

e-SURVEILLANCE

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INTRODUCTION

The primary duty of law enforcement agencies is prevention and detection of crime. In their efforts to fight crime and maintain law and order, various methods of surveillance over suspects or known criminals have been in use traditionally all over the world. Interception of written and voice communication is one of the oldest methods of surveillance. In the cyber age more and more people are using electronic forms of communication particularly e-mail. Criminals and terrorists are now aware that police and intelligence agencies are tapping phones and therefore they are switching to SMS, e-mail, Internet chatting and VoIP (voice over internet). They are also using encryption techniques to avoid interception. In recent years there has

been enough evidence to suggest that terrorist groups particularly Al- Qaeda, Hamas and Hizbolla have been using computer communication using encryption tools like steganography where a secret message is embedded in a picture message and sent over internet. Aum Shinri Kyo cult of Japan, which released Sarin nerve gas in Tokyo subway killing 12 people and injuring 6000 persons, had stored their data and plans on computer using RSA (Rivest, Sharnir, Adleman) encryption. Organized criminal gangs, drug racketeers, international mafia, international money launderers, child pornographers and pedophiles are extensively using computers, internet and encryption technologies.

The task of law enforcement agencies is becoming difficult with the

advancement and popular usage of computer as well as easy availability of encryption tools and there is a strong demand for e-Surveillance i.e. surveillance over internet traffic. On the other hand there are various groups all over the world who are allergic to the idea of e-Surveillance and have come forward with the concept of digital human rights” such as e-Privacy.

COMPUTERS & ENCRYPTION

Secrecy is power and everyone has secrets to hide. There are a large number of genuine users of encryption. Almost all banks now use encryption for electronic fund transfer to protect against unauthorized modification and forgery. e-Commerce and internet shopping would not have been a reality but for encryption and digital signatures. Most of the governments and corporate users of computers and internet want to safeguard their data from falling into wrong hands and thus use encryption while storing and transmitting data. Internet, like industrial revolution, has changed the life of everyone. Citizens, governments, corporate houses and almost everyone is using it for their benefits. Criminals could not have left themselves behind. They have also realized the advantages of committing crime with the help of computers using internet and encryption. In the age of telephones it was difficult to escape wiretapping. Although there were devices which could some times tell whether any telephone line is being eves dropped or not, the technique of tapping has become more refined and undetectable over the years. The only way to escape is to use scrambling device at one end and de-scrambler at the other end. Such devices normally cannot be used without the permission of telephone companies and are also not available easily. In the age of electronic communication text, data, voice, pictures and everything else, on a computer is in the form of bits. Cryptography has

evolved from the days of Caesar Cipher to advanced and complex mathematical algorithms which even a supercomputer may take thousands of years to break. A large number of such cryptographic tools like PGP (Pretty Good Privacy), are freely available on internet. There is no control on encryption in most of the countries and criminals and terrorists can easily defeat the law enforcement agencies by resorting to strong encryption which offers unprecedented privacy and anonymity. Terrorists who were planning to bomb United Nations Building, the Lincoln and Holland Tunnels and the main federal building could never have been caught, if they had used encryption. FBI was able to nab them after a court ordered e-Surveillance revealed the plot.

A major debate has been going on the control of encryption technology in several countries. On one hand advocates of freedom of speech, thought and privacy are against it. On the other hand law enforcement agencies want some kind of control on encryption in the interest of national security and public safety.

Several options have been suggested to safeguard the interest of government agencies in this regard.

a) Control on Encryption : It has been suggested that strong encryption which the government super computers are unable to break, should be banned. USA has since long controlled the export of strong encryption tools outside USA. It is still treated like nuclear or military technology and certain countries like Cuba, Iran, Iraq, Libya, North Korea, Sudan and Syria cannot import encryption software.

It is said that while accepting DES (Data Encryption Standard), the algorithm developed by IBM as its National standard, US government reduced the number of bits from over 128 in the original algorithm called

LUCIFER to 56 bits which were strong enough for even big computers but could be broken by NSA (National Security Agency) computers. Since then the controversy about the strength of DES has not died.

b) Key Escrow : In this concept a copy of encryption key is deposited with the governmental agencies or a third party escrow agent and in case of certain needs the government agencies under court order can use the key to decrypt any message. It is like asking all the citizens to deposit the duplicate keys of their houses, cars, lockers, etc., with the government. Import, domestic manufacture sale or distribution and export of encryption that does not have mandatory key recovery are banned. It is said that US government has plans to replace DES with EES (Escrowed Encryption Standard) but so far it has not been done.

c) Clipper Chip: In 1992, AT & T, the telephone company of USA, developed secure telephones that could not be tapped. It is believed that these telephones were not released in the market as they were simply too dangerous in the hands of criminals and terrorists.

Later on, NSA developed a computer chip called “Clipper” which is a hardware oriented cryptographic device using 80 bit symmetric encryption called (SKIPJACK) similar to DES (Data Encryption Standard). The chip was designed in such a way that as and when government wanted, it could decrypt the information. The project included plans to mandatorily get this chip installed in all electronic communication devices so that government could monitor the encrypted data or conversation at its will.

The project received adverse media concern and privacy groups described it as “Digital Castration” and it was ultimately shelved although it has

been accepted as standard by Federal Government and it has not dropped the idea altogether .

INTERNATIONAL SITUATION

9/11 terrorist attacks have changed the terrorism scenario all over the world. The most advanced nation in the world with all its computer and technological superiority had no intelligence of a terrorist plan of such a dimension which was planned over several months. The entire world and USA in particular was shaken to the reality of stronger need of surveillance on suspects. Although an act called Foreign Intelligence Surveillance Act was in existence prior to 9/11, US Government under President Bill Clinton passed the "Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act" popularly called Patriot Act 2001. The act expanded the Government's ability of e-Surveillance. National Security Agency of USA has now acquired the distinction of being single largest employer of software engineers any where in the world even surpassing Microsoft. It is also the largest employer of top mathematicians. Extensive work has been done by it in association with FBI (Federal Bureau of Investigation) and software companies in the field of e-Surveillance.

Some of these projects undertaken by FBI & NSA are discussed. Although no authentic information is available on many of them, several privacy groups all over the world have been alleging that they exist.

- a) 'MAGIC LANTERN' PROJECT: It is a software similar to a Computer Trojan Horse like Back Orifice, Subseven, etc., developed by FBI which when inserted on to a suspect's computer steals passwords, encryption keys, etc. It is a 'Keylogging' software which can be installed

via e-mail or by hacking into the suspect's machine. It captures all the keys typed by the suspect and then sends them to FBI secretly. 'Magic lantern' is a part of series of software being developed under the umbrella project code named as 'Cyber Knight'. A number of important cases have been reportedly solved by FBI using this software.

- b) 'CARNIVORE' DCS 1000: After a long silence and denial, FBI recently admitted that they have a system made of hardware and special software which is capable of monitoring internet traffic at the level of ISP (Internet Service Provider). The system was earlier called 'Carnivore' but due to the beastly nature of the name and adverse criticism, the name was changed to Data Collection System (DCS 1000) which is humble and innocuous. Although FBI calls it a 'diagnostic tool' it is a wiretap on internet. Targeted portion of internet traffic through the ISP is copied and directed to DCS, where based on specified 'filters', the data packets are sniffed and captured on the FBI computers for further analysis.
- c) 'ECHELON': This is the code name of greatest spy network in history believed to have been established by USA, Britain, Canada, Australia and New Zealand. It is said that the network was established during the cold war period to keep on eye on the USSR and its allies which continued even after break of communism in the name of fighting terrorism. Although United States has never formally acknowledged the existence of Echelon, recently Civil Liberties Committee of the European

Parliament looked into ECHELON and officially confirmed its existence and purpose. It is a global spying network consisting of deep space satellites, ships, planes, radars, communication, interception sites and series of super computers.

It is capable of monitoring, capturing and studying every type of telephone call, fax/telex message, e-mail message and satellite communication sent almost anywhere in the world.

Every type of signal transmission like shortwave, microwave, satellite communication, cellular and fiber optic communication can be captured and processed by a series of super computers called "Dictionaries", which are programmed to search the vast data on the basis of pre-programmed keywords, targeted address, words or phrases. There are unconfirmed reports that the system can also be integrated to NSA computers called "Oratory" that are capable of identifying a particular voice and then targeted voice conversation can be recorded. It also has the optical character recognition programs which can read the scanned copies of the document.

- d) 'TOTAL INFORMATION AWARENESS' PROJECT: This is a project being developed by the Defence Advance Research Project Agency of USA. This is the same agency which developed the Internet which we all use today. The project envisages "data mining" from a large number of data bases like those of schools, colleges, financial institutes, hospitals, land authorities, revenue authorities, rail/air passenger data, passport and visa applications, use of Credit card, etc. The idea underlying of the project, according to Vice Admiral John Poindexter, the

former NSA advisor and the brain behind the project, is to detect the patterns formed by terrorists while they are engaging in transactions to coordinate and conduct terrorist attacks. He is reported to have said, “we must become much more efficient and more clever in the ways we find new resources of data, mine information from the new and old, generate information, make it available for analysis, convert it to knowledge and create actionable options”. This project has also been renamed as Terrorist Information System (TIS) after a huge public outcry in the same way as the Project Carnivore was renamed.

INDIAN SCENARIO

Indian laws have the distinction of never getting antiquated. The good old Sec 5 (2) of Indian Telegraph Act, 1885 is still used to intercept telephone and cell phone conversations.

We have seen various phases of terrorism in J & K, Punjab and NE States, the modus operandi of terrorists have changed tremendously in the last few years. The terrorists in the Red Fort attack and Parliament house attack in Delhi were known to be using computers for planning the attack. In order to track down cyber criminals and terrorists through e-Surveillance a provision was created in the Information Technology Act 2000 even though its main thrust was e-commerce and digital signatures. Sec 69 (1) of the Information Technology Act 2000 gives power to the Controller of Certifying Authority to direct any agency of the government to intercept any information transmitted through any computer resource. Non cooperation to assist in this regard is a severe offence under this section.

Under special circumstances, police and other government agencies

can be authorized to intercept e-mail, internet chat, internet browsing pattern and any other information. Since SMS, MMS and other similar messaging systems also use computers, government agency can intercept these messages also. It may be mentioned here that as per IT Act 2000, there is no mechanism available to intelligence agencies to decipher message sent using digital signatures as certifying authority does not keep a copy of private key of the signature. As per Sec 69 (2) although the person incharge of computer is supposed to extend all facilities and technical assistance to decrypt information, it is not clear how any encrypted data can be decrypted by law enforcement agencies without access to encryption key.

RIGHT OF PRIVACY

All modern Constitutions of democratic countries have freedom of speech and expression and individual liberty as integral part of their cardinal principles. Indian Constitution is also inspired by the concept of freedom and liberty from American and French Constitutions. The State while granting freedom and liberty to an individual has to place reasonable restrictions on them in the larger interest of the society and the nation. Like in US Constitution, “right of privacy” has not been well defined in Indian Fundamental Rights under Part IV. It is included in the fundamental right of life and personal liberty under Article 21 as held in *Kharak Singh Vs State of Uttar Pradesh* AIR 1963 SC 1295 and *RR Gopal Vs State of Tamil Nadu*, 1994,6SCC 632.

In the famous telephone tapping case of *People’s Union of Civil Liberties Vs Union of India* AIR 1997, SC 568, Supreme Court, while upholding tapping to be legal, gave detailed procedural guidelines to be observed while tapping the telephones. The cardinal principles of any interception by government agencies can be summarized as follows:

- I. The larger interest of society or nation must overweigh the right of privacy of individual.
- II. The reasons of interception must be recorded in writing.
- III. Tapping should be an exception rather than a rule.
- IV. Tapping should not be indiscriminate and should be targeted for minimum possible interception for minimum possible time which can serve the purpose.
- V. The undesired information out of the total tapped information should not be divulged or used for any other purpose.
- VI. The order of tapping and tapped material must be placed before some higher authority for proper supervision and control.
- VII. Tapping should cease as soon as the required purpose has been served.

Sec 72 of IT Act 2000, safeguards the confidentiality and privacy of the data obtained by law enforcement agencies and prescribes penalty for unauthorized disclosure.

CONCLUSION

Technology is a double edged weapon. There are uses and misuses of every known technology. A knife in the hands of a surgeon cuts to cure and protect life but in the hands of criminal it endangers or ends a life Technology keeps on evolving and so is its use by criminals. If no control is kept on sophisticated technology which can cripple the efforts of law enforcers, then it will be like police trying to catch jet age criminals using bullock carts.

In order to prevent unlawful use of technology we have already accepted

governmental control on fire arms, and wireless equipments.

Recently, government has introduced control on precursor chemicals which can be used to manufacture narcotic drugs and psychotropic substances. In order to prevent female foeticide government has put regulations on use of ultrasound machines. The proposal to control manufacture, sale and use of the bullet proof jacket is under consideration by government due to criminals using them.

Going by the above analogies, there can be no doubt that the law enforcement agencies must, at least, be provided with a level playing field if not an edge over the modern day criminals

who are adept in the use of computers to commit crime.

Respecting individual's right of privacy and with adequate safeguards to rule out arbitrary misuse, law enforcement agencies must carry on need based e-Surveillance and government must control strong encryption like any other sophisticated technology capable of misuse by terrorists and other antisocial elements.

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Cryopreservation

Cryopreservation (freezing at super cold temperatures) of tissue and cells is a technique which puts the cells in suspended animation

where they can retain their viability indefinitely.

This technique protects against catastrophic losses caused by such events as disease outbreaks, fire, breeding cessation, or genetic contamination.

It is used to store semen, embryos and all types of cells/tissues of animals and humans.

ALL DRESSED UP AND NOWHERE TO GO !

Dr AP Maheshwari

There is a famous quotation “*if you don't know which road to take, then any road will take you there*”. Sooner or later one has to confront this fact rather than escape it forever. The scenario would be more appropriately assimilated when we take a kaleidoscopic view of the security operations and the intrinsic base for such operations. It is presumed that security agencies would launch their operations based on hard actionable intelligence and meticulously perform pin pointed surgery to the extent required. But reality eludes such expectations. The sub-culture in which the security agencies keep rolling suffers from certain displacements. Lack of qualitative and real time intelligence resulting in a situation where they resort to patchwork approach and window dressing in order to fulfill the numerical targets of their spreadsheets, which start

with the column - how many killed and how many weapons recovered. This leads further to the state of inbuilt contradictions where grenades are counted by their levers and lesser-known mortals are identified as hardcore suspects. The question of the human rights gains sanctity and the presence of security force becomes more of a necessary evil, as perceived by an independent viewer. Secondly, the chemistry of security forces undergoes so many changes, so often in so many ways, that its ‘*course of journey*’ always remains subject to trial and error. The policing sub-culture is never able to draw a synthesis with diplomatic sub-culture and vice-versa. Any social conflict, howsoever acute it may be, would always need a diplomatic peace approach. The hard line approach through security agencies can only

contain it for a while. How much and how long a dose of the bitter pills shall be optimum, often remains subject to prolonged audit and criticism unless history becomes too remote to be recollected. The mathematics of such an approach where differentials do not support integration or vice-versa makes *the human calculus* indeterminate. Answers are then found in matching the deficiency with increasing the numbers or demands for technological upgradation without remembering the fact that both the courses affect the work output in more than one way. Whatever we do, without a clear road map, a high-tech vehicle or more soldiers to ride on it would take us anywhere, not necessarily where we ought to go. It, therefore, goes without saying that optimum congruency at organizational level amidst its cognitions, visions and operations has to be attained to draw maximum synergetic advantage. This aspect is important also from the viewpoint that the police organizations are often subject to the external environment created by fluid diplomacy. Internally, the congruency level is low owing to inherent conflicting subculture in police functioning giving rise to a series of paradoxes.

The combined vision of the top-heavy structure and the standard operating procedures issued in abundance tend to define the role and goal parameters. The leadership style of issuing instructions on paper and punishing the subordinates for the non-compliance of the same directly affects the *'thoughtware'* of the force and they follow the line of "least resistance" while applying the "software" which is often received through "hard copies". It may not be irrelevant here to underline a basic fact that police is mostly a contingency organization where cohesive teamwork with a rational sense of proportion on the spot would matter a lot. Over bureaucratization of procedures may be detrimental at times. Realism, not rhetoric, should rule the roost.

Indigenous "software" could be more helpful. During crisis situations the models which have succeeded are not the ones which can be compared with peacetime standards with the zeal to have "Zero" level of defiance from the norms. Irony of such role and goal conflicts often lingers as law enforcing agencies are required to explain every tangible occurrence while they cannot take any credit for the intangibles. We don't teach what we practice nor do we openly admit or propagate what really works in counter insurgency. It is the non-visual policing in secret mode through STF or SOG or CATS which has often worked following the age old policies of *Saam* (trust, faith), *Daam* (*money attractions*), *Dand* (coercion or fear of punishment), *Bhed* (divide and rule or taking advantage of frictions). We teach theory to evolve practice whereas workable practices should evolve the theoretical principles of work. Police department deals with human beings. It doesn't manufacture or sell material things. But we are very poor in the basics of human behavior or understanding the stimulus-response patterns of an organic system of a human being composed of its past learning, attitudes, perceptions, values, emotions and motives. Police is an organization dealing with crisis. But we are ignorant of the basics of a cohesive teamwork, group behaviour and the communication processes. We still harp on old primitive methods while the human sensitivities have changed. Even the organizations where people work without rigid training of 'Kadam-tal' or heavy load on back are very much disciplined and cohesive. The symbol of strength or cohesiveness is not the body physique but the "mind". Even the parameters of physical fitness have changed and body can be conditioned scientifically with given efforts and exercises. Strength may also be given through selective nutritional diet and not necessarily through oil rich or sweet rich or meat-rich food. Even on a cost scale it is not the money cost that is important, it is the opportunity cost,

which is relevant. It is not the time spent on a job but the value addition, which is of a crucial import. Drills may have to change. We got to take one eighty-degree turn from extrinsic to the intrinsic. Why can't we straight away induct specialists, then flavour their personalities with organizational culture for the sake of discipline rather than inducting a layman, and then spend time and resources to generate skills in him. Free market has everything to offer. Have them on contract and evaluate the services on the basis of value received. Don't we have contracts with informers and sources? Few cops even have *informal* contracts with 'sharpshooters'. Even when we are ready to deploy such people in critical and secret tasks, other jobs are all the more flexible and expendable. Then why to create a bloated organization with visual policing culture where we do not need complete visual policing. Such visual policing could be good for traffic or law and order duties but not so much for counter-insurgency. It may, on the contrary, prove fatal at time.

It is felt that without focusing on this gap between the de-jure and the de-facto, the reasons for low-grade performance are found in training. The things are not too simple to be demarcated and *compartmentalized per-se*. In today's highly volatile environment, amidst open systems of a free democracy, the holistic networking is to be well understood. Nothing can be evaluated in isolation. How the human psychology works remains a *'black-hole'* exercise at times. Despite best efforts there arises a situation when the assimilated figures show 1536 operations launched in a month and not a fly killed. Instead of traversing mile to mile or setting a new milestone, the daily operations become *'meal to meal'*. One finds people giving excuses by citing what they don't have rather than explaining what they did with what they have. Old hats often assume a psychology of negativism to pronounce why and how things cannot be done.

Paper work is complete to brow beat the bureaucratic norms but no analysis is made to draw tactical advantages in the field, the very purpose for which the documentation is primarily aimed at. The significance of discussing all these aspects is to propagate the importance of behavioral learnings. Human processes are equally important in learning rather than the 'tasks' and the tutoring in form of 'training'. Frustrative behaviour and deviant responses are to be well studied to evolve a right 'thought-ware' besides the hardware and software configurations for the crisis managers. The punitive or blacklisting approach may not work well.

The question still remains how to go about in the 'arid zone' of performance that, more often than not, oscillates at low equilibrium levels. For work performance what we need is not just an isolated factor of *skills*. The other factor of *commitment* is equally important. It has been found that commitment is a more crucial vector on the performance scale. A committed soldier would develop indigenous software by trial and error. A non-committed worker even though having high skills, may jump the 'bail' and not get caught either. The whole discussion leads us to appreciate two formats of learning-the '*commitment-arousal learning*' and the '*skill formation learning*'. It has been observed through the study of successful organizations that:

- The best learning environment is provided on the job where the role of "key post holder" and the "peer group" is important.
- 'Autonomy' to work along with 'value' of the decisions taken at a rank keeps the spark alive for better commitment.
- *Informal and direct interactions* are more effective than communication through 'paper shots'.

- *Catch them doing right* is a better approach than catch them doing wrong.
- A sense of *inequity* with the inner zeal often *leads to conflicts*.
- There ought to be enough space for creativity (via decentralization) and error tolerance. Let people be prompted to commit errors as much and as early as possible to know their real worth and horizons for improvement.

The critical observations, as made above, highlight the need to focus on "leadership evolution" at top and middle levels. It is more so required as the focus is gradually shifting from *Human Resource Development (HRD)* to *Human Relationship Management (HRM)* to evolve better commitments. It is proved by the empirical facts that silent communications control 80% of our behavioural responses due to demonstration effect. Working under creative and conducive conditions in itself is a motivator and intrinsic mobiliser. The exclusive dependence on extrinsic factors in terms of extra pay or diet, after a point, ushers in distorted learning. The quality of human resource inducted initially also matters, other things notwithstanding. The policing jobs require high sensitivity level in the individual.

Coming over to the skill oriented learning, the exclusive specializations often pose a problem of co-ordination and collective performance. One agency tends to find fault in the other in order to account for the failures. Hence, the 'compact' character of the teams need not be overlooked. Secondly, the essential skills for work performance have to be endowed on each and every member of the group. It is prudent not to overlook the skill categorizations in the form of technical, managerial and the behavioural skills so as to understand

their workable combinations, which are congruent with empirical utility rather than theoretical perceptions. The basic ABC analysis of any job has to be undertaken to decide the criticality. Criticality spectrum may, *ceteris paribus*, lead us to allot the given sessions of a counter- insurgency learning exercise as 40% for generation of combat intelligence, 20% for weapons and tactics, 10% for art of interrogation, 10% for legal documentation, 10% for PR-jobs and final 10% on *stress releasing* physical and mental health techniques.

The other problem with the skill generation task is that it is much talked about but the intrinsic weightage practically given to such jobs is lower than the others. This is an important dimension creating a mental block from the beginning. Obviously then it is either taken as a necessary evil or fun-time/pass-time. The trainees also enter with similar bent of mind. It goes without saying that one cannot easily enter a room where doors are locked from within. Compromise by entering either through window or ventilator is a leftover option. So how to enter their minds? Certain suggestions in this regard :

- Develop growth centers for specific skills
- Resources and schedules of such centers may be pre-declared
- Unit commanders could be linked with these centers
- Link-pin leaders at each level may be prompted to update themselves following the cafeteria approach and they would, in turn, upgrade the skills in the unit following "on the job learning" approach. Learning follows top to down route and not vice-versa
- Focus on leadership development and inter-personal relations

- Learning processes be evolved to cater to team building and possible group behaviour requirements
- Essential ingredients of contingency and crisis management may be ushered in all types of “learning” efforts, which appear to be sine quo non for a job like policing.

