school premises and cases were registered on receipt of information from beat officials.

Janamaithri programs have received great response from the policemen and public in areas under Kollam city as well. A large number of seminars and awareness classes were conducted in the city, during which the participants expressed their satisfaction and gratitude towards the Kollam city police for the initiatives taken by them. In Paravoor Police Station, during 2013, a total of 6 cases under 15(c) of Abkari Act and, 2 cases on NDPS Act and 8 cases under 185 and 150 were registered in Paravoor Police Station. The active implementation of Janamaithri beat system has reduced the overall rate of reporting of crimes in Janamaithri areas of Paravoor PS.

In Kottiyam Police Station 3 Cases were regd u/s 118(i) for seizure of Pan masala whereas in Chavara Police Station, 3 Cases u/s 118(i) was registered on the basis of report Janamaithri beat officers. In Kollam East Police Station, 3 NDPS Act cases, 6 money lenders act cases and 3 cases on detection of pan parag was registered in Kollam East PS. Again in Karunagapally Police Station, legal action had been initiated against the illegal gambling being taken place at Beat No.3 and 5 of Karunagapally Police Station. Due to the effective intervention of Beat officers illegal sand mining has been stopped in the western part of the station limits. Police presence has been ensured even in minor incidents following communication from the inhabitants of the beat areas.

In Kollam rural district, Janamaithri program running successfully in Janamaithri Police Station, Punalur resulted in reduction of the crime rate and increase in the rate of detection of suo moto cases especially narcotic and abkari cases. In 2011 the station had only 9 Abkari cases and 6 NDPS cases. But with the active participation of jagratha samithi members and public the detection of NDPS cases in 2012 had increased to 9 and abkari cases to 16. In Anchal Police Station, a case as Crime No. 136 /2013 u/s 55(a) of Abkari Act was registered following seizure of foreign liquor by two accused from an auto rickshaw. Anchal PS Crime No. 243/13 and 314/2013 were registered on Abkari Act following information from beat members related to illegal sale of arishtam. In addition to the above 4 cases one case u/s 118 (i) was registered in connection with the seizure of Pan masala. The overall rate of reporting of cases has been reduced in beat areas due to the frequent interaction of people with Police in beat areas

In Pathanamthitta District, as part of the Janamaithri Suraksha Project, raids were conducted for tobacco products in various shops situated near schools at Pandalam police station limit. 8 cases were registered in this regard. There is a slight decrease noticed in reporting of cases in janamithri areas. In Keezhuvaipoor PS as part of the Janamaithri Suraksha Project raid on Intoxicating substances and Tobacco products were conducted in various places and colonies. In this connection two cases were registered i.e., Crime No. 233/12 u/s 55(a) of Abkari Act and Crime No. 237/12 u/s 20(b) (ii) of NDPS Act. As part of the Janamaithri Suraksha Project, raid for tobacco products was conducted in various shops situated near schools at Mylapra H.S.S. Junction, College junction Pathanamthitta at regular interval and 10 cases were registered in this connection. The rate of crimes has been reduced in Janamaithri areas.

In Konni Police Station, following formation of “Night Patrolling Jagratha Samithis “ in each beat and the combined meeting and routine night patrol by beat officers resulted in reduced number of property cases. Complaints regarding Eve Teasing, Illicit sale of Arrack/IMFL and sale of various tobacco products to students near school premises were received and action was taken to curb the same. As part of the Janamaithri Suraksha Project, raid for tobacco products was conducted in various shops situated near schools at Konny town, Eliyarakkal, Payyanamon etc.

It has been really praiseworthy the way in which the policewomen and men of Kerala Police have put in their heart and soul into the Janamaithri Suraksha Project, thus guaranteeing the support of the common people, leading to a reduction in crimes. They have made it sure that the project does not suffer from limitations like inadequate strength in the police stations, a multitude of tasks to be performed etc, thus impressing everyone with their commitment and sincerity towards the cause. As we are fast moving ahead with the implementation of this project in all the police stations in Kerala, this project is sure to find its way into the annals of, not only Indian, but world policing as a glowing example of people-police co-operation.

EXPERIENCES OF JANAMAITHRI BEAT OFFICERS AND SAMITHI MEMBER



Sreenivasan.K

Senior Civil Police Officer-4755
Beat Officer
Panoor Police station
Kannur.Dt

My experience on Janamaithri Police as a Beat Officer.

May I share my experiences with the readers as Janamaithri Beat Officer at Thalassery Police Station since 1st August 2009.

In Malayalam the word maithri means friendship. Janamaithri means friendship with all irrespective of caste, creed politics, sex etc.

The aim of the govt. behind the formation of Janamaithri Police is to assist the needy. Our small state is a symbol to all other states of India in the field of education, health, sports etc. Our national leaders mention the name of our state frequently in this regard. That is why even the foreigners come to our state to understand the developments achieved by us. Kerala is otherwise known as 'Gods own country'. Even though we have progressed in almost all fields there are some black dots to deface our reputation.

Now also ordinary people hesitate to mingle with the police. The attitude and the approach of the police force has to be changed more. Consequent on the formation of the Janamaithri police we can see certain changes in the society. When I assumed charge as Janamaithri Beat officer at Thalassery police station. We had no idea about the functioning of the Janamaithri Suraksha Project. But gradually we could approach the public with great hope and confidence. We convinced them the importance of the Janamaithri police. We visited the houses and the shops under Thalassery Police station jurisdiction and collected the details which were essential for our task.

We visited everyday the place known as 'Chalil' which was once famous for all kind of evil things in the society. In that place there was a man named "Mattambram Dappy" who drugged the entire people of that area including children and later became prey to the same. His wife and four children were in a pathetic condition when we visited the house.

We took sudden action in their case. We shifted two children to the Taluk Hospital Thalassery in the police jeep and consulted with the Psychologist and ensured their treatments. In this contest I remember the name of the assistant Beat officer Smt. Ambika Mini who helped me a lot. The other two children were shifted to Mangalore hospital with the help of the then Sub Inspector of Police for better treatment.

We conducted many seminars for the public and students and advised them to avoid drugs and such other things which affect their health and education.

We also shifted the beggars and other wandering people, to rescue shelter in Thalassery and ensured their safety.

For the proper implementation of Janamaithri Suraksha Project the role of my Superior Officers especially the District Police Chief Sri. Rahul R. Nair IPS and Nodal Officer Sri. P.C. Babu, DYSP are remarkable.

Shortly the Janamaithri Police service is a grace to the public and I along with other members of the unit feel proud to be a part the Janamaithri Suraksha Project.



Remla Beevi
Assistant Beat Officer
WCPO 5583
Maloor Police Station, Kannur

My experience on Janamaithri Police as an Asst. Beat Officer

Aralam is a remote tribal hamlet in the hilly area of Kannur District. On 21/09/2011, I started working as an Assistant Beat Officer in the Janamaithri Suraksha Project in the 7,9 and 10th Blocks of the Aralam Adivasi Rehabilitation Zone, Kannur, under the leadership of the District Police Chief, Kannur. Initially, I worked amongst the various tribal communities like Kurichiar, Malavedar, Paniyan, Mavila etc residing in the inaccessible hilly areas. In an area of about 3000 acres, the adivasis were living with little basic infrastructure facilities and many of them were addicted to alcohol and other intoxicating drugs.

Under the Janamaithri Suraksha Project, various programmes were started to curb this menace with due regard to their traditional customs. Cancer awareness, anti narcotic activities, arts and sports competitions, onam celebration programmes, cooking competition etc. were organized. For the promotion of sports, Shuttle court, football ground etc were constructed as part of Janamaithri Suraksha Project. Illicit hooch brewing and sales were stopped with community support. With the help of Panchayat authorities, adivasis were included in the job guarantee scheme. Bank accounts were opened for promoting investments and children were encouraged to go to schools, especially adolescent girls. Special attention was given for the education of children with the help of Anganvadi teachers. Special awareness programmes were organized for women.

As a result of conducting various programmes under Janamathri Suraksha Project, the rate of alcohol consumption and suicide decreased considerably. People were taken to hospitals for better treatment. As a Assistant Beat Officer, I received maximum respect and affection from the tribal community.

It is a matter of satisfaction that Janamaithri Suraksha project could impart ample support to the tribal society, to achieve social security and to improve their lifestyle.

I feel much satisfied in my job after I started working as a Beat Officer. The trust and confidence of the tribal people in Police is tremendous.



C.D.Thomas

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Thoppumpady Police Station
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Janamaithri Police with the people for social security.

Thoppumpady is situated at the heart of Kochi, where people of different culture, caste and religion are living together in harmony. The social, cultural, historical and commercial importance of Kochi has attracted international attention towards this coastal area. As such, social security of Kochi is a matter of great significance. It was in this context that Janamaithri Suraksha project was started at Thoppumpady in August 2009 for the proper utilization of the efficiency and technical knowledge of the Police force with the co-operation of the people. As a means of strengthening the relation between Police and public, there is need for the 'humane presence' of the Police in the day today activities of the people and in their social and cultural activities.

Through Janamaithri policing, general public especially women and students could directly interact with Police so as to avail all legal assistance. The Janamaithri Project in Thoppumpady was commenced with the house visit by Sri K.V.Thomas, Hon'ble Union Minister for food and civil supplies and subsequently the Janamaithri Suraksha Project at Thoppumpady emerged as one of the finest Janamaithri centres in the State. All the houses situated in the area were visited by the Police officers.

As a result of the dedicated efforts made by a group of refined Police personnel, there was a drastic change in the conventional belief of the public that the police station is an inaccessible institution for them. Being a media person, I have been in close touch with the Janamaithri programme from its very beginning. Initially, I also doubted as to how the community policing could make changes in the society, but the doubts quickly vanished as I started participating in the various programmes organized under Janamaithri Suraksha Project.

