



गृह मंत्रालय भारत सरकार
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A Study Report

on

Khabari System

at

Police Station Level

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STUDY REPORT

An Study on Khabari System at Police Station Level

(The study after brief background note, discusses the genesis of system and proceeds to study some historical systems and after designing the parameters for study, collects data from states/UTs. After detailed analysis of the collected data, the study recommends , the way forward for effective Khabari System at the Police Station Level.)

Background

1. Police Stations are the cutting edge of Policing infrastructure. Being its basic functional unit, it sets the way of interface between police and the society. Consequently, it becomes the best source of actionable and prompt intelligence on law & order or internal security.
2. As the prime duty of police is to ensure the safety and security of citizens, the police personnel need to function as the eyes and ears of the state and society. An efficient and robust intelligence and information collection at the Police Station level can form the bedrock of an effective 'Intelligence Led Policing' model, i.e., Khabari System. Intelligence led policing is essential to providing strategic direction and control to all forms of tactical policing activity, including community policing, investigation and routine patrols with an aim to evolve from 'reactive' to 'proactive' policing.
3. In recent years, there have been some important developments concerning the use of criminal intelligence by law enforcement agencies in many parts of the world as well as in our country. Timely and actionable criminal intelligence at the cutting edge level, i.e., Police Station, is essential to make an impact on the prevention, reduction and investigation of serious and organized crime.
4. Under the National Police Mission (NPM, BPR&D) this study has been undertaken to analyze the existing infrastructure, execution, limitations and variations of the Khabari System at Police Stations across our nation, followed by recommendations to improve the same.

Khabari System: Concept & Basic Components

5. The core components of a basic Khabari System at the cutting edge level of Police Station primarily consists of the conventional and non conventional components. These are as follows:-
 - a. Station House Officer (SHO) supported by Sub-Inspectors, other SOs, NGOs and constabulary.
 - b. Chaukidars/ Dafadars/ Kotwars/ Numberdars and such other elements supporting the Police Deptt, Revenue Deptt. Community Policing aids such as Police Mitra, Village Defence Parties, Janmaithris Suraksha

Projects (and such other state specific nomenclatures used for various Community Policing elements).

- c. Societal Components and Civil Institutions such as Panchayat, who may be co-opted.
- d. Technical/infrastructural tools available at Police Stations. Various special police programmes like CCTNS, women help line, etc.
- e. Civilian Elements.
- f. Other government functionaries.

Thus, conceptually, it encompasses all the human and technical infrastructure and mechanisms available at the Police Station and in its area of operation, which can facilitate police personnel collect intelligence for prevention and detection of all forms of crime – through the identification and analysis of trends, modus operandi, ‘hotspots’ and criminals.

The crucial aspect is how police personnel can effectively perform the role of collection of khabar, i.e., intelligence/information in the Area of Responsibility. Broadly, the following factors have been looked at in this regard.

An Overview of Prevalent System in Different States

a. Thikri Pehra, Punjab:

Worth mentioning among community policing models is **Thikri Pehra**. Literally meaning, ‘guarding at local level’, Thikri Pehra is a traditional method of community policing prevalent in India’s Western states, especially, Punjab, Haryana, Delhi, J&K, Himachal Pradesh and Rajasthan. It is a village defence concept wherein village folks volunteer to guard their village against bad elements, especially at night. The present model of Thikri Pehra solely draws its strength from the **Punjab Village and Small Towns Patrol Act, 1918** and gets further support in police rules and magisterial orders of Districts Chiefs. This Act of 1918 has been adopted by other State Administrations from time to time. This Act finds mention in the **Punjab Panchayati Raj Act, 1994** under the sub title ‘special functions’ to give legal sanctity to this initiative of Thikri Pehra. It is the discretion of the Deputy Commissioner and, in this matter, he is guided by police authorities, local leaders or local residents. As per the Act of 1918:

Order for performance of patrol duty:

Sec 3. (1) When the Deputy Commissioner is of opinion that in any village in his district (a) ‘special measures’ are required to secure the public safety, and the inhabitants have not, either voluntarily, or on being required so to do by the Deputy Commissioner, made sufficient provision for watch and ward, he may

make an order in writing that from such date as he may fix in the order that all able-bodied adult male inhabitants of the village shall be liable to patrol duty.