Eventually, it is imperative not only to demarcate the area for learning but also the areas of viable work culture. To cite a few examples, let us ponder over “*area dominance*” drills. Some of us delve much upon the actions to be taken only when we are out of the camp on a task. Whereas one would agree that 80% of the task is to be completed before we leave the camp e.g. analysis of past inputs, selection of sites or target areas, activity analysis for the operation, etc. In that case only 20% remains to be done in the field. Good wars are first won on the table. Strategic planning is important. Same way troops generally move out in uniform and their position is visible. In case it is a trip without actionable intelligence, the risk is more than the likely gains. Walking on foot

and inviting chance encounter is taken synonymous to ‘Gasht’. Intelligence generation, as part of a well planned ‘Gasht’, covert or overt, is altogether a different art. One has to work genuinely to earn community trust or choose targets who can be motivated by money to fetch actionable intelligence or one may have to be a strategist to derive advantage from frictional groups and aggrieved elements or follow manipulative policies of divide and rule. This calls for patience, lots of behavioural skills and dexterity. At the cost of repetition, it is reiterated that covert policing is more important than the overt or visual policing. Similarly, law and order policing may require larger strength of troops but counter-insurgency operations may create a difficulty with larger group strength so much so that there may arise problems of cohesiveness, fire control coordination or controlled movement. Work parameters are often different. To cite further example, Civic Action Programmes are generally oriented towards one time grand show and publicity hype rather than gradual, meaningful and tangible assistance to the community with a view to win trust

of the “*Soldiers without uniform*” who would assist the “social watch dogs” in uniform. One knows the ways but ideal implementation is hampered by bureaucratic audit trails calling for a dot-to-dot compliance. The silent communications of de-facto work culture overpower the de-jure. Hence, there ought to be some congruency between the two. Now it is not difficult to visualize what affects the performance for which we harp on training or learning processes. What calls the shots? Isn’t the learning on the job molding our response patterns? Have we evolved a desired road map? Do we know the path to tread? It is not one time or one day process. It is a constant and a dynamic exercise. Each time a new optima will evolve as the technologies advance and the situations change. But we cannot overlook human factor where the actual “copability” lies. Holistic of de-facto work culture largely influence the intrinsic character of coveted copability through silent communication, which is indeed more potent. Without “Copability” we may be dressed up ‘hi-tech’ but missing the mission. If we can achieve this, NOWHERE will transform into NOW HERE!

mygoals.com

***It's your next-generation personal planner,
translating your goals into detailed plans.
It also nudges you along with regular e-mails,
links to online information and how to overcome boredom,
laziness and the like.
Much of the site is free to start with.
But for continued help you'll have to pay!***

MANAGING CHANGE IN POLICE ORGANISATIONS

Dr GRS Rao

It is axiomatic to state that 'change' is the only 'constant' in human society. Consequently social institutions – be it a family, a corporate organization or the institutions of state have to take cognizance of social change and attune as well as adjust themselves, constantly, to the process of change in the society. A series of questions emerge especially for the consideration of leadership of organizations. Some of the important ones are : (1) what is the framework for the analysis and appraisal of organizations – their performance and measurement of productivity? (2) How to identify the elements of social change? What are their dimensions and dynamics? (3) What is the nature of interaction between the society, its process of change, and organizations, which operate within the society? Is that

reciprocal or unidirectional? and (4) what are the parameters for, and modus of management of organizational change? These and similar issues bring to the fore a set of conceptual and ideological facets as well as the strategies and styles of management of change. These issues are sought to be dealt with briefly, focussing on the police organizations in India, in an illustrative but not exhaustive or analytical manner. A detailed, empirical and analytical exercise with reference to any specific police organization would, of course, be fascinating and insightful.

FACETS AND PROCESS OF CHANGE IN SOCIETY

Change takes place in a variety of ways, in all societies and at all times, though the pace varies. Change can be

seen from many an angle. Broadly, change can be seen in terms of three sets (a) values, (b) socio-economic conditions, and (c) technological factors. Change process forms a continuum in terms of the past, the present and the future. Both evolutionary and revolutionary processes of change fit into this continuum. An overview of the interface between the factors and dynamics of social change is illustrated in Chart I (sketched in the next page).

The process of change in any society takes place as a continuum; past situation merges with the present reality, which in turn sets the trends for and fuses with the future. It is the futuristic aspirations, ideals and vision of people that operates as the beacon light for organizational change management.

In no society and at no point of time the diverse factors of change are in fusion with each other, nor do they contribute to change at the same pace; there is a constant inter play, and they are always in a state of flux. That is why, at any given point of time, there is a wide variation between different societies, as well as between groups within any society. That is why the factors of change generate and represent a maze of competing and conflicting values, interests and identities. It is the role of political process in society, and leadership of organizations to harmonize these competing and conflicting factors with reference to the long-term ideals and vision of the society. This process can be illustrated with reference to (a) freedom movement leading to democratization (with emphasis on liberty and freedom); (b) the Indian Constitution promising the translation of human rights (political, economic social and cultural) into a reality; individualism of a liberal society and atomization of joint families into nuclear families; globalization and liberalization of economies; information technology initiating 'revolutionary' changes in communication, participation or

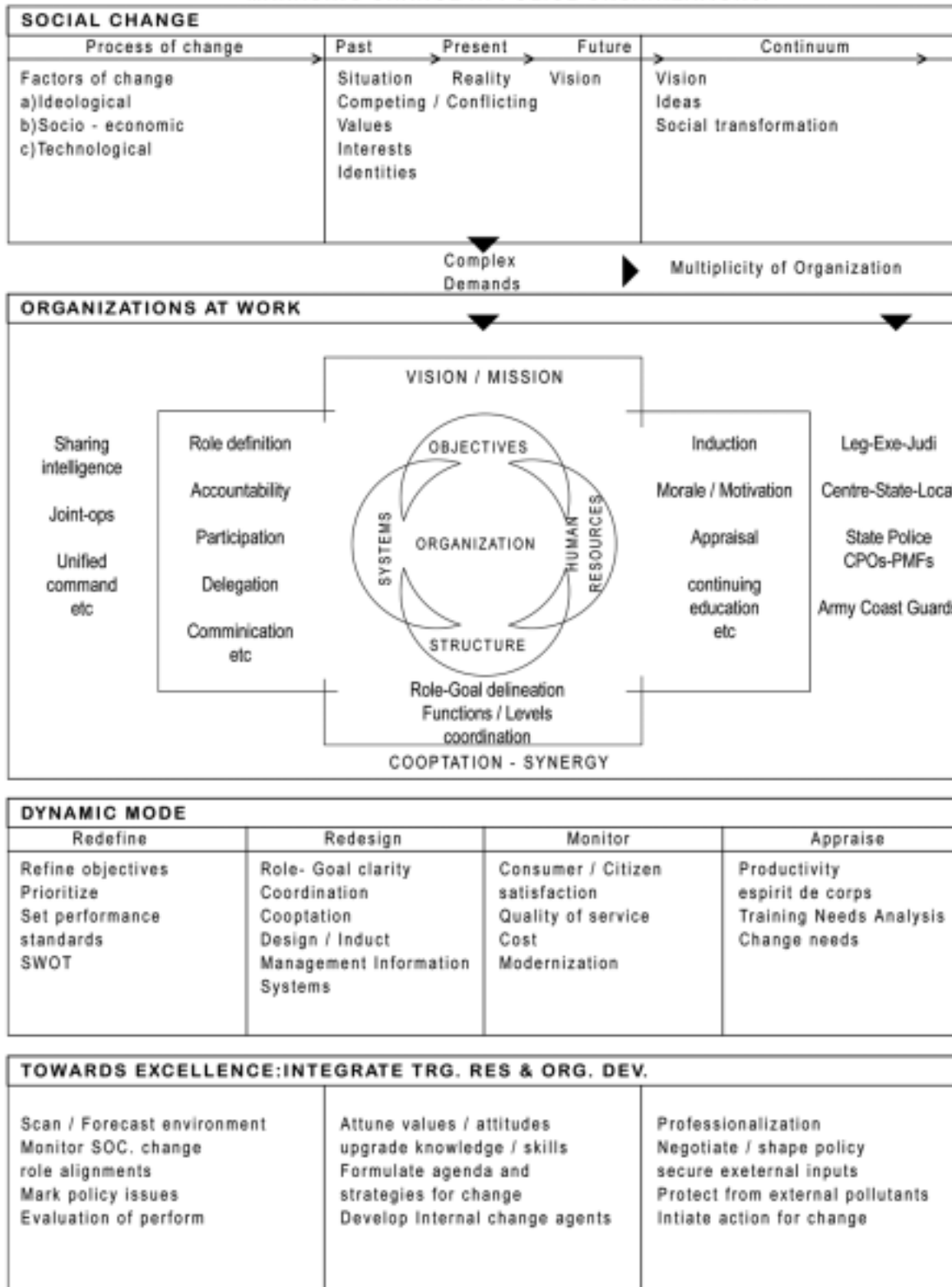
divergently opposite process such as centralization of authority and control mechanism, etc. Such processes can be enumerated endlessly.

It is the society that creates and sustains as well as pressures or discards organizations in order to meet the needs of the society. But, it makes demands, which are often competing and conflicting and evaluates (and adjudges) performance on multiple criteria. As change is eternal in society, societal demands and expectations do not remain static, but, gradually evolve and often change abruptly or violently. Thus, organizations have to constantly monitor (a) the process of social change, (b) the emerging and changing trends and demands (c) harmonize the competing and conflicting demands, into organizational objectives; and (d) prepare the organization to achieve or contribute to such objectives. The more efficient organizations do not wait for the society to make fresh demands in tune with the social change, but keep a constant watch over emerging change and prepare in advance to meet the demands in a more 'proactive' manner. There is also the category of organizations (especially in the competitive corporate sector) that generate conditions of change and convert them into markets for profits. The lag between fresh demand and organizational response has to be reduced, if not eliminated. It is often stated that due to this lag, organizations continuously fight yesterday's problems, fail to cope with today's situation, and are blissfully unaware of tomorrow's emerging challenges. Organizations process the societal demands, reconcile the competing and conflicting demands, prioritise them and prepare the organizations to perform. There are organizations, which are effective but not efficient and vice-versa. Performance and productivity depend upon both external effectiveness (meeting the demands) and internal efficiency (mode of meeting the demands).

Three responses on the part of organizations assume critical significance in the management of their interface with the society i.e the environment of which they are a part and within which they have to operate. First, the society – almost all the societies and at all the times – generates and assigns contradictory and conflicting demands. Efficient organizations facilitate and help themselves with a precise definition of their role so as to reduce, demand-response gap, and role-goal conflict. It is a function of the organizational leadership. Second, (emerging from the logic of the first), no professional organization 'takes' 'policy' as 'given' but assumes an active role in 'shaping' policy so as to ensure role-goal clarity without ambiguity or conflict. The degree of role clarity and image of organizational leadership are directly and positively correlated. Third, all organizations contribute to the shaping of future vision of the society of which they are a part, and spontaneously contribute towards the fulfilment of such a vision. Futurological explorations, mapping out a vision of the future, and translation of such a vision into a reality represent the most creative opportunities and a constant challenge to any organization. It is such an understanding that helps in shaping the organizational responses, promoting an image of creativity.

The organizational responses to the constant process of social change, and societal demands can be seen as falling into four processes which can be labelled as (a) Clarity over the Organizational Objectives, (b) Restructuring/(fine tuning) the organization so as to be able to meet the changing needs and objectives, (c) designing and induction of Support Systems, as management aids, and finally, the most critical one viz., (d) Human Resources Development and Management.

**CHART.1
MANAGING CHANGE IN POLICE ORGANIZATIONS.**



ORGANIZATION OF POLICE

Organizational Effectiveness

Any organization – be it a production or service, public or private, profit or non-profit – can be appraised in terms of (a) ‘effectiveness’ in the clarity, and translation of its objectives-goals-results, and (b) internal ‘efficiency’ in the organization of its roles and relations, and generation and utilization of resources, human, financial and material.

Organizational effectiveness is related to the recognition, formulation and crystalization of objectives, which are derived from the social (socio-economic-political) environment. Indeed, objectives of any organization are set out by the environment in the form of ‘expectations’ of diverse stake holders of the organization.

There is always a wide-range of ‘interest groups’, and an equally wide-range of ‘interests’.

Harmonization of these wide-range of competing and conflicting interests constitutes an integral part of formulation of the “MISSION” of any organization. At the level of a nation it is for the national leadership to formulate the national mission by harmonizing divergent and occasionally conflicting interests. Similarly, it is for the organizational leaders to recognise the wide-ranging expectations, and reconcile, harmonise and prioritize them. What is more, since no social environment remains stagnant but undergoes constant changes, harmonising divergent and conflicting interests is a constant function of organizational leadership.

In order to ensure organisational effectiveness, on a continuing basis, an ‘environmental watch’ or scanning is essential to find out the changing expectations and fine-tune the organisational objectives. It is the

responsibility of organizational leadership not only to respond, but to forecast ‘futuristic’ demands, negotiate with the society and prepare in good time, their organizations to meet those futuristic demands. Where this does not happen, organisations tend to lose their credibility and disutility, disuse, misuse and abuse set in, leading to their ‘demise’, since society rejects them as non-performing and as irrelevant. Institutions are not only marginalised and rejected, societies also indulge in ‘mercy-killing’ of organizations that are out-of-tune with the changing times. Practices such as earlier ‘nationalization’ and contemporary privatization, disinvestment, talk of privatization of (some aspects of) policing represent some of the glaring examples. Social safety net, golden handshake and the like measures represent the palliatives to make mercy killing less painful. Society adopts diverse modes in either marginalising or appreciating the ‘networth’ of an organization, by creating collateral institutions to operate in a parallel or complementary manner with the pre-existing ones.

The enormous range of policing organizations today represent both parallel and complementary as well as competing and conflicting pattern. The central police organizations, and adjunct investigatory organizations best illustrate parallels, the federal equations and the legislative-executive-judicial institutions in relation to police constitute complementarity of institutions. Such a network of institutions may have complementary tasks but common objectives. They have to work in unison, in a collaborative manner, but in the reality of organizations at work, they tend to develop role as well as goal conflicts. The functional complementarity and commonality of objectives warrant cooptation such as (a) intelligence sharing, joint operations and/or unified command. These complementary institutions are also found to be caught in a situation of conflict and

confrontation. Under the conditions of ground reality, several factors such as (a) a high degree of partisan-politicization of the police forces, (b) fear of deployment of Central police forces as leading to central ‘intervention’ under Article 356 of the Constitution, (c) different political parties and leadership running the government in states expressing loss of confidence in the efficacy and neutrality of state police, (d) a growing tendency to demand of central police, para-military and even armed forces in managing internal security and disaster situations, and many other similar factors have led to the proliferation and enormous growth in the size of police forces. These have led to secondary dysfunctions such as the creation of Rapid Action Force (RAF) to deal with communal tensions, demand for ‘minority’ police, and all women police stations – affecting both the affectiveness and efficiencies of management. No organization, in any society, can operate in isolation of others; consequently all organizations have to develop adequate and appropriate functional complementarity and goal-congruence. It is a challenge to the leadership of organizations. Absence of such complementarity is best illustrated, in its most dysfunctional manifestation between the magistracy and the police in regard to bail, and between some of the state police and the CRPF units in tackling extremist situations, where some state police personnel had adopted tactics to disprove the efficacy of the central forces. Such dysfunctionality has also manifested itself in the operational role of the Ministry of Home, on assuming the role in operational matters such as the scale and duration of deployment, without consideration and appreciation of the professional inputs from the central forces deployed in the field, keeping in view their responsibility and accountability. Change process percolates, has to percolate, from the society to the organization; among the complementary institutions; and

between the various units and tiers within an organization, in a reciprocal manner, all the time; not as a one-time effort. Such process in terms of external linkages, and as between cooptative institutions has to be fused with internal processes so as to contribute to organizational efficiencies. The internal processes of any organization can be seen, broadly, in terms of (a) setting objectives, (b) fine-tuning the structures, (c) designing and inducting support systems, and the all important (d) human resources development and management.

(a) Objectives

Constant attunement of objectives (including prioritization) is only the starting point for promoting institutional efficiencies.

(b) Structures

Clarity and crystallization of objectives and converting them into measurable results and goals leads to an analysis of the organizational structures (vertical and horizontal units, and linkages between them; functional specialisation; decision making processes; centralisation-decentralisation; participative processes, etc.) on the one hand, and an assessment of their adequacy, appropriateness as well as areas where changes (reforms) are essential, on the other.

(c) Systems

Any organizational structure, in order to fructify its objectives, has to be, in turn, supported by adequate and appropriately designed systems of management. Small and informal organizations operate on the basis of informal systems. But large, complex and formal organisations have to be supported by explicitly stated, uniformly understood formal systems. Computers and the like are valuable aids in facilitating organisational management, but they are not substitutes to management systems.

Thus, systems constitute the third prerequisite for promoting organisational change and efficiency. It is easy to design and install, for example, a police communication network. But, it can contribute to either centralization of authority or can promote decentralization. Systems are not synonymous with, philosophy of management. That is why, the debate often assumes the form of man versus system in the management of organization. The nature and degree of knowledge, skills, values of the people and clarity of role and 'commitment' to the objectives on the other, are critical to the management of internal efficiencies. Management of change always starts with people.

EXCELLENCE IN PERFORMANCE

Where the society at large (at the level of communities, nations and on an universal basis) is dynamic, even to stay where they are, in terms of performance, organizations have to keep running, organizational management has to be dynamic in order to attain and maintain a level of excellence on a continuing basis. There are four processes that help organizations retain dynamism and promote excellence in performance. These can be identified as (a) **Redefine** the role and objectives, (b) **Redesign** (re-engineer) the structure, (c) **Monitor** the citizen (consumer) orientation, and concerns for quality and cost, and (d) **Appraise** the organizational performance regularly.

(a) Redefine the role and objectives in tune with the changes taking place in the society and the complex (and conflicting) demands made by the society. The police organizations in India today are subjected to partisan influences. Just as Ganga cannot be blamed for its pollution, police need not accept the blame. In order to be able to do that, police have to explore ways and means of containing the pollution (State Security Commission?), negotiate with

the polity in setting objectives and priorities for the police (i.e. create and cultivate a role in shaping policy, as a professional organization), and set out explicit performance standards by which police must be judged. An exercise in the analysis of internal strengths, weaknesses, as well as external opportunities and threats (SWOT) should be neither esoteric nor occasional but a constant process, for it helps like a preventive and proactive check-up of the status of organizational health, rather than remedial treatment.

(b) Redesign (re-engineer) the organization, on a continuing basis in tune with the changing (expanding / contracting) role, objectives and performance standards set out. Design changes would also encompass the processes of cooptation (joint operations command and control) and various management support process such as decentralization with the creation of range Inspector General or DIsG, community participation vis-à-vis *Panchayati Raj* Institutions (PRIs) and *Nyaya Panchayats*. Redesigning acquires significance in promoting role-goal clarity and congruence. Redefinition and Redesign integrate and harmonize the external changes and the consequential internal change management.

(c) Monitoring the citizen / consumer satisfaction / (dissatisfaction) along with quality and cost specifications constitute the third dimension of management for promoting excellence in performance. They provide the bench-mark for measuring the degree and direction of either excellence or slipperage in performance warranting diverse remedial measures. Since police organizations have to cater to the society at large, stake-holder interactions would help setting performance standards and would help meet the performance standards set, and in the formulation of plans for Organizational Development.

(d) Development of Organization (OD) encompasses all the managerial modes and processes that would help remedy the shortfalls and shortcomings, as well as in promoting excellence on a continuing basis. It encompasses the management of human resources (Job descriptions, clarity, induction, enhancement of knowledge and skills, promotion of work ethic and organizational culture including discipline, training needs analyses in relation to changing roles and tasks; and performance appraisal).

Of equal importance, if not more, are the induction and utilisation of technological aids and modernization, apart from the process of professionalization of police organizations.

Excellence in performance is a function of and results from a holistic agenda for training, research and organization development (TROD).

A HOLISTIC AGENDA FOR TRAINING, RESEARCH AND ORGANIZATION DEVELOPMENT (TROD)

An integrated agenda of TROD for enhancing the external effectiveness, internal efficiencies and the management of change can be attempted here in an illustrative manner. A precise agenda along with setting priorities and strategies can only be formulated on the basis of a detailed study of any specific organizational situation. Each project emerging either as a Training, Research or Organisation Development initiative has to be designed with reference to its specific aims.

Five sets of agenda emerge in an exploratory exercise. The first can be labelled futurological, with a focus on the process of change in the external world within which police have to manage themselves. As the process of change is 'caused' by the dynamics of society (recognised as the changing

values, socio-economic conditions, technological changes and political factors), no social organization should stand-out in isolation, mutely at the 'receiving end', but should also contribute positively to the cumulative process of social change. It is important for the police organizations to enter into the realm of futurology in understanding the process, identifying the implications and exploring the ways of contributing to and shaping the process of change. During the times when factors such as democratization, human rights, liberalization and fundamentalism are sweeping the world scenario, police have to not merely build futuristic scenarios so as to enable prepare themselves in advance in order to tackle the problems looming at the horizon. As the role of police is changing in a swift and multifarious manner, such as the shift from managers of 'status quo' to that of promoting change (human rights, democratization, decentralization, social justice), police seem to be standing on quick-sand. The ground conditions are changing rapidly and radically. Police cannot be mere observers, they have to be participants in the process of change. This calls for long-term planning, and clarity of goals.

The second category of agenda can be towards quantification of the qualitative changes taking place. It is the statistical mode, not merely photo-static, but, also linear and comparative. This is proximate to, but not the same as, the crime statistical series being brought out by the National Crime Records Bureau (NCRB). Just as qualitative data is quantified, quantitative data also needs qualitative analysis. It has to go beyond the trends-analyses, and projections, and should encompass the analytical mode so as to be able to arrive at cause and effect relationships. A large number of research questions emerge from the rich data documented by the NCRB. Answers and explanations to such questions will help Organisation Development of police.

The third category of agenda revolves round issues / concepts / labels such as : (a) 'Naxalism', 'communalization' of police, (b) 'internal democracy in police'; decentralized participative democracy (Panchayati Raj system), and its implications to police organizations', (c) 'nuances of the four-fold human rights', vis-à-vis implications for and role of police, (d) implications and operational nuances of biological warfare; and a host of similar problems. Where there is intense and animated debate on 'secularism' leading to unsettling social conditions, police cannot remain, like the academics, in an ivory tower but prepare the organization to operate under such conditions of conceptual vacuum and diffused legal interpretations, so that they do not stand condemned or stereo-typed as a 'communalized' force. Police have to swim in polluted waters, without getting polluted in the process. 'Naxalism' is an issue without a coherent and uniform understanding of the substance. Several states are affected and yet no two states seem to agree, atleast explicitly on the concept and mode of dealing with the problem. There are several 'all-india' crimes; the states demand financial and other support to meet the challenges to internal security. But, even at a time when demarcation between the external and the internal security has melted to make it a 'continuum', states do not like to have federal legislation because of political (partisan) considerations. In such situations police have a professional role to articulate and help shape the policy. In order to perform such a role, policy explorations become a part of the professional role of police, to be undertaken either on a research mode or on a think-tank mode.

The fourth category of agenda can be labelled as issues emerging on the frontier areas. There is tremendous pressure and the process of modernization of police organizations – in terms of information and communication technology, mobility,

upgradation of equipment and weaponry, and capability enhancement of the manpower. Yet the police forces are today at conflict with themselves on account of a hazy understanding of the concept; nature and extent of professionalization of police. It can be hypothesized that rapid modernization without matching professionalization can be counter-productive and dangerous to society as well as to the police. This gap is reflected upon by a senior police officer when he said: "we are professionals but working for unprofessional organizations". There is a hazy understanding of a "profession" – and its attributes. In principle i.e., on paper, there are three sets of codes of conduct for the police in India. It can be stated that it is due to the low-levels of professional ethos that police in India has become an instrument of partisan politics with a disastrous impact on their own self-image and esteem, esprit de corps, standards of performance, and myriad manifestations of corruption. Viewed one way, thus, professionalization demands parity if not priority over modernization. This professional slide is one of the important factors that has led to a devaluation of the civil/state police forces in India, and emergence of central police organizations (CPOs), Para-military Forces (PMFs) and deployment of armed forces on the domestic stage. There emerged clearly a hierarchy among the police organizations, in place of complementarity. There is perhaps room for exploring innovative initiatives such as designing (a) a 'social audit' mechanism, and (b) designing traffic management a 'schooling for democracy'. The age old logic of increasing police manpower in proportion to rapid strides in population can be given up in favour of changing the character of police force that would enhance the productivity of manpower. The police organizations (esp. the leadership) can explore ways of enhancing performance, transparency and credibility so as to build a positive

image and relationship with the community. Otherwise, (as one study reported) the self-image (and esteem) of police was found to be lower than the image of the police held by the public.

The fifth category (by no means the last) of people agenda revolves round questions that arise and responses / answers formulated. The police organizations have created research cells or units, but with no commensurate output. Empirical research certainly not the most important mode of research; it has several pitfalls if not designed and pursued rigorously. The question as to how far the present popular perceptions that police is communalised, (or subjected to partisan politics), or criminalized can and in all fairness be answered on the basis of 'evidence'. In the absence of empirical evidence, prejudices reign supreme. Similarly, another interesting question could be formulated around the issue of increased use of information and communication technology in the police organizations. Question is how and how far increased information and communication technology has facilitated organizational decentralization and participation or how, it has strengthened centralization of authority and decision making.

