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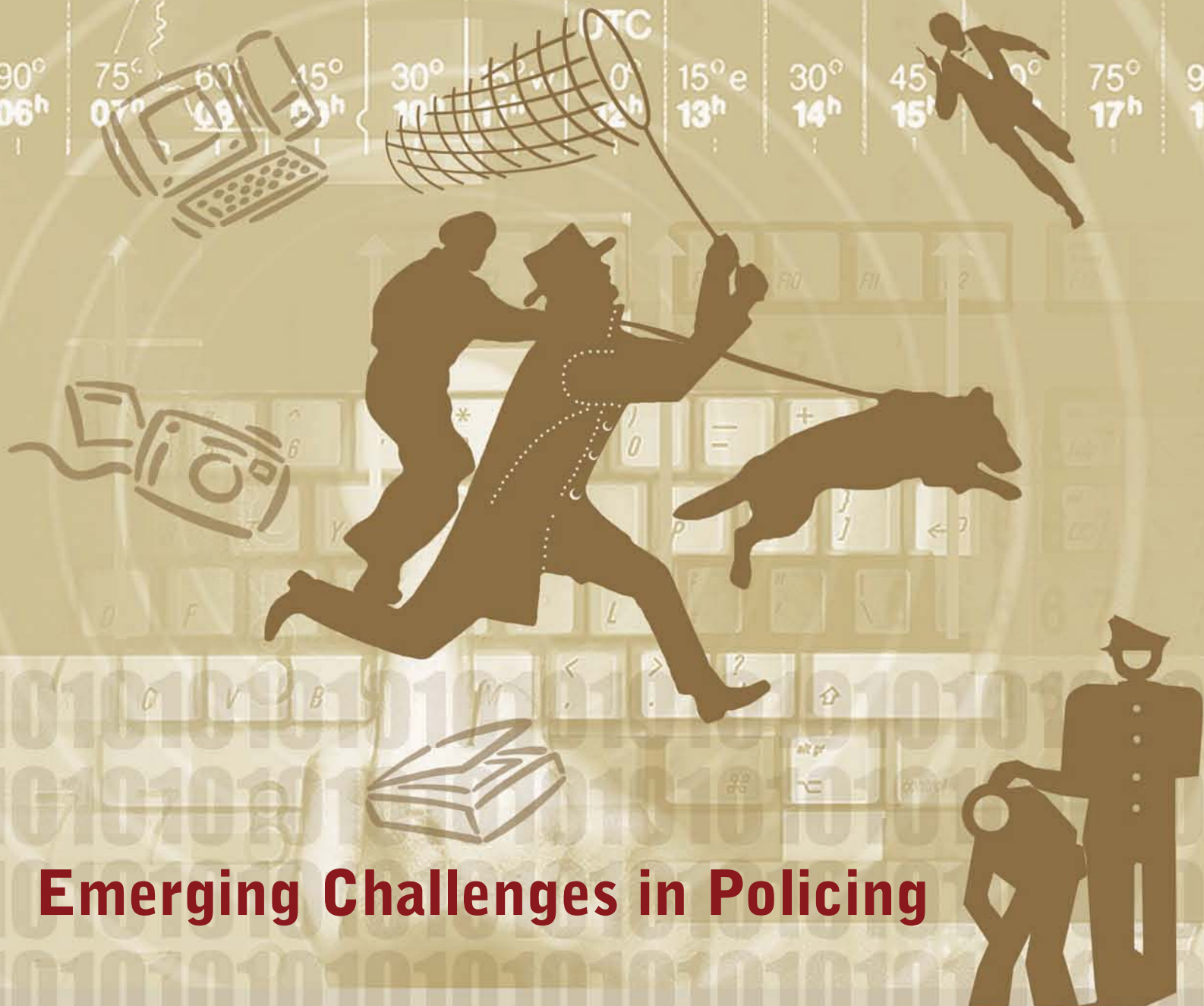
Emerging Challenges in Policing

Contents

Editorial

Like any other developing country, India also faces multifarious challenges more so due to its geographical dimension, multi-lingual, multi-cultural and multi-ethnic character. India is also home to almost all the religions of the world and in the present scenario when religious fundamentalism is growing and complicating the problem of the governance and putting on test agencies entrusted with the task of maintenance of law and order, challenges that its security agencies face become daunting.

In the present time, apart from the problem of normal law and order, the Indian state is confronted with the situation wherein Jihadi terrorism is posing significant challenge to the security forces on the western frontier and insurgency on the eastern frontier. In addition, menace of Maoist violence is one of the biggest threats to the stability of the country as is perceived by many analysts of internal security.

Ministry of Home Affairs, Government of India, is taking various initiatives to make Indian Police responsive to these challenges and streamline its working by ushering in police reforms as per the directives of the Hon'ble Supreme Court of India. We in the Bureau of Police Research & Development are engaging intelligentsia, academician and thinking fraternity among police personnel to work together as a think-tank, focus on various problems confronting Indian police and suggest possible solutions.

In this issue of Indian Police Journal (Oct.-Dec., 2009), we have received ten articles from various writers, both from the police as well as academicians with wide variety of topics which, I am sure will be of professional interest to the readers of this journal.

While, we in the Bureau, are trying to equip the policemen to face these multiple challenges by imparting various training inputs; public expectation of a police person remain an enigma, aptly summarized in the following quote:

"*The citizen expects Police Officer to have the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of the good*

Samaritan, the strategic training of Alexander, the faith of Daniel, the Diplomacy of Lincoln, the tolerance of the Carpenter of Nazereth and finally, an intimate knowledge of every branch of the natural, biological and social sciences. If he had all these he might be a Good Policeman"

We wish our esteemed readers a good luck and keenly await feedback from them regarding suggestions to improve Indian Police Journal.

(S.P. Vaid)
IG/Director (Adm./Training)
BPR&D

Abstracts & Key Words

Police Vision 2020
Policing for Global Fund of Happiness

S.P. Mathur, IPS

Key Words

Civil Society, Criminal Preventology, Police Science, RTI Act, 2005, Vigil on Excellence, Global Fund of Happiness

Abstract

Police, in its professionalized avtar, could reach a new high, in the year 2020. It could then be acceptable standards of service delivery, and could face ever emerging challenges confidently, with several new developments and favourable factors, like: (i) Judiciary's helpful intervention leading to Police Reforms. ii) Growing application of RTI Act, 2005, resulting into better transparency and accountability (iii) Development of new science of Criminal Preventology, and formulation of National Policy on Crime Prevention, and (iv) Adoption of latest techno - managerial tools for Organisational excellence, etc. Taking a balanced view, a success-bound action-plan for future-readiness is outlined.

Internal (In) Security in India: Challenges and Responses

Akshat Mehta

Key Words

Internal (In) Security, North-East, Naxalism, Social Fault Lines, Crisis of Governance, Good Governance, Politico-Criminal Nexus, Corruption, Dilatory and Ineffective Criminal Justice System, Politicization and Non-Professional Approach of Police, Violation of Human Rights, Crime, Cyber Crimes, White- Collar Crimes, Economic Security, Policy Responses, Psychological Initiatives, and Union Ministry of Home Affairs.

Abstract

Internal security in India has been marred by feelings of all pervasive deep 'Insecurity' amongst the citizens. An overview of the internal security in India reveals many challenges before the Nation, which include terrorism across the country and in J&K and North-East in particular; Naxalism with its growing spatial spread and consolidation; communal violence; casteism; dilatory and ineffective criminal justice system; politicization of the police; politico-criminal nexus; white collar crimes; crimes against women to name a few. Crisis of governance marked by growing corruption and poor Centre-State coordination has further compounded the problems. The policy responses to these challenges have failed to instill sense of security amongst the citizens. In the light of emerging challenges facing internal security of India, this paper attempts to study the gravity of task at hand, the responses being tried and puts forth possible responses to dispel the feeling of entrenched insecurity amongst Indian citizens.

WiFi Network - A Challenge to Security Agencies

Gurcharan Singh

Key Words

WiFi Network, Modems, Dialup, Wardialing, Caller ID, Port Scanning, Wireless Wardialing Tools, Wireless Signals, Wireless Access Point, MAC Filtering, Encryption of Data, ISPS, TRAI

Abstract

The term wireless can apply to many things, such as cell phones, cordless phones, global positioning systems (GPS), AM/FM radio, LAN wireless systems, or WAN wireless systems, to name a few.

The wireless network is rapidly replacing wired options, especially as new standards for wireless broadband are being implemented by networking vendors. Wireless networking brings great benefit in areas like temporary installations, in buildings where wiring is logistically difficult, or in locations such as college campuses or airports where users are not likely to do all of their computing in one fixed

spot. Secure wireless networks have also become common in healthcare applications, transportation, supermarkets and warehousing. Wireless network security must, however, be a primary concern when rolling out a wireless network.

Peacekeeping and UNCIVPOL

R.R. Bhatnagar

Key Words

Peacekeeping, Security Council, Mandate, Comprehensive Peace Agreement, Civil War, Intrastate Conflict, UNPOL, UNCIVIPOL, Multifunctional, Civilian Police

Abstract

India is the seventh largest contributor to UNPOL. There is immense potential for increasing both qualitatively and quantitatively the Indian contribution to UNPOL as the Indian police has vast experience of the type of problems that the police faces in such missions. India has established rule of law respecting human rights with democratic policing.

A major problem is the deployment lead time in which after the Security Council Resolution, the police officers are actually deployed to the field. Such delayed deployment results into the situation deteriorating substantially making the peacekeeping task much more complex. Efforts are being made to reduce this from nearly six to nine months to weeks. The creation of the standing police capacity is a step in the right direction. Creation of regional competences will help, though not much progress has been made in creating the 'national pools' for call at short notice.

Envisioning CRPF Preparedness to Tackle Emerging and Developing Internal Security Threats: A View Point

R. Jay Kumar

Key Words

CRPF, Largest Paramilitary Force, Multidimensional Role, Varied Roles, CI Operations, Continuous Deployment and Engagement in Conflict Zones, Emerging Patterns, Priority Areas, In-house Issues, Preparedness, Parameters of Strategy, Stabilising Role, Integral to Peace and Prosperity.

Abstract

The CRPF today is the largest of all the Paramilitary Forces and it is playing a pivotal role in upholding the unity and integrity of the nation. Entrusted with the responsibility of the maintenance of Internal Security as its mandate, the Force is deployed throughout the length and breadth of the country with varied role and tasks. Its role in tackling terrorism in J&K, countering insurgency in North East, mounting into Naxal operations is a known phenomenon. Besides the growing demand dependence on CRPF to conduct elections, maintain law and order, combat communal violence etc. is increasing day by day. As on date, 85% of the Force is deployed in hard areas. It is imperative that preparedness of CRPF in forthcoming days is also integral to India's progress in coming years. The issues and matters will have a direct and indirect bearing on the working of CRPF. The emerging modes of conflict and contours of internal security clearly indicate that greater challenges are in store for CRPF in coming years. The article examines some of the priority areas which CRPF need to handle as part of its preparatory strategy, to effectively tackle emerging and developing trends in the matters of internal security.

A study of Occupational Stress and Health in Police Personnel

Dr. Dinesh Nagar

Key Words

Occupational Stress, Causes of Stress, Good and Bad Features of Police Life Style, Coping and Health

Abstract

Police work is often regarded as an extremely stressful occupation, and personnel involved in field duties often report variety of psychological, behavioral and health related problems. A brief survey was conducted during the last day of the soft skill training programme to explore the occupational stress and health of the police personnel besides examining the frequently used psychological and behavioral strategies to deal with the adverse consequences of stress. A total of sixty police personnel belonging to three hierarchical levels of police organization (CSP, Inspector and Constables)

responded to a brief survey carried out during one of the soft skill training sessions. The major results of this study revealed that high degree of occupational stress was reported by 40% of Constables, 20% Inspectors and 10% of CSPs. Furthermore, more than 50% of police personnel reported experiencing moderate levels of occupational stress. The common health complains reported by Police personnel were high blood pressure, diabetes, Sciatica, arthritis, migraine, asthma and Gastric problems. On the open ended items, the police personnel reported exercise, walking, Yoga and happy family environment as potent contributors of stress reduction. Various good and bad features of the police life styles were reported by the participants. Implications of the study are discussed.

A New Approach for Analysis of Indian Counterfeit Currency (Bank Notes) by Using HPTLC Scanning and Photo Imaging Technique

Seema Srivastava, Vindresh Mishra and Others

Key Words

Security Thread, Counterfeit, Scanning, Photo Imaging, Absorbance, Tracks, Currency.

Abstract

The cases of counterfeiting of Indian currency have shown considerable increase in recent past. It has been observed that counterfeit currency of Rs. 500 and Rs. 1000 are generally produced by the criminals with the help of computer and scanners. When these are seized by the police, security features are examined in the lab to ascertain the counterfeiting. However, authors have successfully tried a new approach for the identification of counterfeit currency of Rs. 500 by using HPTLC scanning, photo Imaging Technique and WIN-CATS software analysis. The absorbance pattern under the multiple UV wavelength of the obverse surface area of genuine Rs. 500 denomination has been taken and compared with the surface absorbance of counterfeit Rs. 500 note in 31 tracks scanning to the length of the note. There is a clear differentiation in the absorabance pattern at the intaglio ink printing surface in both the currencies observed in between track numbers 8 to 23. In the same fashion, the security thread has been examined in the case of
both currencies under UV-254 nm wavelength. The maximum length of the security thread in genuine currency notes of Rs. 500 denomination of years 2005 to 2008 (n=10) was found to be 374nm, which was not observed in the counterfeit Rs.500. The photo imaging of both the currencies (genuine & counterfeit) was done to study the illumination pattern on both types of currencies.

Behavioural Imperatives for Police Leadership

Rakesh Kumar Singh

Key Words

Behavioural Imperatives, Professional Challenges, Mental Strain, Leadership Crisis, Behavrioural Deviations, Functional Assessment, Traumatic Impact, Police reforms, Emotional intelligence, Toxic Atmosphere, Environmental Enrichment, Value Confusion.

Abstract

Police leadership need to develop mindset for progressive change in the police organization. The job of managing Police personnel are a professional challenge which should be taken into right perspective. Efforts should be made to decouple the policing from political influences as well as criminalisation within the organizations itself.

The image of Police needs to be managed like a "brand/product" so that merely the fear of professional intervention of Police prevents many a crimes and criminals to flourish. For economic development of the proportion which we have dreamt for our nation, it is essential that Police ensure peace and prevalence of law in the society. So that the basic rights are guaranteed to the people for fearless development of their economic and social pursuits. Police is already doing a commendable job inspite of resource constrains; the need is to improve its behavioural attitude to fine tune its professional image.

The Police leadership has the most critical role to play to bring this institution in order. They need to play creative, productive and benevolent role as well as destructive (like Brahma-Vishnu-Mahesh Trinity) role to eradicate the evils which has become synonym of police. The perception of constabulary

and *thana (Police Station)* level officials depends on the empathy and understanding that their senior officials will demonstrate for them and value they add to professionalism of the institution.

NHRC and Custodial Crime

Dr. Radha Nath Tripathy

Key Words

NHRC, Custodial Death, Custodial Crime, Investigatory, Recommendatory Body, Interim Relief, Consitutional, Legal, Safeguards, Judicial Activism, Custodial Violence.

Abstract

NHRC was instituted under The Protection of Human Rights Act and came into operation on 28th September, 1993 with a chairman and four members. The functions of NHRC as spelled out in Section 12 of the Act, make it the nodal institution to promote and protect human rights in India.

The soul objective of the Commission is to provide justice to all whose human rights are violated particularly by the state officials. For the fulfilment of the above objectives, NHRC can intervene in any case involving human rights violation and can also visit any place of violation of human rights. In addition to this, it has been given the responsibility of conducting research in the field of human rights and spreading human rights education, and awareness which will create a culture of human rights in India.

For the purpose of providing justice to the victims of human rights violation, the Commission has been given the power of a civil court, to conduct inquiries and investigation of such cases. The Commission initiates inquiries of the cases of human rights violation on the basis of a petition filed by a victim or by any person on his/her behalf or on its own initiative.

The important issue here is not to conduct inquiries to establish the fact of violation of human rights, but how to punish those who are found guilty in this process. It is required to note that NHRC has no power to punish or to take any action against any authority. This is the point that was one of the factors for which the very establishment of NHRC was criticised. This Act makes the commission an investigatory and recommendatory body rather than an accusatory or judicial body.

Detecting Cyber Crime : Social Perspectives

Dr. Tej Singh Keshwal, Dr. (Smt.) Preetibala Mishra

Key Words

New Generation Crime, Sociology, Criminology, IT Act, Public Awareness, 4th Generation Warfare, ISRT, HTC, Congnitive Change, Crimes.

Abstract

Cyber crimes have been investigated as new generation crimes with varied forms and practices, including crimes perperated by abusing electronic devices (e-crimes), using higher versions of technology high-tech crime (HTC) etc. Thus, the study conducted was aimed at sociology of cyber crime not the criminology of crime and the respondents do not beget to be known criminal castes, community, group, gang or criminalised parentage. They are the white-collar specialized people who are termed here as 'cyber punks' because of the fact that they have plunged into cyber technology and who are required to work with computer under the allurement of its probable and possible use for immoral or illegal selfish purposes, divergent from socially approved norms and professional ethics.

Occupational Stress in BSF: Causes and Remedies

Manoj Chhabra, Dr. Bindu Chhabra

Key Words

Occupational Stress, Border Security Force, Psychological Strain, Communication, Leadership, Feedback, Grievance Redress, Stress Management.

Abstract

Stress, leading to suicides and homicides, is one of the major problems facing the BSF personnel. Tough working conditions, lack of basic amenities, long working hours, physical separation from the family, tight controls and rigidly stratified hierarchies have been considered the reasons for the high level of stress. However, no formal study has been conducted to actually ascertain the various causes of stress in the Border Security Force. The present study uses the inputs provided by the personnel, of various ranks in the Force, at the field level to understand the causes of Stress. The study also discusses various ways to reduce stress, so as to improve the physical and psychological health of the BSF personnel and to improve the overall efficiency of the force.

Police Vision 2020
Policing for Global Fund of Happiness

S.P. Mathur*, IPS

*"A developed India by 2020 or even earlier is not a dream,
It need not be a mere vision in the minds of many Indians.
It is a mission we can all take up - and succeed".*

- APJ Abdul Kalam.

Background

It is a Testament of truism that Police Vision 2020 is integral to India Vision 2020, and is closely intertwined with Global vision 2020. There are good reasons to believe so when we live in an era of knowledge society and inhabit a global village.

Policing, associated traditionally with limited part of human affairs. i.e. control of deviance and disorder, has, as per new multi-disciplinary literature, direct or indirect nexus to mankind's utopian ideals and aspirations of 'perennial peace, progress and prosperity'. The interconnectedness of these elements could be illustrated in a simple looking schematic diagram.
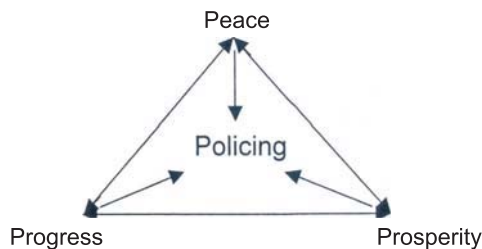
India related World Bank Reports and UNDP's Human Development Reports, doing a sort of Policing Impact Analysis, too, have recognised such a relationship in Indian context.

If the amalgam of Peace, Progress and Prosperity could be construed as 'happiness', then a picture could even emerge where Police could be likened to a catalytic agent, in cauldron of world affairs, with some role for it for development of Global Fund of Happiness.

Police Vision: Importance and documentaion

Police with 19th century governing Act and 20th century outlook could hardly face 21st century challenges. For Police to stand to a more lofty and romantic reputation, it is essential that it works with a Vision, as is the need felt universally. Vision has powerful influence as indicated by former President APJ Abdul Kalam: "VISION IGNITES NATION".

Considering infeasibility of scenario planning (a mechanism usually adopted for preparing vision document) for police, which has rather inflexible legal charter of duties, and for reasons of constraints of resources, a singular forward looking approach, with the backdrop of tacit SWOT (Strength, weakness, Opportunity, Threat) analysis, on current policing, has been considered more appropriate here.

To get some clue of Police Vision 2020, an inherent need is felt to seek answers to four basic questions- and the whole hierarchy of searching queries, arising thereafter - about what is envisioned in the year 2020 w.r.t. :

- National scenario in which Police will work
- Challenges emerging from such scenario, relevant to Police
- Police organisation and its internal functioning

*Ex-DGP, Chennai, Tamil Nadu

- Police response to contemporary and emerging challenges

Thinking out of the box attempt has been made to address the bigger question of role and responsibility of different stakeholders in 'Prevention of deviance and disorder'.

National Scenario

While changes take place in all spheres, the major driving forces, besides, natural disasters, that impact policing most are in the areas of 'international relations', 'demography', 'social structure', 'economy', 'political system' and 'technology', and the complex interplay amongst the same.

Accentuating faultlines in country's social-eco-political architecture; low Human Development Index (HDI) and high Corruption Perception Index (CPI); the national aspiration for superpower status, on account of growing economy, beyond vision 2020, and the consequent neighbours' envy thereabout; civilisational clash in a fractured and fluid global power order; myriad internal and external security threats facing the nation; complexities emanating, on all fronts, from LPG (Liberalisation, Privatisation, Globolisation) ; increasing population as also urbanisation, and perpetual threat of illegal migration on porous eastern borders; uncontrolled and uncontrollable rise in power of science and technology to cause both damage and delight; deterioration in environmental / ecological systems, etc. are some of the prime factors constituting snapshot of emerging Indian scenario. The complexity of these factors is getting compounded dynamically. All of the environmental changes, taken conjointly, lead to innumerable present and prospective challenges before Indian police.

Policing: Challenges

For sake of simplicity, these are categorized in three parts, as given below:

Policing: Emerging Challenges

Significant contemporary and futuristic challenges, (including some traditional ones with national and international raminifications) arising out of environmental changes, are listed below:

- Terrorism and its variants, having national and global dimensions, like cross-border terrorism, hijacking, etc.
- Left wing extremism in varied form, and insurgency
- Border Security and coastal security
- Narcotics and its heinous form like narco terrorism
- Cyber crimes (As chief component of technology enabled crimes) in different hues, including hacking and damage of networks, identity theft, misappropriation, stalking, cyber pornography, and even cyber terrorism
- Economic offences in endless ways (white collar crimes like money laundering, Banking and NBFC frauds, corporate frauds)
- Counterfeiting currency (even with intent to economically destabilise the nation)
- Organised crime, specially involving mafios and gangsterism (including land grab mafia, smuggling, extortion, kidnapping for ransom etc.)
- Corruption and its cancerous, dimensions (specially at high places)
- Environment related crimes
- Communal and caste clashes, and ethnic violence
- Trafficking in women and children
- Organ Trade
- Election related violence and offences
- Chaotic and worsening traffic condition in metros and mega cities.

There is need to update this list periodically. BPR&D/NPA must undertake the laborious task of building and consolidating a solid body of knowledge on each challenge, as done in scientific literature. One series could be a beginners' guide and the other, professional one for top leadership and policy planners.

Policing : Traditional Challenges

With respect to traditional policing (basically meaning crime against property and persons, and regulatory work) and organisational functioning, the

Abstract

Police, in its professionalized avtar, could reach a new high, in the year 2020. It could then be acceptable standards of service delivery, and could face ever emerging challenges confidently, with several new developments and favourable factors, like: Judiciary's helpful intervention causing rise in Police Reforms. Growing application of RTI Act, 2005, leading to better transparency and accountability; Development of new science of Criminal Preventology, and

formulation of National Policy on Crime Prevention; and Adoption of latest techno- managerial tools for Organisational excellence, etc. Taking a balanced view, a success-bound action-plan for future-readiness is outlined.

challenges are nothing new, but a prominent few, and closely interlinked amongst the same, deserve reiteration:

- Bandhs and mass agitations, often turning violent, damaging persons and property (mostly public)

- Group clashes, specially on sensitive issues, say, involving parochialism, politics, etc.

- Mob violence (including Vigilantism) on account of real and imaginary causes, like deficiency of service by anyone (individual or agency), including Criminal Justice System.

- Lack of autonomy on account of interplay of extraneous considerations leading to inadequacies and deterioration in crucial areas of administration viz; recruitment, placement, transfer, training, disciplinary action, etc.

- Absence of transparency and accountability

- Questionable service delivery, like burking of cases, indifference to investigation, etc.

- Low police Image w.r.t. pervasive corruption, brutality, discourtesy, and lick-above-and kick-below mentality at all levels, chiefly at subordinate ranks.

- Inadequate coordination with, and inadequate reforms of other wings of criminal Justice. Administration viz., Prosecution, Judiciary and Correctional Institutions.

- Inadequate availability of, and poor adaptation to, science and technology in policing systems.

- Increasing work load on account of newer legislation, as also absence of periodical review of statuate, in conformity with current and futuristic requirements.

Policing : Challenge of Excellence

Society everywhere aspires for 'peace', 'prosperity' and 'progress' perennially, even against all odds. Contemporarily, the demand, in the fiercely competitive third millennium globalised scenario is excellence of products and services. People and various organisations of Civil Society have similar rising expectations from Police, who, at best, promise to deliver status- quoist and mediocrity. driven services. There is no reason for the future police not to rise to the occasion. It is axiomatic that Public money must be spent unquestionably in the most creatively thought out and best possible ways for purely public causes – that, too, in well conceived and prioritized manner – and not under any circumstance, in arbitrary and adhocist way. Sum and substance of it is: The well known idiom 'Eternal vigilance is the price of liberty' needs to be supplemented with a new one 'Eternal VIGIL ON EXCELLENCE is the price of envisioned future'.

Policing : Vision to Action

Envisioned future of police (a traditionally very well established organisation in India) will emerge continuously, and not with the waving of a magic wand at the end of a certain period. Future-readiness of an organisation could largely be achieved, interalia, through combined action on issues at three levels of the organisation:

- **Policy**
- **Management! Administration**
- **Operation**

Various Commissions/Committees including National Police Commission (1978-80). Justice Malimath Committee on Reforms in Criminal Justice (2003), Robeiro Committee (2004), Solisorabjee Committee (2005) and latest Madhav Menon Committee dealing with National Policy on Criminal Justice (2006) have given deep thought to most of the issues, covered under Policy, Administration and operation. A survey of opinion of the senior Police Officers of Tamil Nadu State was carried out, basically in the context of a research paper "Contemporary Policing: Leadership Challenges:, presented during 35th year Robbion seminar at National Police Academy, Hyderabad (Aug 2007), the Questionnaire response is available at Annexure-I. Highly favourable responses with respect to need for (i) New Police (Chance Police reforms), ii) transparency in Police functioning, (iii) excellence of service delivery &(iv) measurement of public satisfaction, etc. are reflected in recommendations made in their paper.

Following documents is highly recommended:

Policing: Constraints Management

Policy level changes - often called reforms - signify removal of artificial constrains and help provide requisite supporting environment to the initiative and action in other two areas. With Supreme Court's judgment (Sep. 2006) on Ex-DGP BSF/UP Shri Prakash Singh's decade old writ petition, a sort of silver lining has appeared on much awaited Police Reforms. Police leadership, in larger public interest, should provide appropriate inputs for consolidation of Reform process, without which the whole Vision exercise could become farcical. The Administrative Reforms Commission headed by Shri Veerapa Moaily on consolidation of all previous literature on Police Reforms, in its 5th Report (Public order) has strongly recommended need for wide ranging Police Reforms. In this context, it is noted that there is still stiff resistance from most State Governments to accept the Reform Process and provide functional autonomy to police force. BPR&D needs to proactively have policy level issues researched through Academia, if necessary, in collaboration with State Police Leaders, as also civil society organisations, to provide forceful inputs to the Central/ State Governments to overcome inertia w.r.t key areas of Police Reforms. This will help materialisation of Lincholn's prophesy "you can't fool all the people, all the time", the Central Government could expedite action on Soli Sorabjee Committee for enactment of new police act without any delay.

The top brass associated with State Security Commissions, proposed to be set up for overseeing police performance, should proactively ensure integrity of such mechanism in actual operation. They have a great opportunity and responsibility in associating themselves with crucial creative decision making processes. For this to happen, effective use of the ten creative decision having principles of DeBono is essential.

- DATT (Direct Action Thinking Tools)
- Wendesbury's Principle of Reasonableness, and study of 'fallacies' might be greatly helpful in avoidance of bad and promotion of good decision making.

Policing: Strategic Management (with paradigm of Vigil on Excellence)

NPC (National Police Commission (1978-80)) Report is almost a Strategic Management Manual of police and its institutions. Its content includes an equivalent of ERP (Enterprise Resource Planning) of any major organisation, minus, of course the current ICT flavour.

There is enough of description of police functioning in NPC Report, and subsequent police literature, needing no reiteration here, through some of the newly formed State Police Commissions and other vision documents seem to have re-emphasised need for improvement in management of various Ms (men, machine, money, methods, materials mindset) to enable the Police organisation to offer better responses to emerging challenges. Irrespective of the type of current and emerging challenges faced by police, it is essential that the organisation is managed and operated in highly professional manner.

Unfettered of policy constraints, it should be very much possible for Police Leadership to profitably learn from private sector's functioning. Success stories that have brought renaissance in economic development abound at national and international level: consumer electronics, ICT, white and brown goods, automobile, are just a few sectors, in a long list that touch and enliven the lives of millions. Green and White revolutions have preceded these successes. The business leadership overcame constraints intelligently to create admirable public good. In International Policing scenario, one of the best success story, worthy of emulation, is that of FBI (Federal Bureau of Investigation) - globally acclaimed Federal Police Agency of U.S.A.

