



Garnering Community Support and Formation of Public Committees



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Pramod Kumar
Assisted by: Harsh Chopra



INSTITUTE FOR DEVELOPMENT AND COMMUNICATION, CHANDIGARH



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Published by
Institute for Development and Communication, 2021
Sector 38A, Chandigarh - 160 014, India

Tel : 0172-2625941
Fax : 0172-2625942
E-mail : idcindia@idcindia.org

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I

ELEMENTS FOR BUILDING PARTNERSHIP WITH THE COMMUNITY

INVOLVING THE COMMUNITY FROM THE BEGINNING

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

BUILDING INTER-LINKAGES

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

DOVETAILING

In many societies, there may be initial resistance to participation in policing activities and community may not be responsive to the initiatives being undertaken. However, the community may be responsive to an entirely different area of concern such as combating drug abuse, girl child

trafficking or safety of the older persons. These issues can be used to gain entry and credibility in the community and then used as a platform to promote and mobilise the community.

REINFORCING THE MESSAGE

Rather than letting the community policing programme function in isolation in a community, its message needs to be reiterated from different settings. Thus, if the schools, work places, clubs, parents, NGOs provide information and skills relating to community policing, the message gets reinforced and also helps in creating a supporting environment by involving different sections of the community. An environment of change created to that not only assists the programme but also helps the local concerns to be incorporated in the larger programmes.

STRENGTHENING TIES

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

CATERING TO SPECIFIC CULTURAL NEEDS

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

A Stakeholder is defined as any individual, community, group or organisation with interest in the outcome of an activity either as a result of being affected by it positively or negatively, or by being able to influence the activity in a positive or negative way¹.

¹ Guidance on Local Safety Audits: Compendium of international practice, Paris : European Forum for urban safety (EFUS), 2007.
www.urbansecurity.org/fileadmin/efus/secutopics/efus_safety_Audit_e_web_pdf

II OPERATIONALISATION OF THE COMMUNITY PARTNERSHIP

INSTITUTIONALISED PARTICIPATORY PROCESS

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

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

ESTABLISH PROCEDURES FOR WORKING IN PARTNERSHIP

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

The procedures detailing the partnership have to be listed in the government order and rules and regulations described in the registration of the document. This should include internal and external linkages of administration, finances and human resources.

There have to be transparent processes of decision-making. The proceedings of the meetings have to be formally recorded. Exhaustive appraisal tools have to be developed to monitor the implementation of the community-policing programmes and allocation and disbursement of funds.

STEPS FOR BUILDING COMMUNITY-POLICE PARTNERSHIP

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

DEFINING ROLE AND FUNCTIONS

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

DEFINING THE ROLE OF COMMITTEE MEMBERS IN SERVICES PROVISIONS

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

MAIN ISSUES

COMMUNITY PARTNERSHIP: ADMINISTRATIVE STRUCTURE AND FUNCTIONS

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

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

PRIMARY ROLE OF COMMUNITY-POLICING COMMITTEES

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

ELEMENTS FOR BUILDING PARTNERSHIP WITH THE COMMUNITY

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

OPERATIONALISATION OF THE COMMUNITY PARTNERSHIP

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

III STRATEGY

GARNERING COMMUNITY SUPPORT

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

SOCIAL AND PEOPLE'S POLICING

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

SOCIAL FENCING

NGOs, social activists and volunteers can effectively localise and combat problems by building a social network in the problem area. For instance, in towns that are spatially located in a manner which concentrate specific type of population within one area. For example, a zone may be totally commercial market area with no residential or educational institutions while another area may comprise the university with many students living in surrounding areas. A specific problem of the youth such as substance abuse can be tackled by social fencing of the student populated area. Youth leaders, activists, NGOs and teachers can all interact to identify groups and areas which are the hub of substance abuse, initiate activities of

awareness, sensitisation, peer counselling, facilitate drug de-addiction and create recreational activities. This will allow the problem to be contained and combated.

AWARENESS AND SENSITISATION

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

INTER-LINKAGES AND NETWORKING

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

TARGETED APPROACH

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

evolve a targeted approach within the broader awareness, sensitisation and mobilisation efforts of the community policing.