Further, as per **Sec 3 (2)**, An order under **sub-section (I)** shall remain in force for such period not exceeding one year as the Deputy Commissioner may fix, but it may be removed from time to time as the Deputy Commissioner may direct.

Sec (3) An Order under **sub-section (I) or (2)** may be cancelled at any time by the Deputy Commissioner.

Thus, it largely seems to be a village defence model drawn from the **Indian Police Act 1861**. Among its limitations are: it is used occasionally and its primary objective is to guard the village and not collect information and intelligence.

b. Janamaithri Suraksha Project, Kerala:

In **2007**, the concept of community policing, namely, “Janamaithri Suraksha Project”, was initiated by the Kerala Police with the basic idea of increasing police public cooperation in all fields so as to enhance the flow of all types of information. Subsequently, Janamaithri Suraksha Project has metamorphosed into a multi-dimensional agent of change due to the huge positive response from common citizens. It has created synergistic partnerships within local communities to effectively deal with anti-social activities and crime prevention. Meanwhile, Kerala Police also implemented this scheme in various other fields, viz., enhancement of Coastal Security, Woman Safety, Victim Rehabilitation, Awareness against the use of Narcotics, Security of Residential and Commercial Areas, Missing Children Identification, Tourist Security, Railway Security, Highway Security, Security of Public Spaces, etc. The colony visits/house visits by the **Beat Officers** under this scheme, working under the Police Station, are making good impact in the domain of internal security. So much so, that it was included in the amended **Kerala Police Act, 2011**, thereby providing much needed legal framework and institutional set up for ensuring sustainability of the project.

The Kerala Government had accorded sanction for the creation of 740 posts of **Civil Police Officers** (148 Women Civil Police Officers and 592 Civil Police Officers) for effective implementation of the Janamaithri Suraksha Project in 148 Police Stations. The project was introduced in a phased manner to cover half the Police Stations by **2012** and the remaining by **2018**. The project is currently being implemented in all the Police Stations across the state in its 484 local Police Stations and 44 other Police Stations.

Janamaithri Beat Officers use an **integrated beat mobile application** (M-Beat) developed by Keltron for facilitating beat patrolling and creating centralized digital repository of the beat data. A total of 766 Police personnel have been exclusively engaged in Janamaithri beat duty from the 3rd June, 2019, onwards,

for identifying diverse problems of the society with the help of local citizens with an aim to devise and execute strategy to solve the same. As on the 23rd June, 2020, dedicated Janamaithri police personnel had visited or digitally surveyed 16,80,228 houses for greater safety of the society.

c. **Adopting an institutionalized Khabari System on the pattern of Chaukidari System of Bihar:**

i. Bihar Chaukidari System is the cornerstone of grass root intelligence collection at the police station level in Bihar. It was established by the **Rural Chaukidari Act 1870 (Bengal Act-6, 1870)**. On the basis of this Act, recruitment, payment, administrative control, punishment and reward of Chaukidars & Dafadars are done. There is a Chaukidar in every revenue village and a Dafadar for every 15-20 Chaukidars. The duties of Chaukidars and Dafadars are well delineated in the **Bihar Chaukidar Manual 1907** (1959- edition). Their responsibilities encompass basic components of intelligence gathering. As per the Manual, the key duties of Dafadars pertaining to intelligence and security include reporting movements of bad characters, strangers and wandering gangs, timely information of the likelihood of breach of peace, arrest of absconders and information regarding them and realization of outstanding fines.

ii. Key Duties of Chaukidars pertaining to intelligence and security include giving immediate information to the Officer-in-Charge of the PS of every unnatural, suspicious, or sudden death which may occur and of any offence specified in **Schedule-B**, which may be committed within his village. His other duties include the following-

a) He shall arrest all proclaimed offenders/ assist private persons in making such arrests as they may lawfully make and convey the same without delay to the PS.