I often found time to interact with the Police officers for introducing new programmes under Janamaithri Suraksha Project. The qualitative change could be spread in the whole area by the Police officers of the rank of Assistant Commissioner of Police to beat officers. Even a phone call by the Community Relation Officer was sufficient to ensure the participation of maximum number of persons for the Janamaithri meetings. The participation of women in these meetings were beyond our expectations. Precisely, the Janamaithri programme has become indispensable in this area.

Janamaithri paved the way for protecting the rights and enhancing status of women in the society. Besides, various programmes related to the safety, security and self sufficiency of women were conducted in a well concerted manner. It is a fact that so far social activities intended for the disabled and the vulnerable people were limited to a particular class. However, the intervention by the Janamaithri Police in this area was highly remarkable. Those who were wandering in the streets were not only taken to asylums but the Janamaithri Police also created awareness in the society about the value of their life also. By making social celebrations more people centric, the discrimination based on caste, religion, creed etc could be abolished.

Youngsters were made aware of the fact that senior citizens are the strength and vigour of the family as well as the society. It is a matter of great satisfaction that women are showing willingness to cooperate with the Police for curbing offences by giving information etc. Police personnel have realized that the society has got a lot of expectations from them and that they need to give up the unhealthy confrontationist attitude towards the public. They have also understood that there is no longer any scope for being lethargic in the performance of their duty or to succumb to any external influence or pressures as their activities are constantly monitored by the public.

A major group of Police personnel are conscious of the fact that their duty is not confined merely to the maintenance to law and order. Beyond the call of duty, they are concerned to make the society lead a peaceful life and are bound to act upon properly even under adverse circumstances. This change was brought about by the presence of a society which knows that the Police is meant for them. Police is now considered as the guardian and a real friend. It is an undisputed fact that the emotional relationship that has developed between the Police and the law abiding public through Janamaithri programmes helped the Police to sustain social equilibrium and the security of the society.

With lots of prayers for the growth of Janamaithri programme throughout the State for the total welfare of the society, let me conclude my note.

Scenes from Programmes of Janamaithri Suraksha Project



Sri.Thiruvanchoor Radhakrishnan, Hon. Minister for Home and Vigilance, releasing first volume of 'Janamaithri-A Journal of Democratic Policing' on 24-08-2012, Planning Board Vice Chairman Sri.K.M.Chandrasekharan is receiving the copy. Former State Police Chief Sri.Jacob Punnoose is also seen.



Sri.Thiruvanchoor Radhakrishnan, Hon. Minister for Home and Vigilance, inaugurating Janamaithri Suraksha Project fourth Phase in Ernakulam on 26-02-2013



Awareness class conducted by Janamaithri Yuvakendram, Thrissur City



Distribution of opticals to Aged - Kochi City



Sri.Oommen Chandy, Hon. Chief Minister, inaugurating the State Level Impact Seminar on Janamaithri Suraksha project in Thiruvananthapuram on 04-08-2011



Disaster management training conducted by Janamaithri Police, Alapuzha

Scenes from Programmes of Janamaithri Suraksha Project



Distribution of Cycles during the International Womens' day in Janamaithri Kendram, M.S.P, Malappuram



A joint snake catching operation at Perinthalmanna



Sri.I.M.Vijayan, international footballer inaugurating 'Janamaithri Football Tournament' in Chalakkudi, Thrissur Rural District



Sri. K.S. Balasubramanian IPS, State Police Chief, Kerala, addresses the Janamaithri Training Program for Beat Officer/Asst.Beat Officers/Samithi Members in PHQ, 05-02-2013



Janamaithri Asst. Beat officers interact with members in Beat Area



Medical camp in Pathanamthitta

Scenes from Programmes of Janamaithri Suraksha Project



Awareness rally against Alcoholism and Narcotics, organized by Palluruthy Janamaithri Police, Kochi City



Sri.V.S.Sivakumar, Hon. Minister for Health and Devaswam, inaugurating District level Janamaithri Suraksha Seminar in Thiruvananthapuram on 01-03-2013. ADGP, Sri.A.Hemachandran IPS and Thiruvananthapuram City Police Commissioner Sri.P.Vijayan IPS are seen



Janamaithri Beat Officers house visit in Beat area of tribal village of Aralam, Kannur District



A scene from the police station visit by school students in Wayanad



Medical camp conducted by Palarivattom Janamaithri Police in Kochi City



Sri.S.Gopinath IPS, Inspector General of Police, Thrissur Range, inaugurating the District level Janamaithri Seminar in Thrissur City on 15-12-2012. DPC, Sri.Vijayan IPS and ASP, Smt.Chandan Chowdhary IPS are seen

Scenes from Programmes of Janamaithri Suraksha Project



Sri. K.S. Balasubramanian IPS, State Police Chief, Kerala, addresses the Janamaithri Training Program for SHOs/CIs/DySPs in PHQ on 05-03-2013



Janamaithri Police rescuing an abandoned child from footpath



Janamaithri Police honouring Senior citizens in Kozhikode Rural



Sri.Thiruvanchoor Radhakrishnan, Hon. Minister for Home and Vigilance, inaugurating Community Police Research Centre on 24-08-2012



Janamaithri Police helping hands to the needy



Awareness class conducted by Janamaithri Police in Idukki District

Janamaithri scheme in 100 more stations

Special Correspondent

THIRUVANANTHAPURAM: The Janamaithri Suraksha project, the community policing scheme of the State police, will be extended to 100 more police stations, 50 of them tribal stations.

As many as 148 stations have been implementing the scheme, launched at 20 stations in 2007 on a pilot basis. In phase two of the scheme, 21 more police stations started implementing it in 2009. Thereafter, following the good response, the other stations introduced it.

The State government has given administrative sanction now for its extension on a recommendation of the State Police Chief.

A sum of Rs. 2 crore has been provided under the Plan scheme for 2012 for the scheme and financing its extension.

The scheme will be introduced at the stations at Museum, Peroorkada, Poojappura, Thiruvallam, Vanchiyoor, Vattiyurkavu, Vizhinjam, Karamana and Sreekaryam in Thiruvananthapuram city and Balarampuram in the rural limits. The tribal stations in the district to introduce it are in Palode, Vithura and Aryanadu, Pallithottam, Kollam West,

• Scheme launched at 20 stations in 2007 on a pilot basis

• Of the newly included, 50 are tribal stations

Anchalumoodu, Sakthikulangara, Eravipuram and Killikolur in Kollam city and Pathanapuram in the rural limits of the district figure on the list.

The tribal stations in Kollam are in Kulathupuzha and Thenmala.

In Ernakulam city, the scheme will be extended to the stations at Ernakulam North, Ernakulam South, Kalamassery, Panangad, Thrikakara, Eloor, Harbour and Mattancherry. Aluva West and Chottanikkara figure on the list from Ernakulam Rural.

The stations at Guruvayur, Mannuthy and Vyyur in Thrissur city and at Vadappally in the rural limits will implement the scheme, along with the tribal stations at Peechi, Vellikulangara and Athirappilly. The stations at Cheyayur, Elathur, Kozhikode town, Medical College and Nallalam have been selected from Kozhikode city and Meppayur from the rural limits.

Lebanese team visits police station

Staff Reporter

KOCHI: A delegation of top police officials from Lebanon visited the Janamaithri police station at Gandhi Nagar here on Monday.

The delegation was in the city to attend the Global Community Policing Conclave to be held at Le Meridien here on Wednesday and Thursday.

Interacting with the media after the visit, General Sami Nabhan, head of the service and operation section in the Internal Security Forces, said that the concept of community policing was relatively new to the Lebanese police.

It was started only a year ago and the personnel are still undergoing training. The shift in the concept of policing came after the assassination of former Lebanese Prime Minister Rafik al-Hariri in 2005, General Nabhan said.

The present strength of police force is just 23,000 and new recruitments are being made, including Woman Sergeants, to implement community policing.

Appreciating the community policing initiative implemented by the State Police, General Nabhan said that the police here have advanced



HEALTHY INTERACTION: A Lebanese police team visiting the Janamaithri Police station at Kadavanthra on Monday. — PHOTO: VIPIN CHANDRAN

much in this direction.

General Zou Heir-Kishile, head of the investigation and inspection section, Internal Security Forces, General Mounir Chaaban, head of training, Internal Security Forces, and First Lieutenant Tarek McKenna, Internal Security Forces Training Academy in the Community Policing Programme, were other members of the dele-

gation, Ernakulam Town

Central Circle Inspector G. Venu and A. Ananthan, Station House Officer of Gandhi Nagar police station received the delegation.

Top police officials from more than 30 countries including the United States of America, South Africa, United Kingdom, Australia, Sweden, Poland, Afghanistan, Oman, United Arab Emirates

and Indonesia will attend the conclave.

The conclave aims to bring police researchers and practitioners together to facilitate cross-cultural, international and inter-disciplinary exchange of ideas. The community policing initiatives practised across the world would be reviewed along with the model tried out here in the State.

Mathrubhumi

26-02-2013

Janamaithri Police Stations will get 5 Police Personnel as additional manpower-Chief Minister

ജനമൈത്രി സ്റ്റേഷനുകൾക്ക് അഞ്ചു പോലീസുകാരെ വീതം നൽകും-മുഖ്യമന്ത്രി

തിരുവനന്തപുരം: സംസ്ഥാനത്ത് പോലീസിന്റെ ജനമൈത്രി പദ്ധതി പ്രവർത്തനങ്ങൾ വ്യാപിപ്പിക്കുന്ന പദ്ധതിയ്ക്ക് 100 പോലീസ് സ്റ്റേഷനുകളിൽ ഓരോന്നിലും അഞ്ചു പോലീസുകാരെ വീതം അനുവദിക്കുമെന്ന് മുഖ്യമന്ത്രി ഉമ്മൻചാണ്ടി പറഞ്ഞു. ജനമൈത്രി സുരക്ഷാപദ്ധതിയുടെ സംസ്ഥാനതല സെമിനാർ ഉദ്ഘാടനം ചെയ്യുകയായിരുന്നു അദ്ദേഹം. സ്റ്റാൻഡേർഡ് പോലീസും ജനമൈത്രി പോലീസും നമ്മുടെ തനതായ നേട്ടമാണ്. ഇത് മറ്റു സംസ്ഥാനങ്ങൾക്ക് മാതൃകയാണെന്നും അദ്ദേഹം പറഞ്ഞു.