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

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

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

IV SAANJH COMMITTEES

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

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

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

1. Nodal Officer CAD shall call the meetings of committee members.
2. Fixed quarterly meeting of committee member shall be arranged at the Headquarter in CAD office.
3. Any emergency meeting shall be called with well in advance notice along with the agenda.

4. This Committee shall invite and involve state level officers of different government departments as per requirement to get support in different Community Policing Activities.
5. Convener shall approach through proper channel to get official order to ensure the participation of other departments.
6. This committee is in place to provide strategic direction to the police services.

ROLES AND FUNCTIONS

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

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

SELECTION OF NON-OFFICIAL MEMBERS

- Representatives of those NGOs shall be selected as members, which have their presence at the state level and working for last more than 15 years in the Punjab State. These NGOs officially shall not have any political affiliation.
- Academicians with more than 10 years experience in their respective field shall be selected as members.
- The State Level Steering Committee will be the apex policy making and advisory body at the State level and shall function through a State Level Co-ordination and Review Committee.

STRUCTURE AND FUNCTIONS OF DISTRICT LEVEL COMMITTEE

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

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

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

MEETINGS

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

STRUCTURE AND FUNCTIONS OF SUB-DIVISION LEVEL COMMITTEE

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

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

MEETINGS

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

STRUCTURE AND FUNCTIONS OF THANA LEVEL COMMITTEE

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

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

MEETINGS

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

V

ADVISORY BOARDS

The SAANJH Kendra Advisory Board is an alliance/union of civilians of non-political affiliation and non-criminal background. The District SAANJH Kendra Advisory Board will function under the ex-officio chairpersonship of the Commissioner of Police/SSP of the respective police district. Similarly, the Sub-division SAANJH Kendra Advisory Board will function under the ex-officio chairpersonship of ACP/DSP Division and the Police Station SAANJH Kendra Advisory Board will function under the ex-officio chairpersonship of the Station House Officer.

The Advisory Boards are formulated to liaison and bridge communication between police and community at the grass root level.

MEMBERS OF THE ADVISORY BOARD

The number of members in the SAANJH Kendra Advisory Board shall be 120 at district and sub-division level each and 100 at police station level. Non-official members of SAANJH committees will also be the members of these SAANJH advisory boards.

The selection of Advisory Board Members is to be done by the SAANJH Committee Members. The Chairpersons (SSP/CoP, DSP/ACP Div., SHO Police Station) of their respective Advisory Boards will instruct the Committee Members to identify members from the public. Each Committee member shall identify and nominate 10 persons from the community to be a part of the Advisory Board including themselves. In-Charge of the SAANJH Kendras shall be responsible to timely update the list of advisory board members of their respective SAANJH Kendra.

Tenure: The tenure of the Advisory board members shall be 2 years.

MEETINGS OF THE SAANJH ADVISORY BOARDS

The members of the advisory boards shall conduct monthly meetings in the first week of every month on different issues and concerns of community

pertaining to police in general and law and order, safety in specific. In these meetings, after discussion with members of SAANJH advisory board, issues and problems related to the community shall be identified.

DISTRICT SAANJH ADVISORY BOARD

In this meeting apart from district advisory board members, three or four members of sub-division advisory boards shall also be included.

SUB-DIVISION SAANJH ADVISORY BOARD

In this meeting, apart from the sub-division advisory board members, three or four members of thana advisory boards falling under the jurisdiction of sub-division shall also be included.

THANA SAANJH ADVISORY BOARD

In this meeting all the thana advisory board members shall be included.

Role of the advisory board members

- Primary role of advisory board member is to disseminate information regarding the different policing initiatives for public welfare and to gather feedback from the public and present it during advisory board meetings;
- Advisory board members shall spread awareness on different police initiatives among public and try to evaluate the effectiveness of these initiatives;
- Advisory board members can point out any emerging issue which may potentially cause a communal or societal conflict;
- Advisory board members shall also generate awareness regarding SAANJH Programme; and,
- Before accepting the membership, the member must understand that their involvement in this programme is merely voluntary and their role is to build trust in the indispensable relationship of police and public. Therefore, the purpose of their membership in the advisory board is to create a better and safe community.



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