b) He shall, to the best of his ability, prevent, and may interpose, for the purpose of preventing, the commission of any offences specified in the schedule.

c) He shall observe and, from time to time, report to the Officer in Charge of the PS the arrival of suspicious characters in the neighborhood.

d) He shall report, in a form signed by one member of the Panchayat, the births and deaths, if any, which have occurred within his village at such intervals as reporting authorities may determine.

e) He shall report the death or absence for more than two consecutive months of any member of the panchayat.

- f) He shall supply any local information which the DM or any Officer of Police may require.
- g) He shall obey the orders of panchayat in regard to keeping watch on the disputes within his village, and he shall further keep the police informed of all disputes which are likely to lead to any riot or serious affray.
- h) **Service Regulations:** The Bihar Government, through their letter number: Home Department (Police Branch) 359, Dated 17 Jan., 1990, has declared Chaukidars/ Dafadars as 4th Grade/ Group-D employees. They are entitled to all the consequential benefits applicable to employees of the state including ACP (Assured Career Progression) and promotion from Group-D to Group-C (Home Department (Police Branch) 2827, Dated 24 April, 1990). The state government has made Bihar Chaukidari Cadre Rules-2006, which establishes the rules for their recruitment, probation, training, confirmation and promotion.

iii. Appointment, Rank, Promotion and PayStructure:

- a) As per memorandum No. 1/Chaukidari-90-02/2013, Home Department- 8637, dated 28 Oct., 2016, there are three ranks in the Chaukidari Cadre, namely, Chaukidar (basic rank), Dafadar (first promotion) and Senior Dafadar (second hierarchical post of the cadre promotion). This is a District Level Cadre.
- b) The appointment and promotion committee consists of the following:
 - c) DM- Chairman (Home Deptt (Police Branch) 3229, dated 01 Oct., 2019)
 - d) Sr Supdt of Police /Supdt of Police–Member
 - e) Sub-division Officer of the District-Member
 - f) Deputy Development Commissioner/Chief Executive Officer-Member
 - g) One Officer from SC/ST Category –Member
- h) Whereas Chaukidars are Grade-4/Group-D employees, Dafadars and Senior Dafadars fall under Grade-3/Group-C category.
- i) The number of sanctioned posts of Chaukidars in the state is 26000, Dafadars - 1900 and Senior Dafadars- 1000. Normally, a Chaukidar is authorized per 6000-8000 of population.
- j) The Pay structure of Chaukidars is as follows(**ibid.**):
 - i. Chaukidar (10th/Matriculation Qualified): Rs 5200-20200 + GradePay-1800
 - ii. Chaukidar (Non-Matriculate): Rs 5200-20200 + Grade Pay-1650

- iii. Dafadar: Rs 5200-20200 + GradePay-1900
 - iv. Senior Dafadar: Rs 5200-20200 + GradePay-2000
 - k) They are also provided Uniform Allowance @ Rs 5000/ per year. (Home Department (Police Branch) 7308, dated 20 Aug., 2018).
 - l) Through notification (Home Department (Police Branch) 3229, dated 01 Oct., 2019) all the operational, administrative and disciplinary control, which was earlier vested with the District Authorities, has now been entrusted to the respective SSP/SP. This includes their pay and other remunerations.
 - m) Thus, SSP/SP is the appointing and Cadre Controlling Officer (ibid.).
 - n) Promotions will be granted upon the recommendation of the committee based upon the efficiency and work performance. 'Merit cum seniority' based on vacancy is the other main promotional yard stick (Home Department (Police Branch) 4795, dated 17 Jun.,2016).
- iv. **Recruitment & Training:** The minimum educational qualification for Chaukidars is 10thStd (**Bihar Chaukidari Cadre (Amendment) Rules-2014**) with mandatory bicycle riding skill. Applicant should possess good integrity.
- a) The age bracket is 18 to 30 years (35 years for SC & ST candidates). Retirement age is 60 years.
 - b) Training sessions for Chaukidars/Dafadars are organized at Police Lines.
- v. **Intelligence Collection Mechanism:**
- a) For collection of intelligence/ information from Chaukidars, apart from telephonic/ mobile communication, there is a system of Chaukidari Parade at village Police Stations. Under this system, every day, from 1200 - 1400, hours Chaukidari Parade is conducted at the PS for which Chaukidars are allotted different days, so that some Chaukidars visit PS and others stay in their area of responsibility and continue with their work.
 - b) Every Sunday, all Chaukidars and Dafadars attend Chaukidari Parade which is chaired by the SHO/acting SHO. If required, SP/DySP also attends the parade for direct collection of intelligence and future task assignment.
 - c) The Bihar Police Manual also enlists the rule for conducting Chaukidari Parade. Matters related to Chaukidari Parade are also entered