RATIONALE FOR THE INTEGRATION OF TRAINING, RESEARCH AND ORGANIZATION DEVELOPMENT (TROD)

Trainning (T) 'in isolation' of R and OD can be counterproductive and could lead to increased levels of frustration among the participants. This is so because training promotes awareness and equips participants with the skills and capability. But such enhanced capabilities are not integrated through the transfer of such skills to the organization. This is reflected in feedback and evaluation of training programmes. Without research back-up,

training is commented as 'theoretical' or as not related to the ground realities and field problems. Unless the 'concepts' are related to the 'context', training sessions get reduced to an opportunity to 'acquire' fresh knowledge but not 'applicability' on the ground, back in the organization. Research provides this backward linkage to training, by relating 'concepts to the context'. Training can also lead to increased levels of frustration, especially among the more serious and perceptive participants, for they find that they can not internalise the training outputs into the organization. They face resistance to innovation and application. They find that the organization is not ready i.e., not 'prepared' to absorb fresh knowledge, skills and processes of management. Organization Development (OD) provides backward and forward linkages to the research and training activities respectively. In isolation, TROD activities are useful but not adequate to the promotion of organizational performance and levels of excellence.

Training is primarily focussed on the participants in isolation of the organization. It is also focussed on segmented factors of organizational management as presented in the Illustration overleaf.

Indians, as individuals are characterised by high degrees of knowledge and skills i.e. ability, but often that ability does not get reflected or translated into performance. For the ability to get transformed into performance, motivation is a *sine qua non*. In fact, motivation can act as a trigger for the acquisition of K and S leading to higher levels of performance. This motivational process is conditioned by two variables viz., values (V) of individuals and attitudes (Att) nurtured positively or allowed to slide negatively, by the organizational culture. That is why the need arises, to formulate, research, training and development

ILLUSTRATION

**TRAINING INPUTS VIS-À-VIS
CONFIGURATION OF PARAMETERS FOR CHANGE**

VARIABLE TRAINING INPUTS		FOCUS ON		ORANIZATIONAL
K KNOWLEDGE + S SKILLS + V VALUES = Att ATTITUDES	A M	ABILITY + = MOTIVATION	P	PERFORMANCE

activities for vitalizing the police organizations. It may however be noted that the relationship among the three, viz. T, R and OD is not sequential but

cyclical and mutually supportive. Such an integrated approach facilitates a holistic formulation of the agenda for all the three streams of activities. Such an

approach helps the management change and excellence in the performance of police organizations.

Time is Money

***“Now I realize fully, that time is money”,
says a customer to a waiter.***

“ What do you mean, sir?”

***“ You seem to have added today’s date
to the sum of the bill”.***

POLICE – MEDIA RELATIONS PROS AND CONS

B Sandhya

INTRODUCTION

The relationship between Police and Media is always a subject of debate. Why is it so?

It is the job of the Police to maintain Law and Order and to use force for the same, while it is the task of the media to probe all such incidents and generate public debate over the propriety of police actions. The Police and the Press may be doing what they consider to be their duty. While doing so they come to see themselves on opposite sides of the fence. The differences in nature of their roles naturally give scope to certain gaps in the outlook of both the Police force and the media persons. This often creates tensions.

POLICE – MEDIA RELATIONS; IS IT NECESSARY?

In a democratic state, what the media covers and how it presents police actions does it have any direct or indirect influence on shaping public opinion and public debate? The findings are mixed – Moyen et al (1999) did not find that the media had a strong effect on public opinion of Government institutions. But Surette (1998) suggested that intense media coverage of a notorious crime may make the prosecutor more reluctant to plea bargain in the case. Consensus is that at least the media have an agenda setting role in the public policy debate (Prichard 1986, Chermak 1997).

We can easily conclude that the people of any democratic country need

a healthy Police Media relationship for a healthier society.

The Fifth report of the National Police Commission points out in the chapter on Police Public Relations (Chapter XLI) that news of crimes and disorder is of considerable importance to the people and, therefore, the police should establish a system of communication through which the authentic facts relating to crime and disorder can quickly be given to press. If the police will not do it, then journalists will tend to depend on whatever they can gather.

ROLE OF POLICE

In a law and order situation the role of police is to prevent breach of peace, if required using force. As policemen would be preoccupied with their responsibilities which involve tremendous physical risk and psychological tension, any interference at the place of duty, may not be tolerated by them. They may not be in a position to pass on any information to the press. In a charged situation, policemen may find mediamen as a hindrance and they may not be in a position to avoid lathi charging mediamen mingled with agitators. In psychologically stressed conditions resulted by keeping restraint and receiving stone pelting, etc., from agitators, while mediamen try to cover police action, there is a possibility of police men getting agitated over cameramen who come across, hindering them in their duty of dispersing violent mob. Certain errant elements in the police may beat up those who have already fallen down during police action, encircling in a group. Sometimes such men may resort to unnecessarily interfering with cameramen covering such acts. The acts mentioned secondly are criminal which requires to be dealt departmentally. Policemen should understand that for the lopsided reporting of their genuine acts or true reporting of their wrong acts, they

cannot manhandle pressmen. For equipping policemen with the first type of situation, training and briefing are required.

The Media, in a law and order situation, would be hungry of information, while police is the source of information. At the risk of physical hurt mediamen reach law and order scenes. As journalism students are taught, bad news is good news for media. They would try to cover exclusive scenes, as rightly said, "if dog bites a man is not news, but if a man bites a dog is news". Agitators pelting stones may not be news for media, whereas police beating people could be news for the media. As police is seen as the visible agency of the Government, media would be prone to cover police beating rather than the very 'normal' scenes of abnormal behaviour of agitators. In their enthusiasm mediamen may even obstruct police from discharging their lawful duties. Some errant elements may even presume that they are above law and they should get special treatment. Some of them may have allegiance to the agitators or their political parties. Media sometimes publish totally distorted or even false versions of what has actually happened. For disciplined and ethical behaviour while covering law and order situations, training is required for media men.

WHERE IS THE COMMON POINT?

Both Police and Press work for the society and the people. Any action would reach the people as perceived by the media only. Media needs information and protection to cover the law and order situation. Mutual understanding of Police and Press only could lead to a well informed citizenry. Hence, it is essential to evolve a strategy for police-media relations.

WHAT ARE THE BASIC DIFFERENCES?

The police is a disciplined force. Any deviance among policemen could

be dealt with effectively through departmental action. By including necessary syllabus in inservice courses or arranging special workshops policemen could be trained in media management.

Journalists are not members of any professional bodies and the Press Council does not have any disciplinary powers over journalists. Hence, issues related to adherence of standards, professional ethics and etiquette of journalists are vested not with any professional body, but with individual journalists only. Moreover, there is no prescribed standard qualification for becoming a mediaman.

HOW TO ESTABLISH PROFESSIONAL POLICE-MEDIA RELATIONSHIP?

A Police Press Relations Committee at State Level and Public relations Officers at Police Headquarters and District Headquarters would be a minimum requirement for disseminating information to the Press and to maintain professional relation with the Press.

In any sensational situation, the media people right from stringers to top men may try to contact the Sub Inspector or the Superintendent of Police, Deputy Inspector General of Police or Director General of Police. The officer dealing with Law and Order situation who is overburdened with his duties would never be the apt person to disseminate information to the Press and to maintain a professional platform for handling explosive situations.

When media give distorted versions or totally baseless versions of incidents, a responsible officer from the Police Department need give a rejoinder to the Press. The Press sometimes do not bother to publish the rejoinder. Personal contacts at higher levels is needed in such situations, apart from a

codified standard channel for corrections. This is a must as sincere and hard working field officers may not have the time and energy to establish any meaningful press relations.

The State of Andhra Pradesh, for the first time in India appointed a Professional Public Relations Officer not only in the Director General of Police's office, but also in every District Police Office. The Police Force of Andhra Pradesh has improved its media relationship tremendously by this action.

The Nigeria Police Force established the Force Public Relations Department as early as in 1960, which was later decentralized to Zonal, States and even to training institutions. One of the cardinal functions of Police Public Relations Officer in Nigeria is to create and maintain a working relationship between the Police and the Mass Media. They hold regular press conferences and also issues rejoinders to correct erroneous publications about the Force by the media. This is the only official channel of publicity for the Force.

The Association of Police Public Relations Officers (APPRO) was set up to give Force Public relations Officers a more professional identity and it has one hundred and twenty six thousand members at present (As reported by its Chair, Helen Elliott, Head of Media and Public Relations, West Yorkshire Police)

In many counties, grievances of the Mediemen against Police Action are handled by Force Public Relations Officers. But Prof NR Madhava Menon, Vice Chancellor, West Bengal National University of Judicial Sciences suggested that an impartial and fair Grievance Redressal Forum at State level, including a retired Judge, a retired or very senior Journalist and a Senior Police Officer may be set up. This Forum may give a fair hearing for both the parties very quickly and give advice to

the Police Department and the Press on action to be taken on the complaint. Such a Forum can act as a buffer and a shock absorber.

Prof Madhava Menon also suggested to have an effective and adequate system for the Police to inform media the facts and figures regarding crimes and law and order. The system should be able to give facts with transparency. Assisting communication rather than keeping secrecy should be the hallmark of the system. A very well balanced person who will be able to keep restraint may be posted to handle this system. The person can be a retired police officer or a Professional Manager.

VVIP SECURITY SITUATIONS AND SENSATIONAL CRIME CASES

In a country where two Prime Ministers were assassinated due to lapses in security the police would not be in a position to take anybody for granted during VVIP visits. But on many such occasions, last minute efforts for entry into sterile areas by 'privileged people' is a routine scene. This leads to strained Police – Press Relations. Professional ethics and high sense of security on the part of Media people is a requirement for proper VVIP security. Several times police are compelled to sacrifice blue book guidelines just to appease 'privileged class', at the risk of the security of VVIP. It may not be possible for Policemen deployed to explain why certain areas are kept sterile.

The author had an opportunity to watch the pressmen of Kerala waiting in an orderly manner on a platform meant for them listening and obeying orders of British Security Agencies, while Queen Elizabeth of England visited Cochin a few years ago. The same pressmen try to enter all sterile zones without even bothering to show accreditation cards in advance when local Police is on duty. A code of conduct for the press people attending VVIP functions is a must, which should

be made applicable for VVIP visits anywhere in the country.

Shri CM Radhakrishnan Nair IPS (Retd) Managing Director, Asianet Cable Vision mentioned that in sensational crime cases, Police would not be able to reveal all the details of the cases, to safeguard the interest of Prosecution or Public Safety. For example, to avoid communal flare up, police may keep the information regarding the community of the assailants in a sensational case a secret for some time. Media should be sensitised to the needs of the Police Force in such situations.

SUGGESTIONS TO IMPROVE POLICE – MEDIA RELATIONS

1. Briefing of all Police personnel before deployment to any Law and Order situation by a sufficiently senior officer on how to handle the Press along with other aspects.
2. A State level Police- Media relations committee including Journalists, senior Police Officers and other eminent citizens of respectability and impartiality may be formed. Such committees may function at District Level also.
3. Appoint Professional Public Relations Officers for the Police Department, at Police Headquarters and at District Police Offices. They should be selected very carefully. They should be given intensive training before they are on the job. The Officer should be supported by an effective and adequate system.
4. Arrange Media Management Workshops for Sub Inspectors, Circle Inspectors, Deputy Superintendents of Police and Superintendents of Police.
5. Arrange orientation classes for all Policemen about the

management of Press during Law and Order situations.

6. Arrange Police Media Relationship Workshops for the journalists to educate them on role of Police and Professional ethics.
7. A 'Press Cap' or 'Press Jacket' may be designed and introduced for journalists covering Law and Order situations, for easy identification
8. A Police Officer may be earmarked as Press Liaison Officer in each District. That Officer should be contacted by the Media people to preplan their position during Law and Order situations. This would ensure that the Police and the Press discharge their duties smoothly without causing hindrance to each other.
9. Regular seminars/ workshops may be organised to discuss emerging issues in the field of police – media relationship at state level. Press Club and Police Headquarters, and State Public Relations Department can together organise such programmes. Nationally and

internationally known experts in the area may be summoned for such seminars. Dissemination of workshop outcome to Government and to journalists and Policemen should become a regular feature.

10. A Police – Press Code of Conduct may be developed for adherence by Policemen and Journalists, which would take care of mutual respect and professional ethics by both groups.
11. A Police – Press Grievance Redressal Forum may be set up with three members who have above board reputation as impartial and eminent professionals for hearing the grievances of the Police and Press against each other. The Forum may receive petitions and arrange quick hearing and advice the Police or Press on action to be taken.

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“Words failed us.”

URBANISATION & CRIME

Dr PE Somaiah

In the contemporary world, the pace of urbanization is, indeed, amazing. It has become an index of economic development and social change. The experiences of economic growth and social transformation witnessed by almost all the developed nations of the world amply prove that urbanisation is an instrument of progress and modernization. Consequently, the ratio of Urban Population to total population of the world has been increasing at an accelerated rate, accompanied by an increase in the number of cities and towns.

According to a **United Nations report**, more than half of the World's population at present are city dwellers and by 2025 AD, the number could rise

to almost **three fourths**. The growth of cities will be the single largest influence on development in the first half of the 21st century. The rate of growth of urban population is faster than that of the world population as a whole.

URBANISATION TRENDS IN INDIA

India, like many other developing countries is undergoing a major transformation from an essentially rural into an urban dominated society. As of today less than **30%** of India's population lives in urban areas. The urban population of India is expected to increase by about **50%** during 2001 - 2006, whereas the rural population is expected to grow only by **17%**.

Urbanisation has resulted in the increase in the number of towns and cities. Large number of village communities have earned the status of towns; many towns have been transformed into cities and the existing cities have become metropolises.

According to 2001 provisional census data, more than **1/10** of the population of the country resides in city urban agglomerations, having a population of **one million plus**. The three mega cities of Greater Mumbai, Kolkata and Delhi together with three largest metropolitan cities of Chennai, Bangalore and Hyderabad account for about **21%** of country's urban population. The number of **Million Plus Cities** in India has risen from 23 in 1991 to 35 in 2001.

EVIL EFFECTS OF URBANISATION

Rapid increase in urban population and its concentration in large cities has resulted in serious consequences and problems, causing chaos and socio-economic disorders all over the world. The situations in the Indian cities are no better either. A large majority of cities in India are facing problems like shortage of electric power, inadequate water supply, poor sanitary and garbage disposal system, overcrowded city public transport system, multiplication slums settlements, badly maintained roads, etc.

The problem of environmental pollution and vehicular traffic are other serious problems confronting our cities. **More than all these Indian cities are witnessing increased crimes and violence year after year.**

According to Government of India's **National Crime Records Bureau**, although a mere 8.7% of all Indians live in the four major metropolises, i.e., **Kolkata, Delhi, Mumbai and Chennai, they account for more than 1/3 of all crimes recorded in India.** This implies that the crime rate in these metropolises,

calculated as incidence of crime per 100,000 population is 2,467.6 or four times the national average of 614.8.

CRIME IN BANGALORE CITY

Bangalore city, the capital city of the state of Karnataka, often hailed as the "**Garden City of India**" and "**Silicon Valley of India**" is no exception, as far as crimes are concerned. Many crimes like gruesome murders, sensational kidnappings and abductions, robberies, dacoities, thefts, rioting, burglaries, criminal breach of trust, rapes, cheating, etc., are on the increase during the recent

years. These apart, operation of criminal gangs, gang fights, supari killings, under world activities involving players from outside the state are also multiplying with every passing year.

A bird's eye view of various cognizable crimes which have occurred in Bangalore city police commissionerate jurisdiction and registered under various sections of Indian Penal Code (IPC), during the last one decade, i.e., from 1991 to 2000, as per the statistics of the **City Crime Records Bureau (CCRB)**, are illustrated in the tables below:

Table 1 COGNIZABLE CRIME IN BANGALORE CITY DURING 1991-95

Sl. No	Heads of Crimes	1991	1992	1993	1994	1995
1.	Murder	137	160	174	213	212
2.	Culpable Homicide not amounting to murder	00	02	03	07	04
3.	Kidnapping and Abduction	85	77	111	152	141
4.	Dacoity	23	43	27	91	38
5.	Robbery (inclusive of chain snatching)	307	370	486	576	724
6.	Burglary	1854	1794	2510	2547	2660
7.	Thefts	7688	7793	7687	8965	8387
8.	Rioting and Unlawful Assembly	1053	618	342	1041	419
9.	Cheating and forgery	625	716	936	1013	1016
10.	Criminal Breach of Trust	259	262	294	245	302
11.	Counterfeiting	1395	2056	1010	367	34
12.	Other IPC cases not stated above	11,885	12,356	12,899	14,875	14,946
	Total cognizable crimes	25,311	26,247	26,479	30,092	28,883

TABLE 2 COGNIZABLE CRIME IN BANGALORE CITY DURING 1996-2000

Sl. No	Heads of Crimes	1996	1997	1998	1999	2000
1.	Murder	199	241	206	202	214
2.	Culpable Homicide not amounting to murder	00	00	02	02	20
3.	Kidnapping and Abduction	101	187	192	159	124
4.	Dacoity	43	54	55	64	45
5.	Robbery (inclusive of chain snatching)	511	607	610	446	380
6.	Burglary	2634	3280	3097	2946	2447
7.	Thefts	8070	8088	7852	7407	6596
8.	Rioting and Unlawful Assembly	357	496	418	329	289
9.	Cheating and forgery	1064	1196	1307	1546	1499
10.	Criminal Breach of Trust	226	289	271	214	213
11.	Counterfeiting	1176	623	10	26	611
12.	Other IPC cases not stated above	14,424	15,498	15,150	14,520	14,655
	Total cognizable crimes	28,805	30,559	29,168	27,861	27,075

Table – 3 Decadal Total of Cognizable Crime in Bangalore City (1991-2000)

Murder	Culpable homicide	Kidnapping & abduction	Dacoity	Robbery (inclusive of chain snatching)	Burglary	Thefts	Rioting and unlawful Assembly	Chating and forgery	Criminal Breach of trust	Counter feiting	Other IPC Cases
1,958	20	1,329	483	5,017	25,769	78,533	5,362	10,918	2,575	7308	1,41,208

APPRAISAL

It can be observed from table above, that from 1991-2000, in the last decade, 2,80,480 cognizable crimes are registered, under different sections of IPC, in Bangalore City Police Commissionerate jurisdiction. The number of cognizable crimes have fluctuated during different years, which is characterised by marginal increases and decreases.

During the decade, the highest number of cognizable crimes i.e. 30,559 are registered in the year 1997 and the lowest number of cognizable crimes, i.e. 25,311 are registered in the year 1991. The total number of cognizable crimes increased marginally from 25,311 in 1991 to 26,479 in 1993 and suddenly witnessed a substantial increase of 3,613 crimes in the year 1994, taking the overall total to 30,092. During the next two years, viz., 1995 and 1996, the total number of cognizable crimes decreased to 28,883 and 28,805 respectively.

This was followed by another bout of increase in 1997 ; a marginal decrease in 1998 ; a substantial decrease by about 1,307 in the year 1999 and again a marginal decrease in the year 2000.

It can also be observed, from the same table, that of the total cognizable

crimes registered during the ten year period, i.e. from 1991-2000, in Bangalore City - 0.69% of crimes are murders, 0.07% of crimes are culpable homicides, 0.47% of crimes are kidnapping and abductions, 0.07% of crimes are dacoities, 2% of crimes are robberies, 28% of crimes are thefts, 2% of crimes are of unlawful assemblies, 4% of crimes are of cheating and forgery, 1% of crimes are of criminal breach of trust, 3% of crimes are of counterfeiting and remaining 50% of crimes are pertaining to affrays, assault, attempt to murder, rape, criminal intimidation, escape from custody, obstructing a Government servant from exercising his work, mischief, etc.

It can be construed from the above review, that crimes of various types in Bangalore city has risen at a slow pace with occasional decreases on a marginal scale. An overall registration of **2,80,480** IPC cases, for a period of ten years in a city comprising a population of fifty lakhs, appears to be very gratifying. In a small district like Kodagu, with a population of just over six lakhs, around 120 murders take place every year. From the point of view of **'statistics'** the crime rate can be considered to be well under control in the backdrop of burgeoning population, rapid industrialisation, physical expansion of the city and

economic prosperity during the last one decade. No city in the world is crime free. The phenomenon of crime is an integral part of city life.

However, in real terms the situation at the ground level is very perplexing. The amazing regularity with which crimes like murder, kidnappings, robberies dacoities, burglaries, etc., are being committed, has left the citizens of Bangalore city shocked and bewildered in the recent years. The 'crime statistics' somehow fails to placate the **'Fear Psychosis'** and **'In-secure feeling'** amongst the people about the crime situation in Bangalore city. This calls for an introspection of the effectiveness of the city police organisation and the present criminal justice system.

The crime pattern and the number of violent crimes committed on the whole, indicate that the crime scenario in the city of Bangalore will be a cause of concern in the near future, if not tackled effectively by the city police. A sincere attempt to reform and modernise the existing police set up to tackle all future crimes is the need of the hour. The city police commissionerate itself should contemplate of initiating reforms wherever possible, instead of waiting for the initiation of police reforms by the State and Central Governments.

SPEEDY AND VISIBLE JUSTICE

BD Aggarwal

Code of Criminal Procedure is the backbone of Indian Criminal Justice system. This Code was given a new shape in the year 1973 by way of repealing the old one of 1898. The main thrust of this new legislation was to separate the Judiciary from the Executive in order to bring uniformity in the criminal justice administration throughout the country. Simultaneously, the new procedural law of 1973 accommodated various recommendations made by the Law Commission of India with a view to simplify the procedure for speedy trial of criminal cases. However, the aspirations and expectations of people from this new law did not last even for two decades.

Statistics* show that crime rate per one lakh population was 179.9 in the

year 1951 which has gone as high as 520.4 in the year 2001. With the increase in number of crimes, the rate of arrests also maintained an up-ward trend. The conviction rate of IPC crimes in the trial courts is steadily sinking. It has come down to 40.8% in the year 2001 from 64.8% in the year 1961. However, the conviction rate of Special and Local Laws is encouraging. It was 80% in the year 2001. Graph of pendency in Judicial Courts maintained a steady upward posture. As many as 1,32,65,407 criminal cases (IPC and SLL Cases) were pending in lower courts for disposal in the year 2001. Taking criminal, civil and other miscellaneous criminal cases as well as the number of pending cases, the pendency of cases in the country is more than two and half crores (both High Courts and Supreme Court).

The above facts and figures are enough to show the grim picture of Criminal Justice in India. Having realized the urgent need to keep the peoples' faith in the Criminal Justice System (CJS), the Government of India constituted a five member committee, headed by Hon'ble Dr Justice VS Malimath, on 24.11.2000 to suggest modifications and amendments in the criminal jurisprudence in tune with the demand of the time and in harmony with the aspirations of the people of India.

Justice Malimath Committee has submitted its report to the Government in the month of March, 2003 suggesting wide ranging changes in the procedural and penal laws. At the top of the report, the Committee has suggested switching over from the 'adversarial system' to 'inquisitorial system'. According to the Committee '*quest for truth*' should be the foundation of the CJS in place of 'proof beyond doubt'. The Supreme Court of India has already played similar tune advocating the doctrine of 'search for truth'. In the case of *Shakila Abdul Gafar Khan-Vs-Vasant R Dhoble*: (2003)7SCC749, the Apex Court has affirmed the need of the hour to look beyond stony walls of procedural laws, observing that the exaggerated adherence to and insistence upon the establishment of proof beyond every reasonable doubt by the prosecution ignoring the ground realities, etc., often results in miscarriage of justice and makes the justice delivery system suspect and vulnerable. In a country like India, where victims are gradually losing hope to get the protection of law, fundamental changes in the principles of CJS are essentially needed.