In this context, from out of studies of an incomprehensibly vast subject of strategic management, a road map, for Indian Police, is some how, tried to be encapsuled below:

- **Strategic (long term) management of organisation:** Setting Vision and Mission Statements; environment scanning; formulation of objectives with SWOT analysis, in relation to duty charter and challenges; structuring of

organisations and its functioning with emphasis on (Business) Policing Process Re-engineering and Organisational Re-engineering; feedback, improvement

- **Framing and dissemination of Citizen's Charter**
- **Setting parameters of performance and evaluation**
- **Transparency of function:** Suo-Moto presentation of information on a dedicated portal
- **Standardising (formatting) public grievance redressal mechanism**
- Periodical survey of public opinion
- **Acquisition of ISO 9001-2000 Certification** by different units using participative approach (with check-lists and systems approach) for providing quality service to stakeholders for effectiveness.
- **Contingency Management**
- **Aiming for excellence:** Working towards ISO 9004-2000 (best-of-class) standards - for efficiency/productivity - using creativity and constant innovation. This could include TPM (Total Productivity Management), TQM (Total Quality Management), ERP (Enterprise Resource Planning), EFQM (European Foundation for Quality Management) Model of Business Excellence, and finally 6 sigma approaches.

Strategic management of an organisation is not rocket science. With firm resolution and brilliance scattered all over, it should very much be possible for police to ensure organisational excellence and to deliver highest quality of service, in a phased manner. To help the States, a road map for general guidance, could be prepared by a Task Force appointed by BPR&D, with support from MHA. Rome was not built in a day, and as Mao said, 'A thousand mile journey starts with a step'. London Police saw metamorphosis, with Robet Peel's initiatives in 1829, and corruption - ridden Hongkong turned a new leaf quickly in mid 20th century. It is turn for Indian Police now, indeed.

In this matter better help is at hand. Quinquennial Strategic Plan (latest 2004-2009) of FBI (USA)- globally recognised, fiercely independent professional police set-up - is available at (http://www.fbLgov/publications/strategicplan/strategicplantext.htm). Its schemata W.r.t. organisational functioning, both in intensity and extensive sweep, can hardly be bettered. Police Futurists International - best publication on Police futures - provides, however, a caveat that Policing like Economic Development, has to be country and culture specific. Hence, while global advances in Science and technology and Management, etc. could be gainfully adopted, with local ingenuity, the core of policing, needs to be developed anywhere, as in India, with its own genius. In actual application, it has to be further finetuned suiting to regional requirements. Also the specific requirements and sensibilities of rural, coastal, tribal sectors, and specially that of exploding mega cities need to be seen. Same is the case with extremism, insurgency and terrorism - infected areas. In Policing a Country of sub-continental dimensions, with multiple diversity, there is no such thing as one-size-fits-all.

A few prominent areas of strategic management alone can find a mention here:

ABC analysis

There is need for prioritisation of activities, specially to give high importance to those jobs that have far reaching consequences. Attention prioritisation and resource allocation, on equitable and not equal basis, for whole lot of challenges, looking to repercussion and impact, therefore need completely new study to optimise gains of policing or else, as per Pareto's 80/20 Law, 80% attention would go to 20% cases and vice-versa.

Recruitment, Placements, Training (Leadership Development included)

The most speedy, effective and totally cost-free way of achieving dramatic improvement in the functioning and performance of the police organisation is simply to professionalise three prime processes viz recruitment, transfer/postings and disciplinary action. An independent Recruitment Board, as existing in certain States, say Tamil Nadu, working in fair and transparent manner, needs to be established in each State. This should also work under public oversight. A computer-assisted Human

Resource Development System must be developed and put into operation to avoid corruption and favouritism in transfers/ postings and training programmes. A system of compulsory training at all levels, as applicable in Armed Forces, must be introduced and promotions must be allowed only on clearing various rigorous tests. Continuing Professional Education, (CPE), as in Medical field (CME and preferably web based), needs to be introduced for all senior officers. It is said, an army is as good as its generals, likewise, a Police organisation is as good as its leaders. Thus, there has to be a great emphasis on Leadership Development Programmes by NPA and other Police Training Institution. Global & Indian MNCs have advanced through this simple mechanism knowing that leaders would carry forward the organisation's mission the best way.

High Impact Policing work

Energy theft is estimated at Rs. 20,000 crore or more annually, in contrast to the country' total property crime figure of Rs. 3000 crore, but the attention former gets from Police as also State, Governmentsis not even a miniscule of what it deserves. Burgeoning white collar crimes and threatening organised crime get poor attention too. Inspite of corruption being the root cause of virtually most ills affecting the nation there is pathetically poor attention, in policing, to this area. Police perceived as hand-maiden of Political Establishment (great deal of which is mired into corruption itself) does just a cosmetic part. Big fish never gets caught. Feeling disillusioned, with Polity/Policy, people in a recent NDTV poll rated 'corruption' as nation's shame number one. Setting its own house in order, Police, henceforth to function under Public Oversight, has a cardinal duty to rid the body politic of 'corruption cancer' without affecting the normal organs (innocent people), inadvertently or wantonly. 'Civil Society' will have to be proactively mobilised for this purpose, far more than what is happening now. In proper collaboration with 24x7 influence peddling media, it could seek whole lot of promises in manifestoes of all Political parties or face people's rejection at the hustings. Transparency International could possibly take lead and strategise on this area.

Special Units

For responding to all important emerging challenges, cyber crime, organsied crime, white collar crime etc. which may be fewer in number, but higher in importance and impact, specialised units need to be created and manned by specially trained/ experienced hands, keeping questions of advanced planning and continuity in view. These are not areas where round peg in square hole would fit.

Bottom of Pyramid

Police constable working as the cutting edge and Police Station as frontline interface with public need considerable face lifting, in innovative ways. Need for high morale and welfare at this level hardly needs reemphasis. Gender justice within constabulary is another area needing high priority with increasing induction of women in Police Service.

Public/Police Grievance Redressal

A set of computer compatible Formats, for Public Grievance Redressal and for internal purposes Employees Grievance Redressal need to be created. This process could also be designed as webbased, menu-driven, user-friendly system. With this in place, there will be no chance of loss of documents; no difficulty in monitoring, no delay in processing, and no delay responding. Not only operational action but decision support for administrative and policy level decisions would also be available, using the automatically generated data base.

Revamping Intelligence Units

The intelligence units need to be almost re-invented as most manpower is seen to be squandered in attending to issues irrelevant to state security. The activities bear little nexus to objectives often and there is no manpower audit or performance evaluation, as such units are considered (Unfortunately) "holy cow" within Police system. Keeping Ruling Political Party happy and in power, seems to be the chief guiding principle of Intelligence Outfits. Such wayward approach needs course correction on professional lines.

Knowledge Base

The Administrative Reforms Commissions/ Knowledge Commission have laid great emphasis

not only on e-governance initiatives but also on building appropriate knowledge bases beginning with infallible crime/criminal Information systems to help take proper decisions in key areas like Process re-engineering and organisational re-engineering. Civilians and experts could be better used for doing this rather than wasting trained Police manpower for the same.

Traffic Management

Traffic management (usually connected with E's - Engineering, Education, Encroachment and Enforcement) is becoming a nightmare in most cities, especially Metro/Mega towns. Economic development and quality of life have been directly affected on account of deteriorating traffic conditions. Beyond 'education', in a limited way and attending to honest (!) enforcement, possibly with the help of technology, and at best, offering stray suggestions for minor improvements here and there Police seems hemmed in this complex inter-disciplinary area even though it has been facing the flak most from public. Innovative approaches, and honesty of purpose in keeping the policy maker informed of the impending danger of worsening traffic situation, will be required to address myriad issues. Being at the cutting edge of enforcement it should keep public informed of its limitations, and seek civil society's support in getting proper policy framework for improved futuristic traffic management.

Performance Measurement

This area needs serious relook, as most work in this area needs to be done ab initio and it needs to be subjected periodically to public oversight. 'What gets measured, gets done' is well known management *mantra*, quite well applicable for indexing and improving Police performance constantly. Guidelines for this could be centrally prepared by BPR&D, in consultation with experts.

It is time Police Leaders attended to the above tasks carefully and in time-bound manner.

Policing: Environment Management

Besides dealing with the usual set of Ms (Men, Money, Machines, Materials and Methods), as prescribed in management literature, the police leaders need to interact with another Mset (Media, Masters, Masses) to be able to respond to different challenges successfully.

The greatest hope for futuristic policing is building mutual trust with Civil Society and Media, in large pubic interest, while, of course, systematically scanning the environment and creating proactive approaches. The Central and State Governments' Agencies of CJA, NGOs various interest groups and, people at large etc. form the environment for Police. Appropriate interaction at all levels hardly needs renewed emphasis. For such interactions to be meaningful needs to be governed with dispassionate and reasoned thinking.

The Civil Society (virtually non-existent six decades ago at the time of Independence) is much more articulate and powerful today, and is no less knowledgeable than the Establishment and the Political System combined. It seems to be relentless in its pursuit of achieving transparency and accountability on part of Public Organs of the State, wielding sharp instrument like RTI Act, 2005, and sharper like Public Interest Litigation (PIL). It is ably supported by 24 x 7 TV channels, almost to a fault.

With constant public pressure, say as exerted through powerful Civil Society organisation, policing could be virtually reinvented, with (proactive) application of RTI Act, 2005, by Police Leadership. It is a weapon akin to modern Brahmastra, enabling victory of virtue over evil. Many pessimistis, believing in impending doomsday scenario for Police, would change their view once action in this area acquires full steam.

In a democracy, which is 'of', 'for' and 'by' people, it is correctly said the Policeman is Citizen in uniform and a citizen is a Policeman without uniform. This concept forms the bedrock of community policing. Also the 'citizen' need not literally mean an individual but, with limitless possibilities, could mean a 'Group' or an 'Institution' or an 'Association' etc. One such fresh experiment being tried is use of NSS Volunteers, through multiplier effort, for enlightenment and empowerment of public for prevention of deviance and disorder, including protection of public property during mass agitations/ stray incidents. In this context, the feasibility and efficacy of the innumerable practices currently in

vogue (many of them with more hype than hope for seeking public cooperation) need to be critically re-examined, and an integrated and innovative strategy needs to be created and implemented (with local customisation) properly, for ensuring effective policing. Such strategies seem to have proven their worth in some places and are integral to contemporary and futurist policing, though having had little application in the previous era. BPR&D could possibly form a Task Force for this purpose at the earliest.

Policing Technology Management

Technology, to say the obvious, gives edge to Policing. At a time when new age criminal is always racing ahead of the Cop, one need not labour on the need of increasing use of appropriate science and technology in Police for its future-readiness. Plenty of literature is available for such present and prospective uses in policing, and hence details are avoided here.

The baton - wielding and gun - trotting cops need to get familiar with and start using the state-of-the-art gizmos and gear (including arms and ammunition) to be one step ahead of the better equipped modern criminal. A system of 'Change Management', at all levels, needs to be institutionalised as most of future policing, in handling all type of networked criminal Information systems, cyber crime, corporate crime and extremism would involve high tech knowledge. It should begin with e-literacy at all levels, including the top brass, as it is their sensitisation that would have necessary trickle down effect. Use of GIS and GPS for control rooms (vehicle tracking and ensuring high speed response to all routine or emergency calls) and crime/criminal mapping, as routine practised in USA, EU countries, Japan etc., with entry-level presence in some cities like Mumbai must become common place. COMSTAT (Net worked crime-criminal data base) used successfully beginning with New York - in various places needs to be studied for appropriate adoption in Indian cities. An article 'ICT in Law Enforcement' appearing in October, 2007 issue of 'ind' (ICT for Development) magazine has nicely highlighted urgent need for Police to remain updated in the area of Information and communication technology.

The current method of acquiring vendor- driven and often outdated and outmoded technologies needs to be replaced by an institutionalised mechanism to be operated by tech-savvy professionals working for a Central Technology Expert Group. Such an independent Group could be constituted by BPR&D/ MHA, and work with active collaboration of State Police Forces. Scientific literature, world over, is multiplying fast in this areas. Much can also be learnt from international experience, say, as from the functioning of TEU (Technological Exploration Unit) working under LAPD (Los Angeles Police Department). Customising technology proactively, to specific Police requirements, as practised in TEU, is superior to passive adaptation to just available technologies done currently in India. Amongst plethora of print and web sources the US Government's Technology Magazine and its free website http.//govtech.com, giving latest advances in technology in law enforcement, seem to be quite useful for acquiring newer knowledge by police leaders and police planners. Need for appropriate modernisation of Finger Print Bureaux, (with state-of-the-art AFIS, etc. Forensic Labs, Communication Units, Technical and Mobility Support Groups, Intelligence Outfits, and all field units, right up to Police Stations, hardly needs recounting.

Policing: Innovation Management (Thinking out of the box)

The Police does not have to live from one crisis to the other and offer knee-jerk responses. Lateral thinking can create, in advance, responses to the variety of envisioned challenges. There is 'thus' almost mental rehearsing of the situation and its solution, when the need arises. In fact, the modern jargon is: Innovate or perish. Innovative thinking can create harmonious resolution of conflicting and at times, mutually contradictory interests, specially in policy and management within hierarchy of objectives (some times, indistinguishable), time-phasing for some pre-conceived optimization, within given constraints. As they say, the devil lies in the details, the abstract be converted into ground reality and practical issues. A few suggestions deserving consideration are given here.

Policing: Best Management Practices

Development, dissemination and utilisation of Best Management Practices is highly recommended for handling different challenges, and in area of 'Organisational Excellence' discourse on India topcop blog (A private initiative of senior IPS officers) could be put to effective use by BPR&D. Each state could have such blog for its senior officers and it could work almost like cyber Think Tank. There can be participation of retired officials as also enlightened citizens who may like to share their views and experiences with a select interest group. Every initiative, however, needs to be put through the rigorous critical scrutiny and evaluation before being accorded the status of BMP. For this purpose, an independent multi - disciplinary standing unit needs to be created and made to operate under the aegis of NPA/BPR&D. With the maturing of new area "Knowledge Management" in Policing, the task of experience sharing and its effective utilisation would surely improve in days to come.

Though the current police would continue to grapple with 'recruitment and registration' issues for some more time, the future police would dabble in advance Knowledge / Wisdom based areas with comfort. For that to happen an academic approach could begin now itself.

Leaders in Police, as in several organisations, face decision making dilemmas and there is no handy toolkit to help. It would be useful, if the quintessence of civilisational wisdom (e.g. what scriptures, sages, celebrities and scholars inform on different critical issues), related to policing requirements, could be integrated and distilled and made available in (end) user-friendly format, employing Expert Systems/ Knowledge Based Systems, and preferably upcoming Wisdom based systems. The gains could be updated dynamically. Indeed, the kinks of residual uncertainties, optimal result could always be ironed out intutively. Policy/Administrative issues of organisational re-engineering, process re-engineering and inter and intra-organisational resource allocation could then be addressed better, as is being done by MNCs globally. One does not have to learn from hindsight every time. Using such handy wisdom that transcends clueless broad legal framework, decision making in operational issues, as sampled below, could be facilitated.

- Timing and course of action by commandos in a plane hijacking situation,
- Time and material resource allocation for pursuing a rather intractable looking sensational organised crime case,
- Quantum and duration of deployment of security forces at border or elsewhere, etc.,
- Steering clear of the accusation of police inactivity/excesses,
- Response in those situations which require fine balancing act, in an era of 24x7 visibility.

Tighter financial auditing of police functioning by the Civil Society, seeking 'value taxpayer's money', will force, in future, recourse to such systems which do not seem to make much sense today.

For enactment and review of Statules/Rules by legislators and formulation/review of judicial pronouncements (specially w.r.t. quantum of sentencing) such expert systems could be extremely useful specially as data in criminal justice system, or other related fields is often unavailable/ inadequate/unreliable. These are just illustrative examples, of the whole gamut of activities in Criminal Justice Administration (CJA), which has several grey areas. With the help of academia, serious research could being in many of the above mentioned areas.

Policing: National Policy on Crime Prevention

Global Police literature and experience shows that consistent with the present and prospective challenges, several nations (SA, Canada, Austrialia etc.) have come up with National Policy on Crime Prevention, with roles and responsibilities clearly defined for different organs of the State and different stakeholders of the society. What is the scenario in India constitutionally / legally ?

*Crime prevention figures as important duty of police.

*Police figures in second list of the seventh schedule of the Constitution as State subject.

*State Government has superintendence over police, as per (antiquated) police Act, 1861. There is tentativeness in affairs of human civilization and the people with certain 'ends' in view need to innovate on the 'means', legitimately.

It is high time, therefore, that a serious look was given to the realistic scenario for formation of National Policy on Crime Prevention. The following steps are recommended:

Setting up Police University

As war is too serious a subject to be left to the 'Generals' (alone), Policing is too complex a issue to be left to the Cops (alone). A visionary, multi-disciplinary and sustained approach is necessary through an institutionalised mechanism for Police Studies, which encompasses Police Science, as it deals with non-crime areas and with whole gamut of administrative functions of Police organisation. Setting up Police University (say with incorporation of the current BPR&D) with multi-disciplinary faculty, could serve this purpose. Japan, like many other nations, for instance, has an organisation called National Research Institute of Police Science. In Australia, there is Australian Institute of Criminology. As per MHA, Government of India is giving serious thought to it for a variety of reasons, issue need not be laboured more.

Development of Police Science

Police Science is a multi-disciplinary, result-oriented, Applied Science. Wikipedia (web portal) defines Police Science as: "Police science is often an ambiguous term that denotes studies and research in Criminology, forensic science, psychology, jurisprudence, community policing criminal justice, correctional administration and penology." Researches in Police Science could be carried out in academic circles, as also in Police Training Institutions, and in the proposed Police University. The current literature in the country is far below the requirements, in absolute terms, far below international standards, in relative terms. Material scattered all over needs to be compiled as one body of knowledge for reference, use, and further research- specially to avoid re-inventing wheel.

Police University could help bridge the gaps and address these serious issues.

Development of specialized area of Criminal Preventology

This, rather unfamiliar looking name in police lexicon, has, however, a mention in criminal Jurisprudence of Slovak Republic. It was certainly essential to have created one, if such concept did not exist, as specially a separate branch of Police Science. The need is to define, develop it with all the seriousness and urgency that is associated with envisioning a pleasant future.

For prevention and control of deviance and disorder, a diagrammatic representation of police, CJS, and general environment is given below:

Deviance and Disorder: prevention and control
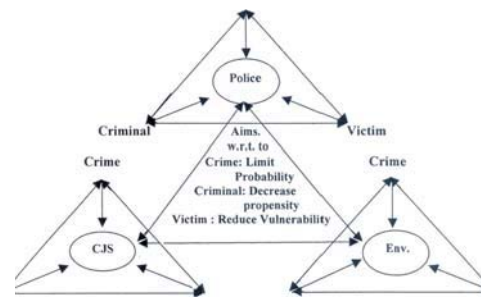
Environment includes: International Agencies of CJS, Central/ State Governments Local Bodies, Spiritual Bodies including Religious Establishment, Chambers of Commerce, Media, NGOs, Interest Groups and Associations, and enlightened citizens, etc.

CJS (Criminal Justice System) includes : Legislation Police, Prosecution, Judiciary Correctional Institutions.

Police org. chiefly includes: Field Units, HQ, special Units, Tech support Group

Currently Police has primary, CJS has secondary, and Environment has tertiary responsibilities for achieving the above aims in Indian scenario.

The common chief aims of all Agencies are:

- for Crime - Limit Probability
- for Criminal - Decrease Propensity
- for Victim - Reduce Vulnerability

As a result of studies is Criminal Preventology a few helpful results would follow:

• Police would longer be considered more responsible for incidence/recidivism of crimes than is medical fraternity considered for occurrence/recurrence of diseases and trauma. Historically, however, whereas medical field is not held responsible for prevention of medical cases, police, axiomatically, has solely been held responsible for and be burdened with the task of prevention of crime.

• The war against terror would, in fact, be considered as a war against causes of terror, for strategic purposes. Same would correctly be the case with challenges of extremism insurgency, and communal/caste clashes, etc., which are essentially outcome of complex web of historical - socio-politico-economic factors. Most of the contemporary and futuristic challenges would be provided with multi-pronged responses and not considered as law and order approaches, as done hitherto.

• As incidence of crime would not be considered as inadequacy or failure of police functioning, registration of cases would not - and should not- be selective. In fact the correct presentation of figures and statistics would provide better resources to Police, as also help build more reliable data bases on crimes/criminals.

• Deeper analysis on root causes for prevention of deviance and disorder could even point the finger of suspicion to corruption at high places, and to political-criminal nexus: and may strongly suggest need for overdue politico-electoral reforms, or possibly even constitutional amendment to stem the rot.

National Crime Prevention Centre

It is essential to institute a central authority, say, National Crime Prevention Centre, as done in some of the countries, to figure out, to guide, to monitor and to measure effectiveness of crime prevention strategies, of different stakeholders. Such information on roles and responsibilities of different stakeholders, in Private and Public Arena, as also their actual performance needs to be put in public domain transparently.

Review of Laws

While the new statuate could have a built-in mechanism of periodical review, the existing ones, in a phased and prioritised manner, also need to undergo review process to remain relevant, and also helpful to the objectives of criminal Jutice system. As it may require longitudinal research work, this task could be best handled by the proposed Police University.

Policing: Global Interaction

It is desirable to learn from international experience in the area of policing, or preferably, whole of Criminal Justice Administration. In place of patchwork efforts, Institutionalised mechanism of global interaction needs to be developed and the gains so obtained need to be incorporated at policy/administration/operational level. To counter several types of challenges, notably terrorism and cyber crime, there is much to learn from the western world. For example, Australian Institute of criminology (working for Australian High Tech Crime Centre) in its Research Public Policy Series (No.78) has brought out an excellent publication 'Future Directions in Technology Enabled Crime: 2007-09'. Eruopean Union is doing high quality work in this area. Only with proper exchange of information with global agencies, Police in India would be able to prepare matching response to emerging challenges. NPA/BPR&D could take lead in this area.

Conclusion

A matrix of key recommendations, by no means exhaustive is given below, for consideration at various level.

Summary of recommendations

SI.	Recommendation	Initiating agency	Possible Collaborators	Time frame for action	Comments
(1)	(2)	(3)	(4)	(5)	(6)
1.	Training in Strategic Management for organisational Excellence including Leadership Development Programme	NPA & State Police Academies	IIPA,ASCI, & other management and private institutions	6 months	Specially to ensure corruption-free & fair recruitment & postings comprehensive training of all, beside optimal and effective utilisation of resource enabling police to respond to current future challenges
2.	Proactive propagation of use of RTI Act, 2005 indicating transparency in police functioning with information on performance parameters (wherever feasible) and conducting survey of public opinion, periodically	BPR&D for preparation of model document	Heads of Police organisations	6 months	Civil Society Organisations etc. help enlightenment and empowerment of people, for continuous evaluation, as also improvement of police performance
3.	Constitution of an exclusive Institute/University for 'Police Studies' to act as Think Tank for good governance w.r.t. policing	MHA, GOI. NPA & BPR&D	State Police Training Institutions. Top level Management and Social/Political Sciences Institutes	1-2 years	Comprehensive & inter-disciplinary research in 'Police Studies' & other related subjects and prepare police to help meet contemporary and future challenges.
a)	Innovation management including (i) compilation, dissemination and monitoring of Best Management Practices & (ii) Creativity Development of Knowledge Based Systems for Policing	BPR&D & NPA	Police Chiefs of States and COPs and Training Heads Institutions in ICT sector	Continuous process	Preparation of model of excellence in policing and its effective utilisation (Cops to remain one step ahead of the Criminals)
SI	Recommendation	Initiating agency	Possible Collaborators	Time frame for action	Comments
b)	Development of 'Cirminal Preventology' and setting up National Crime Prevention Centre, based on formulation of National Crime Prevention Policy	MHA, GOI, BPR&D	Interpol State Governments	1 Year	For policy formulation on rolles and responsibilities of different stakeholders, specially w.r.t 'security & realistic action on prevention of all types of crimes and disorders.

4.	Use of modern appropriate and cost-effective means & mechanisms of science and technology and effective utilization there of	BPR&D Institute of C&FS	Police Chiefs of States and CPOs; Science & Technology Institutes/ Organisations, in public and private sector	Continuous process	For empowering police in meeting contemporary and future challenges
5.	Institutionalised system of review of Laws	BPR&D	Police Chiefs of States, and CPOs; Law Commission	Periodical	For systemic betterment of policing and Criminal Justice Administration
6.	Institutionalised mechanism of interacting with Global Policing Systems and Academia	BPR&D	Chiefs of Police Training Institutes; Chiefs of State Police and CPOs and Academic Institutes	Periodical; need based	For knowledge sharing and for improving police performance constantly

Though suggestion in this paper have been offered for different stakeholders, principally, it is intended for police leaders only. The demonstration test of their renewed performance would be gradual fall in the revenue of the films and tale-serials and literature and tabloid media that has traditionally been relishing, in caricaturing and ridiculing, rightly or wrongly, police and its functionaries, and in banishment of common man's cliche : Both Enmity and Friendship of Policeman is bad.

Epilogue:

Gradually, with interventions for future policing put into place, two more question would arise, over a period of time:

Who will do what?

Who will get what?

The table below sums up the trajectory of policing to year 2020, or even earlier.

Category	Period Rooted to	Type of Police Person	Type of Policing	Key Attributes	People's view	General image of Police
I	Past	**Copo-macho**	Destructive/ Inanctive	HR violations, Corruption	Fear, Indifference, dissatisfaction	**Bad**
II	Present	**Copo-sapien**	Active/Reactive	Rule-bound, Status-quoist, Low sensitivity	Awe, Low interaction, Satisfaction	**Average**
III	Future	**Copo-supra**	Proactive/ Predictive	Prevention of deviance, disorder, promotion of peace progress, prosperity	Amity, Cooperation Happiness	**Good**

The copo-supra needs to have qualities as given below:

"The citizen expects Police Officer to have the wisdom of Soloman, the courage of David, the strength of Samson, the patience of Job, the Leadership of Moses, the kindness of the Good Samaritan, Strategic training of Alexander, the Faith of Daniel, the Diplomacy of Lincoln, the Tolerance of Carpenter of Nazereth and finally, an Intimate Knowledge of every branch of the Natural, Biological and social Sciences. If he had all these he might be a Good Policeman"

-I.C.P.R. November, I972

To end, here is an inspiring quote from modern Indian great spiritual leader.

"We are responsible for what we are, and whatever we wish our ourselves to be, we have the power to make ourselves. If what we are now has been the result of our own past actions, it certainly follows that whatever we wish to be in future can be produced by our present actions, so we have to know how to act."

Swami Vivekananda

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Strategy for Excellence

(A primer for Management and Union Executives)

1. 'Excellence can be defined in a variety of ways and could have varying connotations, under different circumstances.

2. Excellence' is what we expect in all our relationships, and in the products and services used by us, as created or contributed by others.

3. Excellence is what all others, including public, consumers, customers, clients, all expect from us also. We can't adopt double standards in our conduct. There is already a popular maxim that says "do unto others what you would like to be done unto you".

4. 'Excellence' in an organization is essential to-day in the fiercely competitive scenario of 3rd millennium for the very survival, and certainly for growth, and indeed for the excitement of achieving a cherished future.

5. Excellence is essential to leave a legacy for the posterity who will not forget us if we do what seems difficult or impossible, but will not forgive us, if we don't what is generally considered feasible.

6. Our scriptures, mythology, spiritual values and noble literature have always driven us to endeavour towards achievement of excellence, and so have the sages, celebrities, dignitaries and leaders in all walks of life.

7. Excellence could be got through motivation for high achievement.

   Sustained efforts are required for maintaining excellence, specially in competitive scenario.

8. Excellence comes through proactive and creative participation of all stakeholders.

9. Its only through strategy for excellence and its systematic and

   scientific execution that individuals, organizations, nations and

   civilizations have achieved high places. Complacency or slippage in sustained effort brings them down quickly.

10. Those who win Olympic medals, or are awarded noble prizes/ Oscars/grarnrl1ies/ or those who make headlines in a variety of fields like sports, literacy, industry, administration, entertainment social services, largely rely upon strategies for excellence, inclusive of contingency planning.

11. Strategy for Excellence creates an all-win situation for all the stakeholders and even helps in harmonious resolution of seemingly conflicting interests, and takes care of uncertain and turbulent times.

12. It is difficult to presume that any sane voice could be heard anywhere against 'Strategy for Excellence', specially if the bonafides of the holistic concept are communicated comprehensive 'Quality', 'productivity' and 'creativity' are essential ingredients of excellence.

13. The State providing quality products/services and quality governance alone can prosper well. As collateral benefit the HDI (Human Development Index) and CI (Competitiveness Index) of the country improve and CPI (Corruption Perception Index) goes down, and the State in turn is benefited in a variety of ways including, better attraction of domestic and foreign investment and tourism.

14. 'Quality', 'Productivity' and 'creativity', are three essential ingredients of excellence. For the purpose of general governance/administration/ management, one of the most prominent methods to ensure quality is to seek the coveted ISO 9001-200 Certification. It eventually leads to incorporation of 'Best Management Practices' and in securing Best-of-class standards in any Sector, compatible with ISO 9004-2000

Standards, Though essentially ISO 9001 -2000 Certification deals with 'Quality' as the major attribute, it helps in improving 'productivity' specially through active participation and involvement of all the employees and even of different stakeholders. This also improves scope for 'creativity' 'which is the third most significant factor for sustaining excellence, in an organization, through significant emphasis on 'continual Improvement' indirectly it helps curb irregularities/malpractices/corrupt practices.

15) **The fundamental concepts of excellence**

Apart from ISO 9001-2000 Standards, European Foundation for Quality Management have also got a Business Excellence model. The EFOM Model is a non-prescriptive framework that recognises there are many approaches to achieving sustainable excellence. Within this non-prescriptive approach, there are some Fundamental Concepts which underpin the EFQM Model. These are expressed below.

There is no significance intended in the order of the concepts. The list is not meant to be exhauystive and they will changve as excellent organizations develop and improve.

Results Orientation

- Excellence is achieving results that delight all the organisation's stakeholders.