in the Station Diary.

d) Under normal conditions, a Chaukidar or Dafadar is not posted outside his general locality/village.

Structure of the Study

6. In order to aptly understand the current status and mechanism of the Khabari System being followed at the Police Stations of various states, details were sought under the following ten broad headings:

- a. Intelligence needs of Police Stations(Rural/Urban-City-Metropolitan).
- b. Current Status of Khabari System at Police Stations (Rural/Urban-City-Metropolitan).
- c. Method of recruitment, payment, training, if any, of informants under the Khabari System.
- d. Specific success stories, if any, that flag the robustness and utility of the Khabari System.
- e. Existing mechanism to collate, analyze, store and disseminate intelligence gathered under the Khabari System.
- f. Testing credibility of inputs shared.
- g. Sharing of intelligence at various levels of internal hierarchy of police.
- h. Capacity building/training of handlers and informers.
- i. Actionable inputs from other sources, including Dial-100/112, CCTNS, Child Help Line, Women Help Line, Disaster Management, Police Control Room, etc..
- j. Lacunae in the Khabari System and the Way Forward (covered separately).

Prevailing status of Khabari System at Police Stations

7. A comparative study of the responses received from 11 States and 2 UTs (Meghalaya, Maharashtra, Kerala, Andhra Pradesh, West Bengal, Rajasthan, Haryana, Punjab, Tripura, Assam, Bihar, Delhi and Chandigarh) on the given verticals guide us to the following conclusions:

8. Intelligence Needs of Police Stations (Rural/Urban-City-Metropolitan):

a. **Common Intelligence Objectives:** The States were unanimous about effective use of intelligence in preventive, detective, investigative and planning roles, which encompasses:

- i. Forewarning and prevention of commission of crime and other unlawful activities,
- ii. Collection of information about crime, criminal, anti-social elements, anti-social activities for the purpose of crime

- control/law and order, and
- iii. Gauging 'threat perception' in respect of public properties including vital installations, public figures and sensitive areas for ensuring public order.

b. **Specific Intelligence Objectives:**

- i. Intelligence needs at PS level vary in terms of nature of prevalent crimes, geographical location and its political importance.
- ii. Border and coastal states have additional concerns for trans-border crimes such as overstay of foreigners in Andhra Pradesh, narcotics in Kerala and Assam, militancy in Meghalaya, extremist groups and cross-border crimes in Assam.
- iii. Nature of population also has a bearing on the types and patterns of crimes. Hence, intelligence requirements vary such as, smuggling of cattle and narcotics in Haryana, communal tension and naxalism in Bihar, communalism and casteism in Rajasthan and cyber frauds using technology in Jamtara district of Jharkhand.

9. **Current Status of Khabari System at Police Stations (Rural/Urban-City-Metropolitan):**

- a. **Structured:** States such as Bihar, Maharashtra, Assam, Punjab, MP and Kerala have comparatively more structured Khabari System with institutionalized payment/remuneration system in place (mostly through District Authorities).
- b. **Semi-Structured:** States/UTs such as Delhi, Haryana and Andhra Pradesh follow relatively less structured set-up of Khabari System.
- c. **Un-structured:** Few States, such as Meghalaya, have not reported any specified structure of Khabari System.