The adversarial system is already taking a back seat in the recent time. In a number of legislations, like NDPS, TADA, Negotiable Instruments Act, etc., the onus to prove innocence has been shifted upon the accused after the prosecution has made out a case against him, thus departing from the strict

principle of adversarial system that the prosecution must prove its case to the hilt upon its own evidence. The Evidence Act also contains a series of provisions allowing the courts to draw adverse presumptions only to reach to a just conclusion. Besides this, in the civil side, legal rights of millions of people are being decided on the basis of 'preponderance of probability' concept. Similarly, fundamental rights of millions of people are being decided and restored by the Hon'ble High Courts and Supreme Court on the basis of affidavits and documents filed by the parties. This shows that justice can be done on the basis of '**clear and convincing evidence**' doctrine, as propounded by the Malimath Committee.

This Committee has also propagated the concept of Justice to victims, strengthening the Investigation and Prosecution wing, simplifying the trial procedure, methods to improve conviction rate, introducing a new scheme for eradication of arrears, amongst other suggestions. The Report is the result of hard work by experts from judiciary, legal fraternity, executive, police agencies and academicians. It is exhaustive and deserves serious consideration by all concerned.

In quick succession to the Malimath Committee Report, the Government of India has also introduced The Criminal Law (Amendment) Bill, 2003 in the Parliament. One of the salient features of this Bill is to make the recording of statements of prime witnesses mandatory in those offences which attract death penalty or imprisonment for seven years or more before a Judicial Magistrate u/s 164 of the Code of Criminal Procedure. The suggested amendment, however, falls short of people's expectation. The proposed amendment is silent to say that all such judicial statements can be considered as substantive evidence. As per the proposed amendment of Sec 164 CrPC, before recording any such statement on oath the Magistrate shall

satisfy himself that the person is making the statement voluntarily and not under any inducement, threat or promise. The suggested amendment is no different with the existing procedure being adopted for recording Confessional Statement of an accused. Section 24 of the Evidence Act already excludes from consideration any confessional statement of an accused, if it appears to the court that the same has not been made freely and voluntarily. Identically, the existing Section 164 CrPC also mandates a Magistrate to satisfy himself that the statement of the accused has not only been given voluntarily but it also contains a full and true account of the incident.

Time and again the Hon'ble Supreme Court has said that a Confessional Statement of an accused can be made the sole basis for conviction. The enunciation of this legal principle is somewhat in the nature of an exception to Article 20 (3) of the Constitution of India, which recognizes the right of an accused to remain silent about the accusations against him. This Article says that no person, accused of an offence, be compelled to be a witness against himself. Despite this constitutional restriction, the criminal jurisprudence has carved out an exception to rely on the version of offenders given on oath before a Magistrate. If this be the legal position there can be no difficulty to allow the courts to rely on the judicial statements of independent witnesses, who may turn hostile to the prosecution at a later stage for varied reasons.

While permitting the courts to accept such judicial statements as substantive evidence, the minimum objectivity of the Evidence Act and the rule of prudence shall always prevail. It is not that each and sundry statement recorded u/s 164 CrPC will entail conviction. The courts will always follow the principle of judicial discretion and the rule of corroboration. Without attaching any evidentiary value the

entire exercise to record statements of prime witnesses by Magistrates would be a futile exercise. Hence, it is suggested that the Government should also make corresponding amendment to the Evidence Act to make the proposed amendment of Sec 164 CrPC meaningful. In fact, 154th report of the Law Commission of India had suggested that it should be left open to the trial judge to treat such judicial statements as relevant evidence at trial.

The other eye-catching suggestion in the Amendment Bill is the introduction of '**Plea Bargaining**' concept permitting an accused to settle the offence punishable upto 7 years imprisonment, with certain limitations. In a country, where millions of people are awaiting trial and equal number of cases adding each year, such a measure is desperately needed. Presently, the Judicial Officers strength in India is only 13.5 per million of population. In Australia it is 41.6, in England it is 50.9, in Canada 75.2 and in USA the judge-population ratio is 107 per million. In the justice system there should be no scope to fix any disposal norms. Both quantity and quality cannot go together. A little haste in clearing the dock will eventually do injustice, either to the prosecution or to the offenders. On the one hand we insist that the prosecution case be fool-proof, no innocent should be a victim of perfunctory trial and on the other hand we enunciate that no offender should go scot free. Hence, the judiciary is in a catch 22 situation in between two of quoted sayings - 'delay defeats justice' and 'justice hurried is justice buried'. To strike a balance that people should get justice and not merely disposal of cases, the Hon'ble Supreme Court has directed the Government to increase the strength of judges to 50 per million population at first instance in the case of All India Judges' Association -Vs- Union of India: (AIR 2002 AIR SCW 1706). The directions were reiterated in the case of Brijmohan Lal -vs- Union of India (AIR 2002 SC, 1st Supplement, 2096). Increase

in the strength of judges can be one method to speed-up the justice delivery process, but not the final solution. Simplifying the laws and tightening the loose ends in the existing laws are equally important. Introduction of the 'plea bargaining' in the Code of Criminal Procedure will bring sea-change in the criminal justice system.

To make sure that 'plea bargaining' brings revolution in the CJS it should not be a rigid one. More flexibility is needed. The proposed new chapter of 'plea bargaining' has not been linked with Sec 320 of CrPC, which permits compounding of certain offences. The Amendment Bill has not specified any reason therefor. Fundamentally, the provisions of 'plea bargaining' chapter are *pari-materia* to the existing Sec 320 CrPC, which also permits settlement and compounding of offences sans prison term. In the existing Sec 320 CrPC also many offences, enumerated under sub-section (2) are allowed to be compounded with the permission of the court. Similarly, few offences in the second list of Sec 320 CrPC also entail imprisonment upto 7 years, the category of offences which has been included in the new Bill. The basic difference in Sec 320 CrPC and the new chapter of 'Plea Bargaining' is that in the former provision the parties could settle the offence out-side the court mutually and in the proposed chapter the settlement has to be made with prior permission of the court. The second noticeable difference is that in the existing law (Sec 320 CrPC) payment of compensation and undergoing some part of imprisonment are not necessary, whereas these two requirements have been made a must in the proposed amendment.

Presently, the conviction rate in the trial courts is hovering around 60% in average. Hardly 10% convictions ultimately sustain after scanning by the successive appellate courts. In the proposed 'plea bargaining' the courts

have been advised to impose atleast one-fourth of the punishment provided for such offences. In India, where acquittal rate is somewhat near about 90%, no offender is likely to come forward suo-moto or is likely to be advised by his counsel to avail the benefit of 'plea-bargaining' system in which the alleged offender will have to taste the prison sojourn despite paying compensation, monetarily or otherwise. Similarly, the list of compoundable offences under Section 320 CrPC does not distinguish offences committed against women and children or against male and adult persons. However, the 'plea bargaining' has sought to exclude all those offences committed against women and children. In this way the 'plea bargaining' in the existing form, will contribute less to the CJS and it will take away more from the compounding provision in vogue. Hence, it would be wise for the Government to widen the scope of compounding Sec 320 CrPC, rather than imposing unnecessary restrictions in the name of introducing a new chapter. True spirit of 'plea bargaining' law will demand flexibility in the bargaining power of the accused persons and the question of imposing substantive punishment should be left to the court in appropriate cases. To check the misuse of power by the trial courts, the settlement can be made justiciable in a restrictive way by the superior courts on the motion by either party.

It appears that the objectives behind bringing substantive changes in the existing Criminal Justice System are multifarious. The suggestions of Malimath Committee Report as well as in the proposed Amendment Bill are laudable and the Government should go ahead with it, subject to modifications needed. The changes will make the justice delivery system easier, speedy, visible, transparent, accessible to all and acceptable to both the victim and the accused. Sooner the changes are brought in the system, better for the nation.

* Statistics are taken from Crime in India Reports published by the Government of India

CRIMINAL JUSTICE SYSTEM IN INDIA - WHITHER COMMITMENT ?

Dr Nikhil Jaiprakash Gupta

INTRODUCTION

Every government, whatever is its form, must uphold the law and maintain order in the society which it governs. These are the basic functions, which any government ought to perform. This is essentially done through what is called as “Criminal Justice System” (CJS). The system as the very term suggests consists of all the functionaries who are concerned with the basic function of the state i.e. maintenance of law and order. As per the Oxford Dictionary the term system means, “set of connected things or parts”, “set of organs in body with common structure or function.” The various functionaries involved in the process of maintenance of law and order are governmental functionaries such as police, prosecution, judiciary and prison

and also non-governmental organizations. All these functionaries though function independently, are interdependent and interrelated as one unit when the issue is seen in its totality. The issue is to achieve the goal of the system, which is to ensure justice, punishment to the criminal and compensation to innocent involved in the process.

Today, it is increasingly felt that the Criminal Justice System in India is probably not fulfilling the expectations of the common man to the fullest extent. It is an argument here that lack of “commitment” on the part of the functionaries and an ineffective control mechanism to ensure responsible performance which are vital for the effective functioning of the system, are the reason behind this. The present

paper highlights the importance and need of the commitment to the cause and control over various functionaries of the Criminal Justice System and the mode of achieving the same.

HISTORICAL PERSPECTIVE

CJS DURING MOGUL PERIOD

During Mogul rule in India (1526-1858 AD) the Criminal Justice System, was not very much established. The system of inflicting punishment to a convict sometimes depended on the grounds other than the actual crime committed and the punishment prescribed for the same in any law. It could be termed as a 'fluid' system and the rulers probably had little inclination and time to establish any institutionalized system because of the very state of polity existing then.

CJS DURING BRITISH PERIOD

British, after they took over from the Moguls, in 1858 AD did do a lot to evolve what can be termed as Criminal Justice System. The legal system had its origin in the establishment of Supreme Court under the Regulating Act of 1773. Codification of the laws began with enactment of Indian Penal Code in 1860, which defined offences and laid down punishment for each offence. The Indian Evidence Act was enacted in the year 1872 prescribing the process and determining the admissibility and non admissibility of material in evidence and the Criminal Procedure Code, 1882 (CrPC) which was later replaced by the Criminal Procedure Code in 1898. The CrPC describes the procedures and methods to be followed by the Police, the prosecutors and the judiciary in the Criminal Justice System.

Under the British rule, India was divided into a large number of administrative units called districts. Unlike the Moguls authoritarian one man rule the British evolved a regular and

uniform system of administration composed of hierarchy of authorities, with powers and functions clearly defined and demarcated. A coherent administrative pattern emerged in a unique institution namely the "Collector" by the Supreme Council, which combined the office of the Revenue administration, Civil Judge and Magistrate. The Collector had the control over police, prison and prosecution.

The police administration in the district during British period made it almost certain that crime would lead to conviction and lawlessness firmly suppressed. In the protection of life and property of the people there was no compromise. Not only investigation of cases but also their prosecution in the court of law received personal attention of the Superintendent of Police (SP). He was supposed to watch the progress of trials through the daily under trial case reports, which he received from police court offices, monthly meetings with the District Magistrate (DM) who exercised judicial powers and controlled the magistrates trying cases and undertook personal inspections of police court offices. He held discussions with the district session judge (DJ) periodically. The DM, SP and the District Judge (DJ) made up a trio whose one and only aim was to see that the preservation of public order was within their charge.

The above vivid account is sufficient to understand the kind of Criminal Justice System working during the British period. It can be very well seen that there existed a unity of purpose during British time. This system, however, gave more value to "order" than to "law" with its own flaws. The basic principle of rule of law that criminal justice system shall observe i.e. "due process of law" suffered under this concentrated system, where the different governmental functionaries were subordinated to a single person sacrificing the cardinal principle of "Checks and Balances" on the exercise

of arbitrary power of one agency of government over another to prevent miscarriage of justice.

CJS IN INDEPENDENT INDIA

With India attaining independence and adopting a constitution of its own, the CJS underwent a sea change. The constitution makers entrusted the government with responsibility to separate judiciary from the executive (Article 50 of the Constitution of India) and the process of separation started with the amendment made in 1956 in the Criminal Procedure Code, 1898. The judicial powers were taken away from the DM. He no longer remained in charge of the Judiciary, which started functioning in total independence. The second major change that followed was that the Police was also taken away from Judiciary (DM). Although the Collector still continues to be primarily responsible for maintaining law and order in the district but the kind of authority he could exercise on police during British period no longer continued. Next was the prosecution. Prosecution was also separated from the direct control of the collector. Finally, the Prison also no longer is controlled by the Collector but started functioning in a relatively independent manner.

CJS IN INDIA TODAY

We saw that from the lawlessness during Mogul rule to a well-knit system during British, the CJS, after independence of India again got separated with each one of its units functioning more or less independently. Today, what we understand by CJS is somewhat fractured and a centrifugal system with all the segments of the system forcing away from each other leaving its very focal point. The CJS today is plagued with many problems.

A brief account of some of the problems facing CJS today is as follows:

- 1) Practically there is very little commitment for avowed goal of the CJS . This has also resulted in lack of co-ordination among the various functionaries of the CJS. Every unit, under its own organizational culture and subcultures, is working in its own way. At a very few places little co-ordination is seen amongst the authorities manning the system.
- 2) It is not an exaggeration to say that the CJS has no longer remained a system with interrelated and interdependent units functioning for the common purpose. Rather it is now a “*set of processes*” where individual units function in isolation within their respective watertight compartments and are only superficially linked outside their sub systems. Investigation, Prosecution, and Prison, all have become ‘processes’ in themselves. It is because their functionaries are lacking commitment to the objective of the system.
- 3) There is little meaningful communication between various units of the system. Communication, if any, takes place in a routine manner outside the sub-systems of different units.
- 4) Process of fixation of responsibility is one of the casualties in the current CJS. Every failure of the system creates hardships for the common man but when it comes to fixation of responsibilities, because of lack of commitment nothing is done.
- 5) In the exiting CJS there is not inherent mechanism of self-correction. Ideally every system is expected to have the ability to correct itself with changing times as per the

needs. There is practically no in built process/mechanism of correcting distortions in the CJS.

FALLOUT

As a result of the various discrepancies that have crippled in:

- 1) The most important fallout of the system is the ever-decreasing conviction rate in India. Efficiency of a CJS in any state is primarily judged on the basis of the conviction rate, as it is the ultimate result of the combined efforts of the system. In India, the conviction rate is far from satisfactory and is a serious matter in the overall maintenance of Law and Order in the society.
- 2) As a result of poor co-operation between the Police, the Prosecution and the Judiciary, the number of cases pending trial has been increasing at a tremendous rate. Cases numbering few lakhs are estimated to be pending in various courts in the country. A direct result of this is corresponding increase in the number of under trial prisoners in the jails and subsequent problems associated with it.
- 3) It is well known that in states where the CJS was unable to deliver goods, the unauthorized groups like private armies, militant organizations, underworld gangs, etc., have taken over the task of grievance removal at their level. Many states in India are a glaring example of the above fact.
- 4) Lack of commitment and decreasing co-ordination and co-operation among various functionaries of the system result in failure not only on part of the police to deliver justice

to the victim but also by the judiciary. This, many a times, forces the police to resort to third degree methods on the suspects. In its enthusiasm to provide fast relief, policemen are slowly falling prey to shortcut methods.

- 5) The increasing corruption in the system also merits attention. As a result of lack of commitment and effective control over functionaries, it is now much easier to find the ‘weak link’. Corruption in the various levels of the system is a direct result of the different units working in isolation and the complete lack of accountability on the part of the functionaries.
- 6) At places, it is not uncommon to see ‘*clashes of ego*’ between various heads of the units, mainly the SP and the DM and the resultant loss to the CJS.
- 7) Due to lack of joint effort on part of different functionaries, the prisons have no longer remained the centers for reformation of the criminals. Rather at times, crime breeds from prisons, as is the experience in number of cases.
- 8) Increasing lawlessness and the decreasing fear of the law in the Indian society are the result of failure of the CJS to punish the criminals. The fear of punishment as deterrence of committing a crime has evaporated, as the general impression is that nothing serious can happen in the existing system to a lawbreaker. The CJS in India has failed to establish certainty of punishment for crime.
- 9) The lack of commitment shown by the witness and advocates,

particularly defence counsels, to the goal of system has totally vitiated the system. Their co-operation is vital for the just operation of the system.

- 10) The governmental functionaries have not realized the importance of the non governmental organizations for the operation of the CJS. Not seeking their co-operation has resulted in denial of their assistance in solving the problems concerning the operation of CJS.
- 11) The result of the whole chaos is that, people are losing faith in the CJS and this attitude is dangerous for any civilized society.

NEED AND MODE OF COORDINATION

All the above illustrate the growing disfunctionality of the CJS in India and the resultant effects it is having on the society. Most of the problems associated with the CJS today are a direct result of the absence of commitment of the functionaries to the goal of the system and decreasing coordination among various organs of the system. The system can achieve glory and deliver results if the commitment to the system is ensured which will result in co-ordination and co-operation among system's individual functionaries.

It is not desired and possible to go back to the old system that existed during British period for variety of reasons. Firstly, the law has changed so much since then that it is not possible to restore all the powers to the DM. After the fragmentation of the working in the Criminal Procedure Code in 1973, it is difficult to attain the coordination so easily. Secondly, concentration of powers with any one agency

has all the potential of its being misused. The CJS during British period was not meant to achieve co-ordination among the functionaries but to define subordination. Thus, what is required is to evolve and adopt certain steps and measures which can ensure desired commitment and co-ordination within the agencies.

POSSIBLE SOLUTIONS

Following course of action may act as a starting point in this regard.

- 1) It is required to take strict action against the persons connected with the system for their failure to perform their role according to the requirements of law. It must be ensured that derailment, deliberate or due negligence or ignorance must result in punishment. The existing laws in this respect be implemented with vigor and fresh look at some of the old laws be taken with a view to plug up the deficiencies, which give rise to scope for lack of commitment. A control mechanism be evolved to ensure responsibility for lapses in performance of the role not only by the governmental functionaries but also the non governmental functionaries such as witnesses and advocates vitiating the process of justice. The changes should be such as to clearly spell out the responsibility of each agency so that there remains no ambiguity for any agency to shirk its share of work.
- 2) Police need to understand that all its efforts of investigation are futile if it does not enjoy co-operation and co-ordination with the prosecution. And equally well, the vice versa. Thus, both need to work in close association with each other. In some states the head of the prosecution wing happens to be a police officer. This has

produced some good results and can be tried in other states.

- 3) Another minor but sometimes very important issue is that of 'ego' between the various officers like DM and SP. It is suggested that the officers should learn to differentiate between the issues involving 'principles' and issues involving 'ego'. If this is done, a better coordination can be achieved. This is a problem of psychological nature, which can be tackled only by proper training that will develop healthy attitude.
- 4) It is suggested that all those associated with the CJS need to bring a change in the paradigm and the way of thinking. Instead of considering themselves having different goals, the goal of 'System' should be the agenda.
- 5) Another important way for increasing the efficiency of the CJS is effective utilization of the Civil Society organizations. In India, these organizations are called as "Non Governmental Organizations" (NGOs). Unfortunately, in most of the cases, every functionary in the CJS considers the NGOs as anti-establishment and nuisance-creating agencies. But in some of the western countries these "Extra Governmental Organizations" have been playing important role in helping the CJS. Some famous programmes like "Witness Assistance Programmes" where important witnesses in a case are provided all kind of help by such organizations, have been very helpful in the successful working of the system. In India, certain programmes on similar lines must be started which again shall require all the

agencies to come together. Secondly, the shift from 'Non Governmental' to 'Extra Governmental' in letter and spirit shall be an added advantage to the system.

- 6) Finally it is required to go in for adaptation of practices of 'Good Governance' that shall help in effective coordination between various functionaries of the CJS. Some practices like Video Conferencing in jails have proved to be useful in solving many problems at the Police-Jail level. Similar practices need to be evolved and adopted by providing linkage in the system.

SUMMING UP

Effective, efficient and just Criminal Justice System of a nation is the backbone of its very foundation. An effective system not only delivers justice but also delivers it in time. Unfortunately, the CJS in India is not proving up to the mark as far as expectations of the common man who is to have faith in the system and must feel secure. The primary and foremost reason for this is lack of commitment of the functionaries responsible for operation of CJS, which results in lack of co-ordination among various segments of the CJS. But this is only a temporary phase in the evolution of the system. As soon as the various segments of the

system start understanding each other's problems and difficulties and decides to cooperate and coordinate with each other the system shall start functioning with all its efficiency. The various segments must realize that they are all dependent upon each other. It is not at all total independence but interdependence with commitment to the goal of the system that will help achieve the objectives. With all sorts of constraints/limitations plaguing every agency, efforts are needed for betterment of Criminal Justice System as every agency is ultimately working for the people only.

Mad(e) for each other

*An elderly professor forgets his keys
at home and knocks on the door.*

*His elderly maid answers his knocking.
"I'm sorry, the professor is out. He's giving a lecture".*

"Fine, I'll come back later".

ATTITUDES DETERMINE OUR ALTITUDE IN LIFE

Dr AK Saxena

INTRODUCTION

A major reason for studying attitudes is the expectation that they will enable us to predict a person's future behaviour.

Attitude is Social Psychology's most central concept. Attitudes are likes and dislikes – favourable or unfavourable evaluations of and reactions to objects, people, situations, or any other aspects of the world including abstract ideas and social policies. Attitudes are often expressed in opinion statement. Even though, attitudes express feelings, they are often linked to cognitions, specially to beliefs about the attitude objects. Moreover, attitudes are some times linked to acts as we take with respect to the attitude objects. Social psychologists usually

conceive of attitudes as comprising of a cognitive component, an affective component, and a behavioural component. For example, in studying negative attitudes toward minority groups, social psychologists distinguish between negative stereotypes (negative beliefs and perceptions about a group – the cognitive component), prejudice (negative feelings toward the group – the affective component), and discrimination (negative actions against members of the group – the behavioural component). Some theorists prefer to define an attitude as comprising only the cognitive and affective components; others include only the affective component. But despite differing definitions, all share a concern with the interrelationships among the pertinent beliefs, feelings, and behaviours.

Certain attitudes seem to go together. For example, people who support affirmative action seem likely to advocate stronger gun control, to oppose capital punishment, and to hold a pro-choice position on abortion. On the surface these diverse attitudes do not seem to follow one another logically. Yet knowing that a person holds one of the attitudes often permits us to guess the others with fair accuracy, and there does seem to be a kind of logic involved. The attitudes all appear to follow more or less from a common set of underlying values that we might label as “liberal”.

The same kind of logic can be discerned among “conservative” attitudes. Many people who oppose affirmative action and gun control laws cite their belief in the value of individual freedom as the basis for their opinions. Even those who disagree with such opinions can appreciate the logic involved. But many such freedom loving individuals also feel that women belong in the home, that marijuana use should be more heavily penalized, and that homosexual behaviour should be illegal. Here, the logic is less than clear, yet these attitudes, too, seem strangely predictable.

In short, people’s attitudes often appear to have a kind of internal logic to them, but it is not usually a strict kind of formal logic. Instead, it is a kind of psycho-logic, and it is this psycho-logic that social psychologists have studied under the label of cognitive consistency. The basic premise of cognitive consistency theories is that we all strive to be consistent to our beliefs, attitudes, and behaviours, and that inconsistency acts as an irritant or a stimulus that motivates us to modify or change them until they form a coherent, if not logical, package.

Nevertheless, the evidence suggests that most citizens do not organize their beliefs and attitudes according to any kind of overall ideol-

ogy; non-consistency, if not inconsistency, seems more prevalent than consistency. This has led one psychologist to propose that many of our attitudes come packaged as opinion molecules. Each molecule is made up of (a) a belief, (b) an attitude, and (c) a perception of social support for the opinion. In other words, each opinion molecule contains a fact, a feeling, and a following (Abelson, 1968). Opinion molecules serve important social functions. First, they act as conversational units, giving us something coherent to say when a particular topic comes up in conversation. They also give a rational appearance to our unexamined agreement with friends and neighbours on social issues. But most important, they serve as badges of identification with our important social groups, reinforcing our sense of belonging to a social community. Thus, the fact and the feeling are less important ingredients of an opinion molecule than the following.

Functions of Attitudes

Attitudes serve a number of different psychological functions for us. Different people might hold the same attitude for different reasons, and a person might hold a particular attitude for more than one reason. The functions that an attitude serves for the person also influence how consistent it is with his or her other attitudes and how easily it can be changed. Over the years, attitude theorists have identified and discussed a number of the functions that attitudes might serve (for example, Katz, 1960, Smith, Bruner, & White, 1956; Herek, 1986). We discuss five of them here.