കുറ്റവാളികളെ സൃഷ്ടിച്ച് നിയമത്തിന് മുന്നിൽ കൊണ്ടുവരികയല്ല വേണ്ടത്. മറിച്ച്

കുറ്റങ്ങൾ ചെയ്യുന്ന സാഹചര്യങ്ങൾ ഇല്ലാതാക്കുകയാണ് വേണ്ടത്. ജനമൈത്രി പോലീസ് കഴിഞ്ഞ സർക്കാരിന്റെ കാലത്ത് ആരംഭിച്ചതാണ്. നല്ല പദ്ധതികൾ തുടരേണ്ടതുണ്ട്.

അന്ന് ജനമൈത്രി പോലീസ് ആരംഭിച്ചു വെങ്കിലും ആവശ്യത്തിന് ജീവനക്കാരെ അനുവദിച്ചിരുന്നില്ല. ഈ സർക്കാർ വന്നപ്പോൾ തന്നെ 740 തസ്തികകൾ അനുവദിക്കുകയും ജീവനക്കാരെ നിയമിക്കുകയും ചെയ്തുവെന്നും അദ്ദേഹം പറഞ്ഞു.

കുറ്റകൃത്യങ്ങളുടെ നിരക്ക് കുറയ്ക്കുന്നതിന് ജനമൈത്രി പദ്ധതിയെ ഉപയോഗിക്കണമെന്ന് ആഭ്യന്തര മന്ത്രി തിരുവഞ്ചൂർ രാധാകൃ-

ഷ്ണൻ അഭിപ്രായപ്പെട്ടു. രജിസ്റ്റർ ചെയ്യുന്ന കേസുകളുടെ എണ്ണം വെച്ചുകൊണ്ടല്ല സംസ്ഥാനത്തിന്റെ പ്രമുഖമായ നിലവിലായിരുന്നെങ്കിൽ, ഈ കേസുകളിൽ തുടർനടപടിയുണ്ടാകുന്നുണ്ടോ എന്നാണ് നോക്കേണ്ടതെന്നും അദ്ദേഹം പറഞ്ഞു. മന്ത്രി വി.എസ്. ശിവകുമാർ മുഖ്യ പ്രഭാഷണം നടത്തി. ജനമൈത്രി പോലീസ് വാർത്താ പത്രികയുടെ പ്രകാശനം മന്ത്രി തിരുവഞ്ചൂർ രാധാകൃഷ്ണൻ നിർവഹിച്ചു.

സംസ്ഥാന പോലീസ് മേധാവി കെ.എസ്. ബാലസുബ്രഹ്മണ്യം, എ.ഡി.ജി.പി. ബി. സന്ധ്യ, ഡോ. സെലിൻ സണ്ണി, എം.എ. വാഹിദ് എം.എൽ.എ. തുടങ്ങിയവർ സംസാരിച്ചു.

Malayala Manorama

21-05-2012

Janamaithri Yuvakendram gives career counselling for youngsters

വിജ്ഞാനം പകരാൻ ഇനി ജനമൈത്രി പൊലീസും

ആലപ്പുഴ: സൗജന്യ പിഎസ്സി പരിശീലനത്തിനുമേൽപ്പരം നൽകാൻ ജനമൈത്രി പൊലീസ്. നോർത്ത് പൊലീസ് സ്റ്റേഷന്റെ നേതൃത്വത്തിലാണ് പിഎസ്സി പരിക്ഷയെഴുതാൻ തയ്യാറാക്കുന്നവർക്കായി പരിശീലന പരിപാടി ആരംഭിച്ചത്. മംഗലം-വാർഡ് കൗൺസിലർ ടിന്റു സ്മിത്തിന്റെ വീട്ടിലാണ് ക്ലാസ്. ടിന്റു, നോർ

ത്ത് സിഐ അജയനാഥ് തുടങ്ങിയവർ ക്ലാസ് നയിക്കും. തുമ്പോളി, മംഗലം, സിറുവു, കനാൽ, കാഞ്ഞിരംപിറ തുടങ്ങിയ തീരദേശ വാർഡുകളിൽ പിഎസ്സി പരിശീലനത്തിന് സൗകര്യമില്ലാത്ത സാഹചര്യത്തിലാണ് പരിപാടി സംഘടിപ്പിച്ചതെന്ന് ജനമൈത്രി പൊലീസ് ഉപദേശക സമിതിയംഗം ആർ. അജിത് പറ

ഞ്ഞു. പരിശീലനത്തിന് ആവശ്യമായ റഫറൻസ് ഗ്രന്ഥങ്ങൾ ജെസിഐ നൽകും. നോർത്ത് എസ്ഐ എ. ഹൈസൽ ക്ലാസ് ഉദ്ഘാടനം ചെയ്തു. ജെസിഐ മേഖലാ വൈസ് പ്രസി. ജോൺ ജോസഫ്, ടി.എൽ. സ്മിത്തിന്റെ തുടങ്ങിയവർ പ്രസംഗിച്ചു. എല്ലാ ശനിയും അഞ്ചുമുതൽ ഏഴരവരെയാണ് ക്ലാസ്.



Documents

Government Orders



GOVERNMENT OF KERALA

Abstract

Home Department-Working Group on Plan Schemes of Police Department for 2007-08-
Community Policing Scheme- Administrative Sanction accorded— Orders issued

Home (E) Department

G.o.(Rt) No.3161/2007/Home

Dated , Thiruvananthapuram 23-11-2007

Read:- 1) Letter No:34577/2007 dated 20-09-2007 from the Director General of Police,
Thiruvananthapuram.
2) Minutes of the working Group Meeting held on 15-10-2007 at the Chamber of
Additional Chief Secretary (Home & Vigilance) Department

ORDER

'Community Policing' is both a way of thinking and an organizational strategy that allows the Police and Community to work closely together in creative way to solve problems of Crime, illicit drugs, fear of Crime physical and social disorder (from graffiti to) addiction) neighbourhood degeneration and the overall quality of life in the community. The philosophy of Community Policing rests on the brief that people deserve input into the Police process, in exchange for their participation and support.

The Director General of Police vide his letter read as first paper above has furnished a detailed proposal for Administrative Sanction under the Annual Plan 2007-2008. The working Group which met on 15-10-2007 discussed the proposal in detail and observed that the community policing would minimize the gap between policeman and citizens and to such an extent that the Police man becomes an integrated part of the community they serve. The individual Policemen should know each member of the community and he should in turn be known to them. Such a relationship is vital for the development of their abilities and initiatives to solve problems of crimes and social disorder.

Police Department has furnished a proposal to the tune of Rs.5.6 lakhs for the procurement of Publicity material. After discussion, the working Group agreed to limit the amount to Rs: 3.5 lakhs i.e Rs. 2 lakhs for procuring pamphlets and Rs. 1.5 lakhs for Booklets. The booklets may contain successful stories and best practices from other states also.

Police Department also presented a proposal for conducting District level Seminars and workshops on community Policing and Police Public interface. The working Group meeting agreed to the proposal conduct seminars and workshops in 10 selected districts as a first step viz. Thiruvananthapuram, Ernakulam, Kozhikode, Thrissur, Kannur, Kollam, Kottayam, Palakkad, Alappuzha and Kasargod. An amount of Rs. 5 lakhs is approved for this purpose.

The Working Group meeting has also agreed to conduct the training programme for the community Liason Groups in 10 districts in the first phase at a total cost of Rs 2 lakhs.

In the above circumstances Administrative Sanction is accorded to execute the Community Policing Scheme for a total amount of Rs 10.5 lakhs as detailed below.

a) Publicity Materials

Pamphlets :-	Rs 2 lakhs (Rupees Two lakhs)
Booklets :-	Rs 1.5 lakhs (Rupees one lakhs fifty thousand only)

b) Seminar and Workshop

Seminars/Workshops at Thiruvananthapuram, Ernakulam, Kozhikode. Thrissur, Kannur, Kollam, Kottayam, Palakkad Alappuzha and Kasargode.	Rs 5 lakhs (Rupees five lakhs)
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C) Training the Community Liason Groups (CLGS)

17 Training sessions lasting 3—5 days in 17 Police
Districts (CLGS)

Rs 2 lakhs
(Rupees Two lakhs)

Total Rs 10.5 lakhs (Rupees Ten lakhs fifty thousand only)

The above expenditure will be met from the head of account “2055-Police-00-800-84 MoPF”

By order of the Governor

K.J. MATHEW

Additional Chief Secretary to Government

To

The Director General of Police, Thiruvananthapuram.
The Accountant General Audit/A&E Kerala, Thiruvananthapuram.
The District Treasury Officer, Thiruvananthapuram.
The Finance Department
Store Purchase Department
Stock File/Office Copy.



GOVERNMENT OF KERALA

Abstract

HOME DEPARTMENT-JANAMAITHRI SURAKSHA PROJECT-MANNER AND MODALITIES -
APPROVED- ORDERS ISSUED

Home (E) Department

G.o.(P) No.107/2008/Home

Dated , Thiruvananthapuram 21st June,2008

Read:- 1) G.o.(Rt) No.3161/2007/Home Dated 23-11-2007

2) Letter No:C3-11792/2004 dated 10-01-2008 from the Director General of
Police, Thiruvananthapuram.