10. **An Analysis of Khabari System in Rural & Urban Set-up:**

- a. **Rural Intelligence:** For coverage of rural intelligence:
 - i. Bihar uses Chaukidars and Dafadars.
 - ii. Maharashtra uses Police Patils and Police Mitra.
 - iii. Assam uses Gram Suraksha Dal/Village Defence Parties / Committees.
 - iv. Kerala uses Janamaithris and Student Police Cadets.
 - v. Punjab uses Numberdars and Chaukidars.
 - vi. Madhya Pradesh uses Kotwars and Gram Raksha Samiti.

vii. Most of the States invariably also utilize other resource persons such as Village Sarpanches, Panchayat Members, Religious personalities (Pujaris, local journalists, etc).

b) Urban Intelligence: In the urban intelligence collection system, there are many commonalities..

i. Most of the urban systems use RWAs and Mohalla Welfare Associations, as the main sources of grass root intelligence.

ii. Bihar also uses social media- 'Cyber Senani Whatsapp Group' at SHO level.

iii. In addition to the above, some States have also reported the following additional urban intelligence collection mechanisms:

aa. Kerala : Janamaithris

bb. Andhra Pradesh : Community Police Officers

cc. MP : Nagar Suraksha Samiti

dd. Delhi : Eyes and Ears Scheme involving Street Vendors, Parking Attendants, Rickshaw Pullers, etc.

b. Other Police Components in Aid of Police Station for Intelligence Collection : District Special Branch as well as State Special Branch personnel are also deployed to assist PSs, though they also report to their main channel of hierarchy.

c. Dovetailing & Optimizing the Existing Community Policing Models for a Strong Khabari System: Post independence, when law and order was made a state subject, the state governments, in order to strengthen the police to check and curb crime and to maintain Public Order with effectiveness, adopted a number of community policing programmes. For example, West Bengal had a programme called the **Village Resistance Group** to deal with dacoits in rural areas. In Gujarat and Maharashtra, community policing programme called **Gram Rakshak Dal** was established. Similarly, in Karnataka, enactment of the **Karnataka Village Defense Parties Act of 1964**, which became operational in 1975, aimed at establishing community policing. Some other prominent community policing initiatives worth mentioning were started in various parts of the country: **Janmaithri Suraksha Project**, Kerala (Kerala Police Act 2011), **Friends of Police Movement (FOP)**, Ramnad district, Tamil Nadu (1993), **Mohalla Committee Movement Trust**, Mumbai (1994), **Trichy Community Policing**, Trichy district, Tamil Nadu (1999), **Samudayak Police Samiti**, Himachal Pradesh (2000), **Community Liaison Groups**, Uttarakhand (2007), **Janamaithri Suraksha Padhathi**, Kerala (2008), **'Prayaas'** Community Policing Initiative, Tripura (2011), **Saanjh**

Kendras, Punjab (2011), **Gram/Nagar Raksha Samiti**, Rajnandgaon, Chhattisgarh (2014), **Yuvashakti Initiative**, Chandigarh (2016) and **Mahila Police Volunteer Initiative**, Haryana (2016). All the states have initiated multifarious community policing programmes or schemes. Training them in basic intelligence acumen and utilizing the existing network of community policing can go a long way in intelligence collection at the grass root level.