Knowledge Function: Attitudes that help us to make sense of the world, that bring order to the diverse information we must assimilate in our daily lives, are said to serve a knowledge function. Such attitudes are essentially schemata that permit us to organize and process

diverse information efficiently without having to attend to its details.

Value-Expressive Function:

Attitudes that express our values or reflect our self-concepts are said to serve a value-expressive function. For example, a person might have positive attitudes toward gay people because of deeply held values about diversity, personal freedom, and tolerance; another person might have negative attitudes because of deeply held religious convictions that condemn homosexuality. Because value-expressive attitudes derive from a person’s underlying values or self-concept, they tend to be consistent with one another.

Ego-defensive Function:

Attitudes that protect us from anxiety or from threats to our self-esteem are said to serve an ego-defensive function. The concept of ego defensiveness comes from Sigmund Freud’s psychoanalytic theory. One of the mechanisms of ego defense Freud describes is Projection: the individual represses his or her own unacceptable impulses and then expresses hostile attitudes toward others who are perceived to possess those same impulses.

The notion that negative attitudes towards minority groups can serve an ego-defensive function is called the scapegoat theory of prejudice, because the person’s hostility often takes the form of blaming the groups for both personal and societal problems.

Social adjustment function:

Attitudes that help us feel a part of a social community are said to serve a social adjustment function. The opinion molecules we discussed earlier provide one example. Another example is provided by people who hold the prescribed beliefs and attitudes of a particular church or political party because their friends, families, and neighbours do; the actual content of the

beliefs and attitudes is less important than the social bonds they provide. To the extent that attitudes serve primarily a social adjustment function, they are likely to change if the social norms change.

DOMAINS OF ATTITUDES FOR POLICE

The 'Attitudes' make the difference. These transform knowledge, experience and professional skills into action for individual and organizational effectiveness. In Police, following attitudes hold the key for serving the people:

First Set

- * Attitude to 'Police' as a great profession.
- * Attitude to the 'Law of Land'
- * Attitude to 'Scientific Aids to Investigation'
- * Attitude to ensure 'Social Justice' by having very positive inclination to serve the following:
 - Poor
 - Under-privileged
 - Minorities
- * Attitude towards observance of Human Rights
- * Attitude of Non-discrimination by checking prejudices/biases and grudges based on -
 - Religion
 - Caste
 - Region
 - Heterogeneity of Socio-economic Statues

Second Set

Positive attitudes will Circumscribe

- * Attitudes to 'self'

- * Attitude to learning and change
- * Attitude to significant others
 - Superiors, Colleagues and Subordinates
 - Personnel of other branches of Criminal Justice System
 - Experts from external world.
 - Internal customers. (Personnel of other departments in Police)
 - External Customers (People to be served)
 - Press and Electronic Media.
 - Elected Representatives of people.

Third Set

- * Attitude to better quality of service
- * Attitude to innovativeness and creativity

TRAINING AND NON-TRAINING INTERVENTIONS FOR ATTITUDINAL LEARNING

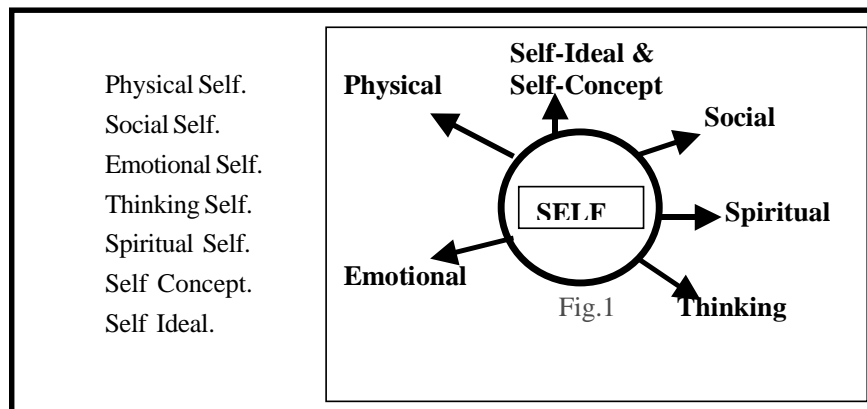
Attitude to Self

It is said that the quality of a person's life is directly proportional to his commitment to excellence. The question arises that are those dimensions of excellence? In depth

study of analysis of self leads us to define the following dimensions of excellence of self –

How much do we value our health and physical our health and physical well-being? How much do we bother about better nutrition? The persons with positive attitude will worship their bodies. They will engage themselves in exercises and physical fitness programmes. They will take nutritious food. They will not fall victims of drugs (alcohol and tobacco are also drugs). The persons with positive attitudes will be 'social'. They will not be either asocial or anti-social. They will mix up with people and affection towards them. The Emotionally Competent/mature people will have positive attitudes in their lives. They control their emotions to adjust well, with the environment. They are competent in regulating their emotions in their behaviour. The emotions usually include : Anger, Happiness, Sadness, Fear, Disgust, Surprise, Anxiety, Shame, Interest. Emotionally mature people are socially competent and enjoy excellent health (both physical and mental). If people have not learnt to be positive towards emotions will have following signs of emotional deterioration:

- Increasing distrust of others.
- Emotional Fatigue.
- An increasing dependence on others.
- Feelings of inferiority.



The desire to regress back to an earlier age.
 Long lasting irritability.
 Frequent periods of sadness or depression.
 Social withdrawal.
 Changes in appetite for no physical reason.

The persons who have positive attitude to 'thinking self' will always use their analytical powers and creativity for solving problems and making decisions. They will always learn to be more analytical and creative in their lives through self-introspection and training. The persons who are positively inclined towards their 'spiritual selves' will always use moral and ethical framework and value base in decision making and action. The persons with positive self-concept love their lives, achievements, people and the environment around them. They always have winner's script in their lives.

The persons with positive attitudes define their ideals in terms of 'people' and their 'achievements'. They try to emulate those people for learning and growth.

Positive attitudes to self are usually developed by the following:-

- Self-introspection
- Self-development interventions (learning and thinking)
- Role Modelling
- Conceptual clarity of the theories of attitude and behavioural change

Attitude to Organisation

The positive attitude towards our organization reflects our love and devotion towards its –

- Vision
- Mission
- Targets

Culture (norms/values/traditions)
 Infrastructure
 Environment (psychological and physical)

Following lost love negative attitudes are frequently expressed by the employees of an organization:

- Criticizing Organisation in public places
- Always finding faults in the organization
- Taking job casually
- Hiding capacity to perform
- Setting low targets
- Concealing information from others
- Ganging up against someone
- Generating false report to please top management
- Having preference for comforts and pomp and show
- Being never serious about safety

The positive attitudes towards organizations may be developed by:

- Promoting participative culture
- Conducting workshops for clarifying 'vision', 'mission' and targets
- Organisational culture diagnosis survey for remedial action
- Continuous training of employees
- Interactive performance appraisal and counseling practices
- Ensuring fairness in promotions and all employees' related matters

Attitude to Learning and Change

Bob Garret (1982) has hypothesized that the rate of learning in an organization should be equal or greater than changes in its external environment i.e., $L > / C$.

If it is not so, the organization will be unable to avert the future shock.

It is generally found that when we grow in years we develop the following negative attitudes to learning:

- I am too old to learn
- Learning is restricted to schools and colleges only.
- Nobody is a potential source of learning for me
- If I learn, I will be over-burdened with work.
- If I show my willingness to learn, people will feel that I am a weak person
- I learn for others not for myself
- I do not gain anything by learning
- Whatever I have learnt in past is sufficient for me to be an effective and executive.

A journey from negative attitudes to positive attitudes is extremely necessary for individual as well as organizational excellence. A few training and non-training interventions may be :

- Training Police executives in 'Learning Organisation' concepts
- Discussing case-studies of successful learning organization
- Rewarding learning initiatives
- Training people in 'Learning to Learn' Skills

1. Some More Training and Non-Training Interventions

2. The Mission and Vision of the Police Organisation should be defined by external help. These should be made very clear to the personnel through workshops and thematic discussions.

3. Special visits should be arranged by the training institutions to NGOs like Mother Teresa's Home, Home for the Aged etc., The police personnel will develop sensitivity towards such people. In the National Police Academy these interventions were tried. The response of the IPS Probationers was very positive.

4. In order to understand the various strata of society and their problems eminent sociologists should

be invited to interact with the police trainees. This intervention will help trainees understand their external customers more effectively. The Case Studies pertaining to customs and traditions of the various strata of society should be discussed. Public opinion surveys covering literate, semi-literate and illiterate masses should be conducted. The feedback so obtained will facilitate the Action Planning for improving the quality of service to the people.

5. In In-service Courses, Role Play Exercises highlighting the interactions of police with the following should be conducted:

- Public
- Downtrodden
- Politicians
- Journalists
- Media
- Judges
- Lawyers

It will help them to develop skills in effective interactions. Empathy is also developed.

6. In the training curriculum enough inputs should be there in the following important aspects:

- Human Rights Issues.
- Scientific Aids to Investigation.
- Team Building.
- Role Clarity Exercises.
- Cooperation and collaboration with other branches of Criminal Justice System.
- Inter-personal relationships.
- Interrogation Techniques etc.
- Business gaining knowledge, they will develop positive attitudes in these domains.

7. The police personnel, who excel in their duties, should be rewarded. Stringent punishment should be given to the police personnel who do not abide by law and violate of Human Rights of people.

8. There should be continuous supply of literature/training material to the police personnel pertaining to the following:

- Recent enactments
- Court decisions
- Scientific Aids to Investigation
- Human Rights Issues
- Case studies of successful police personnel

9. Special visits should be arranged to the following:

- Courts
- Forensic Medicine Departments
- Forensic Science Labs
- GEQD

This will help in developing positive attitude towards the above-cited agencies to facilitate better interactions for effective police work.

AUDIT OF ATTITUDINAL LEARNING BY NPA

NPA conducted a survey on evaluation of Post Training outcomes of IPS Officers Training at NPA. A few portions from the report are reproduced.

1. A question which probed into the development of traits based on attitudes, which were expected to be present in an IPS Officer Trainees. These traits are directly related to the job requirements and were taken from the 'Mission Statement of the Academy'.

The feed back received from the IPS Officer Trainees of 7 batches regarding the development of 7 important traits reflecting attitudes through training at NPA is presented in Table 1.

Discussion

From the Table 1, it is evident that NPA Training developed the following

aspects covered in the Mission Statement of the Academy very effectively in IPS officer trainees:

POLICE ORGANIZATIONAL NORMS AND VALUES

35.4. % IPS OTs. felt that NPA training could develop police organizational norms and values to a great extent whereas 48.7% were of the opinion that development was to a considerable extent. However, 11.5% and 4.4% of them felt that Police organizational norms and values could be developed in them to some extent and to a little extent only.

Statistically it can be inferred that Police organizational norms and values had been developed in IPS O. Ts. to a considerable extent since the calculated value of $X^2 (=57.587)$ was found to be more than the tabled value of $X^2 (=9.49)$ at 0.05 level of significance for $df=4$.

Value labs, continuous interactions with Senior Police officers, professional inputs and mini-police organizational culture provided at the Academy have resulted in such a nice post-training outcome.

Sensitivity to the Aspiration of People

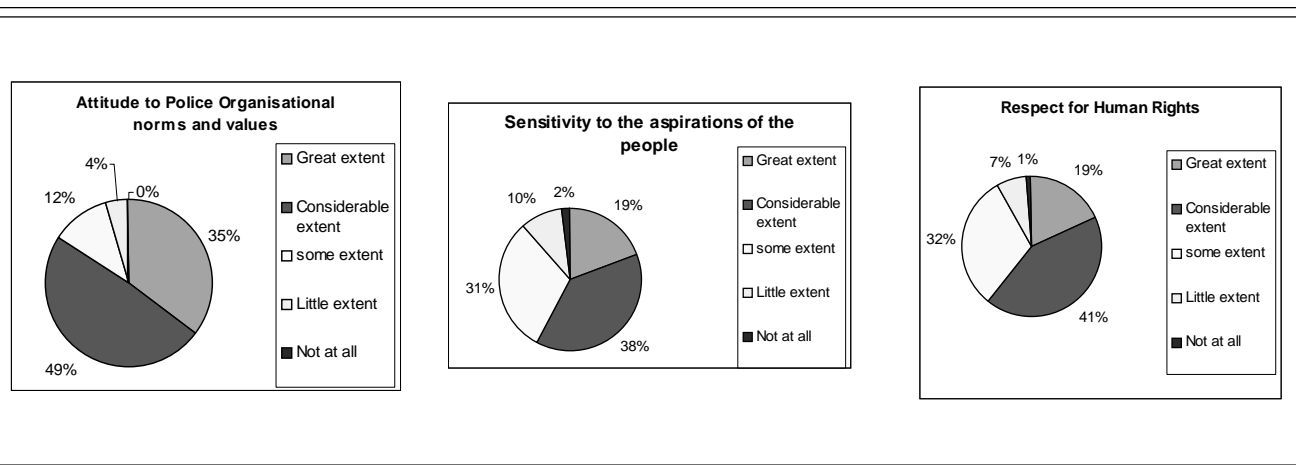
Only 19.5% IPS OTs. felt that Sensitivity to the aspirations of people could be developed to a great extent by NPA training. 38.1% of them felt that it has been developed to a considerable extent in them. 41.5% IPS O.Ts. felt that 'Sensitivity' to the aspiration of people could not be developed well by the NPA training.

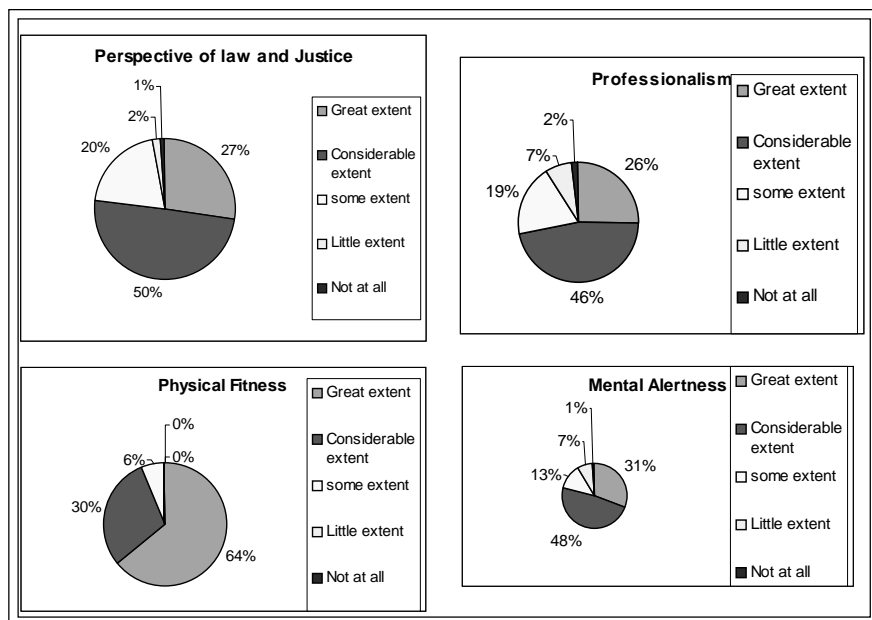
However, statistically it can be inferred that sensibility to the aspiration of people had been developed in IPS OTs. to a considerable extent since calculated value of $X^2 (=57.587)$ was found to be more than the tabled value of $X^2 (=9.49)$ at 0.05 level of significance for $df=4$.

Table 1 Aspects of Mission Statement and NPA Training

<u>Aspects of Mission Statement</u>	<u>Degree of Presence</u>					<u>Descriptive Statistics</u>	<u>chisquare value</u>	<u>Inference</u>
	<u>To a Great extent</u>	<u>To a considerable extent</u>	<u>To some extent</u>	<u>To a little extent</u>	<u>Not at all</u>			
1. Attitude to Police Organisational norms and values	40 (35.4%)	55 (48.7%)	13 (11.5%)	5 (4.4%)	0	Mean (4.50) Mode (4) S D (.793)	57.584 (S)	To a Considerable extent
2. Sensitivity to the aspirations of the people.	22 (19.5%)	43 (38.1%)	35 (31%)	11 (9.7%)	2 (1.8%)	Mean (3.637) Mode (4) S D (.964)	49.965 (S)	To a Considerable Extent
3. Respect for Human Rights	21 (18.6%)	47 (41.6%)	36 (31.9%)	8 (7.1%)	1 (0.9%)	Mean (3.699) Mode (4) S D (.885)	64.478 (S)	To a Considerable extent
4. Perspective of law and justice	31 (27.4%)	56 (49.6%)	23 (20.4%)	2 (1.8%)	1 (0.9%)	Mean (4.009) Mode (4) S. D. (.796)	91.912 (S)	To a Considerable extent
5. Professionalism	29 (25.7%)	52 (46.0%)	22 (19.3%)	8 (7.1%)	2 (1.8%)	Mean(3.867) Mode (4) S D(.940)	68.283 (S)	To a Considerable extent
6. Physical Fitness	72 (63.7%)	34 (30.1%)	7 (6.2%)	0	0	Mean (4.575) Mode (5) S D (.610)	56.619 (S)	To a Considerable extent
7. Mental alertness	35 (31.0%)	54 (47.8%)	15 (13.3%)	8 (7.1%)	1 (0.9%)	Mean (4.009) Mode (4) S D (.910)	83.062 (S)	To a Considerable extent

For df=5 the tabled value of X² at 0.05 level of significance





The investigators felt that the following training and non-training interventions would help further by developing the sensitivity to the aspiration of people:

- * Sensitivity training.
- * Interactions with various strata's of society.
- * Public expectations' survey by IPS OTs.
- * Role-playing and case-study exercises.

Respect for Human Rights

Only 18.6% IPS O.Ts. felt that NPA training could develop respect for Human Rights to a great extent. 41.6% of them felt that it was developed to a considerable extent. Remaining 40.9% were not found to be satisfied with the training interventions focusing on Human Rights area. Statistically, the 'Respect for Human Rights' was developed significantly by NP A to a considerable extent since the calculated value of X^2 (=64.478) was more than the tabled value of X^2 (=9.49) for $df=4$ at 0.05 level of significance.

The investigators felt that more emphasis should be led on this particular aspect in IPS O.Ts. training. Besides

more intensive theoretical inputs, following initiatives will help:

- * Case Studies on Human Rights.
- * Involving Indian Red Cross Society, National Human Rights Commission etc. in Human Rights Module.
- * Seminars, Debates and Workshops for evolving action plans for Human Rights observance by Police.

Perspective of Law and Justice

Only 27.4% IPS OTs. felt that NPA training could develop perspective of law and justice to a great extent. 49.6% of them were of the opinion that it could develop to a considerable extent. Remaining 23% were not satisfied with the NPA training. Statistically, 'Perspective of Law and Justice' could be developed to a considerable extent by NPA training since the calculated value of X^2 (=91.912) was more than the tabled value of X^2 (=9.49) for $df=4$ at 0.05 level of significance.

The investigators felt that more intensive inputs' on 'Law' followed by case studies were extremely necessary. Debates, moot courts, simulated

exercises, advanced reading assignments and motivating IPS Officer Trainees to go through 'Law' literature thoroughly will be necessary for better development of perspectives of Law and Justice in them.

Professionalism

25.7% IPS O.Ts. felt that NP A could develop 'Professionalism' in them to a great extent whereas 46% of them felt that it could be developed to a considerable extent. Remaining 28.3% were not satisfied. Statistically, development of professionalism in IPS O.Ts. was found to be significantly to a considerable extent at 0.05 level of significance because the calculated value of X^2 (=68.283) was more than the tabled value of X^2 (=9.49) for $df=4$.

Training interventions will have to be focused more on the following:

- * Development of professional knowledge, skills, attitudes and values.
- * Development of managerial insights and leadership.
- * Development of 'Service Orientation'.

Physical Fitness

63.7% IPS O.Ts. were of the opinion that NPA training could develop physical fitness to a great extent in them. 30% of them thought that it could develop physical fitness to a considerable extent. Statistically, it was found that NP A training could develop physical fitness to a great extent in IPS O.Ts. because the calculated value of X^2 (=56.619) was found to be more than the tabled value of X^2 (=9.49) for $df=4$ at 0.05 level of significance.

The investigators feel that NPA should continue with the present arrangement of 'outdoor training'.

Mental Alertness

31% IPS OTs. felt that NP A training contribute to a great extent to train them to mentally alert. 47.8% of them felt that it could develop mental alertness to a considerable extent. Statistically, NPA, to a considerable extent, could train IPS OTs. to be mentally alert. $X^2 (=83.062)$ $df=4$ was found to be significant at 0.05 level of significance.

It is felt that more inputs coverage through the following methodology will train IPS OTs. to be more mentally alert.

- * Problem-Solving exercises.
- * Creativity games.
- * Simulated exercises.
- * Thematic discussions.
- * Brainstorming sessions.
- * Case Studies.

A capsule cause on ‘Thinking Skills’ on the lines of Edward De Bono’s research will be extremely useful.

2. The IPS Officer Trainees were also asked to respond on each knowledge area, professional skills domains and attitudes/values focused in NPA training on two aspects.

- * Perceived Applicability in field.
- * Extent of development through NPA Training.

For measurements, 4-point scales were used. For data analysis and interpretation, modal responses were considered.

Findings related to attitudes and values aspects are presented in Table 2.

Discussion

From Table 2, it can be inferred that the training at NPA could develop the following values in the IPS OTs to a great extent.

- * Integrity.
- * Upholding principles.
- * Politeness & Sympathetic attitude towards weaker sections.
- * Approachability to public.
- * Respect and obedience towards seniors.
- * NPA, as per the response received, will have to concentrate more on the development of following aspects in IPS-OTs through training and non-training interventions.
- * Attitudes towards better managing of subordinates.
- * Concern and skills in Counselling Subordinates for development.

3. Subordinate ranks were asked in two sample states (northern and southern) to rank the IPS officers on various professional knowledge, skills and attitudinal domains.

Findings related to attitudinal attributes with regard to both the States are presented in Table 3 and 4 respectively.

From Tables 3 and 4 we find that there is a considerable variation in the perception of the subordinate ranks. Enough care should be taken by the Senior Police Officers to develop appropriate attitudes in IPS Officer Trainees through their own personal examples (Role Methodology) and suitable non-training interventions.

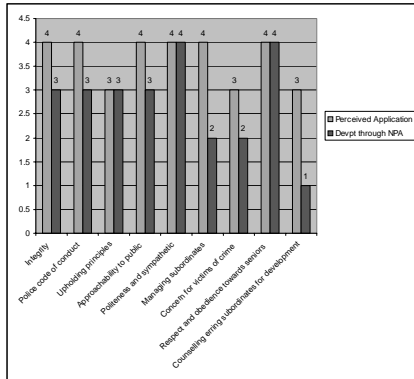
SOME COMMONLY HELD BELIEFS

During interactions inside and outside the classroom, IPS Officer Trainees communicate the following deep rooted beliefs and opinions very frequently.

- i) Majority of police personnel are incompetent and corrupt.
- ii) Training is not so useful. We should learn more at work place only.

Table 2 Professional Values in IPS OTs and NPA Training

S.No.	Professional Values and Attitudes	Perceived Application in field (Modal Response)	Extent of development through NPA Trg. (Modal Response)
1	Integrity	4 (Very High)	3 (Very High)
2	Following Police code of conduct	4 (VeryHigh)	3 (High)
3	Upholding principles	3 (VeryHigh)	3 (High)
4	Approachability to public.	4 (Very High)	3 (High)
5	Politeness and sympathetic attitude towards weaker sections of society.	4 (VeryHigh)	4 (Very High)
6	Managing subordinates. (Attitude towards their subordinates).	4 (Very High)	2 (Adequate)
7	Concern for the victims of crime.	3 (High)	2 (High)
8	Respect and obedience towards seniors.	4 (Very High)	4 (Very High)
9	Counselling erring subordinates for further development.	3 (High)	1 (Low)



- iii) There is no political will to improve the police.
- iv) Politicians are the real bosses and we should not say no to them for any work.
- v) Fear of punishment in subordinates drives them to work.
- vi) Superiors please the politicians for good postings.
- vii) To be successful a godfather in the service is important.
- viii) Police system is faulty and it needs change.
- ix) We should not take action against the subordinates who are very close to the Home Minister and other prominent politicians.
- x) You have no choice but to execute the orders of your superiors without questioning.
- xi) Success depends on having materialistic things like car, house etc. within a decade of career.
- xii) ACR is very important therefore by hook or crook we should try to get outstanding ACRs.
- xiii) No extra efforts should be put when career progression is already time bound.