ORDER

Government have initiated various activities to bring about People Friendly Policing initiatives in the day to functioning of the Police, which is an abiding concern of the Government of the Government of Kerala. The Comprehensive Community Policing Initiative being implemented by the Government envisages integrating the aspirations of the local community in the style and system of local policing. The draft scheme thus formulated to implement the community policing has been placed before the representatives of political parties, Leaders of Public Opinion, social Activists, Media, Public Administrators and Police Officers from across the country. Based on their perceptions and comments, suitable modifications have been incorporated in the scheme. Based on the aforesaid exercises. an elaborate scheme has been formulated to implement the scheme which will be known as Janamaithri Suraksha Project. As such, Government are pleased to accord formal approval, of the project “Janamaithri Suraksha Project” and also to lay down the manner and modalities for the implementation of the scheme as appended as Annexure to this Order

2. Expenditure for the project will be incurred only under budgetary provision and if any expenditure is additionally incurred, the same will be met only after obtaining separate financial sanction.

By order of the Governor

K.J. MATHEW

Additional Chief Secretary to Government

To

The Director General of Police, Thiruvananthapuram,
The Accountant General Audit/A&E Kerala, Thiruvananthapuram,
The Public Relations Department,
Stock File/Office Copy.



GOVERNMENT OF KERALA

Abstract

Home Department-Implementation of "Janamaithri suraksha project in 21 more Police Stations-Orders issued

Home (E) Department

G.o.(Rt) No.1452/2009/Home

Dated , Thiruvananthapuram 25-05-2009

Read:- 1) G.o.(Rt) No.3161/2007/Home Dated 23-11-2007
2) G.o.(P) No.107/2008/Home Dated 21-06-2008
3) Letter No:C3-/62202/08 dated 06-02-2009 from the Director General of Police, Thiruvananthapuram.

ORDER

As per Government Order read as first paper above "Janamaithri Suraksha Project" a community policing initiation of Kerala Police was implemented in 3 cities 11 Municipalities(20 Police Stations) for the prevention of crimes, furthering operation and mutual understanding between Police and community and for furthering security related mutual co-operation among citizen. The Director General of Police his letter read as 3rd above has forwarded a proposal for the implementation of Janamaithri Suraksha Project in 21 more Police Stations, in 17 Police Districts addition to the existing 20 Police Stations and requested for administrative sanction.

Govt have examined the matter in detail and are pleased to accord administrative sanction for the implementation of Janamaithri Suraksha Project in 21 more Police Stations, in 17 Police Districts as detailed below in addition to the existing 20 Police Stations.

1. Medical College PS	Thiruvananthapuram City
2. Kazhakuttam PS	Thiruvananthapuram Rural
3. Attingal PS	Thiruvananthapuram Rural
4. Town East PS	Kollam
5. Thiruvalla PS	Pathanamthitta
6. Town North PS	Alappuzha
7. Town East PS	Kottayam
8. Pala PS	Kottayam
9. Kattappana PS	Idukki
10. Thoppumpady PS	Kochi City
11. Hill Palalce PS	Kochi City
12. Aluva PS	Ernakulam Rural
13. Town East PS	Thrissur
14. TownSouth PS	Palakkad
15. Marad PS	Kozhikode City
16. Nadakkavu PS	Kozhikode City
17. Vadakara PS	Kozhikode Rural
18. Thirur PS	Malappuram
19. Thalassery PS	Kannur
20. Mananthavady	Wayanad
21. Hosdurg	Kasargod

By order of the Governor

S.B.USHAKUMARI

Additional Secretary to Government

To

The Director General of Police, Thiruvananthapuram,
The Accountant General Audit/A&E Kerala, Thiruvananthapuram,
The Inspector General of Police,(AP Battalion & Traffic),Tvm,
Stock File/Office Copy.



GOVERNMENT OF KERALA

Abstract

Home Department-Implementation of Janamaithri suraksha project in 105 Police Stations- Sanction accorded- Orders issued

Home (E) Department

G.o.(Rt) No.3472/2010/Home

Dated , Thiruvananthapuram 18-11-2010

Read:- 1) G.o.(Rt) No.3161/2007/Home Dated 23-11-2007

2) G.o.(Rt) No.1452/2009/Home Dated 22-05-2009

3) Letter No: C3-/62202/08 dated 07-06-2010 & 07/2010 from the Director General of Police, Thiruvananthapuram.

ORDER

As per the Government Orders read as first and second paper above "Janamaithri Suraksha Project" a Community Policing Programme was implemented in 41 Police Stations. In addition to the 41 Police Stations, the project started functioning in two more Police Stations in Kottayam Town West and Thrissur Town West. Thus at present the programme has been implemented in 43 Police Stations altogether.

The Director General of Police vide his letter read as 3rd paper above has proposed 105 more Police Stations for implementing 'Janamaithri Suraksha Project' in addition to the existing, 43 Police Stations. He has reported that the proposed 105 Police Stations along with the 43 already started would cover existing 140 Assembly Constituencies in Kerala.

Government have examined the matter in detail and are pleased to accord administrative sanction for the implementation of 'Janamaithri Suraksha Project' to 105 Police Stations on Legislative Assembly Constituency basis as appended to this order.

By order of the Governor

K.JAYAKUMAR

Additional Chief Secretary to Government

To

The Director General of Police, Thiruvananthapuram,
The Accountant General Audit/A&E Kerala, Thiruvananthapuram,
The Inspector General of Police, (AP Battalion & Traffic), Tvm,
Stock File/Office Copy.



GOVERNMENT OF KERALA

Abstract

Home Department - State Plan Fund 2010-2011 for Modernization of Police Department -Plans and Activities -Administrative Sanction accorded -Orders issued.

HOME (E) DEPARTMENT

G.O. (Rt)No.2178 /2010/Home Dated, Thiruvananthapuram 30-06-2010.

Read:- 1)Letter- No: S8/87218/2010 dated 22-5-2010 from the Director General of Police, Thiruvananthapuram.

2)Minutes of the Working Group Meeting held on 26.05.2010

ORDER

The current years Plan Budget provides an outlay of Rs. 1030 Lakhs under the scheme Modernisation of Police Department. The outlay provided and the fund earmarked for each component is as follows.

The Director General of Police has furnished detailed proposals in this regard for the consideration of the Working Group. Accordingly the Working Group met on 26-05-2010 considered the proposal of the Director General of Police in detail and decided to accord administrative sanction for the utilization of amount under the plan schemes as detailed below.

b. COMMUNITY POLICING

Out of the outlay of Rs. 254 lakhs earmarked for this scheme the Working Group approved the schemes for an amount of Rs. 80.75 lakhs as detailed below.

Sl.No	Item	Objectives/Action	Beneficiaries	Cost/Expenses (Rs. In lakhs)
1	Janamaithri Kendrams	To establish Janamaithri Kendrams in 10 selected Police Stations,	Public	25
2	Community Policing in Coastal Areas	To strengthen internal security through Community Policing Activities in all the 76 Police Stations in coastal areas	Coastal People	16,578 x 76=12.6
3	Janamaithri Training	To give training to Beat Officers and Assistant Beat Officers, Community Liaison Group etc in each of the 17 Police Districts.	Police personnel and Public	10
4	Impact study of the ongoing projects	To obtain independent assessment on impact of the programme through Research study at 10 places through which valuable insights into the complex process underlying the programme are to be gained.	General Public & Police	5
5	Campaign for creating Public Awareness	To produce necessary audio-visual material for organizing public awareness programmes to give publicity to the scheme and attract more people into the ambit of the scheme.	Police personnel & Public	10
6	Incentives for Public	To reward/assist encourage the activities of the public who do exemplary work in strengthening Community Policing initiatives	Public	10
7	Dissemination Of Community Policing Initiatives	To ensure widespread dissemination of community policing initiatives by organizing international seminar on community policing	Police Officers and Public	8.15

By order of the Governor,
K.K.RAMANI
Additional Secretary to Government

To
The Director General of Police, Thiruvananthapuram,
The Principal Accountant General ("Audit) Kerala, Thiruvananthapuram,
The Accountant General (A& E) Kerala, Thiruvananthapuram,
The Finance Department.
The Planning Department
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GOVERNMENT OF KERALA

Abstract

Home Department-Plan Scheme-2010-11-Global Community Policing Conclave 2010 from 3rd to 4th November 2010-Additional fund- Sanctioned- Orders issued.

Home (E) Department

G.O.(Rt) No.3216/2010/Home

Dated , Thiruvananthapuram 21-10-2010

Read:- 1) G.O.(Rt) No.2178/2010/Home Dated 30-06-2010

2) Letter No: S8/41989/2010 dated 20-08-2010 from the Director General of Police, Kerala, Thiruvananthapuram.

ORDER

As per Government Orders read 1st above administrative sanction was interalia accorded for wide spread dissemination of Community Policing initiatives by organizing International Seminar. An amount of 8.15 lakhs was also earmarked for the purpose. The Director General of Police as per his letter read as 2nd above has requested to sanction an additional amount of 12 lakhs since the amount already sanctioned is insufficient to meet the expenditure for conducting the international seminar on Community Policing which is scheduled to be held on 3rd and 4th November 2010 at Hotel Le Meridian, Kochi and requested to accord sanction for meeting the same for the time being from the amount of 173.25 lakhs earmarked for the procurement of Motor Cycles & Scooters for the Beat Officers and Assistant Beat Officers under the Community Policing scheme.

Government have examined the matter in detail and are pleased to accord sanction to incur an additional expenditure of 12 lakhs for conducting the international seminar on Community Policing subject to the conditions that expenses should be met from the current year's budget provision of 254 lakhs earmarked for Community Policing under the Scheme Modernization of Police Department under the State Plan 2010-11 from head of Account "2055-00-800-84-MPD" and also on the condition that no additional fund would be provided for this activity.