Customer Focus

- Excellence is creating sustainable customer value

Leadership & constancy of purpose

- Excellence is visionary and inspirational leadership, coupled with constancy of purpose

Management by Processes & Facts

- Excellence is managing the organization through a set of interdependent and interrelated systems, processes and facts.

People Development & Involvement

- Excellence is maximizing the contribution of employees through their development and involvement

Continuous Learning, Innovation & Improvement

- Excellence is challenging the status quo and effecting change by using learning to create innovation and improvement opportunities.

Partnership Development

- Excellence is developing and maintaining value-adding partnerships.

Corporate Social Responsibility

- Excellence is exceeding the minimum regulatory framework in which the organization operates and to strive to understand and respond to the expectations of their stakeholders in society.

16. Acquisition of prestigious ISO 9001-2000 Certification does not harm, in any way employees' interests at all. It does not deal with retrenchment or with reduction of pay and allowances or current and prospective welfare measures. It only enhances the social image of the organization and hence that of each employee and indirectly that of the members of the employees' families. Betterment of organization can provide better growth possibilities and hence higher profits and promotional avenues for the employees. There is not one single organization where acquisition of ISO 9001 -2000 certification became detrimental to employees' interests. On the contrary, employees of all the organizations which acquired ISO 9001-2000 Certification, in the long run, felt god and great. Other apprehensions, if any, about ISO 9001 - 2000 Certification could be addressed through proper enlightenment.

17. Like the Senior executives are duty bound to ensure devotion to duty of their subordinates, the Trade Unions, too, have a great role to perform in influencing their members - mass of employees through proper dissemination of the meaning and importance of 'Strategy for Excellence' and consequently of the need for

acquisition of ISO 9001 - 2000 Certification for the organization.

18. If the leadership of management and Trade Union does adequate reflection and firmly resolves to acquire ISO 9001-2000 Certification for the Organisation, it be can safely presumed that its actual acquisition would not be very far off. Psychologists and management experts believe that high self-confidence leads to high self-esteem and then on to high aims and finally to higher achievements.

19. The 'Tryst with Destiny' proclaimation of the first Prime Minister made on the eve of Independence, the India vision 2020 dreamt of by His Excellency the President and Hon'ble Prime Minister of India and the strong resolve of the Hon'ble Chief Minister of the State to make Tamilnadu as number one state in the country, could all come true only, if each organization of the State (and that of the country too) commits itself to excellence and achieves it, in as short a period as possible.

20. As basically the Quality Management System (QMS) deals with doing things in an organized manner, towards existing and expected public satisfaction, in compliance of the laws of the land, the steps involved as acquisition of ISO 9001-2000 Certification are not difficult and the cost involved, in fact, is quite minimal. In layman's language, it means : Write what you do; Do what you write; Defaults and aberration in operation have little place, when there is resolution to provide the expected bench-marked service standards.

21. We must individually and collectively, seize the golden opportunity to create History and be a part of it.

Internal (In) Security in India Challenges and Responses

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An Overview

The challenge of internal security is our biggest national security challenge today (*Singh, Manmohan, 2005*). Internal Security in India has been marred by the feelings of all pervasive deep 'Insecurity' amongst the citizens. There have been innumerable challenges before the internal security of India. As a Nation we have been making sustained efforts to contain them and if possible to overcome them. An overview of the internal security in India reflects a positive trend as far as overcoming the earlier challenges are concerned. Nevertheless, the rising incidents of terrorism across the length and breadth of the country, particularly in Jammu & Kashmir, Assam, Manipur, and Nagaland continue to pose a serious threat to the internal security of the Nation. In addition, there have been some major serial blasts in the recent past, resulting into colossal loss of lives and property. Naxalism has been growing in strength and has grown spatially, spreading its tentacles to as many as thirteen States and close to 200 districts. Its consolidation remains the most potent threat to peace and order in the country.

The social fault-lines of caste, religion, gender, ethnicity, region and language has always been a cause of concern for the internal security in India and continue to seriously challenge the same. The dilatory and ineffective judicial system with inefficient, politicized and unprofessional police system has not helped the matters either. Repeated human rights violations taking place in the country, either on account of the social fault-lines mentioned above or most unfortunately by the instruments of State itself have gravely impinged upon the internal security in India.

In addition, there has been a crisis of governance in the Nation caused by factors such as administrative inefficiency, politico-criminal nexus, nepotism and favouritism. The menace of corruption has compounded the problems of governance even further. The ever rising gap between the 'haves' and the 'have nots' would have grave implications on internal security. Crimes in today's world have acquired huge proportions. The new challenges in the form of cyber crime, counterfeit currency and white-collar crimes have added new dimensions to the concept of internal security, and necessitated the need to evolve new strategies, and set up new acts and machinery to deal with them.

It is in this backdrop the paper attempts to study the challenges at hand, the responses being tried and puts forth some possible responses to dispel the feeling of entrenched insecurity amongst Indian citizens. Let us try to understand these challenges one by one.

Terrorism

India is widely accepted to be the most affected country from terrorism, in terms of casualties, duration of the challenges, types of terrorism and their causes (*Swaminathan, 2008 b.*). In the recent past several terrorist groups have been successful in creating disorder, fomenting trouble, and undermining public confidence (*Chaturvedi, 2006, pp. 284-285*). The recent bomb attacks in Delhi, Ahmedabad, Bengaluru, Jaipur, Mumbai, Malegaon, Varanasi, Hyderabad to name a few, bears testimony to this growing menace. Enacting special laws is touted as a policy response. However, our experience with special laws dealing with terrorism, namely Terrorists and Disruptive Activities (Prevention) Act

(TADA) of 1985 (repealed in 1995) and The Prevention of Terrorism Act (POTA) of 2002 was not that good. It is believed by many that both the laws resulted into gross abuse of human rights during implementation as these were used to suppress political opposition and settle personal scores (*Madhavan, 2008*). The conviction rate under these laws was also negligible (*Swaminathan, 2008 b.*). It remains to be seen how special law would minimize terrorism.

Inadequate policing is a major constraint in tackling terrorism. India's law enforcement machinery is severely under-staffed. The country's police-population ratio, declined from 143 police per 100,000 citizens at the end of 2005, to 126 at the end of 2006 (*Swaminathan, 2008 b.*). In addition, the cutting edge of police officers does not have technological edge, lack expertise and motivation to deal with the threat of terrorism (*Kumar, Vinay, 2008*).

Thus, the terrorist activities like the serial blasts are causing deep insecurity in the Nation and the policy responses have been weak and lack clarity.

Jammu & Kashmir

The State of Jammu & Kashmir has been witness to large-scale violence over the last about two decades. The role of our western neighbour has been one of the significant factors in starting and then sustaining the spate of violence in the State. More than 13, 000 civilians and 4, 000 security forces have lost their lives (*Government of India, 2008*). However, the level of violence has been witnessing a sliding trend recently. There has been a significant decline in incidents of violence (47 per cent), security men killed (46 per cent) and civilians killed (66 per cent) in the State of Jammu & Kashmir during the year 2007 as compared to the year 2006 (See Table 1). This decline is much more significant over the period between the years 2001 to 2007 with the incidents of violence declining by huge 80 per cent; the number of security forces killed declining by 85 per cent; and the number of civilians killed reducing by massive 86 per cent.

Table 1: Trends of Violence in Jammu & Kashmir

Years	Incidents	Security Forces Killed	Civilians Killed	Terrorists Killed
2001	4522	536	919	2020
2002	4038	453	1008	1707
2003	3401	314	795	1494
2004	2565	281	707	976
2005	1990	189	557	917
2006	1667	151	389	591
2007	887	82	131	358

Source: Ministry of Home Affairs, Annual Report 2006-2007, ANNEX-II, p. 143 and Annual Report 2007-2008, p. 6

Similarly, estimated infiltration in the State has also seen a rapid slide over the years. The reduction in number of estimated infiltration from the year 2001 to 2006 stands at 1844, which is huge 76 per cent decline (See Table 2).

Table 2: Estimated Infiltration in J & K

Year	Total
2001	2417
2002	1504
2003	1373
2004	537
2005	597
2006	573

Source: Ministry of Home Affairs, Annual Report 2006-2007, ANNEX-II, p. 143

These significant reductions in terrorist incidents, killings and infiltrations in the last six years or so are a good indicator of the return of good old days of peace and normalcy in the State. However, the *Amarnath Shrine* land transfer dispute has disrupted the peace process like never before, and polarization of the State along communal lines seems to have undone the peace efforts for some time to come. It is hoped that the recent initiatives taken by the government in commissioning the Baglihar Power

Abstract

Internal security in India has been marred by feelings of all pervasive deep 'Insecurity' amongst the citizens. An overview of the internal security in India reveals many challenges before the Nation, which include terrorism across the country and in J&K and North-East in particular; Naxalism with its growing spatial spread and consolidation; communal violence; casteism; dilatory and ineffective criminal justice system;

Project and opening of the Rajwansher to Anantnag Railway Line may assuage the feelings of people in the Valley.

North-East

The North-Eastern Region has been witness to violence of huge proportions. North-Eastern Region is the most diverse part of the country. The religious, linguistic and ethnic divides here are sharper and the bonds of history, geography and culture not so strong. The several insurgencies that have erupted

respect to Lokpriya Gopinath Bordoloi and making Vashishta a tourist spot in Assam; and handing over Kangla Fort back to the people of Manipur are some of the psychological initiatives which have been successfully tried and tested. Though, on the whole the situation in North-East can be called anything but normal.

Naxalism

Naxalism has emerged as the most potent threat to the internal security in India. The aim of naxals to

Table 3: Violent Incidents and the Casualties in the North Eastern Region During the Years 2006 and 2007

Head	Assam		Meghalaya		Tripura		Arunachal Pradesh		Nagaland		Mizoram		Manipur	
	2006	07	2006	07	2006	07	2006	07	2006	07	2006	07	2006	07
Incidents Extremists Arrested/ Killed/ Surren-dered	413 752	474 759	38 112	28 85	87 196	94 303	16 23	35 53	309 203	272 211	05 848	02 21	498 1097	584 1443
Security Forces Killed	32	27	00	01	14	06	00	05	02	01	00	00	28	39
Civilians Killed	164	287	06	09	14	14	00	12	29	44	00	02	96	130

Source: Ministry of Home Affairs, Annual Report 2007-2008, ANNEXURE II, pp. 139-140

in this region have to be seen against this backdrop (*Sinha, 2007*). All the States of North-East have been experiencing violence for many decades. Within the North-East, the States of Manipur, Assam, Nagaland and Tripura have witnessed more violence than the States of Arunachal Pradesh, Mizoram and Meghalaya, which have, comparatively been peaceful (See Table 3). A total of 2,855 incidents of violence took place, in which 807 civilians lost their lives in the entire North East Region over the two year period of 2006-2007.

Signing of accords; announcing the surrender and rehabilitation policies; and a three pronged strategy of unified command, economic development and psychological initiatives (*Sinha, 2007, p. XXI*) has been tried in the North-East, particularly in Assam in the past decade. Operation Samaritan, giving due

form a Compact Revolutionary Zone and a Red Corridor from Pashupati in Nepal to Tirupati in Andhra Pradesh is a serious challenge before our internal security. With its growing spatial spread and consolidation, it has acquired gigantic proportions. A look at this menace reveals that there have been 7,812 incidents of naxal violence during the years 2003 to 2007 resulting in 3,132 deaths and it has spread its vicious tentacles in as many as thirteen States of the nation (See Table 4). The States of Andhra Pradesh, Bihar, Chhattisgarh, Jharkhand, Maharashtra, Orissa and West Bengal in particular face grave challenge from this menace.

Scale of violence as seen in Jehanabad Jail attack, where in upto 600 naxalites took part, repeated attacks on police stations and public functions (including the killing of JMM MP, Sh. Sunil Mahto)

reveal a threat, which can subsume all earlier threats to internal security taken together. Thus, we can see that it has lost its regional connotations and has acquired national proportions.

The Naxalism, to some extent, can be attributed to the making the most of dissatisfaction and feelings

more recently, the incidents of violence resulting on account of caste and sectarian reasons, the horrifying scale of violation of human rights of women, recent vandalisation of churches, perpetration of violence and burning of houses in Karnataka and Orissa poses serious challenge before our internal security.

Table 4: State-Wise Extent of Naxal Violence: 2003-2007

State	2003		2004		2005		2006		2007	
	Incidents	Deaths	Incidents	Deaths	Incidents	Deaths	Incidents	Deaths	Incidents	Deaths
Andhra Pradesh	577	140	310	74	535	208	183	47	138	45
Bihar	250	128	323	171	186	96	107	45	135	67
Chhattisgarh	256	74	352	83	385	168	715	388	582	369
Jharkhand	342	117	379	169	312	119	310	124	482	157
Madhya Pradesh	13	1	13	4	20	3	6	1	9	2
Maharashtra	75	31	84	15	94	53	98	42	94	25
Orissa	49	15	35	8	42	14	44	9	67	17
Uttar Pradesh	13	8	15	26	10	1	11	5	9	3
West Bengal	6	1	11	15	14	7	23	17	32	6
Kerala	12	-	5	-	-	-	2	-	8	-
Karnataka	4	-	6	1	8	8	10	-	7	5
Haryana	-	-	-	-	2	-	-	-	1	-
Tamil Nadu	-	-	-	-	-	-	-	-	1	-
Total	1597	515	1533	566	1608	677	1509	678	1565	696

Source: Ministry of Home Affairs, Annual Report 2007-2008, ANNEX - IV, p. 142

of perceived neglect and injustice among under-privileged segments owing to functional inadequacy of field level governance (*Swaminathan, 2008 b.*).

The attempts of government through joint anti-naxal operations, announcing dialogue process and involving *Salwa Judum* have been inconsistent in the past and leave much scope for improvement.

Social Fault-lines

Indian society beneath its composite culture always had and continues to have simmering social fault-lines in the form of caste, ethnicity, religion, region and linguistic concerns. Assertion of identity on account of these factors and an attempt to alter the established power equation has caused conflicts between the underprivileged and the entrenched forces. These fault-lines have erupted from time to time, resulting into loss of lives, and ends up creating more insecurity amongst Indians. The large-scale communal violence in Delhi in 1984 and Gujarat

The policy responses, such as deployment of Rapid Action Force, organizing *Sarva Dharma Sambhav Yatras* and Flag March by Police are, as some say, too little too late. Most of the times administration remains in denial mode, and if at all an action is taken, it is more so on political considerations.

Crisis of Governance

Today, India is facing a grave crisis of governance. The most visible manifestation of this crisis is the failure of police in enforcing rule of law, maintaining public order or controlling crime (*Chaturvedi, 2006*). It is not difficult to see and understand that only when the mainstream channels of governance fail to deliver goods and services, people search for alternative channels. Naxalism and for that matter many forms of extremism are the alternatives having emerged as a result of the failure of mainstream channels of governance. The argument though far fetched, nevertheless does point out that governance remains a crucial factor for ensuring internal security is concerned.

being tried and puts forth possible responses to dispel the feeling of entrenched insecurity amongst Indian citizens.

The external factors could provide inspiration and support to various groups that pose internal security threats, only the pre-existence of the basic grievances could make them functional (*Swaminathan, 2008 a*). Extremism is not merely a Law and Order issue. Development, or rather the lack of it, often has a critical bearing, as do exploitation and iniquitous socio-political circumstances (*Singh, Manmohan, 2005*). The only effective antidote to an insurgency is the restoration of good government and order (*Guruswamy, 2006, p. 385*). However, instead of 'Good Governance', what we are witnessing is the withering away of 'Governance' with administrative functiona-ries kneeling down before their so-called political masters. The politico-criminal nexus, manifested in the politicization of the criminals and the criminalization of the politics have also posed a significant challenge before the internal security of India.

Corruption has remained a hydra-headed monster and has further compounded the process of governance. The current state of corruption in the country is not just a linear continuation but has assumed critical proportions (*Singh & Vaid, 2006*). No wonder, in terms of Corruption, we rank 85th out of 180 countries on Transparency International's recent Corruption Perceptions Index (*Transparency International, 2008*). In such a corrupt scenario internal security is the first casualty.

Crimes in India

Scientific and technological developments have brought in complexities and far-reaching consequences in the realm of crime (*Mohanty, 2006*). Crime is becoming increasingly organized. The unprecedented geographical extension of crime in recent years and the very high degree of interstate and international coordination accompanying it has added a new dimension to contemporary criminality (*Kulkarni, 2004, p. 253*). The 21st Century is also witnessing an increased convergence between organized crime and terrorism with greater linkages to trans-national organized crime groups. An inevitable fall-out of modern economic development, this genre of crime ranges from large-scale illegal business practices and bank fraud, to money laundering and 'grand' corruption (*Choudhury, 2003*).

A look at the crime rate in India reveals that a total of 51, 02, 460 cognizable crimes comprising of 18, 78, 293 Indian Penal Code crimes and 32, 24, 167 Special and Local Laws crimes were reported in 2006 showing an increase of 1.5 per cent over 2005 (50, 26, 337). If we make the comparison between the crimes in the years 2005 and 2006, we see that Economic Crimes (73,881) have increased by 6.2 percent; Crime against Women both under IPC and SLL (1,64,765) increased by 5.9%; Crime against Scheduled Castes (27,070) by 3.6 per cent; Crime against Scheduled Tribes (5, 791) increased by 1.4 %; Crime against Children (18,967) increased by 26.7 per cent. However, the cases (142) registered under IT Act during the year 2006 showed a decline of 20.7% from the year 2006 (179) (*National Crime Records Bureau, 2007*) {See Table 5}.

Table 5: Crime Rate in India for the Years 2005 and 2006

Crimes	2005	2006	Percentage Change
Cognizable Crimes	50,26,337	51,02,460	+1.5
Indian Penal Code Crimes	18,22,602	18,78,293	+3.1
Special and Local Laws Crimes	32,03,735	32,24,167	+0.63
Economic Crimes	69,580	73,881	+6.2
Crimes Against Women	1, 55,553	1,64,765	+5.9
Crimes Against Scheduled castes	26,127	27,070	+3.6
Crimes Against Scheduled Tribes	5,713	5,791	+1.4
Crimes Against Children	14,975	18,967	+26.7
Cyber Crimes	179	142	-20.7

Source: Compiled from different Sections of Crime In India 2006, National Crime Records Bureau, Ministry of Home Affairs

Crimes in today's world have acquired inter-state proportions and overcoming them requires close cooperation between all the states in India. Unfortunately, the poor Centre-State coordination has been a detrimental factor in ensuring peace and harmony.

Crimes against Women

In the male dominated society, women have been victims of violence and exploitation. India being a tradition bound society, women have been socially, economically, physically, psychologically and sexually exploited for centuries (Paranjape, N.V., 2008, pp. 168-169). Though our Constitution guarantees equality, freedom, opportunity and protection of women, domestic violence still resides in the country (Goel, 2007). According to National Family Health Survey, about one-third women in the 15-49 age group face physical violence and one-tenth sexual violence. About 37 per cent of married women are victim of domestic violence, while 25 per cent suffered physical or sexual violence at the hands of their husbands in the 12 months preceding the survey (Chauhan, 2007).

Cyber Crime and White Collar Crimes

In addition to the many traditional crimes, we have been challenged by a host of newer versions of crime. The advent of computer technology has opened up a vast new arena for committing criminal activities (*Sahai, 2004*). Financial frauds, cyber pornography, online gambling, intellectual property crimes, e-mail spoofing, stalking, phishing, hacking etc. all come under the umbrella term "cyber crime" (*Paranjape, 2007*). Cyber Crime poses new challenges as the agencies to investigate such crimes lack the skills to do their job and poor policeman does not know what to do. Financial swindling and bungling also requires change in the traditional methods of investigation. Counterfeit currency has also emerged as potent threat to India's internal security. Destabilization of Indian Economy at a crucial period of its growth would be the last thing we should expect, and that is precisely what the forces inimical to India's emergence have been

trying. The financial cost of white collar crime is probably several times greater than that of all the crimes taken together (Paranjape, N.V., 2008, p. 129). In reality, the impact of such crimes is so great that it poses a serious threat to personal as well as public security. The policy response in the form of Information Technology Act, 2000 and Money Laundering legislations have been made, but have not been effective in the absence of lack of training amongst the investigating agencies, to deal with these new types of crimes.

Dilatory/Ineffective Criminal Justice System

Recently, we came across incidents of mob violence in Bihar. It was an 'instant justice' by an 'unforgiving mob'. Psychologists attribute this trend to growing intolerance and insecurity, which manifests itself in the form of aggression. It is a reaction against the crime as well as the administration. People are taking law into their own hands as they either do not trust the system or just want to vent their frustration (*Kumar, Arun, 2007*). Even the Supreme Court has acknowledged that people take law into their hands because they feel that justice will not be done due to inordinate delay in judicial proceedings (*Prakash, 2007*). The poor state of criminal justice is not only due to the failures of the police department but the judiciary and the prisons also bear equal blame (*Verma, 2006*). Many of the persons who are lodged in the prisons are not dangerous or violent. Rather, they have family support and families to support. Perhaps, they have become victims of circumstances. The large numbers of under trials lodged in the various jails of the country remain in jail for a much longer period than the maximum punishment under the law for the crime committed (*Hazra, 2004, p. 490*).

Politicization/Non-Professional Approach of Police

Police has come under severe criticism from all quarters. Their non-professional approach, poor attitude, lack of courtesy, and the human rights violations which they commit has resulted in people

fearing Police, causing more insecurity amongst the Indian citizens. The existing attitude, behaviour and use of third degree methods by the Police are attributed to its foundation as a ruthless machinery to crush freedom struggle (*Shah, 1988*). Barring few exceptions, Police Reforms have not been on the agenda of policy makers. The political interference is manifested in appointments, transfers and promotions of police personnel which affect their initiative and efficiency (*Tandon, 2007*). Also non-registration of cases continues to be a serious problem (*Singh, Prakash, 2008*). In a situation where honest, hard working officers are summarily transferred and those who have political connections reap the benefits, the police is bound to display organizational disarray, and the feeling of lawlessness will prevail when political parties begin to shield and enroll criminal elements in their primary ranks, and plays havoc with the professional officers within the police (*Verma, 1999*). Police has to modernize and tune itself with the new information technology, and take lessons from developed countries in this direction (*Mishra, 2006*).

Violation of Human Rights

Police violence has been an issue of great concern to the society. The incidents of custodial violence as well as other atrocities affect the law and order fabric, peace, tranquility and the life pattern of the mainstream population. Police crimes associated with violence dampen the common man's feeling regarding safety and security of the society (*Fatima, 2003*). Fake encounters staged by the police officers are illegal and has rightly landed some of them in a sea of trouble. It is, however, a fact that false encounters are at times staged by police officers because there is pressure by the political masters to show quick results. There is public support also for tough action against the criminals who are escaping conviction and getting away scot-free because of malfunctioning of the criminal justice system. The fact of the matter is that encounters are not the problem but the symptoms of a collapsing system of justice (*Sen, 2007*). There is an obsession of the State governments and the top brass of the police departments with crime statistics. As long

this obsession exists, third degree methods shall continue (*Nirmal, 1992*).

Other Challenges

The challenges to our internal security, in addition to those mentioned above, include VIP security, border management, the problem of refugees, drug trafficking, disaster management, food security, economic security, energy security etc.

These challenges have the potential to severely threaten our security fabric. Overcoming these innumerable challenges to internal security in India requires clear, tough and swift policy responses.

Policy Organ of Internal Security

The most important policy organ looking after the internal security is the Ministry of Home Affairs. Though in terms of Entries No. 1 and 2 of List II - 'State List' - in the Seventh Schedule to the Constitution of India, 'public order' and 'police' are responsibilities of States, Article 355 of the Constitution enjoins the Union to protect every State against the external aggression and internal disturbance and to ensure that the government of every State is carried in accordance with the provisions of the Constitution (*Bakshi, 2002; and Government of India, 2008*). In pursuance of these obligations, the Ministry of Home Affairs extends manpower and financial support, guidance and expertise to the State Governments for maintenance of security, peace and harmony without trampling upon the constitutional rights of the States. The Ministry has six constituent departments of which Department of Internal Security is the most important (*Government of India, 2008*). It deals with Police, Central Police Forces, internal security and law & order, insurgency, terrorism, naxalism, Inter Services Intelligence (ISI) activities, rehabilitation, grant of visa and other immigration matters, security clearances, etc. Department of States, Department of Jammu & Kashmir Affairs and Department of Border Management are the other departments, which assume critical importance towards internal security of India. These departments are further divided into 19 divisions (*Government of India, 2008*).

The policy responses to the internal security challenges being undertaken by the Government of India in general and Union Ministry of Home Affairs in particular include signing accords; surrender and rehabilitation policies; economic development and announcement of packages; formation of unified command; joint anti-naxal operations; deployment of additional forces; psychological initiatives; promise of good governance; adoption of certain confidence building measures (CBMs); modernizing State Police Forces; strengthening intelligence agencies, etc. These Policy responses, however, have failed to instill a sense of security amongst the citizens, who continue to feel insecure.

Suggestions & Possible Policy Responses

The following suggestions and possible policy responses have been put forth to dispel the feeling of entrenched insecurity amongst Indian citizens:

- **Good Governance:** The cause of Terrorism can be attributed to a host of factors, but a fundamental factor leading to terrorism and violence is the governance. In view of it, it is suggested that the Paradigm of Good Governance be ushered in, strictly implemented, and regularly monitored by involving the civil society. Good Governance may not emerge as the panacea to terrorism, but it would act as an antidote that would certainly curb the factors, which lead to its growth.

- **Federal Investigating Agency:** Observing the scale of violence and organized crime being perpetrated today, the issue of Inter-State and Intra-State Coordination assumes paramountcy. There is an immediate need to establish a Federal Investigating Agency on the lines of FBI to tackle the problems, such as terrorism, naxalism, gun running and counterfeit currency to name a few. In other word, some agency which can connect the dots to come up with the big picture.

- **Maintain Database:** There is a need to maintain a database for all citizens, with records of their profession, birthplace, residential address and foreign visits. This would help in better identification and analysis of the internal security situation at hand.

- **Free and Fair Elections in J&K:** The State of Jammu & Kashmir has witnessed the spiral of violence for over 16 years now. Free and fair elections in which the resident of J&K expresses his/her choice and makes its voice heard is absolutely essential and so is the need to have better border management, and curbing the administrative inefficiency, particularly the corruption.

- **North-East is no Homogeneous Entity:** It has unfortunately, not been understood by the policy makers, even today that North-East is not a homogeneous entity. Each State of North-East has different set of problems; no wonder policy responses dealing with the insurgency in the region have yielded poor results. Each State in the region have different kind of reasons for violence, and a single policy address for different set of issues will serve no purpose.

- **Proactive and Sustained Measures for Naxalism:** Of late and thankfully, Naxalism has been identified as the single most potent threat to internal security in India. A 'blow hot', 'blow cold' strategy has been the bane of internal security policy making. Proactive and sustained hard measures need to be taken and that requires long-term clear policy. Modernization of weapons, providing our forces with Mine Protection Vehicles (MPVs) and working with the local population for speedy implementation of land reforms, the assurance of tribal rights to forest produce, implementation of development projects and spread of mass education and health facilities are all important steps which needs to be taken.

- **Concept of PURA:** The ever growing gap between 'haves' and 'have nots', between the Urban India and Rural Bharat is not sustainable in the long run. The fruits of impressive economic growth measured in terms of GDP

have failed to percolate down to the Bharat. There is a grave threat to the internal security originating from this gap. The concept of Providing Urban Amenities in Rural Areas (PURA) as propounded by Former President A. P. J. Abdul Kalam needs to be immediately implemented.

- **Police Reforms and Sensitization:** Police as an organization and policing as a set of functional activities needs immediate attention of policy makers. There is a need for strong political will to usher in police reforms. There has been significant movement on this front after many years, thanks to Supreme Court directive of 22nd September, 2006. But, even now States are making attempt to curtail it as much as possible. There is also need to sensitize police personnel about human rights and gender issues.

- **Disaster Management:** Over the past few years, India has been witness to many disasters, particularly man made ones. The energies of internal security experts as well as agencies have been diverted to a large extent to meet these challenges. As a result, the emphasis and focus on internal security has been hampered. This tendency has to be curbed, and dedicated personnel for disaster management must ensure that internal security is not hampered.

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WiFi Network - A Challenge to Security Agencies

Gurcharan Singh*

Introduction

Ever hear the saying "the more things change the more thing stay the same?" Consider the not-too-distant past when people used modems and dialup connections, which popularized wardialing applications like ToneLoc and Modemscan through which Hacker/attacker dials a number inside an organization's network, to gain access to systems behind the organization's firewall or perimeter defenses. Administrators fought back by restricting the hours that modems were on, started using callback systems, and added caller ID. Then came the move to the early Internet. The same methodology of wardialing was switched over to port scanning. The attacker used this newer technology as a way to search for access to a vulnerable system. Administrators were forced to add firewalls, intrusion detection and filter access at the edge of the network.

Today, many networks have switched over to wireless being an inexpensive method to add connectivity for local users. Attackers see wireless in the same way that the previous technologies were viewed. Wireless wardriving tools can be used to connect to unsecured networks or tools can be used in an attempt to break weak encryption. Again, administrators and the security agencies must be prepared enough to respond to the threat.

Wireless Network

The term wireless can apply to many things, such as cell phones, cordless phones, global positioning systems (GPS), AM/FM radio, LAN wireless systems, or WAN wireless systems, to name a few.

The wireless network is rapidly replacing wired options, especially as new standards for wireless broadband are being implemented by networking vendors. Wireless networking brings great benefit in areas like temporary installations, in buildings where wiring is logistically difficult, or in locations such as college campuses or airports where users are not likely to do all of their computing in one fixed spot. Secure wireless networks have also become common in healthcare applications, transportation, supermarkets and warehousing. Wireless network security must, however, be a primary concern when rolling out a wireless network.