Table 3: Attitude Assessment in State A by Subordinate Ranks

ATTITUDE AND BEHAVIOUR	HIGH	LOW	COMMENTS
1. Honesty	19	31	Low
2. Impartiality	14	36	Low
3. Developing subordinates	18	32	Low
4. Giving credit for success to subordinates.	17	33	Low
5. Backing subordinates in trouble.	13	37	Low
6. Attitude towards poor /downtrodden	-	-	-
7. Attitude towards minorities.	-	-	-
8. Attitude towards Human Rights	-	-	-
9. Learning from subordinates	13	27	Low
10. Relations with Judiciary etc.	21	29	Low

Table 4 : Attitude Assessment in State B

ATTITUDE AND BEHAVIOUR	HIGH	LOW	COMMENTS
1. Honesty	30	8	High
2. Impartiality	28	10	High
3. Developing subordinates	22	16	Low
4. Giving credit for success to subordinates.	24	14	Average
5. Backing subordinates in trouble.	21	17	Low
6. Attitude towards poor/downtrodden	21	17	Low
7. Attitude towards minorities.	22	16	Low
8. Attitude towards Human Rights	32	6	Low
9. Learning from subordinates	14	24	Very Low
10. Relations with Judiciary etc.	25	13	Average

- xiv) Professional competence is irrelevant if you antagonize the political bosses.
- xv) Public does not cooperate police.
- xvi) IPS is at a disadvantageous position vis-à-vis I.A.S.
- xvii) Nothing wrong in circumventing the law for results. After all police is responsible for L&O maintenance.
- xviii) What this cadre will give me as I have lost my home cadre? I have to be adequately compensated for not getting my home cadre.
- xix) There are other government departments more corrupt than police. Why are people after police?
- xx) Never trust subordinates. They will ditch in the moment of crisis.
- xxi) The Human Rights groups are against police and are hell bent on subverting the police functioning.
- xxii) The system has become so bad that it is useless to do anything positive. Best is to just keep aloof. What can I do alone?
- xxiii) Let things happen. There is no point in my taking a stand and getting identified.
- xxiv) I feel alone in the midst of my corrupt colleagues and subordinates. I do not know how to survive in the organization.
- xxv) As soon as we enter into the field after training the police sub-culture drives away from the basic values of life.

SUMMING UP

In this paper, an attempt has been made to identify the attitudes. Focusing on attitudes will make police personnel more effective by using their professional knowledge and skills for the greater good of the citizens of our country. The lists of training and non-training interventions are based on the literature survey and interactions with Academicians and Senior Police Officers. These are suggestive only.

ISSUES FOR DISCUSSION

- Issue: Attitudinal Domains for Development in IPS-OTs.
- Issue 2: Training and Non-Training Interventions for Attitudinal Developments.

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NIPPING IN THE BUD CHARAS TRAFFICKING IN CHAMBA

Gyaneshwar Singh

INTRODUCTION

C.G. Parsons I.A. Political officer Chamba State observed in Gazetteer of Chamba State of 1903-4 (Punjab state gazetteer Volume XXIIA) "...Crime not yet having become a science in Chamba the methods adopted to combat it are not so scientific as in rest of India. The system of identification by finger impression has not found its way into the state, nor do the Police employ professional trackers in the search of criminals: there are no criminal tribes in Chamba, nor have the police to exercise constant supervision over particular individuals. In fact the whole state is so backward in the profession of crime that it would be absurd to use the common standards in estimating the usefulness of police force. It is sufficient to know that crime has not yet assumed proportions large enough to call for an elaborate provision of police methods, as they exist in places where crime is

the sole means of support of a considerable portion of the community."

After turn of a century Chamba is witnessing rising crime rate, spill over of terrorism from neighbouring state of Jammu & Kashmir and favour of drug smugglers. Today, Chamba happens to be one of the largest producer of Charas in Himachal Pradesh, probably only second to Kullu. Of late, the trade has been picking up and it is imperative that it is nipped in the bud before it assumes dangerous proportions.

CHARAS & ITS EFFECTS

Next to tobacco and alcohol, Charas is the most popular substance chosen by people in Chamba for regular use. The source is hemp plant (cannabis sativa). This plant flourishes in warm temperate climate varies in height 3-10fts or more. Its contents of THC (delta 9-

tetrahydrocannabinol) and other cannabinoids are found in the leaves and flowering shoots of the plant. Popularly it is also known as *Bhang*.

The primary effects of Charas are behavioral; because the drug affects the central nervous system. *Charas* has specific effects that may decrease one's ability to perform tasks requiring great deal of co-ordination such as driving a car. Visual tracking is impaired and the sense of time is typically prolonged. Learning maybe greatly affected with lack of concentration, impaired memory (short term), decreased effectiveness and performance at school and work. User might feel a loss of energy and a general lack of ambition and drive to work towards long-term goals. Other effects may include injected (blood shot) eyes, increased heart rate and pulse, asthma and reversible infertility in few cases. Regular users upon discontinuation may experience withdrawal effects including agitation, insomnia, irritability and anxiety.

HISTORY OF CHARAS TRAFFICKING

The gazetteer of the Chamba state 1904 briefly mentions about drugs. It says, "Charas is exclusively imported from Amritsar and Hoshiyarpur districts. Some opium is grown in the *Chaurah wizarat* of the state and the rest is imported from these two districts. No duty is imposed. A contract is given for wholesale and retail sale and each contactor gives subcontracts to open shops in his own *Ilaqua*". As evident smoking Charas has been socially acceptable from time immemorial. There was no social stigma attached and it was a way of life for a commoner. What is interesting is the fact that this trade has been reversed. Now huge quantities of Charas from Chamba change hands to reach metropolitans like Delhi, Mumbai through Punjab.

Traditionally *Churah Valley* (Kihar & Tisaa sector) has been

witnessing wild growth of cannabis plant. Plantation is not done commercially. Other parts of Chamba, which are reported to have, their growths are *Sillaghrat* and *Sahu* area, some parts of *Bharmour* and upper reaches of *khairi* sector.

Chamba district is surrounded by hills on three sides. The only gateways to district are through Pathankot and Kangra. Its geographical isolation has been coupled with lack of focus from center of power being farthest from Simla. Churah valley (Kihar & Tisaa sector) that is further isolated within Chamba district, experiences one of the lowest Human Development Quotient. Being on the border to our disturbed neighbour a dangerous dimension is further added. Charas trafficking evolved slowly but steadily over the period with the help of these factors.

EVOLUTION & VISCIOUS CHAIN

The past of personal usage and medicinal value has graduated into trading for livelihood and professional gains. As per sources, Charas is procured in Churah Valley at throwaway prices such as Rs 2500-3000 per Kg. It is sold up to Rs 10000 –12000 per Kg in Chamba /Dalhousie and Rs 14000-15000 per Kg in Punjab. Gradually this easy money is luring people. If not checked, this evolution is just short of bigger trouble.

A simplistic cycle of its origin and trade could be something like this:

Poverty is the key factor, which drives unemployed locals to rub the plant leaves into *charasbatti's* to support their families. This small quantity is exchanged at local grocery shop for their daily needs. Local traders at village level pass it on to the small time smugglers who have links with their counterparts in Punjab. If deal is struck the consignment is delivered somewhere beyond *Tumuhattti* or *Lahru* (which are

gateways to district) by some local porter for amount as meager as Rs 300/- per Kilogram.

MODUS OPERANDI & ROUTES

Drug trafficking and clientele in Chamba can be broadly classified in 3 categories:

1. Small time vendors buy half to 1 kg of Charas and sell it in retail. These vendors are often *Rehdiwallas*, cobblers, owners of teashops, retail shopkeepers, etc. They generally cater to urban youth including school and college students, laborers and chronic addicts by supplying readymade cigarette joints for Rs 10-15.

2. Middle level comprises of dealers at village / area level. The buyers from Punjab visit these dealers who have the capacity to arrange the required consignment while the buyers enjoy their hospitality. When news of buyer is passed in the area, sellers flock the spot overnight and everybody along with the dealer get their share. If the consignment is to be delivered beyond the district limit then a porter is hired who often chooses the route on foot to avoid police checking.

Few of the most favoured routes through which trafficking takes place are:

- a) From Churah to Khairi by Road and from khairi region to Katori Bangla by Kuccha tracks on foot.
- b) Up to Nainikhad by road, Nainikhad to Kakira on foot thereafter, by road to Lahru, Kangra dist. and beyond.
- c) Up to Nainikhad by road, Nainikhad to Katori on foot, thereafter, by road to other parts of Punjab.
- d) From Brangal to Parihar Mod by boat, Parihar to Nainikhad and further to Lahru, Kangra and beyond.

The porters may comprise of women and innocent looking school kids. Don't get amazed if you find one in school uniform. To conceal the consignment they may resort to body fitting. Often, traders or porters choose to travel by long route buses originating from Jhajjakothi, Bhanjradu, Diur, and Sanghni, etc. Sometimes private vehicles are also used.

Sensitive junctions to be watched over are Tikrigarh, Nakrod, Salooni, Jhajjakothi, Khushnagari, Diur, Bhandal, Telka, Pandta, Chaura, Goli Mod, Banikhet, Nainikhad, Katori, Lahru.

3. This category of big and highly professional traders are lured by the greed of easy money not the need. Many of them are white-collar people who own reputed business in town. Their consignment is carried in goods carrier vehicles e.g. Trucks, Canter, NCs, etc. Generally these vehicles are loaded with some local produce like maize, apples, kidney beans, flowers, peas, scrap, etc. Chamba- Jot- Lahru is the most favoured route because of absence of any police barrier. Other alternate routes are Tunnuhati and Sewabridge. It will not be out of place to mention that without pinpoint information checking of all the vehicles on route or at barrier is practically not feasible.

The traffickers have great sense of timing too. Generally the time chosen by them is when police is busy. VVIP visits, fairs, festivals, elections, New Year eve, holidays are preferred.

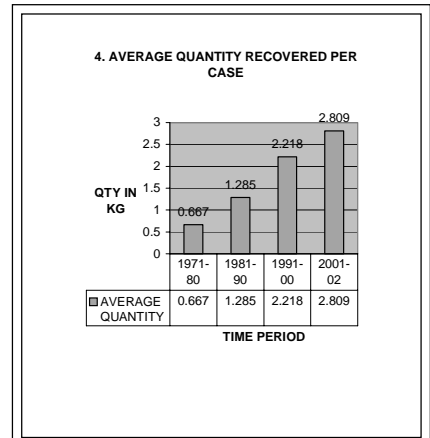
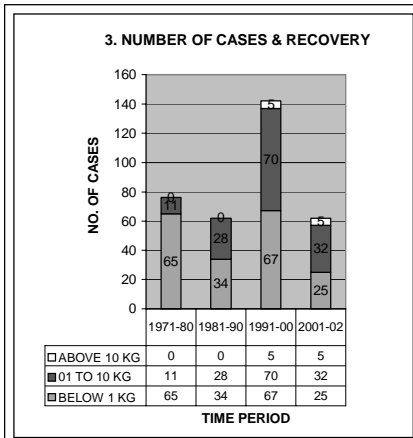
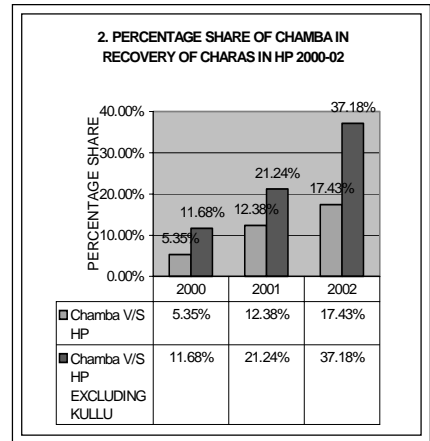
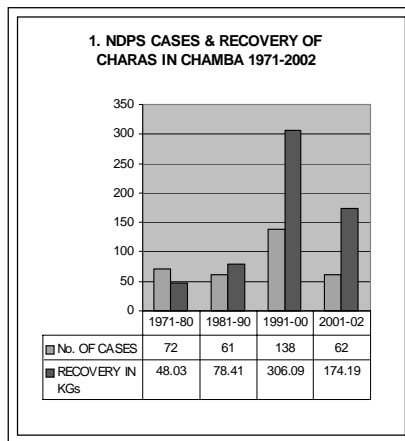
ANALYSIS OF CRIME DATA FOR CHAMBA DISTRICT 1971- 2002

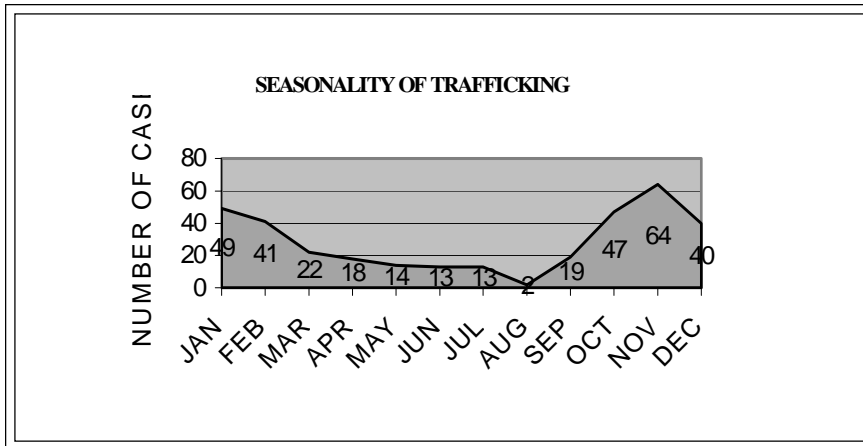
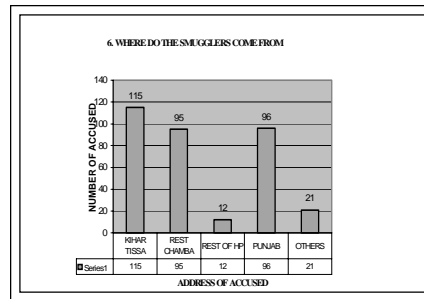
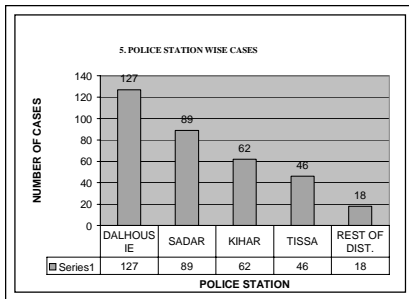
Quantity of Charas recovered and number of cases registered in Chamba has been rising sharply. **Chart 1** clearly indicates that nineties saw almost fourfold decadal growth in recovery. Alarming recovery in first two years of present decade is more than

half the quantity recovered in the entire last decade. Interestingly, share of Chamba in total recovery has been rising steadily as shown in **chart 2**. Today district's contribution accounts for more than one sixth of whole HP state and over one third of HP excluding Kullu. Chamba makes its presence felt on the drug map of HP.

Even the quantity of Charas recovered per case has been rising sharply. From almost half kg in seventies it has risen to about three kgs presently (chart 4). It is pertinent to notice the rise in number of cases with recovery of more than 1 kg in recent past. All the cases of above 10 kg recovery are registered in last eight years. Number of cases as well as the quantity of Charas seized is on rise. This symbolizes the graduation of personal usage into smuggling for easy money.

As evident in chart 5 most of the cases have been registered at Tissa& Kihar (originating places) and Chamba & Dalhousie (routes). These areas need maximum attention of law enforcing agencies. PS Dalhousie area tops the list due to strategic convergence of major drug routes. However, it pertinent to place on record individual contribution of some brilliant officers like the then SHO SI Ram Swaroop. His period 1993-94 saw phenomenal growth in number of cases and recovery. Such talents should be encouraged and placed strategically. As shown in Chart 6 most of the accused apprehended are locals (210) of which 115 come from Tissa and Kihar sector (the sensitive zone). Nearly one third of accused come from Punjab largely from Ludhiana, Jullundher & Amritsar. Sources claim that these traders from Punjab have trained the locals over the period. Very few





outsiders are involved including few foreign nationals as well. The strong link with traders and smugglers of Punjab calls for interstate efforts.

PROBLEMS ENCOUNTERED

In attempt to check this menace police force has been trying its best by developing sources, conducting Nakas, checking vehicles, etc. Police with the help of local population destroyed very huge quantities of cannabis plants recently. However, it has not been a smooth sailing. The police personnel encounter many problems in their endeavor to check this trade. Following list of problems encountered is only illustrative:

1. Varieties of engagements hamper the focused attention of the investigative officers who already lack specialized training.

2. Accurate and timely information is the key. Paucity of funds raises a big question mark on how to cultivate sources and informers. For all practical purposes there are hardly funds allocated for this specific task. One is yet to see a self-motivated gentleman for this social cause. We always capitalized on informer's greed for money; inter group rivalry of smugglers and our diligent efforts.
3. For a common policeman it is high-risk low return business. At every step from collection of intelligence, apprehension of accused, investigation and trial our men are exposed to great risk at the hands of notorious smugglers. There seems to be imbalance as far as rewards go.
4. Lack of modern technique and gadgets blurs the vigilant eye.

5. Mostly the catches are small time traders and porters. It is very difficult to link the kingpin with the catch. Occasionally, this raises a depressive feeling and moral dilemma in the minds of investigative officers.
6. The huge growth of cannabis is wild, hence making it difficult to check and destroy.
7. Social acceptability of usage, fear from the wrath of traders, trauma of police and court procedures reduces the public support to negligible. There is complete absence of protection for witnesses. In almost all cases independent witness turns hostile leading to acquittal of accused.

NEED OF THE HOUR

1. Special task force needs to be created under supervision of a Gazetted officer. The force must have a good groundwork in laws relating to NDPS Act.
2. There is urgent need to dedicate a fund for this particular cause. It holds the key.
3. In Chamba district a vast potential to build information network lies untapped. We have services of about 476 SPOs and VDC members. At present their utility to extract information about drug trade is negligible. Incidentally, most of them come from Churah Valley and they can prove to be an asset.
4. Witnesses turn hostile in almost all cases and thus conviction rate is very poor in NDPS cases. There must be serious thinking for witness protection. A practically feasible idea is of making one of the policemen as material witness along with two independent witnesses. He should be witness to all-

important procedures e.g. search, seizure, weighing, sealing, arrest and should sign all memos. In the event of independent witnesses turning hostile he can support the police story. In Chamba this practice is reaping dividends at trial stage. Superintendent of Police must pay personal attention to important NDPS cases. Investigation Officer of the case must be detailed for "pairvi" for the case during trial. In important cases this author tried to conduct meetings of all police witnesses to refresh their memory and weed out contradictions in police story. We need to prepare ourselves for grilling session of cross-examination by defense counsel who by any standard is far more motivated and skilled.

5. We have to think positively in terms of motivating our men to take up the challenge. Individuals have certainly made the difference but a system has to evolve. For all practical purposes the only reward available in the field today is in terms of Commendation Certificates. However, the challenges call for something beyond to have a committed and skilled force.
6. The barriers and the checking points maybe given aid of sniffer dog or vapour detectors. This will facilitate checking of every vehicle, which manually is not feasible otherwise.
7. Mobile checking parties may be introduced to counter the changing routes and modus operandi of smugglers.
8. There is need to sensitize judiciary about the practical problems faced by police. The idea of mobile courts can go long way in administration of

justice. It will give us relief from cumbersome procedures and problem of witnesses turning hostile.

9. Interception of telephone messages to reach the kingpin, shadowing and trailing may be used.
10. Since most of the trafficking is interstate the efforts for interstate police Cooperation for this specific task is urgently required. There is vast room for improvement in building rapport, exchange of information, apprehending culprits, joint operations, etc. Many a times, sources from our area work for Punjab police. There has been information of operations by police from other states in our district. It is high time to synergize our efforts.
11. Inclusion of dangerous drugs and related subjects as part of the regular curriculum of schools. There is need for partnership between police and teachers to check this menace. Parental intervention based on the fact that parents exercise primary responsibility in preventing their children from being hooked on drugs. Appropriate sanctions should be institutionalized and imposed on parents who fail to effectively exercise this primary responsibility.
12. Devolution of the anti-drug campaign program of the government to the local government units i.e. Municipal Committees and Panchayats. This is very effective because monitoring of activities of their constituents can be undertaken. Thus, drug users and pushers including big time suppliers can be easily identified and the necessary remedies

can be affected within their levels. National agencies with drug functions will act as monitoring agencies and exercise administrative control and supervision over the anti-drug campaign of local governments with power to recommend and impose administrative sanctions against local chief executives who fail to eradicate dangerous drug activities in their area.

13. The drugs policies should be evaluated measuring their impact on the regulation and control of the drugs trade. Indicators are availability, price/purity levels, impact of law enforcement operations, etc.

DANGERS AHEAD

Chamba was used to intoxicants like liquor, opium and Charas. However the new entrants in the lot are brown sugar, heroin, fluid whitener, shoe polish, and medicines like Iodex, proxivan, cough syrups, etc. The most alarming aspect is the "age group" that is targeted. It is the school and college going students who are getting attracted to drugs and their numbers is rising exponentially. Younger generation tries a Charas joint and graduates to other variants very soon. Can we allow our generations to tread on this path?

The experiences world over has taught us about the culmination of drug trade and the end result of such easy money. Be it Golden Triangle or Golden Crescent easy money from drugs has found way to underworld and terrorists. In Chamba Churah valley the originating place for such trade has immense potential of supplying large quantities of Charas. The official catch is just the tip of the iceberg. Unofficial guesstimate places it somewhere between 20 to 25 quintals per season. The money multiplies five to seven times on reaching

Punjab and markets of Delhi and beyond can fetch more. In the past traders of Punjab have been taking the major share. Off late, the locals have started networking for larger deals. Churah valley is contiguous to disturbed Bhadarwah and Kishtwar region of J&K. Inhabitants of this area have traditional links and relations across the border. Out Check Posts have been established on interstate border after few unfortunate terrorist incidents in last decade. Though any major incident has been averted in recent past, possibility of harbouring of terrorists and anti national elements looms large over the minds of security agencies. **Tomorrow, if Chamba becomes the safe haven for**

terrorists, Charas trade could be the most potent source of alternate funding for such activities. The geography of the area and socioeconomic factors somewhat support the hypothesis, now the question is whether we are ready to learn from the History.

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The Seven Gives

Chris Widener

***Many people think that
to get what one wants,
one has to take it.***

But the true path to get what you want is to give.

When you give, you get it.

Give others your

Honesty

Respect

Vulnerability

Care

Passion

Experience

Help

from the collections of pullela murali mohan

CONDUCTING AN ALL INDIA POLICE EQUESTRIAN CHAMPIONSHIP AND MOUNTED POLICE DUTY MEET

Rakesh Aggarwal*

All India Police Sports and Duty Meets provide a rare platform to police units for a healthy competition, bonhomie, exchange of ideas and a rendezvous. The organization of such meets can be quite demanding given the number of participants involved and associated logistics. All India Police Equestrian Championship and Mounted Police Duty Meet (AIPEM) could be even more challenging as participants are both humans and horses. Therefore, firstly the organizers must start with a feeling that it is an honour for them to have been entrusted with the responsibility of hosting an All India

Police Meet. Secondly, they must consider it a big responsibility if they want to succeed. Thirdly, they must consider it an opportunity to showcase their best organizational and managerial skills before the police fraternity from all over the country and others.

The Scale of Meet

The Meet involves logistics such as lodging arrangements for about 380 personnel including 300 non gazetted officers and 30 GOs and 200 horses for about 15 days, availability of a soft and sandy riding ground of 150 meters X 100 meters size, a cross country arena of

** Show Secretary for the 23rd AIPEM held from January 5 to 10, 2004 at SVP National Police Academy, Hyderabad*

natural undulations of 3 kms length and availability of horse show equipments such as arenas, wings, bullies, etc.