By order of the Governor

P.K.THOMAS

Joint Secretary to Government

To

The Direct General of Police, Thiruvananthapuram,
The Accountant General Audit/A&E Kerala, Thiruvananthapuram,
The Finance Department (Vide UO Note No.76068/Exp/B2/10/plg Dated.20.10.10)
The Planning & EA Department
Stock File/Office Copy.



GOVERNMENT OF KERALA

Abstract

Home Department-Police Establishment- Effective Implementation of "Janamaithri Suraksha project" -Creation of additional Strength of 740 Posts of Civil Police Officers- Sanction accorded- Orders issued.

Home (A) Department

G.O.(MS) No.201/2011/Home

Dated , Thiruvananthapuram 03-09-2011

Read:- 1) G.O.(Rt) No.3161/2007/Home Dated 23-11-2007
2) G.O.(Rt) No.1452/2009/Home Dated 22-05-2009
3) G.O.(Rt) No.3472/2010/Home Dated 18-11-2010
4) G.O(Rt) No. 1861/2011/Home Dated 23-06-2011
5) Letter No: S1/33521/2009 dated 27-05-2011 , 30-05-2011 and 13.06.2011 from the State Police Chief, Kerala, Thiruvananthapuram.

ORDER

As per Government Orders read above 'Janamaithri Suraksha Project', a Community Policing Programme had been implemented in 148 Police Stations in Kerala for the prevention of crimes, furthering co-operation and mutual understanding between Police and Community and also for furthering security related mutual co-operation among citizens.

2. The State Police Chief in his letter read above has reported that each Janamaithri Police Station area is Divided into 8 to 12 beats and Beat Officer and an Assistant Beat Officer are entrusted with the area. This means that 16 to 24 Senior Civil Police Officers/Civil Police Officers including Women Civil Police officers are to be posted for duty everyday. This kind of manpower cannot be spared by the Police Stations everyday without sanctioning of additional manpower. This acute shortage of manpower is adversely affecting the effective implementation of 'Janamaithri Suraksha Project' envisaged in the State.

3. Therefore, the State Police Chief has informed Government that an additional strength of 5 Civil Police Officers in each Police Station where 'Janamaithri Suraksha Project' is implemented, are required for the smooth functioning of the project. Hence the State Police Chief has requested sanction for creation of 740 posts of Civil Police Officers, in the Department.

4. Government have examined the matter in detail and are pleased to accord sanction for the creation of 740 posts of Civil Police Officers in the ratio of 1:4 (ie, 148 Women Civil Police Officers and 592 Civil Police Officers)

for the effective implementation of the 'Janamaithri Suraksha Project' in the 148 Police Stations in the State.

By order of the Governor

K.JAYAKUMAR

Additional Chief Secretary to Government

To

The State Police Chief, Thiruvananthapuram,
The Accountant General Audit/A&E Kerala, Thiruvananthapuram,
The Finance Department (Vide UO Note No.61738/Exp/A3/2011/Fin Dated.18.08.2011)
The GA(SC) Department
The Home(E/K) Department
The Inspector General of Police,(AP Battalion & Traffic),Tvm,
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GOVERNMENT OF KERALA

Abstract

Home Department-Implementation of "Janamaithri suraksha project" in 100 more Police Stations-
Sanction accorded- Orders issued

Home (E) Department

G.o.(Rt) No.3424/2012/Home

Dated , Thiruvananthapuram 20-11-2012

Read:- 1) G.o.(Rt) No.3161/2007/Home Dated 23-11-2007

2) G.o.(P) No.107/2008/Home Dated 21-06-2008

3) G.o.(Rt) No.1452/2009/Home Dated 22-05-2009

4) G.o.(Rt) No.3472/2010/Home Dated 18-11.2010

5) Letter No: C3-/62202/08 dated 29-05-2012 & 07-11-2012 & Letter No.

S1/33521/2009 dated 12.06.2012 from the State Police Chief, Kerala, Thiruvananthapuram.

ORDER

As per the Government Order read as first paper above, administrative sanction was accorded to execute the Janamaithri Suraksha Project (Community Policing Scheme) in the State.

2) As per the Government Orders read as second, third and fourth paper above, the "Janamaithri Suraksha Project" was implemented in 148 Police Stations.

3) The State Police Chief vide his letters read above has proposed to extend the "Janamaithri Suraksha Project" in 50 Tribal Police Stations and also to implement the scheme in 50 more Police Stations , in addition to the existing 148 Police Stations. The State Police Chief has also reported that an amount of 200 lakh has been provided under the Plan Scheme, for the year 2012 for Community Policing Scheme, which is also meant for starting the project in 100 more Police Stations.

4) Government have examined the matter in detail and are pleased to accord Administrative Sanction for the extension of Janamaithri Suraksha Project to 50 Tribal Police Stations and to implement the scheme in 50 Police Stations.

The list of new Police Stations wherein the Janamaithri Suraksha Project is to be implemented including the 50 Tribal Police Stations is appended to this order.

6) The expenditure in the regard will be met from the head of account "2055-00-800-77- Plan"

(By order of the Governor) '

SAJEN PETER

Principal Secretary to Government

To

- 1) The State Police Chief, Thiruvananthapuram,
- 2) The Principal Accountant General (Audit) Kerala, Thiruvananthapuram,
- 3) The Accountant General (A&E) Kerala, Thiruvananthapuram.
- 4) The Inspector General of Police (AP Battalion & Traffic) , Thiruvananthapuram,
- 5) The Finance Department
- 6) The planning & Economic Affairs Department ,
- 7) The SC/ST Development Department.
- 8) The Director, Information & Public Relations Department (for publishing in the website)
- 9) Stock File/Office Copy.

Janamaithri Circulars

CIRCULAR No. 34 / 2009

Sub : - Janamithri Suraksha Project of Kerala Police – Guidelines
prepared for the successful implementation – reg:-

Ref : - G.O.(Rt).No. 3161/2007/Home Dt: 23.11.2007

'Janamaithri Suraksha' Project is the Community Policing Programme being adopted by the Kerala Police. Community Policing seeks the active co-operation of the public in performance of police duties, so that the process of Law Enforcement becomes far more effective.

The project envisages to achieve the following objectives.

1. Prevention of Crimes.
2. Furthering co-operation and mutual understanding between Police and the Community.
3. Furthering Security-related mutual co-operation among Citizenry.

Janamaithri Suraksha Samithi:

In every Police Station where the Janamaithri Suraksha Project is being implemented a 'Janamaithri Suraksha Samithi' should be formed. The Samithi should endeavor to undertake implementation of 'Janamaithri Suraksha Project' within the limit of the respective Home Station;

With the help of the Station House Officer, the Circle Inspector suggests the names of members to be included in the Samithi. The Sub Divisional Police Officer may examine such names and submit such list of names to the District Police Superintendent and the District Police Superintendent will constitute the Samithi.

The samithi should have proportionate representation from among women and the Schedules Castes and Tribes. Respectable citizens from locality who are active in the educational and cultural field should be included in the committee. High School/ College Headmaster/ Principals, Teachers, Retired Officers, Ex-servicemen, Corporation/ Ward councilor, Merchants, NGOs, Workers' representatives, Residents' Association representatives, Postmen, Kudumbasree office bearers etc. may be included in the Committee. Preference may be given to include office bearers of Residential Associations.

Those who are involved in any criminal case should not be included in the Committee. Office bearers of any Political party need not be included in the Committee in that capacity. However, if they fulfill other conditions they need not be excluded just because one is a political party member. Care should be taken to pre-empt allegations that any communal or political organisation is treated with any special advantage. The structure of the Samithi should be in such a way that, ordinary citizens with civic sense and sense of social responsibility get an opportunity to utilize their talents for the greater safety of society at the local level. The process of constitution of the Samithi should be above board, and the members should be persons who command the respect of the community.

The Samithi should have at least ten members, and preferably need not exceed 25. From amongst the Samithi members, the District Superintendent of Police may nominate one member as the Convener. The meetings of the Samithi will be chaired by a person about whom a consensus is reached. This can be decided by Samithi members in each meeting. The Circle Inspector of Police and the Station House Officer will officiate as Convener and Secretary respectively. An Additional Sub Inspector or an Assistant Sub Inspector from the Police Station may be designated as the Community Relations Officer by the Station House Officer. The Community Relations Officer should dedicate himself to the cause of implementation of the Janamaithri Suraksha Project and should render all help to the Station House Officer for the success of the programme.

The Samithi may be reconstituted every two years. The District Superintendent of Police may remove any member, who involves himself in any crime case or acts involving moral turpitude.

Meetings of the Samithi:

The Samithi should meet at least once a month, at a pre-announced date and place. The public residing in the Beat of that area can attend and give their suggestions. The participation of maximum number of people from the local Beat may be ensured. In case the participation of the public is very meagre, the Samithi may examine the reason for the same and give necessary advice to the Beat Officer.

The minutes of such meetings should be prepared by the Station House Officer (Secretary) and a copy of the minutes should be sent to Deputy Superintendent of Police and the Superintendent of Police. Supervisory Officers should examine the minutes, assess the quality of meeting, and in case it is felt necessary provide advice to the Station House Officer.

The Sub-Divisional Police Officers may attend such meetings once in three months, and the Superintendents of Police may attend such meetings; The Samithi may hold such other meetings as and when need arises.

Subject for Discussion in Samithi Meetings

The following matters may be discussed:-

1. Any matter concerned with security of the area- problems like theft, robbery, bootlegging, traffic offences etc. and the remedial measures.
2. Introducing patrolling with a view to preventing crime, traffic warden system etc.
3. Organizing awareness programmes to educate the public about reducing crime and about security measures to be installed / introduced.
4. Information regarding organised crimes, environmental crime etc. in the area.