A wireless network setup is easier to use, and less costly than a traditional LAN, but there are some serious security issues that must be addressed. Appropriate wireless network security will overcome these limitations. An important element of wireless network security is to provide strong authentication and access control at the application layer. Wireless network security and wireless networks are still comparatively young, and many organizations are still struggling with these security issues.

WiFi Network

There are cases in the recent past where the terrorist organizations have used the unsecured WiFi networks in sending the threatening emails before the bomb blast took place in Delhi and Gujarat.

In view of the WiFi network/connection, it is not easy for the security agencies to trace the origination of such emails. During the Ahmadabad serial blasts investigation, it was found that terrorist out, fit Indian Mujahideen had allegedly intercepted and hacked the computer of Kenneth Haywood, a US citizen residing in Sanpada, a Mumbai suburb.

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In another incident, an unsecured Wi-Fi network from Chembur based Kamran Powers Control Private Limited was used by terrorists for posting emails after the New Delhi blasts on September 13, 2008.

Also, a Wi-Fi network was traced from Mumbai's Khalsa College, where an email was sent to a media house by members of IM and had threatened to kill police officers involved in the investigation.

The Mumbai Police is undertaking a massive move to crack down unsecured Wi-Fi connections and networks in the city. The move comes after last year's two major terror incidents, including the Ahmedabad serial blasts and Mumbai attacks, where the terrorists had used Internet and communication networks in their operations.

How to Secure Wireless ?

Securing wireless is a challenge, but it can be accomplished. Wireless signals do not stop at the outer walls of the facility. Wireless is accessible by many more individuals than have access to your wired network. Although we look at some specific tools and techniques used to secure wireless, the general principle is the same as those used in wired networks. It is the principle of defense in depth.

Defense in Depth

Defense in depth is about building many layers of protection, such as the following:

- Encrypting data so that it is hidden from unauthorized individuals

- Limiting access based on least privilege

- Providing physical protection and security to the hardware

- Using strong authentication to verify the identity of the users who access the network employing layers of security controls to limit the damage should one layer of security be overcome.

- Some switches and Wireless Access Points can perform MAC filtering. MAC filtering uses the MAC address assigned to each network adapter to enable or block access to the network.

Site Surveys

The site surveys may also be performed to gather enough information to determine whether the client has the right number and placement of Access Points to provide adequate coverage throughout the facility. It is also important to check and see how far the signal radiates outside of the facility.

The six basic steps of a site survey are as follows:

- Obtain a facility diagram.

- Visually inspect the facility.

- Identify user areas.

- Use site-survey tools to determine primary access locations and check that no rogue Access Points are in use.

- After the installation of Access Points, verify their signal strength and range.

- Document your findings, update the policy, and inform users of rules regarding wireless connectivity. Misuse Detection/Intrusion detection systems (IDSs) have a long history of use in wired networks to detect misuse and flag possible intrusions and attacks. Because of the increased numbers of wireless networks, more options are becoming available for wireless intrusion detection.

Finally Wireless Access Points should be configured in such a way that proper logs are maintained.

The Telephone Regulatory Authority of India is also examining a series of measures to have security processes in place to protect such networks.

TRAI Recommendations

TRAI began studying open WiFi networks after the Ahmedabad blasts and will soon issue recommendations for proper authentication and maintenance of such networks. Importantly, following the 21 blasts in Ahmedabad on July 26, which killed 55 and injured 100, TRAI had asked the government to direct all Internet Service Providers (ISPs) to instruct their customers to have 'proper authentication measures' so that this facility is not misused. "All ISPs may be instructed to ensure that

Abstract

The wireless network is rapidly replacing wired options, especially as new standards for wireless broadband are being implemented by networking vendors. Wireless networking brings great benefit in areas like temporary installations, in buildings where wiring is logistically difficult, or in locations such as college campuses or airports where users are not likely to do all of their computing in one fixed spot. Secure wireless

networks have also become common in healthcare applications, transportation, supermarkets and warehousing. Wireless network security must, however, be a primary concern when rolling out a wireless network.

their subscribers using wireless devices must use effective authentication mechanisms and permit access to internet to only authorized persons using wireless devices," the regulator said in its earlier communication to the DoT. The Internet Service Providers of India, the industry body representing all ISPs, said that so far the government had not issued any directives to act towards securing open WiFi networks.

New Norms

The Government is examining the possibility of issuing new norms which will held unsecured WiFi connections illegal. Besides, the ISPs will also be asked to ensure that customers access the internet over a WiFi connection only through a password. WiFi networking companies may also be asked to limit WiFi signal right down to a defined radius by installing access points around the signal. The department of telecom and the department of information technology will work with the Home Ministry and intelligence agencies on this issue. The Indian Computer Emergency Response Team (CERT-In) is also helping the government issue new norms on WiFi security. It is not clear if these agencies will await the recommendations of TRAI.

Mandatory Password Protection

Security agencies have requested the government to ask all ISPs to make password protection mandatory for every customer using a WiFi network. This has also been endorsed by the Home Ministry.

Whereas the ISPs are of the opinion that it is the customers who are to ensure the proper security of the use of WiFi.   All ISPs are installing AAA servers and firewalls. But, if we the recent threatening/terror mails have been sent from hacked or open WiFi accounts - and as an ISP perspective, nothing can be done to this front. The people need to be educated how securely the WiFi can be used and the ISP may be made responsible to maintain proper logs and apply MAC address filtering to allow the authorized user to use the net.

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Peacekeeping and UNCIVPOL

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Introduction

Peacekeeping has emerged as the major tool used by the United Nations to maintain international peace and security. UN peacekeeping Missions are deployed on the basis of mandates from the Security Council. Peacekeeping has come a long way from the limited monitoring and stabilizing missions of the Cold War era to the multi-functional integrated missions today. They ensure the implementation of comprehensive peace agreements and lay the foundations of self sustaining peace. As the nature of conicts has changed, it has been increasingly deployed in intrastate conflicts and civil wars. With the responsibility to protect and humanitarian intervention having been almost universally accepted, peacekeeping has seen a new resurgence. The concept of the sovereignty of the state is under stress. The war on terror has had its own ramifications.

Peacekeeping vs. Peace Enforcement

Peacekeeping today is used in conjunction with peace-building and peace-making activities. Peace enforcement is the more robust arm to deal with spoilers, insurgents or even terrorists.

In the nineties, UN peacekeeping credibility was challenged by failures in Rwanda, Bosnia, Somalia and Sierra Leone, leading to the UN commissioning a review headed by Lakhdar Brahimi who stressed the need for more robust operations. The peacekeepers have to project credible force and distinguish between the victim and the aggressor. Today the mandates authorise the use of force and the use of all necessary means in self defence and in defence of the mandate. Today's missions in Congo, Haiti, Liberia etc. are well equipped to deal with armed spoilers. Neutrality does not mean inaction anymore.

UN Missions have also been criticised for having near perpetual life and no credible exit strategy. It however, has to be realized that force alone cannot create peace. It can only create the space for the international and local communities to build peace. Re-constructing strife-torn societies with failed governments is not a simple task and requires extensive peace keeping and peace building efforts, to create the local capacities for sustainable peace.

UN peacekeeping eftorts are sometimes accused of partisan leanings and being susceptible to the pressures of the hedgemonistic super powers. These accusations have been made regarding East Timor, South Africa, Rwanda, Kosovo and Haiti among others. While the UN has a legal framework for intervention which is fairly transparent, yet it has to be understood that some of the failings of the UN are indeed the failure of the international community to come to a consensus regarding the need and type of intervention required. It cannot be said that peacekeeping has no political context.

Multi-Functional Integrated Mission

Today the inter-relationship between security and development is well recognised. The way ahead appears to be through multi-functional integrated mission which seeks to help the countries in the transition from war to lasting peace by a system-w-ie UN response with an overall political strategic framework involving national and regional factors.

There has been a doctrinal shift in the use of the UN civilian police in peacekeeping missions. It is interesting to study the evolution of the UNPOL which has led to an expanded role with deployment in higher numbers for the civilian police.

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Abstract

India is the seventh largest contributor to UNPOL. There is immense potential for increasing both qualitatively and quantitatively the Indian contribution to UNPOL as the Indian police has vast experience of the type of problems that the police faces in such missions. India has an established rule of law respecting human rights with democratic policing. A major problem is the deployment lead time in which after the Security Council Resolution, the police officers are actually deployed to the field.

In the aftermath of a civilian conflict, there have often been problems of high public insecurity and lawlessness soon after the ceasefire. In this transition period, there have been surges in crime as in El Salvador, Mozambique, Kosovo, Liberia and Haiti. The local capacity to meet these challenges in most cases is severely depleted. There is also the problem of bridging the security gap between the military and the civilian police deployments. This period has to be effectively dealt with by civilian police operations to help the war-torn society restore conditions for social, economic and political stability.

Increasing Demand for UNPOL

The demand for UNPOL has increased drastically from a paltry 35 UN police officers deployed in 1988 to roughly 16000 world-wide today. The missions have evolved from monitoring, mentoring and training to interim law enforcement, security support to national police and law enforcement agencies and assistance for reform, restructuring and rebuilding of national police and law enforcement agencies. The objectives to be achieved and an acceptable level of Law & order and internal security to start the reform process for establishing a self-sustaining indigenous criminal justice system based on democratic policing principles and the protection of human rights.

Historically and till very recently most peacekeeping mission were military oriented with a limited role for the police. It is now being realized that issues such as restoring the rule of Law, freedom of movement and Civil order as well as normalizing the political 'economic' and social orders in a post-conflict environment are far beyond the scope of the military component in a peace operation. Thus, there has emerged a pressing need for expanding the police missions as it is the appropriate instrument for establishing law & order and public security even in the initial stages of post conflict peacekeeping, and establish the rule of law which is fundamental to lasting and self-sustaining peace.

Comprehensive Mandate

As the UNPOL requirements and role evolved so have the mandates. Initially there was ambiguity and confusion in the mandates and the situation on the ground. In Cambodia, it was found that it was way beyond the capacity of the limited unarmed police monitors to fulfil the mandate of having the local police under the missions supervision or control. The mandates were interpreted by the peacekeepers in the field as per their own understanding and the expedient requirements of the local situation. In the nineties in Haiti and Cambodia, it was realized that it was not possible to reform the police without commensurate reform in the criminal justice and correctional systems. Today, for example in the case of Sudan, the mandates are more comprehensive and consistent.

A major problem in the field is that police units unlike military units have individual officers who come from all parts of the world with very different law enforcement experience and culture, training and abilities. In Kosovo, there were 53 nationalities represented. Forging an effective and efficient international police force is no mean task specially in unstable and unfamiliar environments. This is compounded by having to work with the dysfunctional and suspect indigenous police force. Short periods of secondment by the Police lending countries (PCCs) further compound the problem.

The issues of structure, command & control, personnel placement also lead to sub optimal utilization of resources. Lack of an effective intelligence system and inadequate strength is a real problem. Improper rotation policies and inadequate handing over procedures lead to a lack of institutional memory.

Doctrinal & Strategical Ambiguity

There is also a lack of clear doctrine and strategies for UNPOL activities, planning for the police components of new missions, recruiting and deploying qualified officers in a timely manner and measuring progress once in the field.

Recently, the conduct of international peacekeepers has drawn adverse attention. The UN has, however, responded quickly and taken stringent measures specially regarding sexual offences and declared a zero tolerance policy.

The UNPOL has demonstrated a capacity to reform with the Brahimi report being a landmark. It suggested a doctrinal shift in the use of civilian police and related rule of law elements in peace operations that emphasizes a team approach to upholding the rule of law and respect for human rights and helping communities coming out of a conflict to to achieve national reconciliation, consolidation of disarnament, demobilization and reintegration programmes.

There have been structural changes in the headquarters to strengthen the DPKO and the CIVPOL unit. There has been the introduction of the Standing Police Capacity though with an inadequate strength of 25 for effective planning, cohesion and faster implementation on the ground for new missions. The UNPOL has increased its reliance on robust FPUs to maintain law & order and provide security. Since 2003, the mandates of most new UN peace operations have included support for rebuilding local criminal justice capacity. This change has been reflected in UN staffing tables and missions plans. Standardised Training Modules have been created for uniform capacity building in contributing countries.

Integrated Training

The need for integrated training for peacekeeping has now been recognized. The Integrated Training Service (ITS) was formed on 1 November 2005. A new department ofField Support has been recently created to work in conjunction with DPKO.

A significant reform to address the lack of institutional memory was the establishment of the Peacekeeping Best Practices Section in 2003.

There has, however, not been much progress in creating the National pool of police officers for ready call. The unified criminal code and criminal procedure code that can be initially followed in executive missions where the local statutes are substantially inadequate and inappropriate, is not yet available.

On the whole, UNPOL has shown an ability to recognize its shortcomings and make efforts to reform itself.

The mix of personnel coming to UNPOL has changed substantially with the contribution of the South Asia and African regions becoming predominant. The lack of commitment of the countries which do not have a democratic culture, poor representation of the developed world in the police forces in the main hot spots, specially Africa, is a cause of concern. It is encouraging to note that regional competencies are being built up. If one analyses the overall increase in the UNPOL numbers, one finds that basically the increase since 2001 has been because of the rise in the number of FPUs. In fact, the number of individual police officers has decreased which is a matter of concern. The rise in the FPUs should have come at the expense of reduction in the military components.

India : 7th Largest Contributor

India is the seventh largest contributor to UNPOL. There is immense potential for increasing both qualitatively and quantitatively the Indian contribution to UNPOL as the Indian police has vast experience of the type of problems that the police faces in such missions. India has an established rule of law respecting human rights with democratic policing.

A major problem is the deployment lead time in which after the Security Council Resolution, the police officers are actually deployed to the field. Such delayed deployment result in the situation deteriorating substantially making the peacekeeping task much more complex. Efforts are being made to reduce this from nearly six to nine months to weeks. The creation of the standing police capacity is a step in the right direction. Creation of regional competences will help, though not much progress has been made in creating the 'national pools' for call at short notice.

UNPOL has evolved primarily in the last two decades after the end of the cold war. The reform process is well underway, however, much needs to be done.

Conclusion

As per the Human Security Report, 2005, there has been a dramatic decrease in the number of conflicts down to 40 percent since the early 1990s. The number of mass killings has fallen 80 percent since the late 1980. The numbers of armed secessionist conflicts going on in 2004 were 25, the lowest since 1976. Fewer wars are starting and even more important many old wars are ending, specially in Africa. The Balkans, Angola, Congo, Sudan, Sierra Leone, Liberia and Cyprus are more stable today. Thus, the world appears to be more secure than in the last century.

Such delayed deployment results into the situation deteriorating substantially making the peacekeeping task much more complex. Efforts are being made to reduce this from nearly six to nine months to weeks. The creation of the standing police capacity is a step in the right direction. Creation of regional competences will help, though not much progress has been made in creating the 'national pools' for call at short notice.

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Envisioning CRPF Preparedness To Tackle Emerging And Developing Internal Security Threats A View Point

R. Jay Kumar*

Introduction

The CRPF today is the largest of all the Para Military Forces and it is playing a pivotal role in upholding the unity and integrity of the nation. Entrusted with the responsibility of the maintenance of Internal Security as its mandate, the Force is deployed throughout the length and breadth of the country with varied role and tasks. Be it tackling cross-border Jihadi terrorism in J&K, countering multiple insurgencies in North East or tackling the Maoist Left Wing movement, the Force has become so dependable for the States that the demand is increasing day by day.

Today, CRPF remains the main Force in the conduct of elections, managing congregations of faith, protecting VIPs and securing critical national assets. The RAF is often requisitioned to deal with grave and emergent riot situations, and to restore law and order. The Force has been in the forefront of Peace Keeping missions in places like Haiti, Kosovo, Liberia, etc. The Mahila battallions have earned a name for themselves in protecting vulnerable groups in conflict zones. The CRPF unit's specialised response during recent disasters and calamities have been warmly appreciated. Notwithstanding to this sustained performance since 1939, it is important to ponder over on how CRPF need to prepare itself in coming days and this is so because the nature of conflict has become all the more tech-savvy and complicated.

The paper is divided into three parts namely :

* Emerging patterns of conflicts for CRPF
* In house issues that CRPF needs to be pondered over
* Parameters of envisioned strategy

Emerging Patterns & Conflicts

It is imperative that preparedness of CRPF as a parameter is also integral to India's progress in coming years. The issues and matters will have a direct and indirect bearing on the working of CRPF. The turmoil in the Indian subcontinent will continue and non-State actors will play a destabilising role. The emerging modes of conflict and contours of internal security clearly indicate that greater challenges are in store for CRPF in coming years. An attempt to have a probing insight about the prevailing and emerging conflict zones in which CRPF will be regularly requisitioned is analysed ensuing paragraphs.

Jammu & Kashmir

With 41% of CRPF deployment in J&K, this conflict zone demands special attention. Grave risks loom large in J&K and the autonomous capacities of the cross border terrorist groups, complimented with role of neighbouring covert agencies will continue to test CRPF. With CRPF fully in the charge of CI grid, we need to prepare a long-term strategy in conjunction with state agencies.

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Abstract

The CRPF today is the largest of all the Para Military Forces and it is playing a pivotal role in upholding the unity and integrity of the nation. Entrusted with the responsibility of the maintenance of Internal Security as its mandate, the Force is deployed throughout the length and breadth of the country with varied role and tasks. Its role in tackling terrorism in J & K countering insurgency in North East, mounting into Naxal operations is a known phenomenon. Besides the growing demand, dependence on CRPF to conduct elections, maintain law and order, combat

Envisioning CRPF Preparedness toTackle Emerging and Developing Internal Security Threats A View Point

The survival of insurgent groups in various states of northeast especially, Assam, Manipur, Nagaland, Tripura, Meghalaya with their current or marginally augmented strengths, the defence of their spheres of influence, growing internecine strifes and management of the networks of extortion have become ends in themselves. The migration spill over from Bangladesh will complicate the matters further more. The days of normalcy appear a distant dream and CRPF engagement in north east will continue incessantly.

Maoist violence is spreading fast at an alarming pace and its consolidation in the hinterland is an undeniable fact. The movement in all likelihood will continue to sustain its vigour and may penetrate into urban population, especially in slum areas of large cities. The present social and economic conditions in the "Naxal catchment" areas augurs well for its territorial consolidation. The retreat of governance in such areas is the major concern. Securitising development which is inclusive of the interests of the local population in the improvised areas should be given top priority. Given the trajectory of the Maoist violence, it is going to be a battle of patience and wits, which demands CRPF to formulate a balance of preservation and initiatives.

ISI & Homebred Jihadis

The growing detection and neutralisation of ISI cells and also homebred jihadi modules within the Nation and their involvement in subversive activities indicate the type of serious threat that the network is going to pose in coming days. These threats have to be handled with region specific strategies.

Communal Faultlines

Communal, caste and ethnic consciousness is threatening to unfold new season of militancy. The main battleground may shift to cities, particularly in the heart of India and the terrorist objectives would be to deepen the communal divide and trigger a backlash. The recent spurt in conversion related violence is an indicator of growing assertion of vested groups.

Non-Conventional Weapons

The possibility and projected future of chemical, biological and radiological, weapons by terrorist groups cannot be ruled out and securing the nation from these threats demand continuous preparation and readiness.

Convergence of Terrorism & Crime

CRPF will be called to control the increasing convergence between terrorist groups and organised crime, which has already led to a spurt in extortions, kidnappings for ransom, land grabbing, gun running, counterfeiting, illicit trafficking in women, children, human organs, narcotic trade, etc.

Cyber Criminals

Though cyber criminals have not yet struck in a large way causing any major concern, India can hardly remain complacent. The response strategy has to be put in place.

Bio-Degradation

Natural asset scarcity due to degradation and depletion of resources, increased consumption due to over population and uneven distribution are the three principal facets of ecological threats in the future and this necessitates CRPF to be aware of the linkage between the environment and security, and consequently its security planning.

CRPF as the 'federal police organ' should be prepared for a variety of dispute and conflict, which will erupt because of the growing scarcity of water as a source of conflict within the states, causing political and social instability.

Management of disasters, either man-made or natural is a key to stable internal security and effective handling calls for enhanced preparation, expertise and experience. The CRPF should be ready to tackle these threats.

Though not a comprehensive list of emerging modes of conflict, CRPF with its primary role as principal counter-insurgency Force should be ready to tackle these conflicts.

Envisioning CRPF Preparedness toTackle Emerging and
Developing Internal Security Threats A View Point

With growing complexity of challenges and deepening link with external environment and inability of State Police organisations to effectively deal with existing and emerging challenges, what sort of preparations that CRPF need to undertake ?

Reassessment of Deployment & Utility Pattern

The present utilisation of CRPF in the backdrop of federal polity structure and the scenario of multi faceting challenges makes it inevitable for policy makers, to reassess the mode of deployment and utility pattern that CRPF could be subjected to in coming days. The phenomenon of overworking and overstretched deployment in CRPF needs to be arrested. The "reserve" nature is totally eroded because of continuous deployment pattern.

What should be the priority areas of CRPF upgradation in infrastructure, training, technology, etc so as to evolve its own doctrine of counter insurgency? This is critical because, in the present scheme of things, the CRPF requirements and needs continue to depend on the infrastructure of the states.

What changes that we need to bring in CRPF HRD system that shall result into providing an attractive service environment and also help the Force in improving the working condition, and simultaneously build up an active and healthy life style for our personnel.

Parameters of Strategy

It is also pertinent to mention that at the time of consideration, CRPF should base its strategy on the events of the past, present trends and compliment it with a long term planning, which will help the organisation to fully utilise its material, human, technological resources in a most efficient and organised manner.

Keeping these above listed issues as the background, we can identify four critical areas that we need to focus upon in setting new benchmarks for the Force. These are :

- Strengthening the core competencies of the Organisation through reforms in Operations, HRD, Training,
- Systematic Technological Upgradation,
- Enlisting Community Support,
- Developing Organisational Pride and self esteem.

The parameters of the strategy in these identified priority areas are summarised in a table format:-

communal violence, etc. is increasing day by day. As on date 85% of the Force is deployed in hard areas. It is imperative that preparedness of CRPF in forthcoming days is also integral to India's progress in coming years. The issues and matters will have a direct and indirect bearing on the working of CRPF. The emerging modes of conflict and contours of internal security clearly indicate that greater challenges are in store for CRPF in coming years. The article examines some of the priority areas which CRPF need to handle as part of its preparatory strategy to effectively tackle emerging and developing trends in the matters of internal security.

Strengthening Core Competencies in CRPF Operations

Achieving Conflict theatre specialization by review of operational systems and procedure	Structural operational reengineering in CRPF to ensure greater decentralization of functions and delegation of authority for decision making	Strengthening CRPF Intelligence mechanism by review of existing structure and practice of Intelligence collection and networking	Strengthening CRPF R&D Cell mechanism to work on long term strategic and tactical plans in matters of organizational policies, procedures, study of modus operandi of terrorist groups, formulation and dissemination of good practices

Strengthening Core Competencies in CRPF Training

Creating new benchmarks in training infrastructure and standards viz emerging modes of conflict	Creating "centres of excellence" on conflict theatre basis	Specialized mobile/ learning modules on critical operational issues	Establishing system of continuing professional education

Core Competencies in CRPF HR Management

Integrated transparent HRD systems approach System to create an Attractive service Environment and improving working Condition of personnel	Development of CRPF infrastructure with special drive on improving housing satisfaction level	Independent transparent recruitment system with adoption of psychometric and psychological tests	Tapping CRPF workforce market from conflict zones	Developing middle level supervision climate	Managing stress

Strengthening Core Competencies in CRPF Technological Upgradation and Learning

Promoting and establishing e-governance with adoption of integrated technologies to achieve operational and administrative excellence	Strengthening dedicated CRPF technical R&D to provide equipments and gadgets operational force multiplier	Formulating road map for technological up gradation in CRPF on the basis of priority, and urgency expediently

Strengthening Core Competencies Enlisting Community Support

Formulation and implementation of CRPF societal Missions in the AOR by drawing integrated reformation and rehabilitation plan in the conflict zone	Special focus on youth in conflict zones and tapping their energy in CRPF.	Perfection an inhouse structure to ensure Media Mgt. as force multiplier.	Strengthening CRPF websites, blogs.

Strengthening Core Competencies in CRPF Organization Pride and Self Esteem

Preserving tradition and discipline and promoting sprit of Camaraderie with sustained focus on regimentation	Ensuring dignity and formulating interventionist package role in human intervention in development of CRPF personnel	Chronicle of legacies and establishment of CRPF Museum and archives

Concluding Remarks

The relevance of any organization is determined by its capacity to meet the needs and aspirations of its stakeholders on sustained basis. Envisioned preparation of CRPF will keep on emerging continuously so that it could offer better responses to emerging challenges. CRPF should dwell upon these issues so that it can play a stabilizing role in forthcoming days, which in turn will enable the Nation to achieve peace and prosperity.

A study of Occupational Stress and Health in Police Personnel

Dr. Dinesh Nagar*

Introduction

Law enforcement personnel are exposed to high levels of stress in their professional life. Personnel belonging to uniformed services, who are allotted field duties are even more prone to stress and its adverse effects. The job performed by typical police personnel, who is assigned field duties involves day-to-day physical dangers and psychological discomforts which results into a range of attitudinal, behavioral and relationships problems (Deiner, 1997). The tasks performed by personnel who are in police service range from detection, control and containing the anti social elements, so that members of the society feel secure, safe and protected. The police personnel act as the white blood corpuscles to wage their defenses against anti social elements whose primary task of to disrupt the day-to-day functioning and social fabric of the society.

The job expected to be performed by police personnel are sometimes dangerous wherein the situations often becomes unpredictable, unique and demanding. It is evident that for every police personnel slain by an assailant while performing duty, sizable numbers succumb to day-to-day pressures emanating from the job. Recent statistics presented by National Crime Record Bureau (NCRB) reveal that of the 226 policemen who ended their lives in the country, Madhya Pradesh recorded the second highest figures with 23 cops committing suicide, an increase of 16.8%. One potent reason of high suicide rate may be increased level of occupational stress or spill over effect of stress from work life to family life. Exposed to myriad range of occupational stressors, the cognitive mechanism which is an inherent property of human mind is very often thrown into turmoil, resulting into adverse consequences on health and well-being. However, an equally compelling body of research provides sufficient evidence that occupational stress is not always bad. In fact, moderate level of stress, sedentary life style and physical work out contributes to facilitate the efficiency of cardiovascular system and performance.

Literature Survey

Research studies on stress and health have grown in voluminous proportion and comprehensive reviews are available in the literature (Nagar & Sharma, 2005., Dalal & Ray, 2005). A review of literature of police specific studies indicate that police personnel are faced with the grim reality of occupational stressors, which include job and role related stressors (Siwach, 2001., Kumar, 2005). For instance, a recent study conducted by Siwach (2001) attempts to explore the impact of police specific stress and burnout stress syndrome on the well-being of police personnel. The researchers empathetically argue that particular attention should be given to stress in policing because its potential negative consequences affect their well-being in more direct and critical ways relative to stress in other professions.

Police personnel operating under severe and chronic stress and burnout syndrome may well be at great risk of errors, accident and over-reaction that can compromise their well-being, performance,

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Abstract

Police work is often regarded as an extremely stressful occupation, and personnel involved in field duties often report variety of psychological, behavioral and health related problems. A brief survey was conducted during the last day of the soft skill training programme to explore the occupational stress and health of the police personnel, besides examining the frequently used psychological and behavioral strategies to deal with the adverse consequences of stress. A total of sixty police personnel belonging to three hierarchical levels of police

jeopardize, public safety and pose significant liability cost to the organization. Kumar (2006) investigated the stress profiles of police personnel posted in the police station in Hyderabad. The major stressors affecting the life of police personnel are related to insufficient time for family, work overload, accommodation problem, lack of confidence of superiors, no time for intellectual development, recreation, to keep everyone satisfied, risky situations, problem of job coordination, lack of clarity in expectation and coping with superiors. In another study, Pillai (1987) examined the stress experienced by police personnel and their spouse. Based on the review of literature, ten organizational stressors with regard to police job were identified. These stressors were labeled as frequent appearance and leniency by courts, lack of administrative and public support, lack of career development, inadequate rewards, excessive paper work, and ineffective measures against criminals, distorted press reports, poor pay and so forth.

A number of scholars have focused their studies on stress, coping, tolerance and health of personnel who are performing duties in uniform services like police and military (Paulus, Nagar, Larey., & Camacho, 1996., Alarn, 2006., Swanson et.al.I998). For instance, the study of Swanson et.al (1998) have focused on various steps related to reducing the adverse effects of stress. The researchers have noted that rigorous physical exercise that last for 20 to 30 minutes at least three times per week, maintaining a proper diet, getting adequate rests, avoiding caffeine within five hours of going to bad, developing leisure interest such as hobbies, gardening etc, meditating, praying, establishing support system, using relaxing techniques and so forth as potent factors that tend to reduce the adverse effects of stress and promote wellness.

It is evident from scanning the literature that very few studies are conducted to explore the occupational stress, life style factors and health among police personnel who are posted in the field duties. The present paper focuses on occupational stress and attempts to compare between three categories of police personnel (CSPs, Inspectors, Constables) who are in direct dealing with the public.

Furthermore, the status of health as reported by the police personnel was studied. Finally, qualitative analysis was proposed to investigate the good and bad features of the police profession as perceived by police personnel and further to investigate the personnel techniques utilized by police personnel to deal with the adverse effects of occupational stress.

Methodology

Sample: The sample of this study consists of sixty police personnel who were nominated to attend the three days stress management training programmes. Random sampling procedure was used to select equal number of police personnel belonging to three levels of police organizational hierarchical (CSP, inspectors, and Constables).

Measures

A semi-structured survey instrument entitled "Police Life Style" was designed to understand issues, focusing on various demo graphical and life style factors, including occupational stress and health. Both structured questionnaire and open ended items were incorporated in the survey instrument. A brief description of the measures used is given below:

Demographical measures: In the first section of the questionnaire pertinent items related to background information about the police personnel like age, designation, length of service, transfer, promotion and so forth were incorporated.