Allotment of dates for the meet

All India Police Sports Control Board (AIPSCB) allots the dates in consultation with Equestrian Federation of India (EFI). The Organizers must keep in mind that:

- The dates are approved by EFI and AIPSCB as otherwise some other Equestrian Championships on EFI calendar might clash with proposed dates.
- Dates are suitable from the point of view of weather (moderate temperatures will eliminate the need for fans, heaters or winter clothing), other engagements of organizers and the force (such as bandobasts, etc.), availability of infrastructure (such as residential accommodation for horses and men, etc.).
- The duration of the meet is sufficient (at least 6 days, maximum 7 days).
- The dates allotted are at least 4 months away.

PLAN WELL, START EARLY: WELL BEGUN IS HALF DONE

Constitution of Organizing Committee and Task allotment

As soon as the dates are organized, an Organizing Committee should be organized consisting of at least the following:

- Chairman
Organizing Committee
- Vice Chairman
Organizing Committee
- Organizing Secretary
- Show Secretary

Whereas the Chairman and Vice Chairman of Organizing Committee are generally the head of the Organization and second in command (or head of Armed Police and Sports), the Organizing Secretary and Show Secretary should be such officers who are:

- Sufficiently senior i.e. DIG and SP respectively.
- Available nearby to the venue of the meet (such as Range DIG and District SP / Commandant respectively)
- Reasonably free to spare time for the Meet as it would require full time attention for at least 15 days.
- Show Secretary or one of his direct subordinates must be experienced in either conducting or participating in AIPEMs.

CONSTITUTION OF OTHER COMMITTEES

Following Committees should be constituted immediately on allotment of Meet. All these Committees should be headed by GOs who should be selected based on their aptitude. These GOs should in turn co-opt other staff by name to constitute the Committee.

Design Committee : Consisting of officers with an artistic bent of mind and creativity, this committee would design the Meet Logo and Mascot, Souvenir, Meet T-Shirts, Caps and Ties, Mementoes for Team managers and DGs of Participating Teams, Chief Guests for Opening and Closing Ceremony, Chief Guest for Medal Distribution Ceremonies, Certificates and Mementoes for Winners of events and banners of sponsors etc. The Committee should immediately design the Meet Logo as letterheads with Meet Logo create a feel good factor ambience.

Souvenir Committee : This Committee should be responsible for collection of

advertisements for souvenir or other large-scale sponsorships for events, mementoes or hospitality (drinking water, cold drinks, etc.). This Committee should start contacting the sponsors early as it would require repeated follow ups to get sponsorships.

Show Committee: This committee should be headed by the Show Secretary and comprise at least one very experienced rider well versed with AIPEMs and should be made responsible for ensuring maximum participation, finalization of prospectus containing rules, scheduling of events, scoresheets for judges, liaison with participants, finalization of technical delegates and jury and getting their confirmations, conduct of actual events, declaration of results, etc.

Ground Committee: This Committee should also be headed by Show Secretary and should consist of



experienced riders who are fully conversant with the requirement of entire equipment, including decorations required for the actual conduct of events. The committee should also be made responsible for the decoration of the entire show ground for the meet as well as opening and closing ceremonies.

Camp Committee : This Committee should be entrusted with the task of searching for a suitable place for the Camp. The Committee should keep the following guidelines in mind for selection of the site.

- Located near the show ground with no vehicular traffic between the Camp and the Show ground.

- Away from residential colonies.
- If possible, availability of roofed accommodation in 20-30 rooms for about 250 participants, 2-3 Rooms for dormitory accommodation of SIs about 5-10 Rooms for Inspectors on twin sharing basis. Alternately, tented accommodation of similar magnitude would need to be created. There should be enough open space adjacent to the roofed accommodation for pitching Storage and EPIP tents for about 200 horses and their 100 attenders. Besides this, other facilities such as toilets, kitchen, mess area, bathing area, entertainment area, veterinary aid post, Camp Commandant office, etc. also need to be created. This would require a total of about 5000 sq. Meters of area.
- Level enough to be truck worthy.

Layout of Camp : Having selected the Campsite, the Committee should formulate the plan for layout of camp on a scaled map making provision for:

- Team wise accommodation- both roofed as well as tented.
- Separate accommodation for Sub-Inspectors (in a roofed dormitory) and Inspectors (in separate rooms)
- Kitchen area in the camp consisting of a separate three sided tin covered kitchen for each team and a common



washing area having water point and a common dining area provided with tables and chairs.

- A tented entertainment area large enough for seating of atleast 200 persons equipped with a large screen television, a VCD Player and a LCD Projector to screen films during evening for the participants. Centralized music through PA system could also be arranged.



- Enough number of toilets in the camp and, if the need be, temporary toilets with proper hygiene. Separate toilets should be reserved for NGOs.
- Common bathing area having atleast 15 bathing points with round the clock water availability and efficient water disposal. However, proper bathrooms need to be made available and earmarked for NGOs near their dormitories/ rooms.
- Facilities for supply and storage of potable and non-potable water in Syntex tanks for each team separately.
- A canteen in the camp serving selected menu at pre-defined rates.
- Illumination of every room, tent including those of horses and general illumination of Camp with sufficient safety against electricity hazards.
- A water trough of atleast 20ft length, 3 ft width and 2 ft depth with a 8 ft. wide cemented platform all around for watering of horses from either side of tank in a convenient manner. As horses are also often bathed here, the area should have efficient water disposal outlet.
- A heap of sand of size 15 ft. x 15 ft of 6 inches height adjacent to water trough for Sand Bath of horses.
- Motorability of entire Camp by a truck/ water tanker for ferrying hay, water, vegetables, etc to teams.
- Hygiene by putting dustbins for waste disposal, daily fogging, periodical cleaning of toilets, dustbins and horse dung by deploying sufficient dedicated manpower and vehicles.
- Medical and Veterinary aid posts with assured availability of doctors at designated timings with tie-ups with hospitals for advanced treatment.
- A camp commandant's and Camp RI's office near the entrance of the camp equipped with public address system for making announcements through out the camp and telephone connections.
- Barricading with only one entrance guarded by sentries round the clock.
- Fire safety arrangements by placement of fire tenders and extinguishers.
- Decoration of the camp to create a feeling of well-being.

- Availability of gas stoves and gas cylinders, dry hay, green grass and milk should be ensured on payment basis.
- Procurement of vegetables and dry ration etc by participants themselves by fixing a time and providing the transport for the same on daily basis.

Administrative Committee: Responsible for making all the material, vehicles and manpower to the other committees in time. For this purpose, the Administrative Committee should collect the demands for the same from various committees atleast 45 days before the start of the meet and depending on resources available on hand should plan for the balance preferably on loan basis and if unavoidable on rental or procurement basis. The sources for loan, rent and procurement would have to be planned and contacted immediately.

Hospitality Committee: This committee should be responsible for making boarding, lodging and transportation arrangements for technical delegates, members of the jury, course designer, veterinary commission, other dignitaries and team managers arriving for the meet, and transportation of teams from the Railway Station to the venue for teams arriving by train. They should also be made responsible for organising the Meet dinner in which organisers invite jury and team managers, etc. and Bara Khana in which all the participants and staff actively associated with the Meet participate. They will also be responsible for organizing local site-seeing trips for participants.

Medical Aid Committee: Headed by a doctor, this committee would ensure availability of ambulances and doctors at the time of events with advance liaison with referral hospitals in case of emergency.

Veterinary Aid Committee: To extend medical aid to horses and also liaise with and finalize with veterinary doctors constituting Veterinary Commission.

Audio Visual Committee: To make available PA system and telephone connections at Show Ground, Show Office and Camp, TVs/ VCD Player/LCD Projectors, etc at entertainment area in camp, Videographic and photographic coverage of Meet, writing of welcome banners, banners of sponsors, writing of certificates, etc.

Press Liaison Committee: To ensure adequate press coverage, attending media representatives and issuing daily press releases during the Meet.

Master of Ceremonies: To lay down minute-to-minute programme of opening and closing ceremonies and medal distribution ceremonies, to finalize their chief guests and liaise with them, seating arrangements on dais and grand stands and actual conduct of these ceremonies. It is advisable that a copy of minute-to-minute programme of the opening and closing ceremonies is sent well in advance to AIPSCB for their suggestions.

Finalization of Technical Delegates and Members of the Jury: Technical Delegates and Members of the Jury are nominated by Equestrian Federation of India (EFI) from amongst their panel of



judges. However, EFI does entertain requests of organizers, especially regarding the Police Duty Meet events. Hence, organizers must draw up a list of Technical Delegates, members of Jury both for equestrian events and police Duty Meet events and Course Designer

drawing up on the experience of past organizers. They must finalize this list keeping in mind:

- Their reputation of fairness, competence and hard work.
- Their cordial relationship with organizers.
- Their geographical nearness to the venue of the Meet to minimize cost of air travel expenses. Moreover, Chief Technical Delegate must be readily available nearby as he needs to be frequently called



for approval of Prospectus and also for Design of Cross Country Course for One Day Event, which alone would take atleast 25 days of actual work on ground.

- As far as possible, these delegates should be serving government officials as this would minimise the requirement of hefty honorariums to be paid to them. In case that is so, the Controlling officer of these officials needs to be approached atleast two months before the start of the meet to get requisite permission in time.

In addition to the technical delegates, jury and course designer the organizers would require the services of a veterinary commission also which should consists of atleast 3 members. There is no need for approval of these members from EFI and their competence and availability near by should be the criteria for their selection. Veterinary doctors in the Govt. Hospitals nearby are the best option.

Budgeting and Control of Finances : It is extremely important to draw up a realistic budget for successful conduct of the meet. For this purpose the Chairman of organising committee should direct the various committees to project the requirement of men, material, transport etc and sort out the same under the heads of in-house availability, loan, rentals and procurement on the advise of the administrative committee and work out the realistic budget. Some of the important items of budgeting would pertain to camp, mementoes for winners, chief guests, team managers, DGs of participating States, technical delegates and jury etc., Meet T-Shirts and Caps, equipment for show ground, travel expenses, honorarium and boarding, lodging and local transportation of technical delegates, jury, course designer and veterinary commission, Meet Dinner and Bara Khana, purchase of equipment for show ground, laying of cross country course, decoration of show ground, printing of souvenir, prospectus and letter heads, postage charges, telephone charges, hiring of labourers for miscellaneous work , etc. A sum of rupees one lakh must always be kept for unforeseen expenditure. It will be prudent to depute one person specifically for maintenance of accounts. To minimise avoidable expenditure barring very petty amounts, prior approval of organising secretary before incurring any expenditure must be mandatory.

Funds: Grant extended by AIPSCB (usually Rs. 5 lakhs) for organization of such a Meet would be insufficient. Therefore, permission from competent authority must be taken (as per conduct rules) for raising funds through sponsorships and advertisements in the souvenir as soon as meet is allotted. As permission may take even upto two months to come through, therefore, organizers need to move to the competent authority atleast 4 months prior to the meet, so as to have sufficient time to approach the prospective

advertisers. Thereafter, the design committee should finalise the rates for advertisements in the souvenir and accordingly draft a letter addressed to advertisers to be signed by Organising Secretary.

Souvenir : The Souvenir Committee must collect copies of souvenirs of atleast three past Meets and interact with veterans in Equestrian Sport to finalise a list of prospective contributors of articles and photograph and request them for sending their articles atleast 20 days before the Meet to have time for printing. At the same time the committee should also look into literature and archives for selection of photographs for illustrating the articles. The committee should finalise a list of dignitaries from whom it desires messages and request them through Chairman of organising committee.

Participation of Teams: Without waiting for finalization of Prospectus, initial intimation through wireless message/letters about the dates of the meet must be quickly sent to the DGs of prospective participants, which are BSF, SVP NPA, Assam Rifles, ITBP, Madhya Pradesh, Delhi, Uttar Pradesh, Punjab, Karnataka, Rajasthan, West Bengal, Bihar, Kolkatta, Haryana, Assam, Gujarat, Andhra Pradesh and Uttaranchal. Because of the expenses involved for the participating teams, permissions are usually given at the Govt level and therefore time consuming. It would also be beneficial to get the contact addresses of the concerned mounted units in respective States/CPOs for follow up. Prospectus can be sent directly to the



concerned Mounted Unit instead of unit Hqrs to avoid its misplacement.

Prospectus: The show committee should get the prospectus of last three meets and talk to the respective organisers to find out if there was any problem caused by any of the clauses in their prospectus. Thereafter, the prospectus should be finalised clearly laying down all the events, their schedule, rules, administrative instructions, entry fee, last date for entry etc. The Chief Technical Delegate must always approve the prospectus before it is dispatched to participants.

Scheduling of the events is an extremely important and needs to be finalised keeping in mind the following aspects:

- The duration of the meet.
- The events being held.
- The expected number of participants in each event and time required for the completion of that event.
- The venue for the events and possibility of holding two events simultaneously without creasing problems for the participants.
- Load on a horse.
- Logical progression of certain events because of possibility of upgradation of horses to a higher category.
- Technical requirement such as those for one day event.
- Ensuring a spectator friendly event such as show jumping, tent pegging, etc. on every evening for the sake of guest of honour.
- Time slots for rehearsals for opening and closing ceremonies.

- Certain slack time for spillovers.
- Avoiding possibility of spill over on the last day as timings of the closing ceremony are sacrosanct.

The prospectus should be dispatched atleast one month in advance to allow the participants to practice as per the rules of events.

Medals, Trophies and Flag: The medals and the flag are supplied by All India Police Sports Control Board and this should be confirmed from AIPSCB in advance. The AIPSCB needs to be supplied with a list of medals atleast 45 days before the meet. In this list, provision for 10% extra medals must be kept for ties. AIPSCB should be requested to sent atleast 2 meet flags. The trophies (about 25 in number) are usually with the winners of these trophies in the last AIPEM or with the organisers of the last AIPEM and that list is available with AIPSCB. This list should be procured from AIPSCB and it should also be requested to direct the current holders of these trophies to the organisers which can be followed up by organizers so that all trophies are received atleast 15 days before the meet providing sufficient time for their polishing etc.

Finalisation of Chief Guests and Guests of Honour: Chief Guests for opening and closing ceremonies need to be finalised about a month before the meet. It is customary to have a Guest of Honour every day in the afternoon during the meet to distribute medals to the winners of events on that day. These guests of honour also need to be finalised about a month in advance of the meet by the Master of Ceremonies. A minute-to-minute programme should be finalised for all the ceremonies, as the same would be required at the time the guest is approached.

Chairman Organizing Committee should monitor the progress made by various committees in Fortnightly meetings by formulating a checklist of tasks assigned to each committee.

FOLLOW UP VIGOROUSLY, EXECUTE IN TIME

About a month before the actual Meet, comes the stage of actual execution of works. In this regard, some of the important activities with long lead times would be:

- Laying of Cross Country Course as per plan decided by Chief Technical Delegate, which would require about 20 days of work on Ground.
- Procurement of entire Equestrian equipment and its painting.
- Beautification and levelling of Show Ground including Grand Stand and Dais.
- Finalization of Souvenir including articles, messages and advertisements and its dispatch for printing, which would require atleast 15 days.
- Laying out the Camp on Ground, which would require atleast 15 days if all material and sufficient manpower is available.
- Confirmation of travel/ arrival plans of dignitaries, jury, teams and Team managers.



- Confirmation from sister organisations regarding loaning of men, material and vehicles with specified durations.
- Receipt of trophies from past winners, medals and meet flag from AIPSCB, Meet T-Shirts, Caps and mementoes from suppliers.
- Detailment of specific staff by name for each activity by respective committees.

THE SHOW HAS BEGUN

The teams for AIPEMs start arriving about a week before the actual start of the meet for acclimatisation and practise. Therefore, the camp and show office should be fully functional atleast a week before the start of the Meet. It is important to man the front desks of these two offices by senior subordinates who are polite but firm and know their job well. The organisers would do well to keep the following in mind for the entire Meet.

- To avoid allegations of favouritism, all the teams should be allotted a fixed duration and a venue for practise as per a roster.
- The organisers should follow a consistent policy regarding post entries.
- The organisers must not entertain requests from participants regarding inclusion of events not already included in the schedule.
- All communication from the teams must be ensured only through team managers and must be in writing. The decisions making authority in show office matters must be show secretary and regarding

camp matters, the camp commandant. On technical matters concerning events/entries, the decision must be taken only after consulting the chief technical delegate and communicated during the evening meetings of the team with jury and organisers for draw of lots.

- The schedule must be adhered to as far as possible.
- At times, the meals may have to be served to the jury at the show ground itself. This should be intimated to the hospitality committee in advance to avoid confusion.
- The rehearsals for opening and closing ceremony must be treated as sacrosanct and team managers made responsible for the attendance of their contingent on time.
- A nominal roll of all contingents must be available with the show office and Meet T-Shirts, etc must be distributed to all the members irrespective of their status to avoid bickering. The nominal roll would also help in extending invitations for the meet dinner on the opening day in which Gazetted officers in the teams are invited.
- As soon as the teams arrive, their return plan should be collected and if teams are returning by train, appropriate railway authorities must be requested at the earliest for arranging VPU's at the end of the Meet as otherwise teams

will be held up for considerable period after the Meet.

- The event wise nominal roll as per draw of lots and score sheet for the events on the following day must be ready by the previous night to enable the start of events on schedule.
- All the results and points to the team, individual riders and horses must be maintained on computer for easy upgradation and retrieval.
- A list of trophy winners must be prepared meticulously and receipts procured from them so as to collect the trophies for the next year.
- To ensure cleanliness of the camp, a camp cleanly competition may be announced for the last day of the Meet.
- The Chief Technical Delegate, the members of the jury, course designer, members of the Veterinary Commission must be honoured with mementoes, which should be given to them by the Chief Guest during the Closing Ceremony.
- At the end of the Meet a 'Bara Khana' may be organised in which members of all the teams, the team managers, members all committees, members of the jury and all others who have extended cooperation in the organisation of the Meet should be invited. A cultural programme in which team managers should be honoured with mementos and participants

should be given opportunity to display their talent in cultural activities should precede the 'Bara Khana'.

WHAT YOU BEGAN WELL, END IT WELL

Teams should be provided assistance for their return journey as it would curtail delays and help the organisers to wind up the arrangements early. The jury must be bid farewell courteously. A list of results with meet flags and undistributed medals must be sent back to AIPSCB promptly. It is not possible to accomplish a meet such as AIPEM without the cooperation and assistance of a number of organisations, individuals and members of the staff. The organisers must thank each one of them by name by writing letters or organising thanks giving functions. Extremely sincere workers could also be given honorarium for the extra effort put in by them. All the sponsors must be thanked and sent copies of souvenir, some photographs of the meet and Meet T-Shirts, etc. All the pending bills must be cleared at the earliest and accounts of the meet audited and inventory checked. The utilisation certificate must be dispatched to AIPSCB within a month of the meet.

Being the first police organisation in India to host the AIPEM as well as a World Police Equestrian Championship, National Police Academy has been a pioneer in organisation of such events and the views expressed above are based on the experience gathered over the years and implemented in the 23rd AIPEM held at the National Police Academy from January 5 – 10, 2004.

TRAINING FOR CRISIS RESPONSE TEAM

Ashish Gupta

February 26, 2003 saw me on the Delta Airlines flight for Paris and from there onto Air France flight to Atlanta. I was not alone - I was with 22 other IPS officers bound to Baton Rouge to attend a six-week course on Crisis Response Team at the Louisiana State Police Academy. We were told in the brief that the course that shall require outdoor prowess. Being Assistant Director (Outdoor) in the prestigious SVP National Police Academy, I was very eager and excited to attend this course because I was looking forward to a great learning experience.

February 28, 2003 - We arrived in the State Police Academy and were immediately escorted into the briefing room where we had the Administrative

officer ready for a brief on Do's and Don'ts of the place. We were given our uniform and identity card for the next six weeks. Quick work we thought. They hosted a sumptuous Indian lunch for us. We were delighted, ecstatic - naan, pulao, panner, baked vegetable, spinach - all this in a foreign land and after three days of travelling and improper food, it was a treat! ! Then we were ushered into double seater rooms, which had a common toilet with another such room. Sleep was what we were looking for to get over the jet lag and we literally hit the bed.

The next six weeks were a great learning experience for all of us and we came back as more informed officers, I shall now delineate the salient learning points of this course.

The course was a 6-week training of a Crisis Response team or SWAT (Special Weapon and Tactics Team) operators for a hostage barricaded situation. It was conducted with the premise that the hostage negotiations have broken down and the SWAT team is now supposed to make an intervention and rescue the hostages from the terrorists. The drill could also be employed in scenarios of narcotic smugglers, wild life smugglers, ordinary criminals where overwhelming and apprehending is of prime importance.

The learning points from the course can be broadly classified into three categories, viz, drills, training methodology and equipment and uniform articles.

DRILLS

I. The first and foremost learning point from this course was the importance of having a room intervention drill duly planned and rehearsed. In India, not many organizations except a very few like the National Security Guards and Greyhounds of Andhra Pradesh have some sort of a room intervention drill. Mostly the police force everywhere is adopting a ‘halla-bol’ technique in raiding such hideouts. Even if we compare the already existing room intervention drills in India to the one we learnt there, it is found that many new concepts can be assimilated after due adaptation.

2. The participants were made to do a lot of firing practice with Glock pistol and M-4 carbine. However, they were not trained to become marksmen but trained to become combat shooters. The CQB (Close Quarter Battle) Firing did not mean blindly firing on the target without aiming but had the following components:

- a) Firing with both eyes open so that the field of vision is not reduced and the shooter is able

to see most of the room while firing. This way he can immediately identify other threats in the room and negotiate them.

- b) Fire with both hands: The modern isosceles stand was taught to be more effective for CQB with the shoulders square towards the target.
- c) Quick draw of the weapon and pulling the slack out of the trigger while presenting the weapon to the target and taking the aim.
- d) Use of primary and secondary weapon. In room intervention, time is on a premium and stopping the adversary before he does the same to you is of utmost importance. For this purpose, we were taught the use of two weapons by each assaulter. The M4 carbine was the primary weapon and the Glock pistol was the secondary weapon. The purpose of this secondary weapon was to draw and continue to be in the fight if there was a stoppage in the primary weapon. The two weapons with the assaulter can be seen in figure I.
- e) The drawing of the secondary weapon and simultaneously letting the primary weapon

hang from the sling is called the transition drill, which was found very useful and is strongly recommended for adoption. Please see figure 2 showing how transition takes place.

- f) The technique of combat reload (changing the empty magazine with a filled one) of the Glock pistol when the magazine runs out of ammunition helps the CQB operator to continue in the fight without loss of time. The firer on realisation that there is an empty magazine situation presses the magazine catch with the thumb of the firing hand to let the empty magazine drop and the non-firing hand inserts the filled magazine in the same flow. Thereafter, the slide catch is released by the same thumb to load the weapon and get back into the fight. With practice, this operation takes about a second to accomplish.
- g) Importance of firing a double shot into the target was emphasised. Follow through means to see the target and be sure of the hit before moving to the next one. It was emphasised that the firer should count till 2 seconds before getting the weapon down. Within this time he



Figure I

Figure 2

should ascertain that the target has been successfully engaged, else he should fire again from the same stance.

- h) Shooting at the centre of mass of the adversary was practised. For this new targets were used in which a man was printed on the target and the killing areas like the heart, lungs, spine and the centre of the head were indicated by light lines.
- i) Firing practice was also done after wearing the gas mask as real situations may demand lobbing a tear smoke grenade into a room before entering.
- j) In CQB, it is important to have the weapon in full possession. The weapon retention drill was taught for this purpose.

3. Room intervention drill in hostage situation was found to be useful and replicable. Four SWAT operators work as a team and make an entry after lobbing a stun grenade, which makes a flash and a bang. On entry, the terrorists are to be discriminated from the hostages and only the ones posing immediate threat to life are fired upon. The salient points of the drill are near-simultaneous room entry of three operators on the throw of the stun grenade, one covering the left, other the right and third the front side of the room. After the first room is cleared, the other rooms are also cleared by this team, which now gets assistance from the other members of the team. The teams also make simultaneous entries from all possible doors/windows at the same time to overawe the terrorists. Speed, surprise, violence of action and aggressive momentum are the key elements for successful room intervention. See figure 3 to understand the movement of SWAT operators in a single room with open door.