11. **Methods of recruitment, payment, training of informants under the Khabari System:**

a. **Recruitment:** There is lack of a homogeneous structure of Khabari System across the country as no standardized method of recruitment; payment and training exists in the states. Except for the states which follow Chaukidari/ Dafadari/ Numberdari/ Kotwari System, in whose case payment is made through District authorities, for instance, states like Bihar (Rural Chaukidari Act 1870/ Bengal Act-6, 1870 and Bihar Chaukidari Cadre Rules-2006), Assam (Assam Village Defense Organization Act, 1966 and Assam Village Defense Rules, 1986) and Madhya Pradesh (Gram Tatha Nagar Raksha Samiti Vidheyak, 1999 & 2003 and Insurance for Gram Raksha Samiti vide MP Home (Police) Ministry O/No. F-18/08/B-3/2, dated 23 Oct., 2010); most of the states use Secret Service Funds and Special Rewards (Andhra Pradesh) only to pay the informants.

b. **Training:** Training of informants is the responsibility of the Officer-in-Charge/handler only (Haryana). In Kerala, Training programme is prepared and classes are taken by the faculty from the Intelligence Bureau to keep field intelligence personnel updated with the requirements of the police in the changing scenario. Each Police Station develops training modules for PCs/HCs working in the field, particularly, for the field intelligence collection staff. Each district has its own training facility and majority of districts have quarterly or half yearly refresher courses for the intelligence staff of the police stations.

12. **Specific Success Stories that Flag the Robustness and Utility of the Khabari System:**

Intelligence-based success stories have been reported by some of the states, such as Meghalaya, Tripura and Delhi, but the number of such mentionable achievements is not even one per year. However, Rajasthan Police has highlighted in its report that the Khabari System worked as the key tool for management of Gujarat Andolan in 2007-08 & 2014-15. Similarly, the Delhi Police reported managing the aggressive protest of farmers in 2018 with the help of successful collection of intelligence. Hence, huge scope exists for the Khabari System to

enable the Police Stations for effective intelligence driven operations.

13. **Existing Mechanism to Collate, Analyze, Store and Disseminate Intelligence Gathered under Khabari System:**

a. **Collation Mechanism:** Both overt and covert methods for collection of information at the PS level have been reported, but very few states, like Delhi & Punjab, have mentioned to have comparatively specified collation methods- both digital (Punjab Artificial Intelligence System) as well as register entry methods.

b. **M-Beat**– Kerala government had accorded sanction for creation of 740 posts of Civil Police Officers (148 Women Civil Police Officers 592 Civil Police Officers) for effective implementation of the Janmaitri Suraksha Project in 148 Police stations. The project was introduced in a phased manner to cover half the police stations by 2012 and the remaining by 2018.

c. **Predictive Analysis Capability:** States like Kerala, Meghalaya and Chandigarh have not mentioned any structured system of collation, analysis and data storage. Hence, predictive analysis capability is missing. PS staff should be trained to extrapolate the trends on the basis of the information gathered and collected through the Khabari System.

d. **Dissemination:** Specific inputs pertaining to own/other states and organizations have been shared with higher as well as lower echelons for further course of action using the existing mechanisms through written and verbal communication.

14. **Testing Credibility of Inputs Shared:**

Basic methods of checking reliability and credibility have been adopted by most of the states which include verifying the received inputs using available TECHINT, OSINT, HUMINT, and other sources and channels of information. For instance, Delhi has reported a system of periodical checking of sources to assess the reliability of sources and the credibility of their inputs through the Special Branch.

15. **Sharing of Intelligence at Various Levels of Internal Hierarchy of Police:**

Invariably, all the states have a well-established internal hierarchy in place which is optimally used for intelligence sharing whenever required both within and outside the system. Most of the states have reported sharing of information/intelligence received in both ways:

- a. Intelligence/information received from intelligence agencies or higher authorities are shared with the subordinates to execute the information obtained.
- b. Intelligence/information obtained from grass root level is shared with all levels to collate and analyze so as to help the communication of information to the responsible authorities.

16. **Capacity Building of Handlers and Informers:**

Except for Kerala, Maharashtra, Delhi, Andhra Pradesh and Tripura none of the states have reported a structured capacity building or training mechanism/ infrastructure for the **handlers**. However, so far as capacity building for **informers** is concerned no such mechanism has been reported by any state.