Occupational Stress

To measure occupational stress scale constructed by Srivastava and Singh (1984) was used. The scale consists of forty six items, each to be rated on the five-point scale. Of the total of 46 items, 28 items are 'true-keyed and rest 18 are falsekeyed'. The items related to relevant components of the job life which causes stress in some way or the other, such as role overload, role ambiguity, role conflict, unreasonable group/political pressure, responsibility for person, under participation, poor peer relationship, powerlessness, intrinsic impoverishment, low status, strenuous working condition and unpredictability. Based on the norms developed for the occupational Stress Index, the total

scores obtained on all the twelve subscales were categorized into high (156-230), moderate (123-155) and low (46-230) occupational stress.

Health Measures

Based on the informal discussion with some physicians, ten common health related problems frequently reported by police personnel were identified. The respondents were asked to report their health problem, if any, on the brief checklist. Two items related to satisfaction with physical and mental health were incorporated in the questionnaire.

Other Measures

A number of open ended items were embedded in the questionnaire. The respondents were asked to describe the good and bad features of the police profession. Further, one item was prepared to understand the typical personal interventions, used by the police personnel to overcome the adverse effects of occupational stressors.

Procedure

The data for the present study was collected through police Training Colleges, located in central India where constables, Inspectors and CSPs undergo periodic training. The participants were randomly selected from those personnel who attended the three days behavioral science programmes which cover useful inputs on various aspects of stress management. In one of the training sessions, the participants were distributed the semi-structured questionnaire. Although the instructions were written on the questionnaire, verbal instructions were also given so that all the participants were able to understand clearly the procedure of recording the responses. The participants were asked not to write their name and were assured that the responses given by them will be kept confidential, and would be used for research purpose.

Results & Discussion

Descriptive analysis was performed to analyze major background characteristics of the sample. No significant difference was found on age, length of service and number of time the police personnel belonging to different hierarchical levels were transferred. The average age of the sample was 45 while the length of service was found to be 24. Further statistics revealed that across the entire period of service the average number of promotion obtained were 1.75, 1.1 and .35 times at the CSP, Inspector and Constables levels respectively. Interestingly 85%, 70% and 45% police personnel were never declared unsuccessful during promotion. Thus, it seems that promotional opportunities at all the three levels surveyed are low with lowest at the constable levels, followed by inspectors and CSP. Thus, on average the police officers at CSP levels receive one or two promotions while inspectors get one promotion. Finally, on average the constables get less than one promotional opportunities in their long service tenure of more than two decades. Finally, the CSPs are transferred more frequently than inspectors and constables.

Occupational Stress

One way analysis of Variance was performed to ascertain the occupational stress on three categories of police personnel. The overall occupational stress was significantly higher among constables followed by Inspectors and CSPs. Furthermore, the trend of results reported in table 1 reveal that the Constables reported high occupational stress on all the twelve dimensions followed by the Inspectors and CSPs. However, of all the twelve dimensions, significant differences were obtained on only four dimensions of occupational stress. For instance, the Constables exhibited high degree of role ambiguity, more under participation, less intrinsic motivation in work setting and low status as compared to their counterparts who are at the Inspector and CSP levels. The results indicated that no significant difference was obtained between three categories of police personnel on occupational stress measures related to role overload, role conflict, and unreasonable group/political pressure, responsibility for person, powerlessness, poor peer relations, strenuous working conditions and unpredictability.

The results presented in Table I reveal that the constables level police personnel, who are located at the lowest echelons of the organizational ladder,

organization (CSP, Inspector and Constables) responded to a brief survey carried out during one of the soft skill training sessions. The major results of this study revealed that high degree of occupational stress was reported by 40% of Constables, 20% Inspectors and 10% of CSPs. Furthermore, more than 50% of police personnel reported experiencing moderate levels of occupational stress. The common health complains reported by Police personnel were high blood pressure, diabetes, Sciatica, arthritis, migraine, asthma and Gastric problems. On the open ended items the police

personnel reported exercise, walking, yoga and happy family environment as potent contributors of stress reduction. Various good and bad features of the police life styles were reported by the participants. Implications of the study are discussed.

feel that the role they are expected to perform are not defined clearly and thus, they seem to be confused about the role, besides it seems that the system fails to seek their involvement and participation in the decision making process. Finally, the internal satisfaction derived from the job is found to be low relative to their counterparts who are relatively superior in terms of designation. The significance of employees Involvement and participation in the process of decision making on job satisfaction and employee morale is profusely documented in the management literature. Employees derive satisfaction and perceive their wok as meaningful, if they are involved in the process of decision making at least in the jurisdiction of their work area. The philosophy of Human resources development also advocates that all employees irrespective of their position in the organizational hierarchy are talented and are ready to exhibit their superior performance, if their expertise is recognized and their opinions are solicited in the functional areas of work (Rao, 1982).

Participative Management

A number of organizations have developed the participative management culture and have derived excellent results. For instance, a large number of professional organizations like BHEL, SBI, TISCO has long realized the creative potential of employees who are at the grass root level. To exploit the creative potential these organizations have encouraged the employees, who are at the grass root level, to form quality circles, which is a bottom approach to participative decision making, and problem solving and have reaped tremendous benefit at the personal, interpersonal and organizational levels. It is possible that the top administration may encourage the concerned police functionaries and departments to develop small capsule Training programmes and expose the police personnel who are at the senior level in various areas of behavioral sciences, and human resource management wherein the components of human resources development are incorporated.

The Table II reveals that 40% of constables experienced high level of stress, while only 20%

and 10% of Inspectors and CSPs experienced high stress levels. Finally, sixty five percentage of CSPs and Inspectors and 50% of Constables reported moderate levels of stress. To recapitulate, the results presented in Table I and II posits that the overall occupational stress for constables both at the individual as well as at the group level was found to be highest followed by inspectors and CSPs. To a large extent, the results of this study on occupational stress are consistent with the findings obtained by other scholars (Pillai, 1987., Mathur, 1995). For instance, the study of Pillai (1987) also reported that constables are under more stress than other officers. In a similar vein, Mathur (1995) have found that subordinates and senior officers are the most stressed. The scope of this study was limited to police personnel who were not senior in the organizational hierarchy of the police department. Thus, it appears that the results obtained in this study are, to a large extent, consistent with the findings of some earlier studies, which similarly reports that constables posted in the field duties are more susceptible to higher occupational stress.

Implication

The implications of the overall results presented in Table I and II on occupational stress can be explained, to a large extent, within the perspective of arousal theory. From the organization effectiveness viewpoint, the results on occupational stress obtained for three distinctive levels of police personnel are both positive and negative. The results clearly reveal that the maximum police personnel have exhibited moderate levels of occupational stress. The arousal theory posits that very low and very high level of stress hinders the performance. The performance is optimal when the level of stress is moderate (Yerkes and Dodson, 1908). The results reveal that 65% of CSPs and Inspectors and 50 % of Constables have reported moderate level of ocupational stress and arousal, which facilitates higher levels of performance. Thus, based on the results it can be inferred that a large number of police personnel are likely to be exhibiting high level of performance.

Life Style factors

Qualitative analysis were performed on three open ended items focusing on the causes of stress, good features of police profession, and personal attempts made by police personnel at the individual level, to reduce the adverse effects of stress. Inspection of Table IIIa reveal that police personnel at all levels gave elaborate description on all the three open ended items, by giving approximately an average of three to four unique reasons on each of the three open ended items. The content analysis was performed to categorize the responses given by the police personnel on open ended items. The major causes of stress consistently reported by all the three categories of police personnel relates to work overload/long duty hours, interpersonal problems with superiors, peers and subordinates, inadequate resources and facilities, political interference, leave not sanctioned in time/no holiday, less salary and less promotional avenues (Table IIIb) .. The major good features mentioned consistently by all categories of police personnel were related to respect in society, helping people in difficult times and controlling the antisocial elements and patriotism, uniform and challenging work. (Table IIIc). Finally, Exercise/walking, yoga/relaxation, interaction with friends/family, religious and recreational activities, smoking/drinking were found to be prominently mentioned by police personnel as personal intervention, for reducing the adverse effects of occupational stress (Table IIId).

Health

The typical health problems reported by the police personnel are presented in table IV. As can be seen from the results, the three major health problems reported consistently by police personnel from all the three categories were high blood pressure/ heart problem, diabetes, sciatica/arthritis. In addition to this, 14% and 13% of the Constables reported problems related to insomnia and obesity respectively. Finally, 35% of the CSPs, 25% Inspectors and 14% of constables reported no health problem. In addition, on the other two closed ended questions more than 75% of the police personnel

belonging to all the three categories reported satisfaction with their physical and mental health. Thus, it seems that the health problem of the police personnel are not unique to the profession but are expected to be problems of advancing age.

Conclusion

To sum up, it appears that the promotional avenues of the constables are meager as compared to their counterparts. Besides, their overall occupational stress level is higher on various components like role ambiguity, under participation. Furthermore, they reported low status relative to their counterparts. The police administration may develop modalities to define career path for lower echelons of police personnel, besides enhancing their involvement in decision making in their functional areas of work. However, the results reveal that more than fifty percent of police personnel have reported moderate levels of stress. Sufficient empirical evidence exists that moderate level of stress enhances optimal arousal, which is considered as a facilitating factor for higher performance. Thus, more than fifty percent of police personnel belonging to all the hierarchical levels are exhibiting higher performance standards. The major cause of stress consistently reported by police personnel are having relationship and communication components. If training programmes are developed which stresses the values and significance of human resources components and more participative culture is developed, then it is more likely that police personnel may give their meaningful contribution in the service of society. While a number of health problems like high B.P, heart problem, diabetese, arthritic, obesity problems are highlighted by a sizeable number of police personnel, however, these problems are considered natural and are developed because of heredity reasons or with growing age.

Interestingly, the police personnel have reported various good features of the police job and are involved in many personnel habits plans like yoga, meditation, walking, diet which together are helpful in dealing with adverse effects of occupational stress. If some minor interventions are made by the

police administration like delineating career prospects for police personnel who are at the lower ends of the organizational hierarchy, developing a culture where all personnel are given more human treatment and opportunities of participation in policy/decision making, the morale of the force is likely to increase, and more positive respones from the police personnel will be forthcoming.

Table 1: Mean Differences among three categories of police personnel as a function of occupational stress

Occupational Stress	Range of Scores	CSP	Inspectors	Constables	F
Role overload	6-30	21.80	22.15	22.65	3.58
Role Ambiguity	4-20	11.10	11. 70	12.50	5.85
Role Conflict	5-25	15.75	15.75	16.75	3.10
Unreasonable group and Political Pressure	4-20	13.85	14.15	14.35	2.65
Responsibility for Persons	3-15	9.4	9.95	9.25	1.30
Under participation	4-20	10.40	12.25	13.15	6.74
Powerlessness	3-15	8.55	9.60	9.40	2.87
Poor Peer Relations	4-20	11.45	10.15	11.60	.97
Intrinsic Impoverishment	4-20	8.80	8.95	11.05	4.48
Low Status	3-15	6.80	6.90	8.20	6.65
Strenuous Working Condition	4-20	10.80	11.15	11.60	2.29
Un predictability	2-10	6.65	6.80	7.20	2.92
Overall Occupational Stress	46-230	135.40	139.75	148.75	8.40

Table 2: Percentages depicting levels of occupational stress of police personnel among three categories of Police Personnel

Occupational	Categories of Police Personnel		
Stress	CSP	Inspectors	Constables
High	10	20	40
Moderate	65	65	50
Low	25	15	10

Table 3a: Frequencies depicting causes of Stress, good features of the police profession and ways adopted by the police personnel for stress reduction

Life Style factors	Cate~ories of Police Personnel		
	CSP	Inspectors	Constables
Causes of stress	80	78	75
Good features of Police	86	92	73
Personal intervention for stress reduction	74	87	82

**'Table 3b: Percentages depicting major causes of occupational stress
among three ategories of Police Personnel**

Causes of stress Occupational Stress	Categories of Police Personnel		
	CSP	Inspectors	Constables
Work Load	22	16	15
Problems with superiors peers and juniors	38	14	14
Inadequate resources and facilities	9	6	4
Political interference	8	6	3
Leave	4	10	15
Salary	1	8	13
Promotion	0	2	10

Good Features of Police Service	Categories of Police Personnel		
	CSP	Inspectors	Constables
Respect in Society	15	8	8
Help people in difficult times/ controlling antisocial elements	12	22	17
Patriotism	7	9	15
Uniform	9	7	7
Power	2	3	4
Challanging job	14	3	3

**Table 3d: Percentages depicting ways adopted to reduce occupational stress
among three categories of Police Personnel**

Ways to Reduce Stress	Categories of Police Personnel		
	CSP	Inspectors	Constables
Exercise and Walking	27	16	18
Yoga and Relaxation	17	14	16
Interacting with family and friends	24	21	23
Religious activities	15	21	29
Recreation/T. V, Music	13	11	8
Drinking/Smoking	15	21	19

Disease	CSP	Inspectors	Constables
High Blood Pressure/Heart Problem	20	18	20
Diabetese	10	14	17
Sciatica, Arthritis	14	14	13
Asthma	5	4	4
Liver Problem	5	0	4
Gastric Problem	5	4	0
Insomnia	0	13	14
Weakness	0	4	4
Obesity	5	7	13
No Health Problem	35	25	14

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A New Approach for Analysis of Indian Counterfeit Currency (Bank Notes) by using HPTLC Scanning and Photo Imaging Technique

Seema Srivastava*, Vindresh Mishra** and Others

Introduction

The problem of counterfeit currency is prevalent in all the countries. India is also getting alarmed by the inflow of counterfeit currency in financial infrastructure. Though the Government of India and Reserve Bank of India have taken various measures in the from of security features (as shown in Fig. I & II) in currency notes. Sometimes, it becomes difficult to differentiate between genuine and counterfeit notes due to copying of security features by counterfeiters, particularly when some neighboring country channels are involved in destabilizing the economy of India. Hence, authors have tried to examine additional features in the currency notes for the detection of counterfeit currency, with the help of HPTLC scanner and evaluation software in the analysis of these security markings. In the paper, a detailed comparative study is made to study the comparison between the security thread in the counterfeit note of Rs. 500 and the genuine Rs. 500 denomination, so that a differentiation could be established to help the law enforcement agencies, in future analysis of such type of counterfeit currency. The following study has been conducted on the exhibits in one of the case received at Counterfeit Currency Examination Unit, Central Forensic Science Laboratory, Hyderabad.

Materials and Methods

Ten notes of genuine Rs. 500 denomination, Ten notes of counterfeit Rs. 500, stick Tape, Metered Scale, Camag HPTLC Scanner, Camag Reprostar Photo Imaging instrument, A Desktop computer with Win-Cats software loaded.

The physical measurements of the genuine Rs. 500 denomination and counterfeit Rs. 500 were taken to standardize the scanning procedure. The full absorbance scans of the whole surface area on obverse and reverse side were taken under multiple wavelength of UV-200nm/300nm/400nm. The same type of scanning was done on the reverse surface of both the currencies as well. The technical specifications used for the HPTLC scanner are described in Table I and the adopted parameters for the examination of the whole surface area and the security thread are described in Table II and Table III respectively. The absorbance details of the surface of both types of currency were observed and are shown in Fig. 1-8.

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A New Approach for Analysis of Indian Counterfeit Currency
(Bank Notes) by using HPTLC Scanning and Photo Imaging Technique

Abstract

The cases of counterfeiting of Indian currency have shown considerable increase in recent past. It has been observed that counterfeit currency of Rs. 500 and Rs. 1000 are generally produced by the criminals with the help of computer and scanners. When these are seized by the police, security features are examined in the lab to ascertain the counterfeiting. However, authors have successfully tried a new approach for the identification of counterfeit currency of Rs. 500 by using HPTLC scanning, photo Imaging Technique and WIN-CATS software

Table : 1- Parameters of HPTLC Scanner

| S.No.	Parameter	Value
I.	Otimised Optical system	Light
2.	Scanning speed	20 mmls
3.	Data Resolution	100 llm/step
4.	Wavelength	254nm
5.	Lamp	D2
6.	Measurement type	Remission
7.	Measurement mode	Absorption
8.	Optical filter	Second order
9.	Detector mode	Automatic
10.	Baseline Correction	Lowest Slope
II.	Peak threshold min. slope	5
12.	Peak threshold min. height	10 AU
13.	Peak threshold min. Area	50
14.	Peak threshold max. height	990 AU
15.	Display scaling	Automatic

Table : 2 Parameters of HPTLC scanner for full surface scans (Obverse and Reverse side)

S.No.	Parameter	Scanning of Full Surface Area
I.	No of tracks	31
2.	Inter track distance	5mm
3.	X-axis	5mm
4.	Y-axis	2mm
5.	Slit dimension	6.00 x 0.30mm
6.	Peak smoothin	Savitsky-Golay 7
7.	Mode	Absorbance

Table : 3- Parameters of HPTLC scanner for Security Thread scanning

S.No	Parameter	Scanning of Security Theard of standard Rs.500 denomination (n*=10) STANDARDIZATION	Scanning of Security Theard of both genuine(G) and counterfeit(F) currency of Rs.500 (n=2(G)+2(F)) COMPARISON
1.	No of tracks	10	4
2.	Inter track distance	10mm	20mm
3.	X-axis	13mm	13mm
4.	Y-axis	68mm	68mm
5.	Slit dimension	6.00 x 0.30mm	6.00 x 0.30mm
6.	Peak smoothin	None	None

*Signifies the no of samples
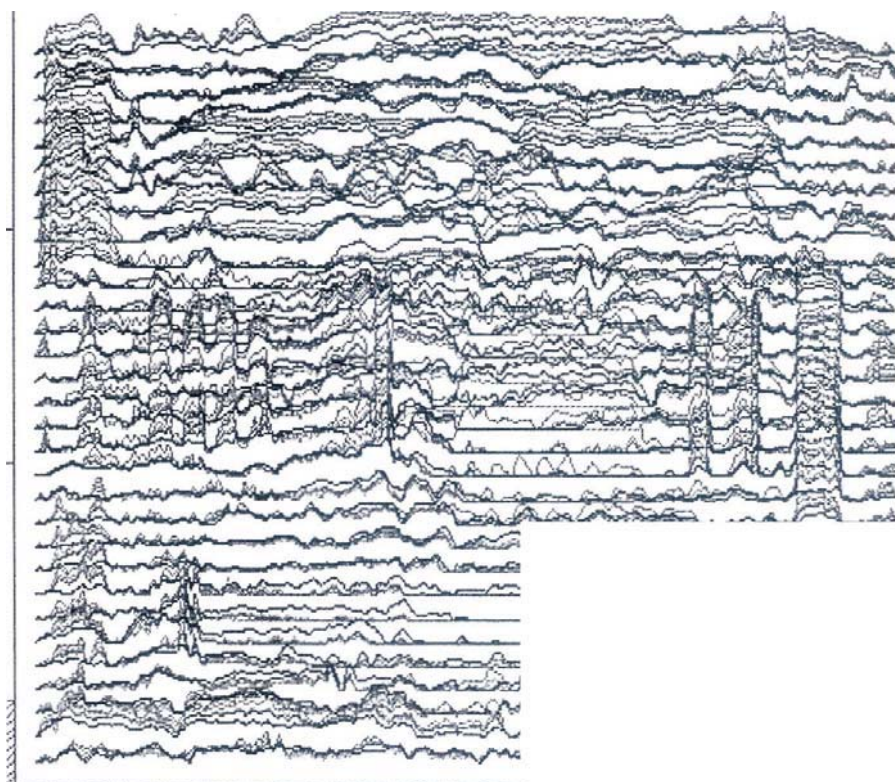
Fig.1 Genuine Rs. 500 denomination absorbance under multi wavelength (whole surface area of overse side)

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analysis. The absorbance pattern under the multiple UV wavelength of the obverse surface area of genuine Rs. 500 denomination has been taken and compared with the surface absorbance of counterfeit Rs. 500 note in 31-tracks scanning to the length of the note. There is a clear differentiation in the absorbance pattern at the intaglio ink printing surface in both the currencies observed in between track numbers 8 to 23. In the same fashion, the security thread has been examined in the case of both currencies under UV-254 nm wavelength. The max of the security thread in genuine currency notes of Rs. 500 denomination of years 2005

| All tracks @ all wavelengths | 200 mm |

Fig. 2: Genuine Rs. 500 denomination absorbance under multi wavelength (Whole surface area of obverse side)

| All tracks @ all wavelengths | 200 mm |
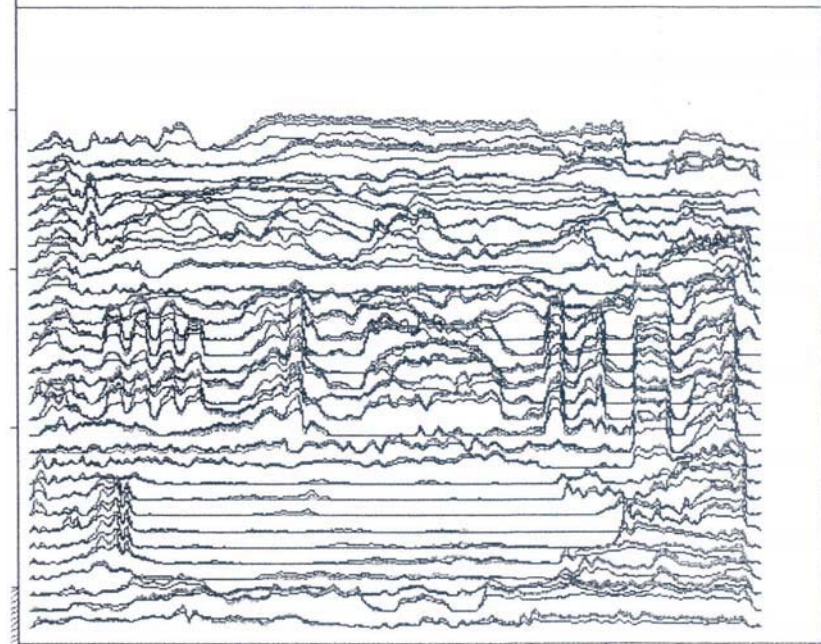
Fig. 3: Counterfeit Rs. 500 absorbance under multi wavelength (Whole surface area of obverse side)

Dimensions Undertaken for the scan of whole surface area of genuine and counterfeit currency:

Area	:	16.6cm x 7.2
Position X-axis	:	5mm
Position Y-axis	:	5mm
Width maximum position	:	67mm
No. of tracks	:	31

A New Approach for Analysis of Indian Counterfeit Currency
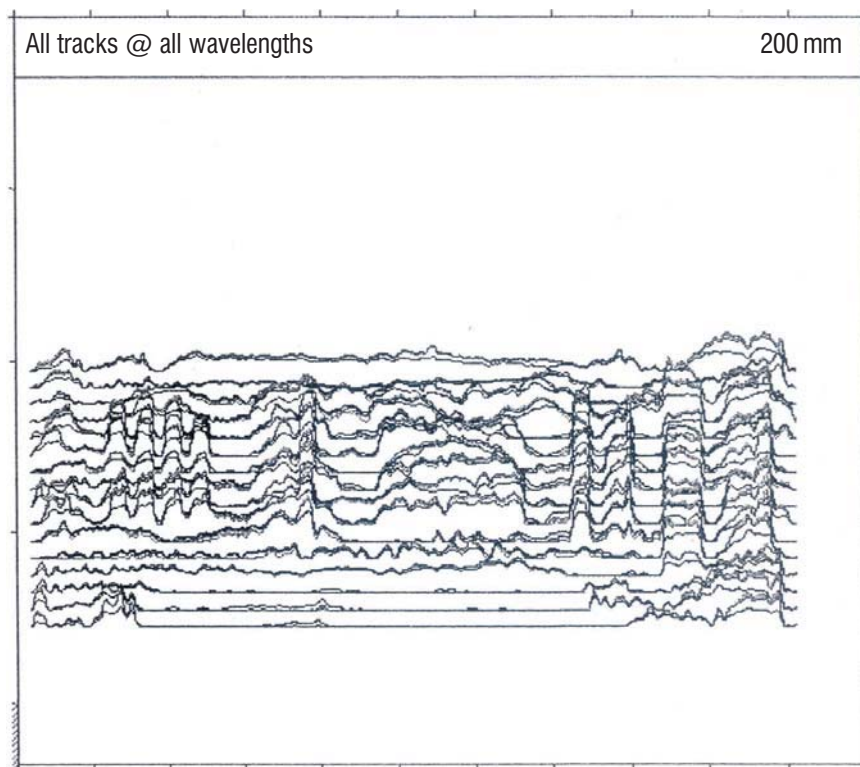(Bank Notes) by using HPTLC Scanning and Photo Imaging Technique
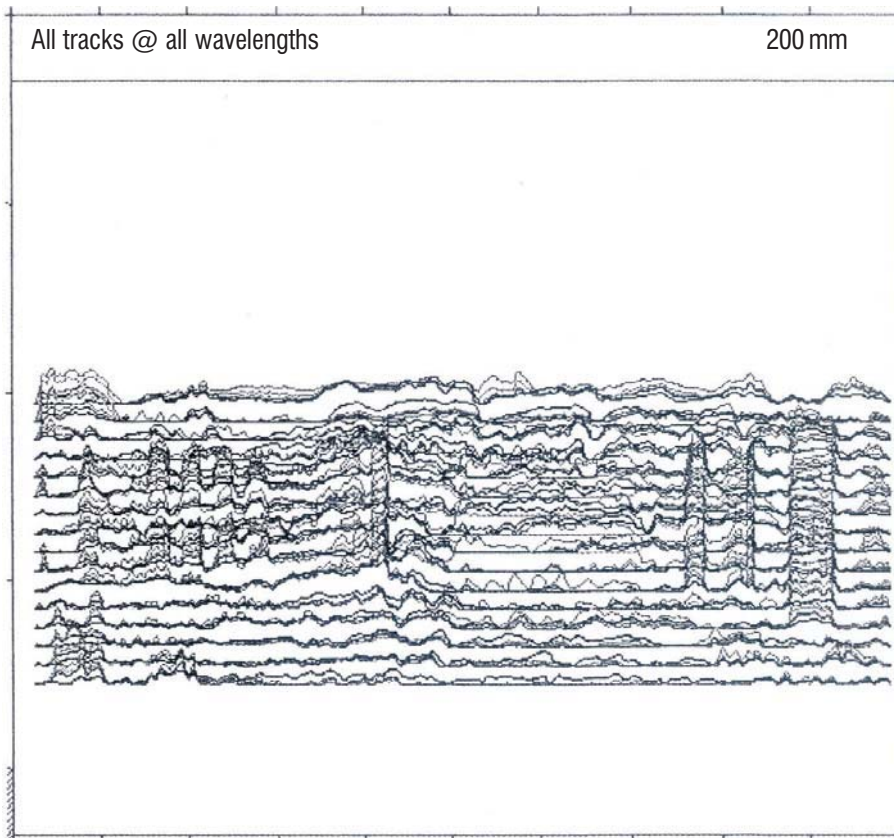
**Fig. 4: Genuine Rs. 500 denomination absorbance
under multi wavelength (From Track 8-23) covering the intaglio ink portion**
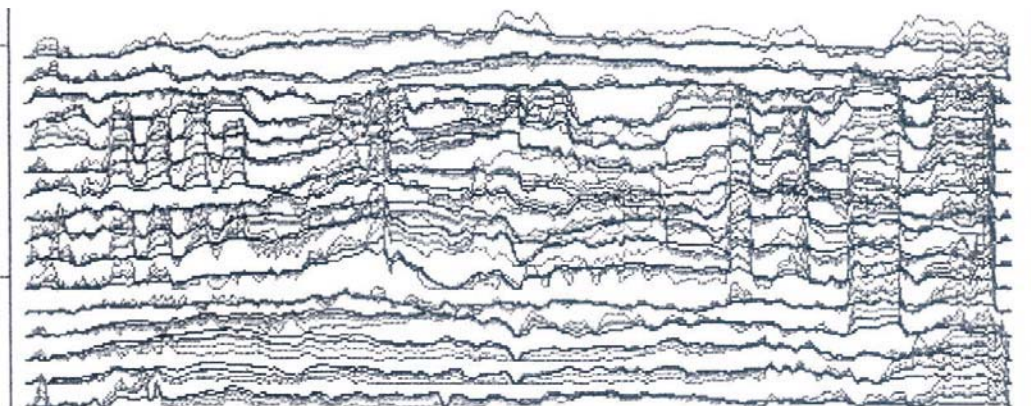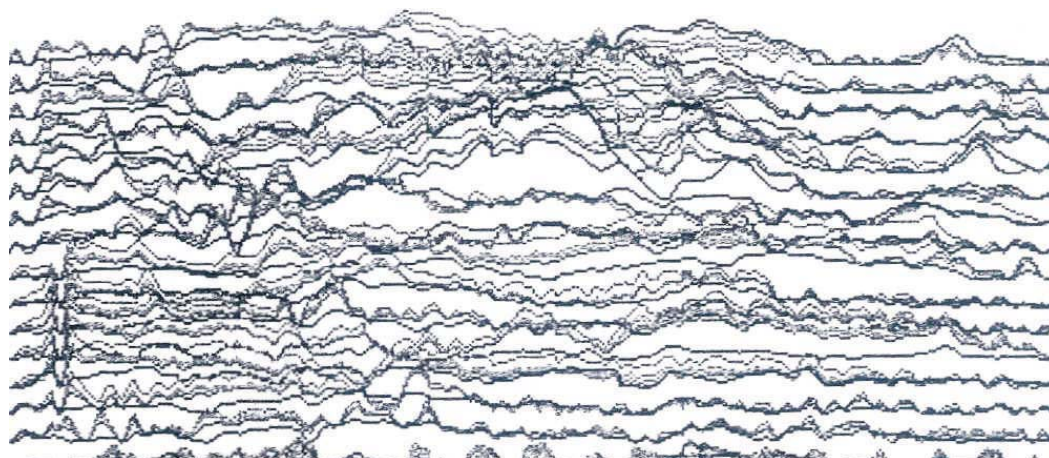

**Fig. 5: Genuine Rs. 500 denomination absorbance under multi wavelength
(From Track 8-23) covering the intaglio ink portion**

to 2008 (n=10) was found to be 374nm, which was not observed in the counterfeit Rs.500. The photo imaging of both the currencies (genuine & counterfeit) was done to study the illumination pattern on both types of currencies.