Disputes between individuals or groups, cases under investigation, cases under trial etc. should not be discussed.

Decisions which are generally acceptable and which are lawful may be taken up for implementation. As far as possible, implementation should be through consensus. If it is felt that more than 20% of the members oppose any matter such an item need not be implemented as Samithi activity. As the Samithi does not have any statutory authority and is only meant to facilitate better policing, the method of putting matters to vote should not be resorted to. Matters may be decided in a friendly atmosphere and divisive and partisan discussions may be avoided. In case undesirably heated discussions occur in a meeting, the next meeting may be presided over by the Sub-Divisional Police Officer.

Activities of the Janamaithri Samithi:-

Different projects, chosen as per need, may be implemented after discussion and decision in the Samithi meetings. As per local needs, special projects, inter alia, may be implemented.

If so required, for the implementation of a particular project, committees may be appointed for a particular area or for particular project. Formation of such sub-committees can be done during the same meetings and such Sub Committees can include persons appropriate to task intended. The membership of such sub committees need not be confined to the members of the Station Level Samithi.

Janamaithri Beat Officer and his duties:-

Each 'Janamaithri Beat' will be in charge of an Assistant Sub-Inspector or a Head Constable / Constable.

Within three months of taking charge, every Beat Officer should personally know at least one member of every household in his beat. Every road, lane and by-lane in the beat should be well known to the Beat Officer. The Beat Officer should know not only the houses but also all other establishments in the beat area. The Beat Officer should also keep a rough map marking the major junctions, buildings etc. of the area. He should also keep a diary containing the phone numbers and address of all important establishments and persons. A copy of the map and the diary should be kept in the Police Station.

The name and identity of the Beat Officer may be exhibited at important places in the Beat area. This will help the public to know their Beat Officer.

At least thrice a week the Beat Officer should reach a pre-announced place at pre-announced time so as to contact the public as well as to receive complaints from them. The details of such public contact received etc. may be entered in the beat diary by the beat officer, who may get it countersigned by the Station House Officer. This register, containing the details of daily matters, petitioners etc., should be countersigned daily by the Station House Officer. The beat register should be kept in the Police Station.

For at least 20 hours a week, the Beat Officer should go around the beat area on foot and do his work by contacting the public. The Beat Officer should gain the confidence of the public in his area in such a manner that every common citizen should feel free to approach him and talk to him without any fear and with confidence in a comfortable manner. The Beat Officer should be a role model to any one as far as his manners, etiquettes and characters are concerned.

Subjects which shall not be discussed in Janamaithri Samithi Meeting

(To be exhibited at the meeting place)

1. No discussion should be done about cases which are under investigation or trial or about the accused in such cases.
2. Any private dispute between individuals and remedial measures for such disputes should not be discussed.
3. No discussion, accusing any individual or organization, should be held about any petition/crime case which is already registered/given to the Police Station.
4. The behavior, conduct or working of any individual should not be discussed.
5. The deeds of any political/social organisation should not be criticized.
6. Under no circumstances, the Samithi Meeting should function like an unofficial Court. Hence no effort should be made to resolve the problem relating to criminal activities of any person during the Committee meeting.
7. Discussion as to who are to be included in rowdy history sheets/ Police records/under provisions of Goonda Act, or as to who are to be treated as accused in crime case shall not be permitted in the meeting.

Activities to be undertaken by a Beat Officer

1. The beat officer may talk to the public frequently near schools, ration shop, post office premises, community halls etc regarding programmes to be implemented / already being implemented under the 'Janamaithri Suraksha Project'.
2. From the knowledge gained through experience and contacts, the Beat Officer may find out appropriate project for his beat area and such projects may be presented in the Samithi Meeting by him. He may also take the lead in implementing such projects.
3. Whenever there is some natural calamity, out break of contagious diseases etc. in his beat area, the Beat Officer may immediately inform the same to the concerned authorities and also give leadership in taking remedial actions.
4. In case the Beat Officer gets any intelligence regarding communal tensions, social unrest etc. in his beat, The Beat Officer may immediately inform the same to the concerned authorities and also pass such information to the Station House Officer.
5. In case any information is received with regard to development of problems in connection with festivals, melas etc. the same may be informed to the Station House Officer.

6. The Beat Officer may inform the Station House Officer about any type of crime or dangerous activity taking place within his beat area
7. The Beat Officer may visit internet cafes, phone booths, parallel educational institutions, cinema theatres, video shops and other places where students and youngsters may gather and he may keep a friendly watch to prevent any wrong tendencies in such places.
8. Incase the Beat Officer notices school children visiting video cassette shops, pan masala shops etc. or smoking in public places the Beat Officer may give them proper advice and if necessary, alert parents appropriately.
9. When taxi drivers go for trips especially at night along with strangers the drivers may be advised to record the name, address and signature of such persons in the taxi stand to ensure the safety of the drivers.
10. The name and address of all the strangers who come and stay in the area for doing construction work, jewellery work etc. may be collected with the help of the contractors who bring them. Such information can be handed over to the Station House Officer.
11. The names and address of persons who come and stay as household help etc. from outside the locality may be collected and kept.

What should not be done by a Beat Officer

1. He should not discuss or pass on information, publicly or privately about any case under investigation or trial in the Police Station/Court
2. He should not pass on any information about any person to be arrested by the police / to be included in the array of accused/ goonda list etc.
3. Secret information or personal information regarding any person should not be collected or discussed.
4. The Beat Officer's opinion about any of the individuals or organizations in the locality should not be discussed either publicly or privately by the Beat Officer.
5. Under no circumstance should a Beat Officer enter a woman's house in his area without the presence of a Woman Police Officer or a woman Samithi Member.
6. The Beat Officer should not try to negotiate and settle any issue connected with a criminal case registered already. However in case an accused in a criminal case again troubles the victim, the Beat Officer should take immediate remedial measures to help the Station House Officer in preventing the same.
7. The Beat Officer should not make public the names of any person who gives him secret information. He should never share such information with the public even during private conversations.
8. Regarding investigation of crime cases, political issues etc. the Beat Officer should not share his views with members of the public.
9. In case an individual in the area violates any traffic rule or indulges in any criminal activity, he should never try to help such persons escape from the clutches of law.
10. The Beat Officer may receive petitions from the public; He should enter the same in the beat register and hand over the same to the Station House Officer on the evening of the same day itself. Under no circumstances should the Beat Officer show the petition to the counter petitioner or keep to himself.
11. On the petitions asked to be enquired, by the SHO, the Beat Officer should, conduct enquiries about the petition matter on the petitioner, counter petitioner, and the local people. But the petition should not be shown to any other person. He should not speak to the petitioner or counter petitioner in a threatening manner. It is the duty of the Beat Officer to assist the SHO to dispose the petition at the Station. The Beat Officer should not discuss or dispose these matters in the presence of others at the meeting place or so.
12. If persons in the Beat come to the Police Station, if needed, they can contact the Beat Officer. They can contact any other Police Officials also. They do not need any permission from the Beat Officer to see the SHO or the other Officials.
13. The Beat Officer should work among the people, wearing Police Uniform. As far as possible he should patrol by foot for at least 20 hrs. a week. The Beat Officer should win the confidence of the people in such a manner that any ordinary citizen can approach and speak to him freely without any fear. The Beat officer should be a role model to every citizen in character and behavior.

Every officer should extent their service to the maximum to make the Community Policing Scheme namely **Janamaithri Suraksha Project** being implemented by the Kerala Police, a success.

Director General of Police

CIRCULAR No.35/2009

Sub : - Janamithri Suraksha Project of Kerala Police – Guidelines
prepared for administration – reg:-

Ref : - PHQ Circular No. 34/2009 Dt: 20.08.2009

For the effective implementation of the Janamaithri Suraksha Project following guidelines are issued for strict compliance by the officers and superiors of the stations where the project is implemented.

1. A local area which includes around 1000 houses may be considered as a Janamaithri Beat. A Police Station Jurisdiction may be divided into as many 'Janamaithri Beat' as required. One beat area should not exceed three to five square kilometers.
2. One Addl.SI/ASI should be posted as Community Relations Officer. An ASI/HC should be posted as in charge of each 'Janamaithri Beat' The SHO should depute a woman Police Constable (Assistant Beat Officer) also to assist the 'Beat Officer'.
3. The posted Beat Officer, Community Relations Officer, SHO of Police Station, Circle Inspector and DySP should be trained personnel of the Janamaithri Project.