17. **Actionable Inputs from Other Sources, Including Dial-100/112, CCTNS, Child Help Line, Women Help Line, Disaster Management, Police Control Room, etc:**

Almost all the states have acknowledged receiving actionable inputs from the above sources which they have acted upon to neutralize a situation and avert a crime. It is pertinent to mention here that although states have reported receiving inputs from above sources but pursuing, processing and developing such leads to produce intelligence has not been mentioned by any state.

18. **Lacunae in the Existing Khabari System at Police Station:**

A number of limitations have been reported by the states about effective execution of the Khabari System at the grass root level. Key lacunae among them are as follows:

- a. In Assam and Andhra Pradesh, absence of a well-structured and institutionalized Khabari System has been reported.
- b. In Assam, it is noticed that information/data collection & analysis, sifting and usage is not well developed; hence it fails to achieve its effective utilization.
- c. In Delhi, Assam and Punjab, there is dearth of technical support, latest technological gadgets and techno literate support staff at Police Station level.
- d. In Punjab and Maharashtra, there is lack of training/capacity building infrastructure on intelligence trade craft to personnel at Police Stations.

- e. In Kerala, there is inadequate periodic assessment of handling officers as well as of the sources and their utility for the system.
- f. In Assam, Punjab and Maharashtra, lack of funds and other resources at the Police Station level to support long term source running/handling have been noticed.

Way Forward for an Effective Khabri System:

19. Intelligence-led policing should be the core for all the police functions and operations. Its effectiveness multiplies manifold if its optimum utilization can be ensured at the grass root level. Hence, strengthening Khabari System at the Police Station level can help us create a police force that is more efficient with its resources. Based upon the inputs received from various states, following are the recommendations to give an impetus to the grass root level intelligence collection which can serve as a foundational model for intelligence led policing.

- a. Institutionalization of Khabari System at PSs, across all states to develop a ‘minimum standard intelligence infrastructure at the PS level’.

- b. Regular ‘training & capacity building’, relevant to the local scenario, on observation, intelligence gathering and sharing.

- c. Development of ‘Effective Data Management Systems’ at the Police Station level (including digital) for timely and effective decision making. Institutionalized system of collection/collation/predictive analysis/dissemination and storing of intelligence collected.

- d. Integration of latest technological advancements with day to day policing. Devising and developing a suitable secured web based application may prove handy in collation at the local level. Police Station, being the cutting edge level, is not only the primary input provider but also end user of the final intelligence product. Thus, a module containing the common components of basic intelligence requirements at the PS level may be developed and further integrated with the help of technology. BPR&D can work on the common training module for this purpose.

- e. **Specialized Training**

- i. General intelligence awareness training programme for all levels of Police Personnel of PS is essential. It should also incorporate regular refresher courses.

- ii. Advanced Specialized Training for earmarked personnel in the art

of intelligence tradecraft, especially in raising and handling of sources and intelligence development.

- iii. These training programs, can be done through E-module as it will be cost effective and include implemented in real time with the minimum manpower and infrastructure requirements.

f. **Creating a Pool of Intelligence Personnel.** Through appropriate talent spotting, a pool of personnel having intelligence acumen may be created. They may be utilized for intelligence assignments at the Police Station level. A percentage of new constabulary (10-30%) may be trained specifically for intelligence work. They should grow in the intelligence organization and can be good assets for the organization.

g. Advantages of an Institutionalized System for Intelligence Collection:

- i. Precisely delineated charter of duties and responsibilities for a focused approach to work.
- ii. Responsibility and accountability at different levels.
- iii. Continuity and permanency in the area of responsibility, hence, expertise in the tradecraft.
- iv. Motivation level in terms of permanency of job and financial protection.
- v. Social and institutional recognition and authority.
- vi. Social assimilation and acceptance by the target population by virtue of constant physical presence and being 'one of them'.

Conclusion :

20. The institutionalized mechanism of Bihar's Chaukidari System provides a systemic and robust foundational framework for intelligence collection, as well as policing, at the cutting edge level of the Police Station. Adoption of such a time tested model with requisite collation and data management improvements at appropriate levels can go a long way in addressing the intelligence requirements of Police Stations.