Fig. 6: Counterfeit Rs. 500 absorbance under multi wavelength (From Track 8-23) covering the intaglio ink portion
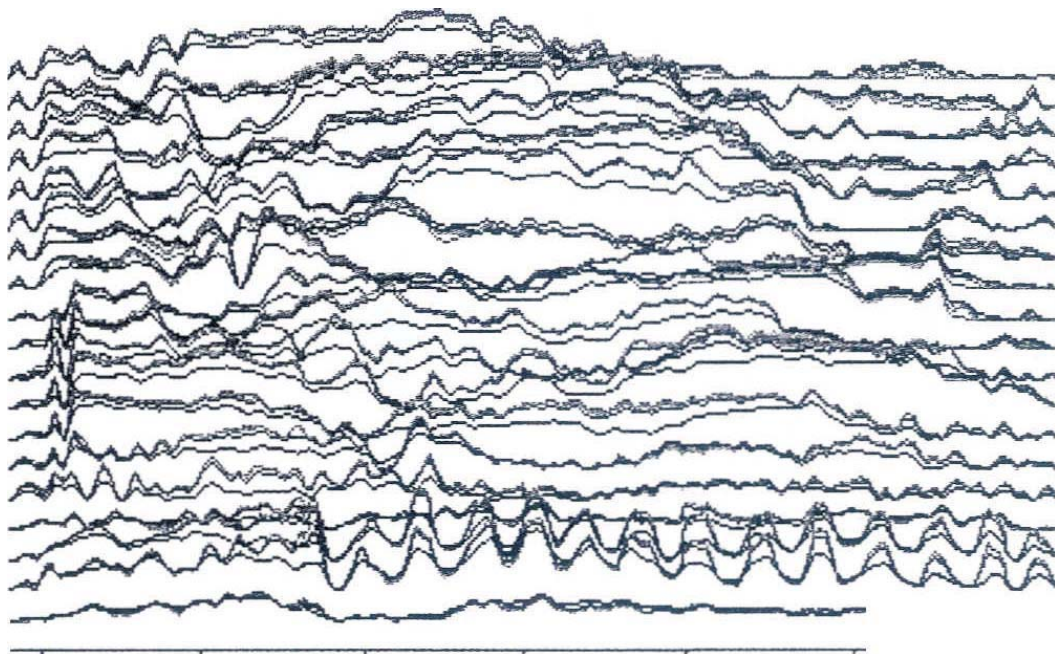

Fig. 7: Genuine Rs. 500 denomination absorbance under multi wavelength (Whole surface area of reverse side)

A New Approach for Analysis of Indian Counterfeit Currency (Bank Notes) by using HPTLC Scanning and Photo Imaging Technique

| All tracks @ all wavelength | 210 mm |

Fig.8 : Counterfeit Rs.500 absorbance under multi wavelength (Whole surface area of reverse side)

Furthermore, two Rs. 500 counterfeit and two Rs. 500 denomination genuine were placed side by side so that the security thread remain equidistant, placed for scanning at 20mm apart distance and it was scanned under UV wavelength of 254nm. In TLC Scanner, the X-axis and Y-axis values were fixed to scan the security thread in both the currencies.

The Win-Cats software was used to take the analysis data of the security thread under UV wavelengths of 254nm and 366nm in absorbance mode. Under the scanning, the relative peaks were observed in both types of Rs. 500 currency notes.

In addition, the displayed peaks of absorbance were scanned under the UV wavelength range of 190nm to 400nm to study the comparison between all the peaks of genuine and counterfeit Rs. 500 currency notes. The spectral comparison data was standardized by the scanning of ten randomly selected Rs. 500 denomination having different alphabetical serial numbers, newly added broad security thread and year marking at reverse side of the note made during year 2005 to 2008.

In the second step, the collected ten genuine Rs. 500 denomination currency notes were photographed under different UV-wavelenghs of 254nm, 366nm and white light as shown in fig.9-11 then the equally placed notes (Two genuine and two counterfeit Rs. 500) were examined under Camag Reprostar photo imager to see the comparative fluorescence of the fixed currency notes on the glass surface. The photos undertaken during different UV- wavelengths of 254 nm and 366 nm and white light have been displayed in Fig-13 to 14.
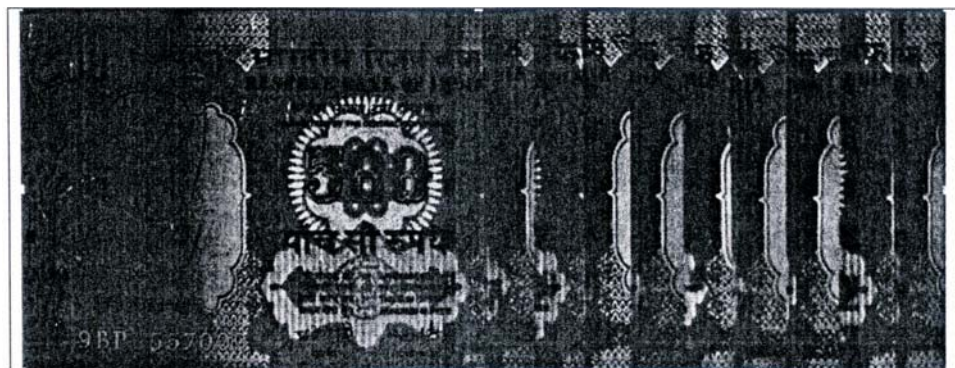
Fig.9 :Photography of 10 genuine Rs.500 denomination currency notes under UV254nm
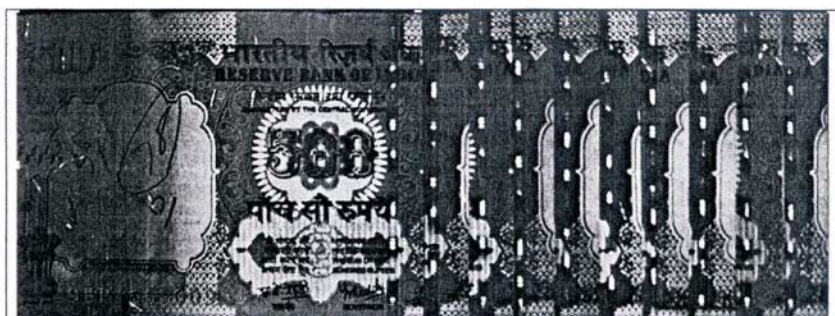

Fig.10 :Photography of 10 genuine Rs.500 denomination currency notes under UV-366nm

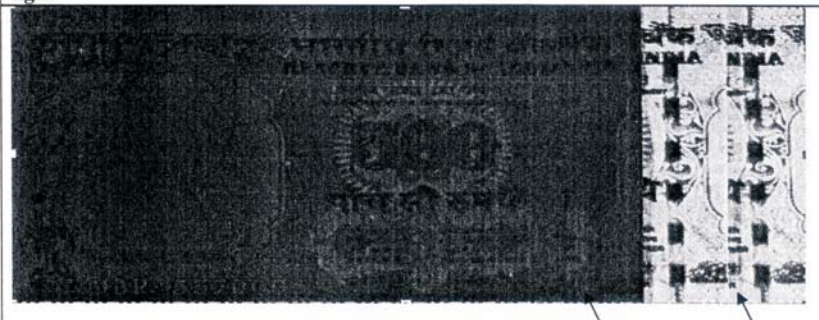Fig.11 :Photography of 10 genuine Rs.500 denomination currency notes under white light

Fig.12: Photography of aligned two genuine and two counterfeit Rs.500 note under UV wavelength 254nm

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Fig.13: Aligned two genuine and two counterfeit Rs. 500 note under UV wavelength 366 nm
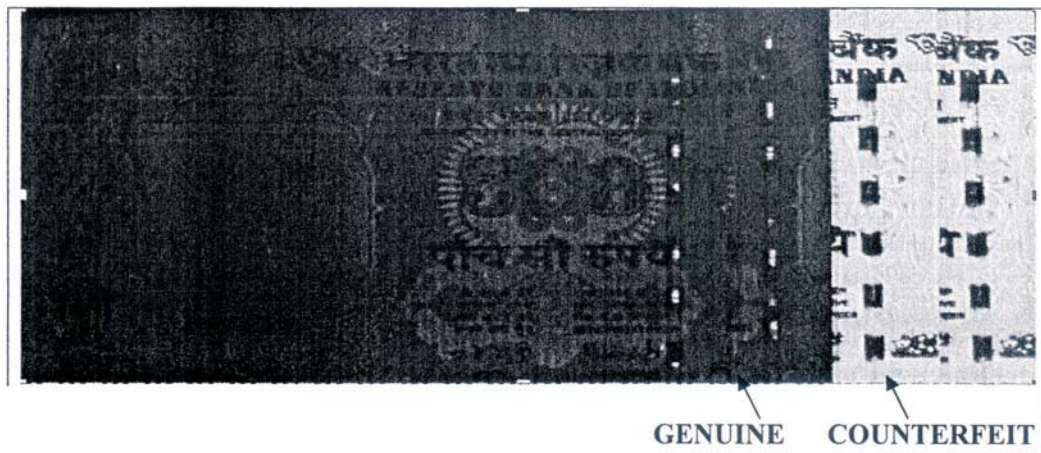

GENUINE   COUNTERFEIT

Genuine Counterfeit

Fig.14: Photography of aligned two genuine and two counterfeit Rs.500 note under White Light

Observations and Results

The comparison between the scanning of the whole surface area of genuine Rs. 500 denomination currency note and counterfeit Rs. 500 as shown in Fig 1-3 clearly indicates that there is good absorbance pattern on the surface of genuine currency notes, while in counterfeit currency notes there is irregular absorbance pattern under multiple wavelength as discussed earlier. The same kind of comparison was observed in the reverse side of both types (genuine and counterfeit) of currency notes as shown in Fig. 7 and 8. It is further compared in the area of intaglio printing in the middle of both

types of currency and the same irregular absorbance was observed around the intaglio printing in counterfeit currency whereas regular absorbance was observed in genuine currency notes(as shown in Fig 4-6). The spectrum comparison of genuine currency note shown in fig 11 defines the unified spectral absorbance comparison at A max = 374nm under the spectral scanning of 23 peaks in the width of 68mm whereas in counterfeit currency has not shown any unified spectral absorbance (Fig. 12) at the security thread region.

The photo imaging technique was used to compare the fluorescence pattern on the surface of both kind of currency and it was observed that under UV-366nm

(Fig.13) the security thread glares very well but in counterfeit currency only blue luminescence was observed. Under UV-254nm (Fig. 12), the dense blue fluorescence with yellow fluorescent background was observed in genuine currency but in counterfeit currency only blue fluorescence was prominent on total surface area. In white light (Fig.14), no major difference has been observed between the two types of currency of Rs.500 denomination.

Conclusion

The present study has great potential in the examination of counterfeit currency as discussed in observation and results, the proposed technique had shown clear differentiation between (security threads) the genuine Rs.500 denomination currency notes and the counterfeit Rs.500 notes. This is a simple and non-destructive technique and could be carried out for the analysis of all other denominations of Indian Currency.

Acknowledgement

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Behavioural Imperatives For Police Leadership

Rakesh Kumar Singh*

Introduction

The Police Forces across the nation are at crossroads. The challenges before the leadership are not only of professionalism but also of behavioural pattern of the force personnel. The mindset of top echelons in police forces has already reached its plateau in dealing with the nature of problems, which keep on surfacing every day. Expecting consistency in police personnel's behavior has also become a professional challenge. Incidents are taking place in contradictions to each other and nothing but complaints and compliances exist together, to choke the professionalism and image of police organizations.

The behavioural deviations have often been defined in the bracket of "stress", relating it to physical and mental strain, poor work life and uncertainity under which the police forces works 24X7 hours throughout their career. However, this stress needs to be understood and analyzed in overall behavioural perspective of personnel in organization, which are being shaped by organizational sub-cultures and social environs. The suicides and shooting incidents are continuing unabated and rather it is increasing. Recently, the killing of a very senior officer of CRPF by his own constable in office has once again forced us to think, that was it purely because of stress that such an heinous act can be committed?

What has gone wrong with the behaviour of the 'man in Khaki'? Why everybody shouts that police are most ruthless and insensitive organized human lot in our civilized society? These are harsh and to a large extent unjust words for a service where still sense of duty and discipline exist. Inspite of all odds, it works with promptness more than that of any other organs of government and mostly under hostile and life threatening conditions.

Why this under staffed and overburdened department do not get the recognition and respect its deserve for its positive interventions during conflicts to maintain peace in society? All these complexities necessitate an enquiry and analysis of behavioural pattern of police personnel. It needs to be analyzed as how police leadership can end the "leadership crisis" as perceived by lower functionaries. How to make police culture more acceptable to professionalism rather than patronage and sycophancy?

Behavioural Factors

There are certain presumptive behavioural factors which construct the framework of behavioural deviations of police personnel. It is imperative to take these aspects into consideration before in-depth behaviroural analysis of leaders and followers for reformative measures.

There are certain presumptive behavioural factors which construct the framework of behavioural deviations of police personnel. It is imperative to take these aspects into consideration before in-depth behaviroural analysis of leaders and followers for reformative measures:

- Belief that police is hired to do a job, not to do their best.

- Offensive profiling of police by media and cinema.

- Lack of trust in subordinates.

- Understanding that one cannot grow beyond a rank or in his professional competence.

- Seniors get angry for stating the truth.

- Highly inconsistent direction and guidance from seniors.

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Abstract

Police leadership need to develop mindset for progressive change in the police organization. The job of managing Police personnel are a professional challenge which should be taken into right perspective. Efforts should be made to decouple the policing from political influences as well as criminalisation within the organizations itself. The image of Police needs to be managed like a "brand/product" so that merely the fear of professional intervention of Police prevents many a crimes and criminals to flourish. For economic development of the

- Cut-throat competition amongst colleagues to grab post/position or meagre favour.

- Acceptance for "ability and talent wasted and disrespected".

- Judgmental on another man's sufferings and on the limit of what he can bear.

- Contempt from society, breeds contempt for society.

- Questions of Values and rights are relative for police and are being selectively applied to their cause.

- For resolving social dangers, physical danger to policeman is considered a sound policy.

- Perception amongst many that police, especially constabulary, is just a low-grade animal without intellect, without soul, without virtues or moral values.

- All these factors lead to a perception among people that police has no judgment to distinguish right and wrong, courage to act upon the truth, lacks dedication and integrity to stand by the good.

Behavioural Assessment

Above perceptions affects the behaviour of a policeman and behaviour towards a policeman in society. It also defines the inter-personnel relations amongst themselves. Thus, the police sub-culture, leadership styles, work-life balance and stressors all need to be analyzed in behavioural perspective. The Police are paid to restrict, restrain, suspect and prevent people from doing many things but paradoxically the same professional competence leads it to dejection, disrespect and distress. Inspite of all, this is an organization in which positive behavioural intervention of leadership can help in making the personnel and profession healthy. The change will require behavioural assessment, which involves selecting and defining the behaviour to be changed. This assessment should be analyzed to get unambiguous and measurable information about the problems in behavioural patterns. The responses based on information must be observed under operationalised condition or in real time. Such observations are not difficult to study in police organizations as things are so apparent, but in case of officers it may be a little deceptive as they can apply intellect over their conduct, and justify action or pretend the necessity.

Functional Assessment

The functional assessment has to be carried out to understand the deviant behaviour of police. This assessment determines antecedent and consequent variables. These assessments will depend on following factors:-

- Observation of behaviour

- Physical and environmental factors predictive of behaviour.

- Potential functions of behaviour and consequential effects.

Functional Factors

In Police organizations, this assessment should be carried out by independent observer for eliminating bias, though identification of such functional behaviours is not very difficult. A few of the factors which, in my opinion, are affecting the behaviour of police are: -

Nature of Work

- Being witness to hostile and shocking incidents police are first responders in case of many disastrous situation and often undergo mental trauma of witnessing murder, injuries, brutality etc. which effects police psyche.

- The anti-social elements have vengeance against policing. So whenever they find an opportunity to harm them, they do it with utmost brutality. For example, in many of the recent naxal attacks, the policemen were killed by axes/swords by cutting parts of body one by one, gourging out eyes, etc. Such brutalities with colleagues have "traumatic" impact on police psyche and it influences their behavioural output.

- The work life of police has no norms whatsoever in terms of working hours, nature of duties and extent of responsibilities. In the name of service to nation, only police is singled out to perform all duties. For example, in Chhattisgarh police suffered causality when they were building roads to restore supply to the area, while civil administration simply stayed away from any such exercises of development for years together. In fact, the problem of naxalism will remain stuck up in vicious circle, if other organs do not carry out development work. Police is facing the burnt only because of inefficiency of developmental agencies to work in tanderm in these areas.

Negative Profiling

- Offensive and negative profiling of police functioning has terrific impact which shapes a policeman's professional thinking and approach. Often they find themselves at the center of failure of each and every social evils/crimes, butt of jokes amongst scholars and a mere "tool" for use/ misuse by bureaucrats/ politicians. This profiling to a great extent shapes policeman's social behavior.

Toxic Work Culture

- Even in the department itself, there exists snobbish culture and toxic atmosphere. The man in uniform are neither united nor a coherent entity. There are various strata of services with their own set of parameters and privileges where they would not like any encroachment. Talent and merit are suppressed by the groups if that does not suit their group. Inter-group rivalry, and cut throat competition for career progression and position are easily exploited by unscrupulous politicians and bureaucrats. And the biggest victim of all these are the "professional growth" and the profession itself.

- The police bosses at all levels are toxic. This has somehow become an accepted police sub-culture. Degrading juniors, shouting at them, commanding or controlling them with iron fists would have been acceptable in the past but with the changing social and moral values, these behavioural patterns requires modification. However, the men in position are very slow in understanding and implementing it. The resultant gap creates dissatisfaction and frustration vents through their deviant behaviour. The toxic behaviour is so common that the personnel are afraid of facing their seniors publicly least they are demeaned or humiliated.

Competence Upgradation

- The diversity of the nature of professional challenges the police is facing needs continuous competence upgradation. This competence building is possible only through systematic training and development strategies. However, the personnel are so committed that they are not adequately trained. Resultantly, the lack of competence necessitates a common approach towards all problems which keep the police personnel under continuous stress and strain. These lacks of professional competence obviously have negative behavioural manifestation.

Neglected Family Life

- The families of police personnel are most neglected lot. Neither they are taken care of by department in organized manner nor the individuals are able to do so themselves because of commitment of duty in terms of time and place. This keeps on hurting policeman internally. He understand that he is neither able to fulfill aspirations of wife whether biological or emotional nor able to bestow love and guidance to their kids during their growing age. This results mostly in violent and insensitive manifestation in his behavior. It also results in many sort of perversion and avoidable aggressiveness.

Reformative Measures

- Analysis of behaviour of police personnel reflects that there is urgency of immediate reformative measures. The recommendation of suggestive measures are purview of experts,

proportion which we have dreamt for our nation, it is essential that Police ensure peace and prevalence of law in the society. So that the basic rights are guaranteed to the people for unhindered realization of their economic and social pursuits. Police is already doing a commendable job inspite of resource constrains; the need is to improve its behavioural attitude to fine tune its professional image.
The Police leadership has the most critical role to play to bring this institution in order. They need to play creative, productive and benevolent role as well as

however, being myself a police officer I have following suggestions which may be experimented.

Environmental enrichment of work life seems to be one of the plausible measures. The Physical conditions of work life can be improved at least urgently. The police deserve to have better police stations, furnishing, facilities for work and appropriate living places. Many police station officials have to indulge in corrupt practices because there are grossly inadequate provisions for essential items even like stationery or photo copying facilities. Thus, they do it from sources for which earning money by corrupt means becomes inevitable. These facilities management can be better thought off and implemented.

E I Leadership

Emotionally intelligent (EI) leadership style may be an effective optional tool in behavioural transformation of police personnel. Emotional intelligence gives more prominence to the emotional competence and cognitive aspects. The ability to mange feelings and handle stress is vital aspect of emotional intelligence. EI emphasizes on improving relationship and managing social skills to improve upon productivity and positive behaviour. To enhance emotional intelligence, police organization must understand and focus on training to include brain's inner system and behavioural aspects. People should be helped to break old behavioural habits and establish new ones that not only takes much more time than conventional training programmes, but it also requires an individualized approach with persistence and practice, and such a process can lead to lasting results. Simultaneously, emotional competence of leadership reflects range of personal skills to inspire others to work together towards common goal.

Police Reforms

Police reforms, which are being talked off recently so much, should be implemented to ensure better working conditions for policeman. Transparent transfer system, progressive career planning, suitable rewards and compensation package should immediately boost up the sagging moral of police.

The Police leadership has the most critical role to play to bring this institution in order. They need to play creative, productive and benevolent role as well as destructive (like Brahma-Vishnu-Mahesh Trinity) role to eradicate the evils which has become synonym of police. The perception of constabulary and thana (Police Station) level officials depends on the empathy and understanding that their senior officials will demonstrate for them and value they add for professionalism of the institution.

The change so desired will be a pain for everyone initially but nevertheless the implementation of right ethics will bring joy and respect for all men in Khaki. The value confusion which has arisen due to fear of change will be lucid and clear by stating the values and establishing direction by leadership. The system is itself ready to change and need of hour is to bring appropriate behavioural changes at all levels of rank and file.

Police Leadership

Police leadership need to develop mindset for progressive change in the police organization. The job of managing Police personnel are a professional challenge which should be taken into right perspective. Efforts should be made to decouple the policing from political influences as well as criminalisation within the organizations itself.

The image of Police needs to be managed like a "brand/product" so that merely the fear of professional intervention of Police prevents many a crimes and criminals to flourish. For economic development of the proportion which we have dreamt for our nation, it is essential that Police ensure peace and prevalence of law in the society. So that the basic rights are guaranteed to the people for fearless development of their economic and social pursuits. Police is already doing a commendable job inspite of resource constrains; the need is to improve its behavioural attitude to fine tune its professional image.

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NHRC And
Custodial Crime

Dr. Radha Nath Tripathy*

Introduction

The journey of human rights in India entered a new phase with the establishment of National Human Rights Commission (NHRC) under the Protection of Human Rights Act, 1993. The creation of this noble institution, after more than four decades of having democratic constitution and policy, created a new hope and a sense of security among the human rights activists in India. Undoubtedly, it is a positive step by the Indian state in the field of protection and promotion of human rights. However, in spite of all the constitutional, judicial, legal and democratic arrangements, Indian state was being constantly criticised for the violation of human rights, more particularly by the state agencies like military, para-military and police force.

The police has been subjected to criticism for various forms of human rights violation but the issue of 'custodial deaths' and 'custodial torture' has become a burning topic of discussion in the last couple of decades. In this scenario, the formation of NHRC as the watchdog of human rights invited lots of cynicism on its success and future. Therefore, an evaluation of the role of NHRC in the field of custodial crime needs to be done for deciding the future course of measures to be adopted.

Protection of Human Rights Act 1993

The Protection of Human Rights Act, which came into force on 28th September, 1993, aims at checking the violation of human rights and promoting a human rights culture in India, through the establishment of national and state level human rights institutions and human rights courts at district level. This Act has four important components: Definition of human rights; Composition, functions and powers of NHRC composition, functions and powers of State Human Rights Commission; and Human Rights courts.

Definition

The Act defines human rights as "the rights relating to life, liberty, equality and dignity of the individual guaranteed by the constitution or embodied in the International Covenants and enforceable by courts in India[1]." However, the feature that attracts the attention of most of us in this Act is that rights which are not judicially enforceable in India, are not to be treated as human rights. The legal and positivistic view that the Act adopts, not only limits the scope of human rights but it insists that "human rights are posited by state through law and state/law which creates these rights can abrogate them as well, in contrast, the naturalist view maintains that basic human rights have its origins in nature - human, divine and natural - and the state is no more than an amanuensis of an anonymous auther of rights[2].

Chapter II, III and IV of the Act contain the provisions relating to the composition, functions, powers and procedures of the NHRC, while Chapter V deals with state human rights commission. The state commissions are designed in the same line in which NHRC is formed and most of the provisions meant for the later are also applicable to the former with little modifications[3]. The provision that has become the source of controversy and criticism is that the Act has left it to the wish of the state governments to establish state commission, as and when they desire[4]. As a result, more than fifty per cent of states do no have their own human rights commission even after fifteen years of the enforcement of this Act.

Under Section 30 of the Act, the state governments, with the concurrence of the chief justice of the High

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Court, may specify a court of sessions to be a human rights court for each district, and make arrangement of a public prosecutor for each such court to deal with human rights violation cases. Providing speedy trial of offences arising out of violation of human rights has been the purpose of this provision. However, unfortunately no state till date has established such courts.

National Human Rights Commission

The NHRC, like national human rights institutions in other countries, is an outcome of the process of universalisation of human rights institutions. The United Nations, ECOSOC and UN Commission of Human Rights have been trying since 1946, to persuade nation-states including India to establish National Human Rights Institutions, as it is widely believed that the translation of international human rights standards into reality is possible only with the establishment of such institutions. The guidelines suggested in the "Paris Principles", therefore became the basis of the formation of India's NHRC.

No less significant than international factors are some of the domestic factors that pressurised the Indian government to establish a national human rights commlssion. The human rights movement in India led by civil rights organisations like PUDR, PUCL, CED, CPDR, etc., since the time of national emergency, have been very critical of the role of state vis-a-vis human rights violation by state law enforcement and security machineries. The above criticisms were also substantiated by the reports of Amnesty International and Asia Watch, various decisions of Supreme Court and High Courts, the reports of Law Commission and National Police Commission and many other research findings. The most potential and immediate factor behind the creation of NHRC is the issue of human rights in J&K, which most frequently hogged the headlines of the newspapers and main news items of T.V. channels.

The international and national pressure to establish NHRC was countered by the skepticism from some quarter of the society, regarding the necessity and effectiveness of this commission[5]. Some concerned people also expressed their doubt about the sincerity and intention of government behind the creation of this commission. They argued, NHRC is just an outcome of external pressure and a clever gesture to please the west rather than the result of genuine desire to protect and promote human rights standards in our country. It is worthwhile to note that some intellectuals and even politicians opposed the establishment of NHRC and they questioned the need of such a separate organisation, when we have independent and vibrant judiciary along with Women's Commission, SCs & STs Commission and Minorities Commission to look after the human rights of all including that of the deprived and weaker sections of the society. Some even developed apprehension of conflict between NHRC and above institutions! commissions. It is interesting to note that even some chief ministers, in Chief Ministers' Conference (1992), opposed the formation of this commission on the basis of the above arguments[6]. Skepticism about the integrity and efficiency of NHRC was advanced by few, as they believed that it, like other government organisations, would be proved ineffective and be a symbol of formalism and ritualism.

Regardless of all factors discussed, NHRC was instituted under The Protection of Human Rights Act and came into operation on 28th September, 1993 with a chairman and four members. The functions of NHRC as spelled out in Section-12 of the Act, make it the nodal institution to promote and protect human rights in India.

Objective

The sole objective of the Commission is to provide justice to all whose human rights are violated, particularly by the state officials. For the fulfilment of the above objectives, NHRC can intervene in any case involving human rights violation and can also visit any place of violation of human rights. In addition to this, it has been given the responsibility of conducting research in the field of human rights and spreading human rights education, and awareness which will create a culture of human rights in India.

Abstract

NHRC was instituted under The Protection of Human Rights Act and came into operation on 28th September, 1993 with a chairman and four members. The functions of NHRC as spelled out in Section 12 of the Act, make it the nodal institution to promote and protect human rights in India.
The sole objective of the Commission is to provide justice to all whose human rights are violated particularly by the state officials. For the fulfilment of the above objectives,

Power & Functions

For the purpose of providing justice to the victims of human rights violation, the Commission has been given the power of a civil court to conduct inquiries and investigation of such cases. The Commission initiates inquiries of the cases of human rights violation on the basis of a petition filed by a victim or by any person on his/her behalf or on its own initiative.

The important issue here is not to conduct inquiries to establish the fact of violation of human rights, but how to punish those who are found guilty in this process. It is required to note that NHRC has no power to punish or to take any action against any authority. This is the point that was one of the factors for which the very establishment of NHRC was criticised. This Act makes the Commission an investigatory and recommendatory body rather than an accusatory or judicial body. The Commission because of the above limitation, after conducting the inquiries, recommends to the concerned government or authority to initiate the process of prosecution against persons/authority found guilty of violation of human rights. It sends a copy of its inquiry report together with its recommendations to the concerned government or authority and later shall, within a period of one month, or such further time as the commission may allow, forward its comments including the action taken or proposed to be taken thereon, in its reports, to the commission.

National Human Rights Commission can also approach the Supreme Court or High Court concerned for such directions, orders or writs as that court may deem necessary. Besides above, the commission recommends to the concerned government or authority for the grant of such immediate interim relief to the victim or the members of his family as the commission may consider necessary. Last but not the least, NHRC makes its report public together with the comments and the action taken or proposed to be taken by the concerned government or authority if any, on its recommendations.

Indian Police and Human Rights

India, after more than 200 years of repressive colonial rule, became a democratic state with a Constitution containing provisions guaranting rights and dignity of its citizens. But, on the other hand, it has inherited its police organisation from its colonial past without much change in its repressive and exploitative colonial culture. This paradox creates a situation in which the greatest threat to the life, liberty and dignity of the people comes from the state's law enforcement agency that is the police.