4. A Beat Officer should be a role model to any one as far as his manners, etiquettes and character are concerned. Only such personnel should be selected as Beat Officers.
5. As and when any objectionable act is noticed from the part of Beat Officer it should be reported. If any laxity to report the same is noticed, action should be initiated against the concerned SHO by the District Superintendent of Police.
6. The station duties in the beat area like process service, checking of address, handling of complaints in complaint boxes and night patrol etc. can also be done through the Beat Officers. Besides the Beat Officer can be detailed to other station duties whenever necessary but ensuring that the Beat Officer has also been deputed to the beat duty for three days a week.
7. As and when any laxity or dereliction in implementing the Janamaithri Suraksha Project is noticed from the part of any Station House Officer of Police Station or Circle Inspector, the concerned Deputy Superintendent of Police/District Superintendent of Police /Commissioner of Police should intimate this fact to the superiors including Director General of Police in time and take further steps.
8. The District Police Superintendent should conduct a special training course for the selected Janamaithri Suraksha Samithi members.
9. The Beat Officers performing well should be recognized and rewarded suitably. Special attention of DSP / CP and Range IGP should be applied in this case.
10. As and when vacancy arise at the Police Station in which Janamaithri Suraksha Project is implemented, it should be filled urgently and additional strength should also be posted. The special attention of District Police Superintendent should apply in this case.
11. Janamaithri Suraksha Project training should be given to all other Police personnel of Police Station where the Janamaithri Suraksha Project is implemented.
12. Janamaithri Suraksha Samithi has to be formed in the Police Station for the implementation of the project. It is the responsibility of the Samithi to implement the Janamaithri Suraksha Project in the jurisdiction of that Police Station. The Samithi should be reconstituted within two years. The Circle Inspector and Station House Officer are Convener and the Secretary of the Samithi respectively. Besides a Sub-Inspector / Assistant Sub-Inspector will perform as Community Relations Officer. Samithi meeting should be convened once a month. The Samithi does not have any statutory power. If any member of Samithi is involved in any crime or bad conduct, the Station House Officer should inform the fact to the District Superintendent of Police /Commissioner of Police urgently and such member should be expelled from the Samithi.
13. The District Police Superintendents should pay special attention in ensuring that crime rate is reduced in the Project Police Station and neighbouring areas. The complaints like neighbouring areas became more crime prone due to police concentration on the project area should be avoided.
14. The Beat Officers, Assistant Beat Officers and Community Relations Officer and Station House Officer should not be transferred except when it is found that they are indulging in misconduct and the Beat Officers require urgent transfer after completing at least two years. The prior sanction of DGP should be obtained in such special cases.
15. Concerned Circle Inspectors and Deputy Superintendent of Police should strictly observe the performance of the Station where the Janamaithri Suraksha Project is implemented and they should attend the Janamaithri Suraksha Samithi Meetings as far as possible.
16. The monthly work done report should be prepared and forwarded to the Nodal Officer so as to reach on or before 10th of every succeeding month. This report should be sent with special remarks of District Superintendent of Police /Commissioner of Police. In cases where at least three beats within one week cannot be provided, the reason for the same should be specified in the working report. It is the responsibility of the District Superintendent of Police /Commissioner of Police to avoid such instances.
17. It is the responsibility of District Superintendent of Police /Commissioner of Police to ensure that the allotted money from Plan fund or other Govt. funds are utilized fully for the actual purpose. The review report should contain the actual utilization of these funds and the nature of work conducted.
18. The motor cycle allotted for the beat duty should be maintained so as to use it on a daily basis and steps should also be taken to avail the sanctioned fuel.
19. During the time of inspection the superior officers (of and above the rank of CI) should verify the beat register and record suggestions while they visit / inspect the Station.
20. District Advisory Samithi:- At the District level, an Advisory Committee headed by the District Police Superintendent should be formed to ensure proper supervision regarding the functioning of Janamaithri Suraksha Project. Member of Parliament, Members of Legislative Assembly, Municipal Chairman, Mayor as well as other important personalities nominated by Superintendent of Police may be included in the Committee. The committee may consist of 10 to 20 members. This committee may convene meeting once in three months and review the working of Janamaithri Suraksha Samithies of the concerned District and give necessary suggestions, instructions etc. for improvement of their performance.

The District Police Superintendents should ensure that the instructions are strictly complied with. The project helps to reduce the crimes and ensures proper handling of law and order. Hence the argument, that due to the law and order issues, the implementation of the project is difficult is baseless. It is the duty of the District Police Superintendents /Commissioners of Police / Range IGPs, Zonal ADGPs to clearly understand the endeavor of these instructions and ensure the successful implementation of the Janamaithri Project.

Director General of Police

List of Janamaithri Police Stations

District	Phase-I	Phase-II	Phase-III -(105	Phase-IV
TVPM City	1. Pettah 2. Fort 3. Cantonment	1. Medical College	1. Kovalam 2. Nemom 3. Valiyathura	1. Museum 2. Peroorkada 3. Poojappura 4. Thiruvallam 5. Vanchiyoorkavu 6. Vattiyoor 7. Vizhinjam 8. Karamana 9. Sreekariyam
TVPM Rural	—	2. Kazhakuttam 3. Aattingal	4. Varkala 5. Venjarammoodu 6. Nedumangad 7. Neyyattinkara 8. Kilimanoor 9. Parassala 10. Kattakkada	10. Palode 11. Vithura 12. Aryanadu 13. Balaramapuram
Kollam City	4. Paravoor	4. Town East	11. Karunagappally 12. Chavara 13. Kottiyam	14. Pallithottam 15. Kollam West 16. Anchalamoodu 17. Sakthikulangara 18. Eravipuram 19. Kilikolloor
Kollam Rural	—	—	14. Punaloor 15. Sasthamkotta 16. Ezhukone 17. Kadakkal 18. Kundara 19. Kottarakkara 20. Anchal	20. Pathanapuram 21. Kulathupuzha 22. Thenmala
Alappuzha	5. Cherthala	5. Town North	21. Pulinkunnu 22. Kayamkulam 23. Harippad 24. Kuthiathode 25. Mavelikkara 26. Punnapara 27. Mararikulam 28. Chengannur	23. Nedumudy 24. Alappuzha - South 25. Mannanchery
Pathanamthitta	6. Adoor	6. Thiruvalla	29. Ranny 30. Pathanamthitta 31. Konny 32. Pandalam 33. Aaranmula 34. Keezhvaypur	26. Perinad 27. Vechoochira 28. Chittar

District	Phase-I	Phase-II	Phase-III -105	Phase-IV -100
Kottayam	7. Vaikom	7. Pala 8. Town East 9. Town West	35. Changanassery 36. Etumanoor 37. Erattupetta 38. Kanjirappilli 39. Kaduthuruthy 40. Paampady 41. Ponkunnam	29. Gandhinagar 30. Kidangoor 31. Marangattupally 32. Manarcaud 33. Melukavu 34. Mundakkayam
Idukki	8. Thodupuzha	10. Kattappana	42. Adimaly 43. Peerumedu 44. Nedumkandam	35. Kanjar 36. Kaliyar 37. Kulamavu 38. Kumily 39. Munnar 40. Marayur
Kochi City	9. Fort Kochi 10. Palarivattom 11. Kadavanthra	11. Thoppumpady 12. Thrippunithra	45. Kochi Cusba	41. Ernakulam-North 42. Ernakulam-South 43. Kalamasserry 44. Panangaud 45. Thrikkakara 46. Eloor 47. Harbour 48. Mattancherry
Ernakulam Rural	—	13. Aluva	46. N.Paravoor 47. Moovattupuzha 48. Perumbavoor 49. Piravam 50. Angamaly 51. Kothamangalam 52. Njarakkal 53. Kunnathunaad 54. Vadakkekara	49. Aluva West 50. Chottanikkara 51. Kuttampuzha
Thrissur City	—	14. Town East 15. Town West	55. Ollur	52. Guruvayoor 53. Mannuthy 54. Viyyur 55. Peechi
Thrissur Rural	12. Irinjalakkuda	—	56. Chalakkudy 57. Kodungallur 58. Chavakkad 59. Pudukkad 60. Valappad 61. Anthikkad 62. Maala 63. Kunnankulam 64. Vadakkancherry 65. Cherpu 66. Cheruthuruthy	56. Vadanappally 57. Vellikulangara 58. Athirappally

District	Phase-I	Phase-II	Phase-III -105	Phase-IV -100
Palakkad	13. Ottappalam	16. Town South	67. Aalathur 68.Mannarkkad 69. Pattambi 70.Kuzhalmannam 71.Kollengode 72.Cherpulassery 73.Hemambika Nagar 74.Chittor 75.Thrithala	59.Town North 60.Shornur 61.Agali 62.Sholayur 63.Kozhinjampara 64.Parambikulam 65.Sreekrishnapuram
Malappurm	14.Perinthalmanna	17. Thirur	76. Mancheri 77. Nilambur 78.Malappuram 79.Kondotti 80. Valancherry 81.Pandikkad 82.Thirurangadi 83.Thanoor 84.Kuttiapuram 85.Ponnani	66.Kottakkal 67.Areekode 68.Edakkara
Kozhikode City	15. Kasaba 16. Panniyankara 17.Chemmangad	18. Marad 19. Nadakkavu	86. Kunnamangalam	69.Chevayur 70.Elathur 71.Kozhikkode Town 72.Medical College 73.Nallalam
Kozhikode Rural	—	20. Vadakara	87. Koyilandi 88.Nadapuram 89.Thamarasseri 90.Kuttyadi 91.Koduvalli 92.Balusseri 93.Perambra	74.Meppayur 75.Thottilpalam 76.Thiruvambadi 77.Kodancherry 78.Valayam
Kannur	18. Payyannor	21. Thalassery	94. KannurTown 95. Kannapuram 96.Edakkad 97.Mattannur 98. Sreekandapuram 99.Thaliparamba 100. Kuthuparamba 101.Paanoor	79.Kannur City 80.Valapattanam 81.Aralam 82.Kelakam 83.Peravoor 84.Alakkode 85.Iritty
Kasargod	19. Kasargod	22. Hosdurg	102. Kumbala 103. Bedakam 104.Chandera	86.Neeleswaram 87.Rajapuram 88.Badiadukka 89.Adhur
Wayanad	20. Kalpetta	23. Maanan thavady	105. Sultan Batheri	90.Meppady 91.Meenangadi 92.Kambalakkade 93.Vythri 94.Padinjarethara 95.Thirunelly 96.Thalappuzha 97.Vallamunda 98.Ambalavayal 99.Pulpally 100.Kenichira

JANAMAITHRI-PLAN FUNDS ALLOTMENT DETAILS

Janamaithri Suraksha Project is a major Public-Police interface programme. At present there are 248 Janamaithri Police Stations throughout the State. It was achieved in four phases.