4. It is possible that while clearing houses/buildings for hostage rescue,

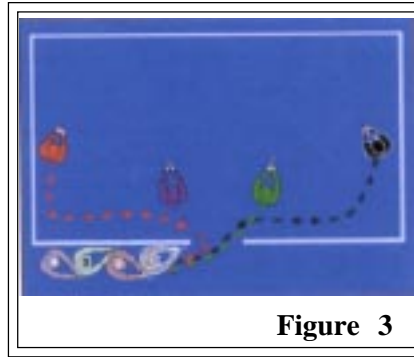


Figure 3

one may encounter stairways and rooms on both sides of a corridor. It was taught how to negotiate such constructions.

5. Emergency assaults may be required if the hostages come under immediate threat. Emergency assault drill was taught wherein the teams rush to the crisis site on vehicles and immediately begin the assault by running to the target after debussing.

6. Snipers were used to provide cover to approaching assault party, to take down terrorists from a distance and also to act as the observation team for the police force. Hence, camouflage and stalking was also taught.

7. Explosive breaching may be required when mechanical breaching does not work. The trainers had devised excellent charts and tables indicating the quantity of charge required for various types of doors and windows. This is one aspect we need to work and research upon to develop the expertise on breaching without causing any injuries to the hostage inside.

8. Importance on the need of a combat medic (first aid expert) was emphasised, an aspect totally overlooked in our country. The medic is also trained in CQB tactics and he is supposed to be in the middle of the fight providing first aid, if need be.

TRAINING METHODOLOGY

1. Weapon training was taught in classrooms and unnecessary details, which may not be of much use to the

trainee, were skipped. They taught WT to the extent it is required of a SWAT operator to know. The trainee was given enough time to handle the weapon. Weapon was stripped, cleaned and assembled everyday. This developed an attitude of maintaining the weapon and also made trainees learn about the various parts of the weapon. The concept of having the weapon in your hands while learning WT is a concept that needs to be introduced here.

2. Safety precautions were of paramount importance, not only to ensure safety on the range, but also to imbibe its notion deep in the minds of the trainees. Everyday the session on firing would start with the reading of the range safety rules. There used to be one trainer to every three trainees to ensure that they used the weapon safely. Physical inspection of weapons was done both by the trainee and the trainer before the weapon was taken off the range. The trainers had loud horns with them, which they blew the moment they saw unsafe handling of weapon by anyone and all were expected to stop immediately.

3. Before doing live fire, the trainees would do a lot of dry firing practice to get the drill right.

4. The trainers taught firing by setting standards themselves. They were outstanding CQB shooters and their demonstration motivated the trainees to perform to that level.

5. They believed that firing practice on the range should be taught simulating the near real life situation, however keeping the range safety in mind. They believed that the habit one develops on the firing range is carried forward in the actual situation also. Hence, all the drills followed on the range were as if it was a real situation - e.g. if there was a stoppage then it was to be removed by the firer then and there immediately and he continues in the

fight. The practice of picking up empty cartridges after each firing was done away with. Weapon was always kept loaded and ready to fire.

6. The trainers were specialists in their own fields and were SWAT operators themselves. Even in operations, the era of generalists was being done away with.

7. Simunition weapons and firing was made use of extensively, in order to build the habit of firing quickly, accurately and effectively. By the use of these weapons, we can have a room fight simulation with bullets being fired on each other. It is the closest one can get to real life situations in an exercise.



EQUIPMENT AND FACILITIES

The SWAT operator in full gear will look like the one shown in figure 4.

The equipments and facilities those are useful for raising a SWAT team and for its training are as follows:

1. Body armour or bullet proof jacket type 3A
2. Load bearing vest
3. Camel back hydration system (sort of a water bottle that is carried as a haversack whereby water can be drunk through a pipe)

4. Eye and ear protection
5. Equipment belt that can carry the Glock magazines, handcuff, pepper spray, Glock holster, etc
6. Flex cuffs
7. Protective mask for the face
8. Glock holster where the pistol can be drawn only by the firer and not by someone else. It also has a locking mechanism to keep the pistol in place.
9. Glock magazine pouches
10. Goggles
11. Kevlar helmet
12. Neck protector
13. Nomex gloves
14. Nomex hood
15. Radio holder
16. Surefire light to be put on M4 carbine so as to provide light as in a torch for night room intervention

17. Laser range finder
18. Frangible bullets that disintegrate on impact - makes it safe to be used in a room with minimal danger of ricochet
19. Mechanical breaching tools like rammer and hallagan tools
20. Shoulder mikes and radio sets for communication
21. Shoothouse to practice live fire in a room situation
22. Simunition weapons are a proprietary item made by SIMUNITION INC, Canada. The bullets are made of plastic and are filled with coloured dye. The bullet do not hurt but leave a mark where it hits.

NEED

On the whole it was felt that this is a tactic that needs to be developed, taught and practiced here in India. Even if there may be difference of opinion in the tactics, what is undeniable is the fact that we ought to have some room intervention tactics for hostage situations and that each unit should raise at least one SWAT team.

*Dancing is a conversation
between two people.*

“Talk to me !”

GOOD PRACTICES IN POLICING - AN EXEMPLARY eGOVERNANCE INITIATIVE: eCOPS

The Government of India (MHA) has accepted the proposal of Government of Andhra Pradesh, based on the positive assessment and recommendation of National Crime Records Bureau, New Delhi which is a nodal agency for recommending IT proposals related to the Police. Consequently, as a special case Government of India is releasing needed funds for extending eCOPS in 12 Districts in this financial year, 2003 - 2004 and the remaining Districts in the next financial year 2004-2005. By the end of 2005, Andhra Pradesh Police will be the pioneer in the Country in computerising all its Units.

Action is already initiated to replicate the eCOPS Application Software in Cyberabad, Police Commissionerate and RangaReddy District. The necessary computer

equipment has been procured and supplied to respective locations (Police Stations, Circles, SDPOs, Headquarters etc) in Commissionerate of Police, Cyberabad and Vikarabad District Police. Plans are ahead to extend eCOPS in 12 Districts in this year and in the balance 11 Districts in the next year.

eCOPS EVOLUTION

eCOPS is conceptualized by Andhra Pradesh Police to computerise the total policing by utilizing State-of-the-Art technology which is catapulting the AP Police into speedy processing, increased efficiency, transparent policing and better interaction with the citizen of Andhra Pradesh.

Information and communication technologies are important tools of the Government of Andhra Pradesh to

become SMART (Simple, Moral, Accountable, Responsive and Transparent). With this inspiration, the police department is adopting leading edge technologies in various application areas.

In view of the above, Andhra Pradesh Police has taken a lead in computerization in various fields of police functioning. The State is a pioneer in developing an automatic fingerprints identification system, which has greatly enhanced the quality and speed of investigation. For the first time in the State the recruitment results were processed with the aid of computer and developed software. The State is also taking a lead in computerizing the records of the Department at all levels from Police Station to Police Headquarters. Decision was taken to fully computerise and network the Police Stations, Circle Offices, SDPO offices and District Police Offices to reduce delay and enable officers to analyse crime, disseminate information, access records, etc. In the field of Police administration, critical areas have been identified leading to the development of eComputerised Operations for Police Services (eCOPS) Application Software.

17th June 2002 was a memorable day for AP Police when eCOPS (eComputerised Operations of Police Services) was officially launched by Hon'ble Chief Minister, Government of Andhra Pradesh. Subsequently, the same has been implemented in Vijayawada City during September 2002 and Visakhapatnam City, Srikakulam District during October 2002. The eCOPS (Crime Module) is fully operational at the Pilot Units. For monitoring the usage and progress of eCOPS in Pilot Units by the authorised Senior Police Officers, a provision was made in the AP Police website, for restricted access of Seven Integrated Investigation Forms and CD Files. Provision was made in the website for Citizens to view the status of a case registered in any Police Station covered in the Pilot Units

eCOPS DEVELOPMENT

Andhra Pradesh Police manual which details the procedures, rules & regulations, system of police working, delegation of powers, management information system, etc. was revised and re-drafted in the recent years. As part of this revision study was made on the number of reports to be generated by different locations, viz., Police Station upto District Police Office. The number of reports which are outdated have been eliminated at this stage itself.

Presently, there are many redundant and outdated reports which are sent by Police Stations to the controlling unit officer. In eCOPS this redundancy is eliminated by standardizing the formats based on the usefulness of each and every data resulting in cost saving on stationery.

At the time of eCOPS Application Software development, the core group deliberated in each and every periodical report, the reports which had no end usage value were discarded and other reports were modified to be more comprehensive and informative. In this process the number of reports to be generated at the Police Station was reduced from 75 to 43 and at the DCP office from 110 to 60. The mandatory reports required by the Government have been allowed to be continued without change.

The core group discussed and re-engineered some of the process cutting down redundancy. All procedures and regulations existing as on the date of Software development were embedded in the Software to generate information for aiding predictable decisions. The system therefore prompts the concerned officials to take timely appropriate predictable decisions thus enabling further delegation of powers down the line. Another example is the system discourages the practice of deployment of stock panchayathdars thus

presenting 100% credibility to the judiciary on the investigative machinery.

The eCOPS envisages information sharing within the organisation and across the States in the country especially the information on crime & criminals for effective working of Police. For integration at National level, the following Seven Integrated Police Forms standardized by National Crime Records Bureau have been adopted as the basis for eCOPS Crime Module development. These integrated forms cover most of the information needed by Criminal Justice System. and the database records the following information:

1. FIR (First Information Register) (act, section, occurrence, complaint, accused property detail, brief complaint)
2. Crime Detail Form (type of crime, features, physical evidence, panch witness, place of crime)
3. Property Search and Seizure
4. Arrest/Court Surrender (arrest details, bail details, personal items recovered)
5. Charge Sheet & Case Disposal Reports(charge sheet information, property recovered/seized, action taken)
6. Court Disposal (adult, juvenile, punishment)
7. Result of Appeals
8. Other registers (interrogation details, case diary, witness details, remand diary, case calendar, etc)

Effective coordination among different departments/entities in criminal justice system i.e. Forensic Science Laboratories and Prosecution Department is being ensured by interfacing for access and transfer of information between departments – thus making it easier to collect inputs needed for proper and quicker investigation of a case. eCOPS is being integrated with the fully computerised Fingerprint Analysis Criminal Tracing System (FACTS). This also makes obligatory for these

Departments to respond promptly improving their accountability.

The solution framework has been tested in the 4 Pilot locations. The feedback from the Pilot locations has been analysed and the new versions and release plan of the solution framework is in place based on the feedback. The proof of concept in terms of functionality and with respect to technology has been done and now the solution can be replicated in all the locations within the State. As Application Software is an evolving process it is highly difficult to envisage and crystallise the functional requirements in one phase. Continuous improvement based on the environmental changes and functional, cross functional requirements, inter-functional requirements is under progress to attain enhanced usability. After using eCOPS (version 1.0 and version 1.1), the Field Officers have suggested refinements and additional requirements in eCOPS. This feedback was examined on the feasibility and end use and M/s CMC were advised to incorporate these suggestions and refinements. Accordingly, CMC duly incorporating these features, released eCOPS (version 2.0) and loaded in all the Systems in Hyderabad City successfully.

BENEFIT OF eCOPS

It is the citizen who is benefited a lot through eCOPS. In the manual System, registration of FIR was not done 100% accurately for various reasons. Certain mandatory information needed was also not collected either the complainant furnished vague information or much thought was not given to the importance of the information which would have helped later in speeding up the investigation process. The System’s insistence for certain mandatory information at the time of registration of complaint automatically improved the responsiveness of the Police and in turn is building up sensitivity. Once a complaint is registered, it is electronically transferred to the higher authorities. Consequently,

the scope for delinquencies such as non-acceptance of a complaint, loss of track of case, etc., are totally eliminated.

The transparency in the system helps in enhancing public interface and confidence. It is assisting in expediting the progress of investigating process culminating in dispensing timely justice and ultimately bringing the criminal activity under control.

BENEFITS TO THE ORGANISATION

1. Crime – analysis guides the Investigating Officer on the right track. Data available and analysed information from the system enables a new comer to get vast information with least delay and allows him to plan and settle down in his work at the earliest.
2. The present system insists for systematic collection of data without missing the important details. Documents are seen by supervisory officials. The senior officers are in a position to keep track of all the cases registered, including those transferred.
3. The Police personnel are not keen in using third degree methods to extract information from the accused. As the system is in a position to give the details of arrests made at various Police Stations which helps the investigating officer to elicit the information from the accused without resorting to human right violations thus making the life of Police Officer more content.
4. In the manual system, when property is recovered by some other

Police Station other than the PS where the crime is registered, it was a tedious task to match the PS with the lost property and the PS which recovered the property. Today eCOPS can match the lost and recovered property and there by pin point the real efficiency/productivity of the individual officer/ Unit Productivity of men is established with correct supporting data making it a reality to evaluate the performance and productivity of Officials on scientific lines. This is now being realized through eCOPS.

5. Before computerisation, the part of the force was engaged for carrying out unproductive jobs such as delivering FIRs to higher officials, collecting postmortem reports, wound certificates, etc. They were also utilised for entering, filling individual registers, preparing periodical reports, etc. Work force is now used for the purpose for which they were trained (Policing) and not on unproductive tasks.
6. When a Grave Crime is registered by the police station, System immediately transfers the Grave Crime details to the Server at Unit Headquarters which in turn by reverse dialing process alerts the concerned Officers up the line of police station thus improving the sensitivity of the System manifold.

eCOPS has since progressed steadily and its usage has stabilized in the 4 Pilot Units viz. Hyderabad, Vijayawada, Visakhapatnam Cities and Srikakulam District as could be seen from the following table :

Zones	FIR's Registered	No of Persons Arrested	Case Diary Part I (Investigation)	Case Diary Part II (Statement of Witness)	Charge Sheets filed
Hyderabad	39282	8564	41065	21577	8372
Vijayawada City	12662	2956	9855	9834	3027
Visakhapatnam City	4548	2360	4856	6426	1392
Srikakulam District	3120	2358	4760	6250	1174
Total	59612	16238	60536	44087	13965

Book Review

CHALLENGES TO POLICE HUMAN RIGHTS & NATIONAL SECURITY

by

Dr Krishna Mohan Mathur

Kalpaz Publications

Review

by

Ms Shikha Kumar

The book under review critically examines the challenges to police, human rights and national security in a most holistic and pragmatic manner. In preface, while analyzing the various challenges the author quotes Emile Zola who said: "while truth is buried underground, it grows, it chokes, it gathers such an explosive force that one day it bursts out, it blows everything up with it." The volume under review highlights the challenges of communal harmony, police professionalism, CRPF and internal security challenges, low intensity conflicts, organizational role stress in police work, the complex issues of human rights and operations by security forces, police leadership and protection of human rights and other related subjects of national security and its strategic management in India. A special feature of the book is that analysis is conducted at both the macro and micro-levels, keeping in view the overall perspective of national security. Various challenges can also be viewed effectively as opportunities for building a strong, economically self-sufficient, well secured nation.

The book contains 11 chapters. The first two chapters deal with challenges of communal harmony and ways for combating communalism.

Recurrences of communal riots in India over years have not only tarnished the secular image of India but thrown a challenge to communal harmony. Revamping of intelligence, mobilization of anti-social elements by preventive actions, ban on communal parties, need to modernize minorities, special courts for riot cases, need for evolving uniform civil code, effective role of peace committees, are some of the suggestions offered by the author for bringing about communal harmony. Indians are regressing back to their religious identities more and more and Indians are once again looking themselves as Muslims, Sikhs, Christians or Hindus rather than as Indians. According to the author, there are no easy formulations of the problem, no easy solutions and no easy way out of the existential predicament for combating communalism in a multi-religions, pluralistic, developing and democratic society. The author has suggested an effective action plan in the form of a matrix by renovating polity by making present and future citizens truly secular, modern, tolerant and compassionate to others. At the individual level, efforts must be made to develop rationality, tolerance, humanism, culture of mind, empathy, pride and conviction of secular values, while at the societal level, enlightened social

pluralism, coexistence of non-parochial groups with liberal faith in humanism, respect for all religions groups and truly non-discriminatory behaviour on the basis of true religions faiths are the value norms to be developed. Communalism in India can not be eradicated unless uniform civil code for all communities living in a secular country like India is effectively enforced after enactment. Article 44 of our constitution should not remain a dead letter or simply idealistic vision of the constitution makers. Mass media like books, newspapers, cinema, radio and Television have important role to play in combating communalism. Secularism has to grow silently in the minds and hearts of every Indian by a process of correct education and development of true humanism. Every citizen has to play his role in combating communalism by developing secular values and right attitudes to the other members of the community.

The third chapter highlights the challenges to police professionalism. Professionalism is only an ideal and the degree of professionalism is directly proportional to the degree of training, autonomy in decision making and extent of operational freedom which members of any profession enjoy in any society. For a democratic society like India,

professionalism in police at middle and lower echelons should be properly analyzed holistically. New information technology like Fax, Mobile phones, E-Mail, Pager, Voice mail etc. have submerged police professionals in what psychologists call "Information overload syndromes." Crisis of leadership, growing corruption at all level collusion with *criminals*, politicians and organized mafia gangs, criminal misconduct by the police personnel, violation of human rights are some of the well-known challenges to police professionalism. The case study of the death of Ajit Singh Sandhu. SP Taran Taran, underlines the question of how perspectives change at the central and state levels of the Governemnt.

The fourth chapter titled "Central Reserve Police Force and Internal Security Challenges" gives a critical analysis of the constitutional provisions about internal security and role of CRPF in a historical perspective. The chapter highlights the mission of CRPF, objectives and strategies and basic characteristics of CRPF and its role. The management issues in the deployment of CRPF have been brought out in a most comprehensive manner. According to the author, the need of the hour is coordination for optimum use of all CRPF resources and providing basic amenities to its members at their places of deployment. Personnel policies, morale and motivation are important problems of CRPF. CRP profession is the most hazardous, dangerous, challenging and demanding in terms of commitment and operational effectiveness. CRP middle and top level leadership should be fully aware of the organizational and operational shortcomings and recognize what must be done to improve their organization. Leadership in CRP need to be developed from within by building CPO Cadres for more effective management of the organization.

"Low Intensity Conflicts" is the fifth chapter wherein the author has surveyed the entire spectrum of low

intensity conflicts in Indian context. Plural societies create low intensity conflicts. LIC is a dynamic integrated action directed generally against the political system. Guerrilla warfare, insurgency, revolutionary warfare, subversions, limited wars are various forms of LIC which are often protracted and range from diplomatic socio-economic, and psychological pressures generally taking forms of ethnic conflict, psychological warfare. The author has suggested counter-Insurgency and LIC operational continuum model for controlling, containing and management of conflicts. Since low intensity conflicts are complex in nature, the battle field must be shared by soldiers, statesmen economists, social reformers, and people of the area at large under a well planned holistic approach to deal with the complex phenomenon.

Organizational role stress in police work has been analyzed and various types of stresses like self role distances, Inter role distance, Role isolation, Role ambiguity, role expectations conflict, Resources inadequacy, personal inadequacy, role stagnation role erosion and role overload have been elaborated. There are numerous sources of police stress in India which have been analyzed by the author. Organizational stress in police and central police organization need to be given due attention and stress-coping strategies need to be adopted on priority basis as a long turn strategy at both organizational and individual levels.

Human right issues have been discussed in a more broader perspective. There are many, critical situations where a nations survival, sovereignty and integrity are involved and in such situations human rights of terrorists/ insurgents can not be allowed to take precedence over the general human rights of the community at large. The freedom and rights of the individual must take second place to the security and survival of the state and the civil society.

The chapter on police leadership and protection of human rights highlights the various responsibilities and obligations. The problems of human rights in areas torn by intense strife and such manifestations as extremism, terrorism, insurgency, low intensity conflicts and secessionist activities, need to be looked in a more holistic, and realistic perspective. Responsibilities duties and obligations of the leadership have been exhaustively enumerated by the author. Various role models of police leadership have been discussed and human rights training has been given due importance. According to the author, a new leadership in police and security forces, brave, soldierly, dedicated, committed and disciplined will have to arise which will usher in an era of police culture where human rights of all are protected and promoted.

The book deals with policing in the 21st Century challenges and agenda for reforms. The role and responsibilities of the Indian police have become most complex, variegated and challenging at both the individual and institutional levels due to unprecedented changes in Indian society and in international situation. Globalization, and liberalization have thrown many new challenges for the Indian police personnel. Organized crime, economic offences, corporate corruption, political and social upheaval have all created challenging tasks for the Indian police. The Indian police must assume national security connotations, dealing with terrorism, subversion, economic offences, espionage, transborder crimes and criminals falling out of globalization and liberalization. It is time for the nation to re-evaluate the goals and objectives, policies and procedures, methods and techniques of police organization. We need to seriously implement the various useful and important recommendations of the National Police Commission in a time found programme. Community policing with emphasis on peoples active participation in crime prevention and crime control is one of the important

imperatives. All techniques and methods of human resource development should be utilized to improve the core competencies, skills, techniques and behaviour of Indian police personnel. The tenth chapter deals with challenges to National Security. Modern nation-states are facing challenges of globalization and collapsing borders in the political sphere. Security of a nation-state, according to the author, demands an examination and analysis of the political and security environment of the region in which it is located, the nature of relation with and its attitude towards its neighboring countries and vice versa, the military doctrines, force deployment postures, weapon system capabilities of countries in the region and above all, the inter-play of defense and foreign policy objectives of the countries in the area. National security has both internal security challenges and external security challenges. The book has analyzed the problems related with hostile and unfriendly neighbourhood, ISI, Infiltration, Terrorist training camps in POK, surplus arms flooding world markets, air space violations and discusses the role of crisis management group, National security committee and coordination between intelligence agencies. According to the author, national security management requires integrated thinking, and coordinated application of the political, military, diplomatic scientific and technological resources of the state to protect and promote national security goals and objectives. Responsibility for national security lies with the centre and national security should always be kept above party politics.

Chapter Eleventh deals with strategic management and national security. In the context of national security strategic management implies strategic analysis, strategic formulations and strategic implementation of those

policies, decisions and objectives which will ensure safeguarding and protecting vital national interests and national sovereignty over a long period of time with a proper monitoring and feedback system. It includes strategy making, vision-making strategic planning, strategic decision making, implementation and mid-course corrections based on feedback. The author has suggested a twenty six point plan of strategic management of national security (P 257). It covers strategic management of intelligence and counter-intelligence, border management, Disasters & Crisis management, strategic appraisal and analysis of internal and external environment, management of mass media, analysis of threat perceptions, social economic & foreign policies of various nation, State, management of armed forces & security forces, management of nuclear deterrence and doctrines, reappraisal of national security policies and doctrines, management of security budget and finances & other related subjects. The strategic management of national security must be geared to the newly emerging economic, social, political realities of the present world and its futuristic analysis. The process of strategic management starts with defining mission, scanning of environmental conditions, evaluating strengths, and weaknesses, opportunities and threats (SWOT Analysis) with a view to work out strategic planning. The author has also worked out the matrix of national security strategic plan (P 261) and has given the structure of national security system. Various barriers and obstacle to national security have been highlighted by the author. Strategic national security management is trinity of foreign policy, defense policy and domestic policy. Author has emphasized the need for updating strategy weapons and logistics to meet the challenges of change. The

book has analyzed the various obstacles to effective implementation of strategic planning and has made an assessment of the past performance. In large number of cases, national security has been compromised due to political considerations and lack of strategic decision-making in the past. The author has made certain recommendations for new structures for isolating national security from petty individual or party considerations. National security management needs to be understood by enlightened citizens, national level politicians, senior bureaucrats & leaders of the armed forces/security forces and mass media personnel.

The book contains update material and information on various issues and the author has thus made valuable contribution to the world of knowledge. The book is full of research oriented surveys and has useful references of other authentic books, journals and magazines. The volume offers an exhaustive and lucid analysis of complex and dynamic issues mentioned above. The study is a welcome work on the part of the author and highlights the crucial linkages between national security, human rights and police organization. The book will be useful to political leaders, social scientists, police officers and members of the armed forces/security forces. On the negative side, to quote an example, "Gujarat Violence" is a watershed in Indian history after the Mission of CRPF is absolutely irrelevant and out of place. (P 100). On page 217 trends of police and security forces deployment has been tabulated while the heading of the table says "Crime in Delhi." Such editorial mistakes could have been avoided. On the whole, the book is a landmark in the literature of police, human rights and national security and the author deserves congratulations for his scholarly work.