Despite constitutional and legal safeguards, judicial activism, continuous public criticisms, serious efforts on the part of NHRC and other civil liberty organisations and free press, the problem of human rights violation by the police is still persisting. The violation of human rights by police and specifically torture and deaths in police custody has become a burning issue in the last two decades in India. Custodial violence has been brought to the center-stage as a human rights issue by human and civil rights organisations and the press both within and outside the country as a part of their campaign against human rights violation. It seems democratic state in India has failed to check the arbitrariness and unlawful actions of police that causes violation of basic human rights of even many innocent people.

Table-I

Deaths in Police Custody in India (1995-2006)

Years	No. of cases in India
1995-96	136
1996-97	188
1997-98	191
1998-99	180
1999-2000	177
2000-01	127
2001-02	165
2002-03	183
2003-04	162
2004-05	136
2005-06	139
Total	**1784**

Source : NHRC Annual Reports.

Torture in Police Custody

The data of the table clearly establish the fact that 'custodial death' is a phenomenon that very much occurs in police custody everywhere in India. Unlike custodial death, there is no official or unofficial record of custodial torture cases, since torture in police custody due to the use of third degree methods is mostly suppressed and only few cases come to the notice of public. Numerous torture cases have been reported in the news media but these cases represent only a fraction of the real total. Amnesty International observed in its report, "torture frequently goes unreported unless there is an investigation by an independent human rights or civil liberties body, some form of public pressure or protest or a political dimension. Even civil rights activists and journalists who expose human rights violation by police have also been detained and ill treated."? As Prof. Upendra Baxi says, "by the very nature of the activity, illegal violence by police is difficult to document scientifically. It is, therefore, only through reports and commissions of inquiry, judicial decisions, scholarly analysis and official reports, works of the NGOs, media and lastly the fearful attitude of the citizens towards police that we learn about the varieties of the police torture[8]."

The issue of custodial deaths and torture has far reaching consequences for the victim; for the image of the police; and for a civilized and democratic society. It is a growing challenge for the survival of Indian democracy itself. This uncivilised practice of policemen not only erodes the image of the police but more significantly it affects the legitimacy and credibility of democratic governance. The idea of liberty and justice enshrined in our constitution will be a distant dream, if this inhuman act of police is not checked.

Custodial Crime and NHRC

The most fundamental of all rights is undeniably the right to life and liberty. NHRC believes that denial of this basic right to a human being or impediments brought in the way of attainment of this right, in any manner, is cause of concern for the society as a whole. Therefore, when the state apparatus is accused of being the cause of custodial crime/violence (death, rape and torture in custody), it would not be wrong to say that it is wilfully abdicating its most basic and fundamental duty towards the citizens in a democratic system, the commission believes. The very core of democratic philosophy rests on the presumption that the state shall not do anything that impedes or denies the right to life of any individual except by the due process of law.[9] Therefore, the commission has, since its establishment, been grappling with the problem of the custodial justice system in the country. As a result of the persistent efforts of the commission, in recent years, more and more cases of violence in custody have been highlighted and exposed. It has always been the priority of the commission to curb custodial violence. In particular it has focused on the most serious of its manifestations-custodial deaths.

Towards this objective, the Commission soon after its set-up, issued guidelines to all state governments in December 1993, stating that it must be informed of any incident of custodial death or rape within 24 hours of any such occurrence. Information on custodial deaths was to be followed by a post-mortem report, a videography report on the post-morterm examination, an inquest report, a magisterial enquiry report, a chemical analysis report etc., failing which the commission would presume that there was an attempt to suppress the incidents. In accordance with its guidelines the agencies of the state have been informing the commission whenever such incidents have occurred. The commission, since 1993 till 2006, has received the information of 13,281 deaths having occurred both in police and judicial custody.

Assertive Role of NHRC

In all cases of custodial deaths, the Commission has recommended payment of interim relief to the kith and kin of the victims and these recommendations, in most of the cases, were accepted and implemented by state governments. Besides this, it has also given recommendations for departmental or criminal actions to be taken against the guilty officials, but these recommendations are not always implemented by concerned authorities.

The commission initiates inquiries of the cases of human rights violation on the basis of a petition filed by a victim or by any person on his/her behalf or on its own initiative.

The important issue here is not to conduct inquiries to establish the fact of violation of human rights, but how to punish those who are found guilty in this process. It is required to note that NHRC has no power to punish or to take any action against any authority.

> This is the point that was one of the factors for which the very establishment of NHRC was criticised. This Act makes the commission an investigatory and recommendatory body rather than an accusatory or judicial body.

The following cases exemplify the assertive role of NHRC with regard to granting of interim reliefs.

Case Study I

In the case of death of Sukumar Panja on 17.3.98 in the custody of police in Mayurbhanj, Orissa, the Commission was reported that the deceased committed suicide in the lock up. But the commission observed that "the fact remains that Sukumar Panja died while he was in the custody of the police. It was their (police officers on duty) responsibility to see that no harm of any kind is caused to him while he was in their custody. It shows negligence on their part in performance of their duties and they failed to protect his human rights". On this basis, the commission asked the state government to pay the interim relief to the kith and kin of the deceased. In response to this the state government stated that the deceased did not commit suicide due to any kind of torture by the police or due to violation of his human rights in any manner. As such, there appeared to be no reason for grant of any interim relief to the next of kin of the decreased. Being unsatisfied with the response of the state government, the commission reiterated that the state is liable to compensate for the negligence of the police officers on duty, in the light of the law settled by the Supreme Court in the case of Nilabati Behera vs. State of Orissa. Accordingly, the commission again recommended to the state government to pay the interim relief of Rs. 50,000/- to the next kin of the deceased. As a result, the interim relief of Rs. 50,000/- was paid by the state government on 25th Oct., 2005.[10]

Case Study II

In another case in which Chityal a Sudhakar died in police custody in Karim Nagar, Andhra Pradesh, on September 20, 1998, a complaint came to NHRC stating that the deceased was whisked away by police personnel on 23.9.98 and detained unlawfully, beaten up mercilessly and ultimately taken to hospital on 28.9.98 where he succumbed to injuries. Taking cognizance, the Commission on directed the government of Andhra Pradesh to produce reports of the case and called explanation for not reporting deaths in custody to it. Joint Collector and ADM submitted a magisterial inquiry report to the Commission on 26.7.2000 in which it was stated that the deceased had died due to head injuries, which could have been caused due to falling from police station staircase and hitting a sharp edge of one of the projected parts of the staircase. There was no direct evidence that the deceased had died due to the fatal blow of the police beating, though there was enough evidence to prove that the deceased was beaten to such an extent that he was unable to walk freely on his own. The post-mortem report indicated 19 ante-mortem injuries on the body of the deceased and the cause of death was indicated as 'head and spinal injury.

The Commission on 10.12.2002 considered the report and observed, "There is ample evidence to come to the conclusion that it is a case of custodial death. It is unambiguous that the deceased was arrested by the police on 23.9.98 and was brutally tortured in the police custody and was unlawfully detained upto 28.9.98." The Commission directed government of AP to show cause as to why immediate interim relief may not be awarded to next of kin of the deceased and the government of AP was also called upon to intimate the Commission about action taken against errant police officials. Consequently the AP government intimated the Commission that a sum of Rs. 20,0001- was paid to the mother of the deceased as interim relief.

However, the Commission, on 3.8.05, took note of the payment of Rs. 20,0001 to the mother of the deceased and considered the amount too meagre and inadequate. Accordingly it recommended the state of AP to pay an additional amount of Rs. 50,0001- to the mother of the deceased. On this note of NHRC, the AP government paid Rs. 50,0001- to the said person on 27.9.05.[11]

Stringent Action

Custodial torture, which is another form of violation of right to life and personal liberty in the most barbaric manner, has been a major concern of NHRC. The Commission believes in the view that custodial torture is preventable and that is the responsibility of the state to protect the rights of the people in

custody. **"There should be zero tolerance for any kind of violation of human rights in custody",** has always been the motto of the Commission. Since day one, the Commission has seriously taken up many cases of custodial torture of various forms from various parts of the country every year. The commission after conducting inquiries and investigation of such cases, recommended stringent actions against the erring police personnel and other custodial authorities. But unfortunately state agencies are apathetic towards these recommendations.

Dedicated Cell

In order to streamline the existing procedure relating to the scrutiny of incidents of custodial violence, the Commission created a separate cell within its Investigation Division. This cell was entrusted with the task of obtaining relevant documents from the concerned authorities and then critically analysing them with a view to assisting the Commission in deciding whether any further action was required to be taken in respect of such incidents. Besides, the state governments, on the recommendations of NHRC, have established Human Rights Cells in their police headquarters. These cells are entrusted with the responsibility of promoting human rights condition in their respective state and act as vital link between the Commission and the state government. However, the commission has observed that these cells are not able to carry out the roles assigned to them for a variety of reasons including the want of adequate infrastructure.12 In fact NHRC has been pursuing these cells to play a more pro-active role in improving human rights condition in the state. Above all, the commission has been pressurising the Government of India to ratify the Convention Against Torture (CAT), signed by India on October 4, 1997.

In regard to arrest, the Commission time and again emphasized on the observation of guidelines for arrest set out in D.K. Basu case[13] by the Supreme Court. NHRC as a monitoring body over deaths and other violence in police custody, has been emphasing on scientific, professional and humane approach to be adopted by police personnel towards persons

detained for investigations. With a view to reduce custodial crime, the commission has already taken many steps to provide human rights training to the police personnel. It has made extensive recommendations, aimed at reforming certain aspects of the administration of the criminal justice system so as to make it more sensitive to human rights considerations. For the past several years, it has been emphasizing with increasing urgency that major reforms in the line as suggested by NPM and BPR&D, are needed in the structure and process of police organisations.

Summing Up

How effective NHRC has been to curb the custodial crime - custodial deaths and torture? What impact NHRC has on the police in terms of making them sensitive towards the human rights of the people in general and suspects in custody in particular? These are the questions that bother each one of us even after fifteen years of functioning of the Commission.

Table-II
Custodial Deaths in Delhi

In pre-NHRC period		In post-NHRC period	
Year	No. of Cases	Year	No. of Cases
1985	8	1994-1995	5
1986	5	1995-1996	7
1987	5	1996-1997	5
1988	7	1997-1998	11
1989	4	1998-1999	N.A.
1990	4	1999-2000	6
1991	13	2000-2001	9
1992	7	2001-2002	5
1993	6	2002-2003	2
		2003-2004	3
		2004-2005	5
		2005-2006	3

" Source : NHRC Reports and PUDR Reports

NHRC and Custodial Crime

The data of the table I and II makes us to believe that the incident of "custodial death" are occurring in police custody even after the sincere efforts of NHRC to check it and surprisingly the number of deaths has not decreased significantly in the post-NHRC period.

During the period from 1994 to 2006, sixty one people died in police custody in Delhi, while 1,895 people died all over India. On an average, 5 custodial deaths take place every year in police custody in Delhi after the formation of NHRC, whereas the number of such cases was just more than six per year before the establishment of the Commission. The marginal decline of custodial death cases in post-NHRC era is not a ground on which the NHRC's success in preventing this inhuman act is to be justified. However, it is a fact that all deaths in police custody, wherever it takes place, are recorded after the formation of the NHRC because of its strict guidelines to all district officials to report the matter to the commission, whereas earlier many such cases were not coming to public notice and record. But if we compare the number of deaths in the initial years with that of the recent years in post NHRC era, it may be concluded that there is marginal decline in this number, and only the future can prove how effective the NHRC is in checking the deaths in police custody.

The Commission's achievements in terms of checking or preventing custodial torture is not miraculous or extraordinary, though it has taken a serious note of cases involving misconduct and unlawful activities of the police in the last fifteen years. The number of cases of custodial torture, reported to NHRC and investigated by it, is increasing year after year. The last few annual reports of the Commission reveal that the commission receives around 73 to 75 thousand complaints of violation of human rights every year, out of which cases involving custodial crime or related to police atrocities constitute a substantial number. Therefore, it cannot be said that human rights violation by police or more specifically custodial crime have ceased to occur with the establishment of NHRC.

Notwithstanding the above fact, the creation of NHRC, however, has added an entirely new and innovative dimension to the state's efforts to promote human rights and to check their violation. Over the years, the commission, with its limitation of being an advisory and recommendory body, has endeavoured to give a positive meaning and content to the objectives set out in our constitution and PHR Act. The commission has worked vigorously and effectively to create awareness and to sensitise police officials about human rights. It has always embarrassed the police exposing their acts of violation of human rights. Its efforts in the field of custodial crime have not only highlighted the issue but also made the law enforcement officials conscious of their duties and created in them a fear of being exposed and punished for any of their excesses and mistakes. The commission's recommendations for the grant of immediate interim relief to the victims of custodial crime or to their family members, which in most of the cases have been accepted and implemented by the concerned authorities, is considered to be its most distinguished achievement.

The NHRC is doing its best, but its efforts still have not been very fruitful either in checking the police from committing the unlawful activities or in reducing the number of cases of custodial deaths and torture, and use of third degree methods in custody. The problem lies with the non-implementation or half-hearted implementation of its recommendations to check custodial crime/violence and more particularly the recommendations regarding departmental and criminal actions against the faulty police officials, by the concerned authorities. The irony is that the commission's recommendations are neither considered worthless nor disrespected by the police organisations but they are not implemented by them.

Urgency of Police Reforms

It is apparent that 'custodial death' or 'torture death' and 'custodial torture' are product of the larger system of violent culture that exists in police organisations, which in turn is caused by various structural, procedural and behavioural shortcomings of the age-old colonial police system. It is widely realised both by the police authorities as well as the

public in general that a comprehensive reform in police organisation is overdue, and for this purpose, Law Commission, National Police Commission, NHRC, Bureau of Police Research and Development and various judicial decisions have suggested numerous reform measures.

The need of the hour, besides the efforts that NHRC and judiciary are doing, is to implement all the reform measures suggested till today to make Indian police a human-rights sensitive organisation. Today, police, in a democratic and human rights conscious society, is expected to change its age-old role perceptions, personality traits, behavioural parameters and methods of operations. There is a need of paradigm shift from the perception of police being "an executive arm" or "agent of the state" or "a brutal law-enforcing machinery" and "a repressive force" into a "citizen-friendly (citizen in uniform) police"; police as 'public servants' respecting and protecting the rights and liberties of the people who are the fount of all authority of the state and government including that of police in a democracy.

It is evident that custodial crime (custodial death and torture) and police atrocities can not be stopped by merely establishing NHRC. As we cannot eradicate crime by punishing the criminals, similarly it is not wise to find the solution often adopted by NHRC to the problem of custodial crime by arranging compensation to the victims or to their family members or by punishing the guilty police officials in such cases. For that, a comprehensive reform in police is required.

Notes

1. The Protection of Human Rights Act, 1993, Section 2, Clause I(d).

2. Upendra Baxi, "The State and Human Rights Movements in India", in V.T.

3. Patil and T.S.N. Sastry (eds.), *Studies in Human Rights,* Pondicharry, P.R. Books, 2000, pp. 15-16.

4. Ibid.

5. Manoranjan Mohanty, "Changing Definition of Rights in India", in Sujarat Patel, J. Bagchi and K. Raj (eds.), *Thinking Social Science in India,* New Delhi, Sage Publication, 2002, p. 430.

6. Arun Ray, *National Human Rights Commission o/India,* Vol. I, New Delhi, Khanna Pulbisher, 2004, pp. 83-84.

7. *India-Torture, Rape and Deaths in Custody,* Delhi, Amnesty International, 1992, p. 9.

8. Upendra Baxi, *Crisis in Indian Legal System,* Delhi, Vikas Publishing House, 1978, p. 26.

9. NHRC Annual Report 2005-06, p. 24.

10. See the Case No. 381/l/98-99-AD reported in NHRC Annual Report 200506, pp. 40-42.

11. See the case No. 381/1/98-99-AD reported in NHRC Annual Report 200506, pp. 40-42.

12. NHRC Annual Report 2001-02, pp. 32, 33 and 38.

13. D.K. Basu vs. State of West Bengal, AIR 1997 SC 610.

Detecting Cyber Crime Social Perspectives

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Introduction

The fact that cyber crimes are taken as white - collar crimes, their detection becomes very difficult as these crimes, in most of the cases, were not reported. This indicates that their cognizance was not taken by the society. Therefore, the study on incidence of cyber crime remained a complex matter. Hence, elaborate plan was prepared to include most relevant issues for this study.

Cyber crimes have been investigated as new generation crimes with varied forms and practices, including crimes performed by abusing electronic devices (e-crimes), using higher versions of technology (high-tech crime) etc. Thus, the study conducted was aimed at sociology of cyber crime, not the criminology of crime and the respondents do not beget to be known criminal castes, community, group, gang or criminalised parentage. They are the white-collar specialized people, who are termed here as 'cyber punks' because of the fact that they have plunged in to cyber technology and who are required to work with computer, under the allurement of its probable and possible use for immoral or illegal selfish purposes, divergent from socially approved norms and professional ethics. Nandini* (2006) described spatial behaviour of criminals relating to the location of opportunities from crime. Pavan Duggal (2006) reported that Internet and new emerging technologies have equipped the criminals with speed and communication and the latest skills.

Awareness and Chronology

European Convention on Cyber Crime in 1999 put the foundation of world wide awareness on cyber crimes. As a pro-active action, Indian Government promulgated Information Technology Act, which contains 94 sections, including four schedules. But the pace of High Tech Crime (HTC) surpassed the Act and a number of computer related crimes were beyond the preview of this Act. This needed suitable amendment to IT Act. Still lot more is required in order to contain IT abuses, which is jeopardizing all the norms of society in general and people's limitation in particular. Experts have been highlighting these problems through media reports, the pace of which is increasing since the year 2003. Wasan (1999), addressing the National Seminar on Cyber Crime emphasized that target group like senior executives of bank, investigating officials of CBI, State police, forensic science labs, computer consultants and resource persons are required to exercise enough vigilance over it. Police officials need to be made aware of cyber crime by training and of security audit applications, he added.

Chawla (2003) emphasized that the first and foremost need is to enhance public awareness of the variety and scale of cyber crime. Banks and financial institutions, Govt., public and private organizations, business and corporate houses must be sensitized to this threat for which these would be the major victims. The public at large should also become aware as more and more individuals and families are joining Internet and exposed to crime like, invasion of privacy, harassment, intimidation, blackmail, pornography, obscenity and financial frauds.

Vitek Boden (2003) in his article, "cyber menace" elaborated on the darkest side of IT. Quoting Ravi Vishvesvaraya Prasad, Head of the "Group on 4th Generation Warfare" reported that it escaped 44 attempts of security system hacking. He mentioned

further that China's "Peoples Liberation Army" has integrated the latest C4 generation of common control communication and computer Intelligence Surveillance, Reconnaissance and Targeting (ISRT) device under people's war doctrine. It also plans to put information mines, info-bombs and dumping information garbage.

Methodology

The methodology followed included visits of ten concerned organizations and institutions like S.V.B.P. National Police Academy, Hyderabad, NASSCOM Mumbai, Cyber Crime Laboratory, Pune, Cyber Crime Unit Mimbai Police, Cyber Clubs, Mumbai, BPR&D Delhi, LNJ National Forensic Science Institute New Delhi. Chandigarh, Sagar, Cyber Crime Units Delhi Police and M.P. Police Bhopal. In addition consultations were done with eminent cyber crime experts located at five metrocities. More than 52 specialists located at these institutions were consulted. Two national seminars on cyber crime were also attended for the purpose. Forty four preliminary survey proforma were got filled from these personnel, which were used to formulate the study schedule and questionnaire. In addition 240 media reports were screened involving news paper reports of HTC, television, radio, Internet and crime as well as technology magazines.

On the basis of primary observations, respondents were selected for recording further observations. Data on location of HTC, their types and forms were complied and presented in tabular form. Based on distribution of HTC, four categories of cyber punks emerged. Ten areas of incidence were identified. Observations further revealed that practically no area of the society was free from HTC. Cyber crimes were observed in every field of computer and IT. Mainly two forms of HTC were detected viz. computer related crimes and computer system based crimes. Computer related crimes were found in four forms and computer system based crimes in six forms (Table 1 & 2).

Out of the 200 respondents detected, four broad categories emerged as described below:

Category 1: Criminals or Persons Associated with HTC

They included persons who performed the crime involved in completing operation of crime and utilizing gains and / or supervising computer activities. This way 60 respondents were selected for further observations.

Category 2: Guardians of Crime

They included persons patronizing HTC acts, running cyber café, computer shops, Internet agencies and similar units acting as knowledge source of crime, tools of crime, and guarding or supporting their activities knowingly or unknowingly. This way 50 respondents were selected for further study.

Category 3: Protectors of Crime

They included personnel from police and other law enforcement agencies, handling HTC cases and investigating computer offences, forensic experts, lawyers, experts from IT companies and cyber crime units. This way 40 respondents were selected for further observations.

Category 4 : Victims of Crime

They included persons, organizations and agencies who fell victim of cyber crime activities by virtue of their ignorance, negligence, lack of awareness or by adopting HTC as fashion. Owning to illicit softwares, helped their use and purchasing pirated softwaers. This way 50 respondents were selected for further study.

Data presented in tables show that practically all the organizations, using computers, in their fields / areas of computer applications including web sites, Internet and e-mail were subjected to HTC. Locations of these crimes included banks, financial institutions, security organizations, defence units, research institutions, academic colleges, telecommunication networks and even government offices were made target of HTC. Common crimes observed included, virus attacks, system hacking, stalking, cyber tresspass, identity theft, piracy, pornography, bank

Abstract

Cyber crimes have been investigated as new generation crimes with varied forms and practices, including crimes committed by abusing electronic devices (e-crimes), using higher versions of technology high-tech crime (HTC), etc. Thus, the study conducted was aimed at sociology of cyber crime, not the criminology of crime and the respondents do not beget to be known criminal castes, community, group, gang or criminalised parentage.

Types of HTC and their Distribution

Table 1. Agencies of HTC

Agency / group / section of society involved	Field / area / location*
1. **Criminals and persons associated with crime** Criminals, computer vendors, IT agents, technicians, computer operators, helpers, clients and customers	1, 3, 4, 5, 6, 7, 8, 9, 10
2. **Guardians of crime** Computer shop owners, cyber café owners, CD shops, computer college, computers engineers/experts, BPO employees, electronic shop owners.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
3. **Protectors of crime** Police personnel / experts dealing HTC cases, crime branch experts, in-charge of cyber crimes, cyber crime experts, advocates, law enforcement agencies and elites.	3, 7, 9
4. **Victims of crime** Bank personnel, students, customers of software institutions, youths, girls, ladies and innocent computer users	1, 4, 5, 7, 10

frauds, spoofing, espionage, spamming and tampering with data or information. Five broad categories of HTC were identified for further study. These were : i. Computer related crime ii. Computer system based crimes iii. Internet, e-mail, use-net crime, iv. Web-site offence, v. Internet relay-chat.

*
1. Banks and financial institutions.
2. Security organizations, offices, defence establishments.
3. Computer software shop, IT companies, BPO Co.
4. Institutions, computer college, corporate offices.
5. Cyber space, Internet, web-site, e-mails.
6. Place / system of work of technicians, electronic shops, computer vendors, photocopy shops, mobile shops.
7. IT services, URL programs, cyber security firms.
8. Extortion sites, drug trafficking, cyber lottery centers.
9. Social and legal organization.
10. Telecom establishments, TV channels, cable operation.

Information was also collected through discussion on uses and abuses of computer, IT and ITes and asking about the pros and cons of HTC. Data show that 23 types of crimes were occurring. Distribution of these crimes was suitably organized in to four categories of respondents. In all, 132 cases of HTC were investigated and explained here.

Categoriwise, HTC were found to be distributed in all the categories except in protectors category that included respondents belonging to police organizations particularly computer experts in crime branches, specialists, judges, advocates, elites, forensic scientists and police educationists. In criminal category 60 cases belonging to all the groups of HTC were recorded in both the classes i.e. computer related crimes and computer system based crimes. There were 12 crimes in use-net group of crimes that included sale and distribution of pirated material softwares, identity (ID) theft

and data sale. This was followed by 11 cases when computer was used as incidental for committing crimes like bank frauds, slicing, money laundering and credit card mis-use. Piracy cases using computer as subject were six, website defacing and pornography six, e-mail crimes four and Internet crimes including hacking, spamming and information theft were six. Cases of gambling, cyber lottery were also six. In the category of guardians of crime the cases recorded were 41 with highest number of 12 in use-net crime. Crimes in this category were distributed in all the 10 groups. These respondents included owners of computer shops, cyber café, C.D. shops, electrical / electronic shops, computer colleges, computer technicians, engineers, company experts and BPO employees.

Table 2. Type of HTC and their distribution

Type and forms of crime	Category wise incidents				
	Cat. 1	2	3	4	Total
A. Computer related crime :					
I. Computer used as : Incidental (Bank frauds like, slicing, money laundering, credit card misuse)	11	4	0	0	15 I
II. As subject like piracy	8	6	0	0	14
III. As instrument like gambling, cyber piracy	6	4	0	2	12
IV. As subject like cyber trespass, virus, IP/CR theft)	3	2	0	4	9
Total	28	13	00	6	50
B. Computer system based crimes:					
I. Internet crime (hacking, virus attack, spamming, information theft)	6	3	0	2	11
II. Use-net crime (sale and distribution of pirated material/software, identity theft, data sale)	12	12	0	4	28
III. E-mail crime (defamation, cheating, espionage)	4	1	0	2	7
IV. Website crimes (defacing, pornography)	6	4	0	5	15
V. Internet relay chat (stalking, tampering, spoofing)	2	1	0	0	3
VI. Others (M.M.S. pornography, mobile and DVD misuses)	2	4	0	12	18
Total	32	25	00	26	82
Grand total	60	41	0	32	132

1. Criminals, 2. Guardians of crime, 3. Protectors of crime, 4. Victims of crime

In the victims category, which included bank personnel, students, institutes, public, boys, girls and ladies, HTC cases recorded were 32. There were 12 cases of MMS porns. Use-net and website crimes were four and five respectively. Group wise, respondents of criminal and guardians of crime categories were distributed in all the ten groups, and victims in seven groups. Class wise the cases were distributed more or less in equal number. In criminal category, guardians as well as victims categories computer system based crimes were more.

Incidence of HTC and its Reasons

On the crime and criminal side, study embodies information about cyber punks and related agencies identified from ten fields and areas of computer use including banks, financial organizations, computer software companies, colleges, computer vendors, software dealers, IT service providers, technicians, police personnel, law enforcing personnel handling HTC cases, students and professionals. They were grouped according to their association with crime in four categories. Accordingly, the data obtained were screened and described categoriwise in the text.

Study pertains to 132 cases of cyber crime, which included 50 computer related crimes and 82 computer system based crimes. There were ten types of crimes done in 23 forms. Higher percentage of respondents revealed low incidence of HTC and the performance was in difficult form done by any body or agency handling computers or utilizing IT enabled services.

Incidence of cyber crime was found to have positive relationship with socio-personal-economic aspects, cognitive change in the individual, social vulnerabilities prevalent, social parameters applied to HTC, social pattern, norms and main stream values associated. Communicational, psychological and entrepreneurial factors were also found to have significant effect on HTC incidence. Incidence of HTC was found to be significantly higher but its adoption was low. Higher the entrepreneurial attributes, lower was the adoption of HTC. No particular group or section of society was found to be responsible for HTC incidence. However, drive for technology had significant positive relationship with HTC incidence.

Mohan and Saxena (2002) conducted an analytical study on bank frauds and scam in India. They discussed problems of bank frauds, ways and new trends emerging. Vacca (2002) emphasized that disgruntled bank employees were found to siphon funds from customer's account, downloading identity codes and involve in intentional or unintentional deletion or damage of data or system. Subhash Dey (2000) reported credit card frauds and the compliexities involved in tracing such crimes. Saravade and Saravade (2003) described emerging trends in cyber frauds in India and suggested need of appropriate training and awareness. Dudeja (2003) discussed International perspectives of computer related crimes in his book. He also described IPR laws and security concerns in India. Kataria (2005) describing challenges to police in 21st century explained that about 27 crores websites in the world are connected to Internet system. All major cities in India are becoming seat of high-tech crime. Barring a few, the whole system in the country is ignorant about cyber crime. The situation is feared worst in case IT becoming popular in rural areas. Nazia Vasi (2005) quoting Neeraj Roy of Hangama com reported that online gambling revenue touches dollars 16 b. In India, pirated games worth Rs. 20-30 crores are in operation which is expected to grow by 50 per cent in next five year. *Nona Walia (2006) reported that there are more than 100 independent online dating agencies in Britain chasing a market that is valued at about 12 m dollar by the year 2008.

Culture and Crime Detection

Wasan (1999) discussed the measures to check the possibilities of development of cyber crimes and identification of the criminals. He points out towards the role of society to see as to why and how certain individuals engage themselves in behaviours not accepted in the society. Arun Kumar (2000) discussed steps for detection of cyber crime elaborating the principles of social control in utilizing IT facilities. He advocates role of society to detect maladjusted personality traits of individuals engaged

in computer use. Rachhoya (2003) reported that in the course of technologies changing in fast way, law enforcement does business in the role of society which holds high importance. Demographic measures and social detection of deviance factors and crime trends needs to be applied in appropriate manner. (Barua and Doyal 2001).

Interpretations

Identification of cyber crime and agencies involved

Cyber crime has been a new happening for the country. Hence, their location, form, field or the concerned area as well as social parameters applied against such crimes was the main problem. In addition to this, detection of crime and identification of criminals was difficult as these crimes were committed in the cyber space beyond the national boundaries. Even the appropriate legal provisions were not there. Looking to all these complications, elaborate study framework was prepared to accomplish this work. Broad spectrum of study universe was planned, involving latest tools of research incorporating multidimensional variables. Data presented in Table 1 revealed a categorization of respondents in four groups i.e. criminals, guardians of crime, protectors of crime and victims of crime. This provided a unique scenario yielding very useful information on the subject. It was evident from the data that practically all the organizations connected to computer networks formed the target of such crimes. All the interconnected fields and areas of computer applications including web-sites, Internets, e-mails and bulletin boards were exploited for HTC. The criminal gains of these crimes were found to be so high and varied that no social field or aspect of human life was untouched. Main locations of these crimes were found to include banks, financial institutions, security organizations, defence units, research institutes, business, academic fields, and government offices were made the main target of HTC.