- 1st Phase (2007-08)-20 Janamaithri Police Stations
- 2nd Phase (2009-10)-23 Janamaithri Police Stations
- 3rd Phase (2010-11)-105 Janamaithri Police Stations
- 4th Phase (2011-12)-100 Janamaithri Police Stations

The visit of Beat Officers/Asst. Beat Officers in all residences in their jurisdiction at least twice in months may help Police to intensify the relation with the Public and thereby reducing crime rate. The allotment in each year with major achievement are furnished below.

Scheme Year	Allocated Amount (In Lakhs)	Major Achievements	
2007-08	15.00	3.50	Printed Pamphlets/Booklets
		8.00	Conducted Seminars/Workshops
		2.00	Trained Community Liaison Group Persons
2008-09	23.00	8.00	Procured 20 Scooters for Beat Officers
		2.00	Printed Pamphlets/Book lets
		1.00	Award incentives for Public
		8.00	Procurement 20 Nos. LCD Projectors
		4.00	Trained Police Personnel on Janamaithri Suraksha
2009-10	43.00	16.00	Setup Janamaithri Kendrams in Fort PS (Thiruvananthapuram City), Fort Kochi PS (Kochi City), Pavamony Quarters (Kozhikkode City), North PS & Cherthala PS (Alappuzha), East PS (Kollam), Pala PS (Kottayam), Thodupuzha (Idukki), East PS (Thrissur), South PS (Palakkad), Mangattu paramba (KAP IV th Battalion) and MSP (Malappuram)
		5.00	Conducted Impact Study through Rajagiri College of Sciences, Kalamassery
		5.00	Printed Booklet/Pamphlets
		10.00	Conducted State/ District level seminars.
		4.00	Awarded incentives
		3.00	Made short films on Community Policing.

Scheme Year	Allocated Amount (In Lakhs)	Major Achievements	
2010-11	` 254.00	25.00	Set up Janamaithri Kendrams in Medical college (Thiruvananthapuram), Thiruvalla PS (Pathanamthitta), West PS (Kottayam), Hill Palace (Kochi City), Aluva (Ernakulam RI), Irinjalakkuda PS (Thrissur), Mananthavady (Wayanad), Thirur (Malappuram), Marad (Kozhikkode) and Kasargode PS
		12.00	Used for various activities of 76 Kadalora Jagratha Samithis
		10.00	Trained Police Personnel on Janamaithri Suraksha
		20.15	Conducted Global Conclave on Community Policing
		70.00	Used for the introduction of Student Police Cadet Scheme
		91.25	Procured Motor Cycles for Beat Officers and Scooters for Asst. Beat Officers
		5.00	Conducted Impact Study through Rajagiri College of Social Sciences, Kalamassery
		10.00	Used for campaign activities
2011-12	` 75.00	59.80	utilized for Student Police Cadet Scheme.
		12.80	utilized for the Janamaithri Suraksha Activities of coastal area.
2012-13	` 200.00	5.00	being utilized for the publication of Community Policing News Letter
		30.00	being utilized for conducting Janamaithri Training
		50.00	being utilized for different activities of Janamaithri Kendram Projects
		10.00	being utilized for impact Study of the ongoing projects
		9.00	being utilized for Campaign for creating Public Awareness
		20.00	being utilized for awarding incentives for public
		57.00	being utilized for procuring Motor Cycles and Scooters for Beat Officers
		19.00	being utilized for the Janamaithri Suraksha Activities of coastal area.

Community Policing seeks the responsible participation of the citizens in crime prevention at the level of the local community, conserving the resources, both of the community and of the police, in fighting against crimes which threaten the security of the community. Experience shows that by seeking the active cooperation of the public in performance of police duties, the process of law Enforcement becomes far more effective. The scheme to develop more effective Police interface with the public in the 248 Janamaithri Suraksha Project implemented Police Stations by

- 1) Creating Janamaithri Kendrams
- 2) Provide adequate training.
- 3) An impact study and adequate publicity of the scheme.
- 4) Providing two wheeler vehicles to Beat Officers/ Asst. Beat Officers

I. Publishing a community policing News Letter cum Journal

Various good works and programmes of Janamaithri Suraksha Project could be documented and used for the benefit of the community, by publishing a monthly News letter-cum-journal and a half-yearly journal.

The News letter cum journal can be published by setting up an Editorial Board, if necessary engaging one or two guest editors, This will be beneficial for publishing tips for the public with respect to security matters, apart from publishing news, related to community policing.

II. Janamaithri Kendrams

To popularize the concept of Janamaithri Suraksha Project, 24 Janamaithri Kendrams were opened in Janamaithri Suraksha Project stations and Battalions. Most of them are doing extremely well in providing traffic training, youth training etc. and in developing goodwill of the people. The already developed Kendrams have proved very popular in helping students and people travelling in the highways, providing palliative care to the needy public in the surrounding areas. The Kendram is extremely helpful for the success of Janamaithri Suraksha Project. These centres help people to come and interact with Police.

The main objectives of the Kendram is to function as an information kiosk, developing Janamaithri Yuvakendram, to provide sports and youth training facilities, counseling space and facilities for women, giving career planning and self employment training, anti drug campaign, palliative care training, traffic education centre/traffic education park and any other activities facilitating police-community interface helping police to serve the community in a better manner.

III. Janamaithri Training

We have implemented Janamaithri Suraksha project in 248 Police Stations, in four phases. Appropriate training has to be given to the Beat Officers, Asst. Beat Officers, Community Liaison officers etc.

Janamaithri Suraksha Samithi members have an important role in implementing the project. Selected persons have also to be effectively trained. This training can be conducted at District Headquarters level.

VI. Impact study of the ongoing projects

Janamaithri Suraksha Project has already been implemented in 248 Police stations. It is very essential to assess an impact study of the ongoing projects which are implemented through this scheme. Being an ongoing programme started in 2008, independent assessment through competent Academic Institutions is of crucial importance. Based on such assessment arrived at from scientific studies, valuable insights into the complex processes underlying the programme will be gained. Such insights are expected to be highly useful for implementing the programme in a more effective and beneficial manner.

V. Campaign for creating public awareness

The information regarding the Police initiatives has to be disseminated to the public. To give publicity about the Community Policing Scheme and to attract more and more people into the ambit of the Scheme, various activities have to be undertaken. It requires wide spread publicity campaign by exploiting all the available means of communication such as print, electronic, internet media. However, right kind of training material, which appeals to the public has to be produced.

VI. Incentive to the Beat Officers/Public

The Community Policing programme has already brought out many instances of exemplary contribution from different stakeholders. Such exemplary contribution needs to be rewarded, as a mark of recognition. Further, such recognition would promote similar behaviour among the concerned which would result in tangible benefits of prevention of crime, reduction in fear of crime, reduction in traffic accidents, etc. Necessary funds have to be provided for the same, as was done during previous years.

VII. Mobility of Beat Officers and Asst. Beat Officers

A key component for successful implementation of Community Policing Programme is ensuring accessibility of Beat Officers in their respective Beat Area. This can be achieved only by ensuring their mobility. Selected police personnel including women serve as Beat Officers and Asst. Beat Officers. By providing scooters and motor cycles for use by Beat Officers and Asst. Beat Officers they would be able to respond to the community needs quickly and effectively.

VIII. Capacity Building for enhancing coastal Security

Role of Community Policing for strengthening Coastal Security which in turn is linked with National Security, is recognized by both the Central and State Governments. Government of Kerala has taken the lead in establishing Coastal Vigilance Committees throughout the 590 Km. long coast line. The objective is to counter, terrorist and anti-national activities which may enter our territory along the coast line, by fully utilizing the marine capability of our fishermen. While the capability of our fishermen on the sea is readily available, for sensitizing them on threats to national security emanating from the sea there is need for intensive training. We propose to achieve this by organizing training programmes for all the members of the Coastal Vigilance Committee and those associated with it in all the 76 Coastal Police Stations in Kerala.

Janamaithri Kendram

(Community Policing Resource Centre)

Janamaithri Kendrams have been functioning in some of the Districts and in Battalions. The main objective of the Kendrams are as follows:-

Janamaithri Kendram provides the basic infrastructure for sustaining the Community Policing programme. This Centre will be developed as Community Interaction Centre, which would facilitate Police – public interface to chalk out action plans for enhancing safety and security of the Community. The Janamaithri Kendram can help in reducing traffic accidents, quick responding during road accidents, natural / man-made calamities, etc. Such Centres will also act as training centres for inculcating values of responsible citizenship among students / youth. The special centres for youth are named Janamaithri Yuva Kendram.

The existing Janamaithri Kendrams are doing well in providing traffic training, youth training etc. and in developing goodwill of the people. The already started Kendrams have proved very popular in helping students and people, palliative care to the needy people in the surrounding areas, training on disaster management, awareness on Senior citizen care and providing facilities, de addiction treatment/awareness, counselling to women and children and programmes for youth in sports, career counselling, etc.

List of Janamaithri Kendrams

SI No.	District	Existing Janamaithri Kendrams
1	Thiruvananthapuram City	1. Fort PS
		2. Medical College PS
2	Kollam City	3. Kollam East
3	Pathanamthitta	4. Thiruvalla
4	Kottayam	5. Pala
		6. Kottayam West
5	Alappuzha	7. Cherthala
		8. Alappuzha North
6	Kochi City	9. Fort Kochi
		10. Hill Palace
7	Ernakulam Rural	11. Aluva
8	Idukki	12. Thodupuzha
9	Thrissur	13. Thrissur town
		14. Irinjalakkuda
10	Palakkad	15. Town South
11	Malappuram	16. Thirur
		17. Malappuram PS
		18. MSP BN
		19. Areacode (MSP Camp)
12	Kozhikode City	20. Panniyankara
		21. Marad
13	Wayanad	22. Mananthavady
14	Kannur	23. KAP-4 Bn Mangattuparamba
15	Kasargod	24. Kasargod