In addition, individuals, families and social organizations also suffered the havoc of cyber crime. Main impact of crimes was found to be distributed amongst the important sections of the society. Importance of the findings can be assessed from the fact that practically all the units of the society

were troubled by HTC that has been designated as white-collar crime. Four categories of respondents have, thus, emerged out of the whole field of observations. Starting from the computer shop owners, technologists, institutions, technicians and software handlers even systems were found to be affected by cyber crime. Instances of affecting ignorant youths, less aware professionals, technocrats formed the category of worst sufferer.

Data also revealed that there were people who acted as guardians of crime. They came from the main branches of computer business, IT field and similar areas connected to HTC. Their role was found to be very complex in nature, which needs to be studied in greater details. With regards to the respondents categorized as protectors of crime, the situation was found to be still intricated or complex as these people were found to be least equipped against HTC with respect to computer skill, tools techniques and support from sufficient legal provisions and acts of law. Another group of cyber punks categorized as victims formed the most vulnerable group involved in HTC. Their involvement was found to be due to lack of proper knowledge of computer security gadgets, proper awareness of computer applications. Aided with flood of newer technologies this group of computer users was found be prone to cause breaches and unlawful acts annexed to banking, finance, piracy and pornography.

These findings assume the support of assertions forwarded by Pattishell (1987), Chakraborty (1998) Balwinder Singh (2000) and Mishra (2002). Crime is thus a human cognitive reaction of perceiving, imagining, thinking and reasoning to get his wants and goals fulfilled. Social stimuli help in adoption of such traits. Accordingly an individual develops personality and perception that tend to motivate him for his actions including the act of crime. In this process the individual creates his social and cultural habitat. Social factors affect this process in a complex way where in the individual forms an attitude in response to his interaction, response and aptitude for social norms (Krache et al. 1962). How an individual conceives the world is dependent upon the nature of the physical and social environments in which he is immersed.

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Occupational Stress in BSF Causes and Remedies

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Introduction

Stress refers to the dynamic state which is caused by the physical, psychological and social demands and which is perceived by an individual as threatening and exceeding his or her resources for coping. This can lead to "strain" which can be physical, mental or behavioural response or manifestation.

The experience of occupational stress has long been implicated in the development of negative outcomes for the individual employee and the employing organization. General well-being as well as levels of satisfaction and commitment to the organization has each been identified as decreasing as a result of the employee experiencing occupational stress.

Major Causes & Consequences

According to Cooper and Marshall (1978), the major causes of stress at work can be grouped into the following six categories:

- **Factors Intrinsic to Job:** The category includes factors like poor working conditions, long hours, shift work, travel, risk and danger, new technology, work overload nd work under load which may lead to job dissatisfaction, job tension, lowered self-esteem and many physiological problems.

- **Role in Organization:** Role ambiguity and Role conflict can be a major cause of stress in an organization. Role ambiguity exists when the individual has inadequate information about his work role. Role conflict exists when the individual is 'torn' by conflicting job demands or when the individual is required to do things that he does not want to do and that are not part of his job.

- **Relationships at Work:** Relationships with others in the workplace (bosses, peers, subordinates) in terms of quality and social support are suggested to be potential sources of job-related strain (Cartwright & Cooper, 1997). A breakdown in relationships with the people one works with can lead to psychological strain in the form of lowered job satisfaction and to feelings of threat to one's well-being.

- **Career Development:** Lack of job security (fear of job loss, obsolescence or retirement) and status incongruity (reaching career ceiling, under or over-promotion) can be a major cause of stress, especially for the employees who value career progression.

- **Organizational Structure and Climate:** Lack of participation in decision-making processes; lack of a sense of belonging; lack of effective consultation; poor communication and restrictions on behaviour results in lowered levels of job satisfaction and higher levels of poor health (mental and physical).

- **Organizational Interface with Outside:** It includes the interface between life outside and life inside the organisation and may consist of family problems, life crises, financial difficulties, conflicts of belief and conflict with family demands.

Consequences

The various factors outlined above can have numerous consequences, which can be grouped in three broad categories such as:

- **Psychological Strain** includes responses such as job dissatisfaction, depression, lowered self-esteem, boredom, withdrawal and burnout.

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Abstract

Stress, leading to suicides and homicides, is one of the major problems facing the BSF personnel. Tough working conditions, lack of basic amenities, long working hours, physical separation from the family, tight controls and rigidly stratified hierarchies have been considered the reasons for the high level of stress. However, no formal study has been conducted to actually ascertain the various causes of stress in the Border Security Force. The present study uses the inputs provided by the

- **Physical or Physiological Strain** is hypothesized to manifest in symptoms such as hypertension, changes in blood easnophils and elevated serum cholesterol. Downs et al (1990) outlined in their review that stress has been physically related to cardiovascular disease, hypertension, ulcers, asthma, and migraine headaches.

- **Behavioural Changes** are among the earliest and most easily recognized signs of increases in stress. Research has associated increased cigarette smoking; increased alcohol and recreational drug abuse, violence, stuttering, overeating, and frequent utilization of health care services as symptoms of behavioral strain (Harrison, 1978; Quick et al., 1986; Edwards *et al.,* 1998).

Stress in Border Security Force (BSF)

BSF was raised in 1965 with strength of 25 Battalions and 3 companies (coys). Over the years, the Force has grown in size and as on date it has 157 Battalions and over 2,10,000 personnel. Its major operational responsibility is spread over approx. 6,400 kms along the Indo-Pakistan and Indo-Bangladesh borders. BSF is also deployed on the Line of Control (LOC) in J&K. Apart from this, it is utilized quite often for Counter-Insurgency, Elections and Internal security duties.

The work profile of BSF amalgamates the roles of both military and police. The working conditions are extremely tough as the force has to physically guard the long and difficult borders which are mostly hostile. The BSF jawans are present 24/7, 365 days a year at the border. The border areas are extremely backward, without basic amenities, and often without any population for miles. Jawans are isolated, without normal social interactions and away from their families.

Police work is highly stressful since it is one of the few occupations where employees are frequently exposed to violence, cruelty and aggression and are often required to make extremely critical decisions in high-pressure situations. A Study by Johnson (2005) found that Police was one of the six professions where high stress led to maximum

impact in terms of poor health and low job satisfaction. Paramilitary structures and hierarchies tend to be rigidly stratified and unresponsive to individual needs, which aggravate the problem. As Stratton puts it, "People under stress make mistakes". In policing, where job-related stress is involved, the kind of mistakes that are likely to occur can result into potentially irreparable, even fatal consequence. The stress is often unbearably high resulting into serious physical and mental strains.

The incidence of physical and psychological problems faced by the force is rising over the years, the most serious of which is the rising incidence of suicide and fratricide. In fact, the rate of suicide in BSF is way above the national average (approx. 10 per lakh population) and is also much higher than that of the Indian Army. Table 1 gives details of the incidence of suicides in BSF and other CPMFs.

Table 1. Comparative Figures of Suicide Cases in CPMFs

Year	2004	2005	2006	2007	Total
BSF	30	31	37	35	133
CRPF	28	19	30	32	109
ITBP	03	02	05	03	13
SSB	01	06	06	01	14
CISF	06	13	08	09	36
Total	68	71	86	80	305

Source: BSF

Table 2. Comparative Statistics for Suicide Cases in Army and BSF (Per Lakh)

Year	Army	BSF
2003	9.08	14.16
2004	9.87	14.65
2005	9.48	15.14
2006	13.63	18.12
2007	12.56	17.09
2008	10.97	14.16

Source: Army/BSF

The high stress levels have been a matter of serious concern for the BSF and other forces. The Bureau of Police research & Development (BPR&D) has been conducting studies on the stress situation in the CPMFs and Police, which have shown that the stress levels in the forces are rising and the issue needs to be addressed squarely. No studies have been conducted specifically for the Stress situation in the BSF as yet, therefore, this is practically a virgin territory. This study aims to identify various stressors in BSF and to recommend suitable measures for stress reduction and management, based on the data provided by the respondents.

Methodology

Design

This study has an exploratory and cross-sectional design.

Participants

As the BSF is deployed both in Western and Eastern parts of the country, this study was conducted at two places: Amritsar in the Western and Kolkatta (Krishannagar) in the Eastern theatre. The personnel are categorized in various ranks. The three major categories are:

- Jawans or ORs (Other Ranks) : This includes constables and Havildars who comprise the bulk of the force at the field level.

- SOs (Subordinate Officers) : They are the junior level non-commissioned officers who command the force at Platoon and Coy levels.

- Officers : They command the force at Coy, Battalion and above levels. Only Assist. & Deputy Commandants participated as they are posted at the field level.

In all, 167 force personnel participated in the study. However, due to data loss, the final data was available for 85 ORs, 46 SOs and 30 Officers, i.e. total 161 respondents.

More than 60% of the respondents are ORs who form the bulk of the force. All the participants were deployed in the field locations as the stress is highest there. Before the study was conducted, the aim and purpose was explained to them and only willing volunteers were asked to take part. The respondents were both married & unmarried males as BSF does have any female force. Their age ranged between 20 to 56 years, the respondents belonged to both urban and rural backgrounds. They came from all parts of the country with educational background ranging from Matriculation to Post-graduation.

Instruments

- A list of 17 questions was prepared based on the actual field interaction with many BSF personnel as well as experiences of many veteran BSF officers and staff. These questions related to the specific working conditions and instances which have in the past been known to be stress inducing i.e. leave related matters, interaction with superiors, etc. The list of questions was in yes/no format with scope to elaborate so as to obtain maximum information

- The participants were asked to list out and elaborate upon their stressors under various broad categories in an open-ended format to know which particular factors were causing more stress.

- Realizing that the solution to the problem of stress also has to be evolved from the ground level, the participants were also asked to give their own views and recommendations to lower the stress levels. They were encouraged to provide their free and frank views and were assured of anonymity. This helped to formulate final recommendations.

Analysis & Discussion

The inputs provided were then analyzed and evaluated. The study has brought out many factors which contribute to the high levels of stress. Since the inputs were received on a semi-structured and somewhat open-ended questionnaire, there are many responses which fall in more than one category, and there cannot be a watertight separation. Major stressors which were identified are as follows:

personnel, of various ranks in the Force, at the field level to understand the causes of Stress. The study also discusses various ways to reduce stress, so as to improve the physical and psychological health of the BSF personnel and to improve the overall efficiency of the force.

Inadequate Sleep and Rest

An overwhelming majority (72%) of the respondents do not get adequate sleep & rest. The numbers are higher for the ORs (77%), many of whom report getting sleep for only about 4 hrs on a regular basis. Sleep deprivation and inadequate recoupment on a regular basis for such a large proportion is bound to have serious consequences. The attention span gets shorter, people become irritable and performance is bound to go down. Chronic sleep deprivation can lead to diseases and lowering of immunity, apart from obvious behavioural and mental problems. Often the Jawans end up working for major part of the day and then go for night duty. Chronic inadequate sleep can and does have long term effects on the physical and mental health.

The SOs (67%) and Officers (60%) also report not getting proper rest and sleep. They are the leaders of the force and the quality of leadership will suffer in such circumstances. The clarity of vision, calmness and equanimity needed in times of crisis can not be ensured under such conditions. An officer who is himself overworked and tense is not likely to be very sympathetic to the problems of his force. The burden of responsibility and inadequate strength contributes to their problems.

Poor Communication and Inapproachability of Seniors

Majority (54%) does not feel that they can approach their seniors as and when required. Amongst the ORs, 2 out of 3 believe that they can not approach their seniors. Even among the SOs, who are the buffer between the ORs and the Officers, 50% of them feel the same way. It is only the Officers who have a reasonably free access to their seniors (70%). What does it tell us about the force as a whole? Clearly, the channels of communication between the base level and the seniors are blocked. In an armed force like BSF, there is a clear chain of command and breaking it can have serious consequences. If the immediate senior is not friendly or cooperative, there is very little a person can do as there are no other channels of communication.

This may only be a perception, but it determines the behaviour and beliefs of the force. If most of them do not believe that their seniors listen to their problems, they slowly withdraw and become cynical. This has already happened to a certain extent, many responded that there is no point in going to the senior officers as they are the source of the problem and they will not help anyway. The implications are obvious: leadership is losing the trust and loyalty of the force.

Leave Related Issues

Approximatly, 60% of respondents reported not getting leave timely. The problem is felt most acutely by the Ors (68%) and least by the Officers (50%). However, it is a matter of degree only. This is felt to be one of the most significant stressors. The study, also shows that it is not denial of leave per se, but not getting it when required which creates the problem. There are certain other aspects related to leave which make it a major stressor. These include:

- Delay in processing leading to uncertainty
- Arbitrary exercise of discretion in deciding leave matters
- Partiality in granting leave
- Lack of transparency

It is not difficult to understand the constraints of the organization in granting timely leave to all, as many want to go in festival season and it is not possible to accommodate all. While it will never be possible to give leave to everyone as and when they want, the administrative and procedural issues can be sorted out to reduce uncertainty, arbitrariness and unfairness. The uncertainty also creates problems for them in getting reservations, etc. The dissatisfaction levels as high as 66-67% can not be good for the health of any organization.

Poor Infrastructure & Lack of Basic Amenities

It was seen that officers and SOs are more satisfied with the infrastructure and basic amenities (70%) as compared to Ors (50%). The field locations are quite remote and the accommodation is often very basic. The troops often have to stay in tents or in ramshackle temporary structures. There is lack of

basic facilities like water and sanitation. This is dehumanizing and is also a security risk. The food they eat is not always good and the uniforms and other articles like winter clothing, blankets and shoes are sometimes substandard and often in short supply.

Good food, clothing and living conditions are the hygiene factors; the availability may not lead to excellence but their absence or poor, quality can definitely lead to problems. This is not in fact, a very desirable situation. The focus of attention has to be the Jawan, who forms the bulk of the force. In order to win the trust and loyalty of the force, it's the primary duty of the officers to ensure the basic necessities for the jawans before their own comforts. Only the higher echelons can solve problems such as infrastructure. An army cannot march on empty stomach; similarly, a force of excellence cannot be created if even proper food, shelter and clothing cannot be ensured.

Pressure to Perform -Zero Error Syndrome

This issue affects all the ranks significantly, however, the Officers (70%) feel more pressurized than ORs (62%) and SOs (56%). Analysis of inputs also shows that it is not perceived in the same way by everyone. Some do not consider this as a problem, and say that the seniors have a right to expect good performance, while some (especially Officers) believe that due to shortage of officers, they feel pressurized.

The issue needs to be seen in perspective. The senior officers will always be perceived as putting pressure for good performance and most people have no problem; however, it becomes a problem when the leadership expects performance but does not provide basic facilities and there is lack of trust and openness. Another issue which came out strongly was the 'Zero Error' syndrome which plagues the force. Human beings will never be perfect and mistakes will be made. There is a pervasive feeling that even bona fide mistakes are treated unduly harshly and about 50% respondents reported having stress because of the 'Zero Error' mentality amongst the leadership. This is perceived as unreasonable and unfair and causes stress.

Not Getting Help From Civil Authorities

This question elicited one of the strongest reactions. An overwhelming majority perceives that the civil authorities are not helpful (69%). Many see them as insensitive, indifferent and corrupt. This feeling is across the board for all ranks, notably higher for Officers (75%).

As the Jawans and officers are mostly staying away from their families, they are at a disadvantage in case of any problem. They are not physically present to pursue the matter. They can only request the Commanding Officer of the unit for intervention, who can at best write or talk to the civil authorities. Generally, it does not help and their requests are dealt with in a routine manner. The Jawans feel cheated and betrayed as they are protecting the country but nobody bothers for protection of their families. There is a lot of demand for creating institutional mechanisms to take care of their family related issues. The army has a district level presence which can take up issues and pursue them. No such infrastructure exists for the BSF.

Manhandling & Abusive Behaviour

The question "Is there any manhandling of the troops by seniors?" has led to startling responses. Overall 60% of respondents have denied this, but a look at the responses of the ORs tells a very different story. There is a clear divide; while the majority of the ORs (54%) felt that there was manhandling of the troops, overwhelming majority of Officers (87%) and SOs (68%) felt that this was not the case.

Are the Jawans lying or the Officers have something to hide? There is a clear difference of perception here; maybe the Officers and SOs do not consider certain behaviour patterns as abusive. Many of the ORs have mentioned that the officers and SOs often use abusive language and show little concern for their self respect. Comments like "We are treated worse than animals, or we are treated like machines" were not uncommon. It may be possible that the Officers and SOs are not sensitized enough to pay heed to their concerns. This is a controversial area; and there is a clear divide in the force on this issue.

As in most cases, the truth may be somewhere in the middle, but even that is a very disconcerting situation. The fact that many of the ORs felt that there is manhandling is by itself an issue of concern as the perception of denial by the higher authorities will further widen the gulf between the jawans and the Officers. There may not be much physical abuse, although it cannot be denied; the verbal abuse itself is totally unwarranted and highly damaging. An already overworked and sleep deprived force, has enough problems as it is and tendency to use bad language just makes things worse. It may just be the difference between a Jawan retaining his sanity or going over the edge.

Underpaid - Overworked

Another issue which rankles with them is that while they work much harder than their Army counterparts, the facilities provided are nowhere comparable. This is a sore point and comes out very prominently in the study. There is high dissatisfaction with Pay commission as it has not given them any special pay on the lines of Military special pay. In many locations both the BSF and the army work side by side, in same conditions but BSF jawans get substantially less. The same goes for the SOs and the officers. Whereas the Army has cantonments and much better facilities and living conditions, the BSF jawans and officers have comparatively poor facilities.

Separation from Family

One of the peculiar service conditions in BSF is that for the most part, the jawans are staying separately from their families. Even in the Army, field and family postings are rotated. However in the BSF, there is no such family posting. He is located physically at BOPs where families are not allowed. Very few jawans are able to get postings to HQ locations, that too for a very limited time (maximum 5 years in a career spanning 35+ years).

While this is largely true of the Jawans, the other two ranks, i.e. SOs and Officers are also similarly placed, by and large. For a major part of their career they also stay away from their families. Many a time even if they are posted in the unit HQ, the locations are so remote that bringing the family means sacrificing good education for children, and many are forced to stay alone on this account. Unlike Army cantonments, there are very few central locations where the families can be left behind and good schooling & accommodation is available.

This separation is felt very acutely by the force. It is a constant source of worry and tension. The human needs for physical intimacy and companionship is denied to them. There are also strict rules about interaction with outsiders and often there is no one to interact with, outside the force. This is an unhealthy and unnatural situation to be in. Higher stress levels are the natural outcome. ORs are the worst affected, followed by SOs and then officers.

Other Family Related Stressors

There are many other issues related to the family which act as a stressor. In a sense, many of these issues are related to the nature of the job and their not being able to stay with their families. Many of the respondents have mentioned issues which broadly can be classified under this category. These include issues such as:

• Marital Discord

• Illness of Family Member

• Education and Upbringing of Children

• Family Welfare

Leadership Issues

Many have reported that the leadership provided is ambiguous. They are not really clear about what they are supposed to do and what is expected of them. They also feel that they will not be protected even in case of a bona fide mistake. They strongly feel that the superiors are basically interested in saving their own skin in case of any problem and are not considerate about the problems of the force. Many of these issues have also surfaced during earlier discussion relating to grievance redress, inadequate facilities and also are reflected in the perceived inapproachability of the seniors. All these issues bring out clearly that the leadership is not up to the mark and this failure adds to their stress.

Lack of Personal Growth

In BSF the jawans & officers largely feel that they have no opportunity for growth. The job content does not have much variety and is not inherently satisfying and challenging. The work is extremely hard, monotonous and carries little social recognition and reward. Promotions take a long time and there is a lot of stagnation. In the job itself, there is very little time or opportunity for pursuing personal goals. The workload and the locations prevent any chance of doing something new and interesting. There is no infrastructure and little encouragement for pursuing any goals except the immediate task.

Recommendations for Management of Stress

During the study, the respondents were also asked to give their views regarding what can be done to improve the stress situation. Much of what follows is a result of the inputs received, although many of the recommendations have also originated from the extensive research in this field and analysis of data from this study.

Acknowledge the Problem and Get Out of Denial Mode

No problem can be solved unless it is accepted. However, there is still a mindset prevalent among many, which seeks to put the blame of every problem largely on the individual concerned. Many ask the question as to why one jawan commits suicide when others in the same situation do not. The obvious implication is that stress is an individual problem and maybe indicative of a "Weak" personality. This mindset betrays not only ignorance but also insensitivity and is largely responsible for a breakdown of trust and communication between the force and its leaders. Another issue, which hinders acknowledgement of the problem, is that sometimes the Unit Heads feel that accepting the problem will be treated as an admission of failure and will adversely reflect on their career. They go into denial mode and wash their hands off by blaming the individual. The blame for every suicide is immediately put on "family reasons", conveniently forgetting that work conditions may be creating those so-called "family reasons". Unless the disease is diagnosed properly, any attempts at treatment will be ineffective; rather it will make the condition worse. The need therefore is to educate the leaders (especially Bn commandant & coy commanders) to have an open mind and empathetic outlook.

Stress Management Training for COs & Coy Commanders

The Bn Commandant and the Coy Commanders are the key functionaries and they are also liable to have high stress, leading to higher stress in the troops. An immediate and effective measure can be giving training to these two ranks first and looking at the results. These training programs can be customized and provided initially at the Force HQ and subsequently at Frontier levels also.

Stress Management Cell at FHQ

Stress is a complex and stubborn problem, which develops over a period of time and can not be solved in a short period. In BSF, so far the efforts for Stress Management have often been adhoc, sporadic and generally not carried to their logical conclusions. In different Battalions and Frontiers, at different times, trainings have been conducted on Yoga, Art of Living, and Meditation etc. These are laudable efforts and should be commended, but in absence of a clear policy and guidelines the efforts lose steam. There has to be a clear, consistent and long-term policy to counter the menace of stress. This is possible only if we have a clear understanding of the problem.

Stress Awareness & Coping Strategies for Top Leadership

Stress is felt by all of us. However, many a times there is a tendency in the top leadership to ignore their own stress, which has a cascading effect and creates further problems for the force. The top leadership provides clarity of vision and calmness in the times of crisis and this is not possible unless they are relaxed and calm. As suggested earlier, workshops for the levels of DIG & above can be held at Frontier, ADG HQs and FHQ levels and can be combined with EI awareness training.

Assessment of Stress Levels in Force

The study shows that the overall levels of stress are quite high in the force. Due to individual differences, ability to cope with stress is different in different people. Some people are more prone to break down under stress than others. It is important to identify people who are on the threshold of breaking down so that immediate help can be provided to them. Although this fact is well known, there have not been any scientifically conducted studies to actually measure the stress levels. This study itself is just a beginning, touching the tip of the iceberg. To accurately measure the stress levels, custom made tests are required which incorporate the factors peculiar to the force. This is essential to have scientific data to formulate long-term strategies. In this regard, an assessment tool has to be prepared which is suitable to their educational backgrounds and which is easier to administer in a large force like BSF on periodic basis.

Appoint Counsellors & Psychiatrists in the Force

The present numbers of psychiatric cases are not a true reflection of the ground realities. These cases only reflect the persons who have broken down, but there are a large number of persons who are suffering badly and may be leading towards a breakdown ultimately. There is an urgent requirement of providing trained counsellors and psychologist/psychiatrists who can handle the issues in a professional manner. Initially, a counsellor can be provided at Sector level, but the aim should be to have one trained counsellor for each battalion and a psychologist / psychiatrist at the Frontier levels.

Psychological Assessment at Time of Recruitment

Prevention is better than cure. Psychological assessment should be a must at the time of recruitment so as to recognize people who have the ability and motivation to do this type of work. By doing so, the people who are more liable to break down under stress can be identified at very early stages and only the suitable people can be recruited. A psychologist may be involved during recruitment or at least some kind of psychological assessment should be made. This will save a lot of trouble later on.

Start a Help line

There is a lot of research which shows that a person under stress will feel better, if he is able to talk freely to someone. One of the biggest problems for the force is isolation and separation from family. Under normal circumstances, the family members and friends are the shoulders one can cry on. The study also shows that the Jawans are not able to talk to their seniors freely. Many of them just let their feelings fester and this is not healthy and leads to serious ailments like Depression, Anxiety, etc. Many also do not speak freely to their colleagues as they feel it may be treated as a sign of weakness. The overwhelming majority of suicide cases are of Jawans, and any help which can be provided to them to vent out their grievances and feelings will go a long way in bringing down the stress levels from the critical, dangerous levels. A toll free number can be provided where some professionally trained persons can handle any SOS calls. This will provide the Jawans an outlet and also anonymity, so that they can express their problems and voice grievances freely.

Ensure Adequate Rests and Sleep

This is by far the single most important factor mentioned by the respondents. More than 70% of the respondents report not getting adequate rest and sleep and the number is even larger for the ORs. As mentioned earlier, many report getting as little as 4 hours of sleep on a regular basis. Such physical exhaustion and sleep deprivation leads to chronic stress and affects performance badly. It is no doubt a challenge to meet the situation which is fast reaching a critical stage. The efforts made in this respect are clearly not sufficient. While there is no magic wand, accepting this situation is not an option. The problem though complex is not beyond solution if honest efforts are made.

Leave Rationalization

Next to the rest/sleep issue, leave is rated very highly by the respondents as a cause of stress. There are many issues mixed here, it is not just the amount of

leave but the fact that it is not granted when required. It is obviously not possible to satisfy all, but the dissatisfaction levels are very high. Further there is a widely held perception that the system is not implemented fairly and favouritism is rife. Some get it as and when they want it and others don't, even when the need is urgent.

It has been suggested that leave may be planned in such a fashion that a Jawan is able to go every 3-4 months. This may not be feasible always; it may be practised wherever possible. Regarding Railway reservations, there can be an institutional arrangement worked out with the Railways in the areas where BSF is in large strength to provide necessary help. Liaison officers maybe nominated, by both Railways and BSF, at FHQ and Frontiers.

Allow Families to Stay at or Near Posts

Separation from the family is a major stressor and if the family can be allowed to stay close by, it will be of great help. This was earlier practised in the force at certain places and can be allowed wherever possible. Obviously, it is not practical in many places as the infrastructure, climate, etc. is not suitable. However, a blanket ban on the families staying nearby is not helping the situation. Many a times, the Bn. Commandants are not in favour as this adds to their administrative work and they feel it as an additional responsibility. The jawans can be given an option to bring their families under clear and strict guidelines. The long-term solution is, of course, to build more family accommodation.

Institutionalize Liaison with Civil Authorities

As the BSF personnel are working away from home and family, they are totally dependent on civil authorities and not getting help causes serious mental tension. What rankles most is that they do not get any preference or special attention from the civil authorities. They often feel disadvantaged. Most feel that some kind of platform is needed to look after their problems and some institutional arrangement needs to be made at state and district level. A working committee at the state level can be constituted and Liaison officers can be appointed at the district and state level to provide a single window

system for grievance redress for all paramilitary forces, as this is a common problem. The local police and municipal offices can also be co-opted.

Get Rid of Zero Error Syndrome

Almost half of the respondents mentioned that they are stressed out due to the constant fear that even a genuine error will be treated as negligence and they will be punished. There is no job where mistakes are not made and human beings will sometimes make mistakes, but living in constant fear of this does not bring out the best, rather it brings a no risk-no initiative approach. Everyone is constantly covering his backside. Many mentioned that the seniors are always ready to suspect them and there is no trust. They will believe outsiders and rumours rather than the Jawans. Constant suspicion and fear does not augur well for the organisation. A more calibrated 'Trust but Verify' approach is required to get the best out of the force.

Curb Bad Behaviour and Abusive language

This is an issue which is strongly felt by the ORs, but interestingly most of the Officers do not even acknowledge it as an issue. There is a dangerous divide which should not be ignored. Many ORs have responded that the seniors are often unduly harsh, abusive and sometimes even sadistic. While they do not expect all their grievances to be addressed by the superiors, they are often hurt by the approach of the seniors who treat their grievances as complaining, whining and attempts to avoid work. Some mentioned that even when they were seriously sick, they were called '*Makkars*'. It hurts their self esteem. Abusive language creates avoidable tension whereas a few kind words can relieve the pain even if it does not solve the problem. There is no reason why such behaviour should be tolerated. Clear instructions and strict implementation against abusive language and manhandling are required.

Less Courses and More Opportunity for Self Development

Many officers feel that there are too many courses and the usefulness of many is questionable. There is very little time for self development and grooming of officers is practically nonexistent. It is a widely

held perception even in the ORs that many of the courses do not lead to any value addition.

In most organizations, new training inputs and courses are constantly added to keep pace with changing scenarios, but it is equally important to weed out the old and redundant inputs. However, it hardly happens and as a result there is overload. In the process, really important inputs are smothered under the weight of multiple courses. A thorough Training Needs Analysis (TNA) is needed to ensure optimum inputs only.

An Institutional Feedback System

Any learning and caring organization should always keep its eyes and ears open to feedback. However, there is no systematic feedback system in BSF leading to anonymous petitions, backbiting and pervasive lack of trust. The Darbars or grievance redress mechanisms are ineffective, as many would not like to complain in person for the fear of being identified. A periodic written feedback system is required to be institutionalized. It will curb a lot of arbitrariness and ensure fairness. The top leadership will be in a position to know the ground realities better.

Summary

The reality may or may not be as per the responses, but the perception remains and stress is largely dependent on the perception. There is increasing use of alcohol and tobacco in the force, which is often an attempt to get away from the painful reality. A large number of personnel want to leave the job. Many respondents also mentioned that they are continuing only because of lack of alternatives and due to economic compulsions. Under such circumstances, the operational efficiency is bound to suffer. It is imperative that immediate attention is paid to this menace and well-thought out long-term and short-term strategies are worked out. This is necessary to ensure optimum performance of the Force and the security of the nation demands no less.

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