Citizen Engagement & Service Delivery- Role Of Leadership

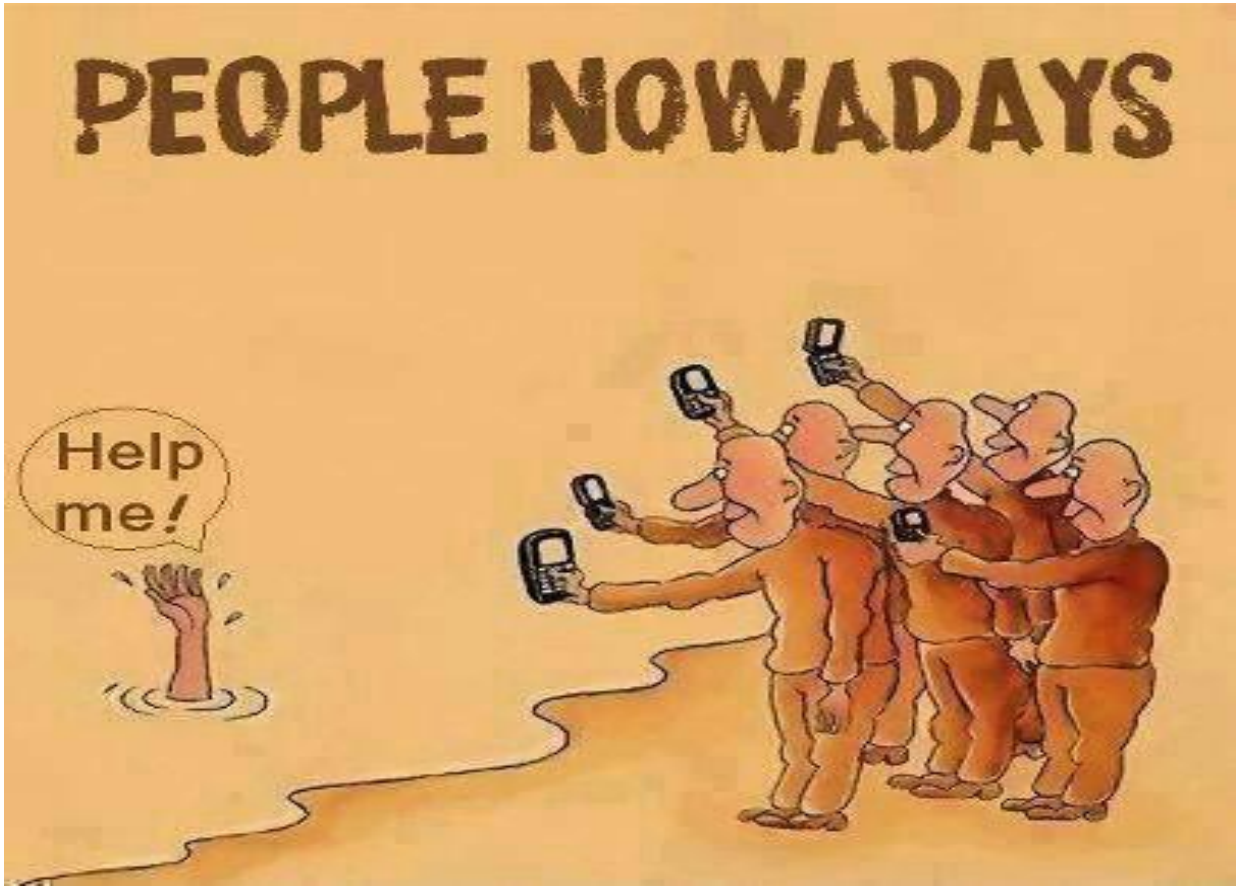
Dr. Mahesh Muralidhar Bhagwat IPS

DG Law and order , DG Legal & MD TGPICS

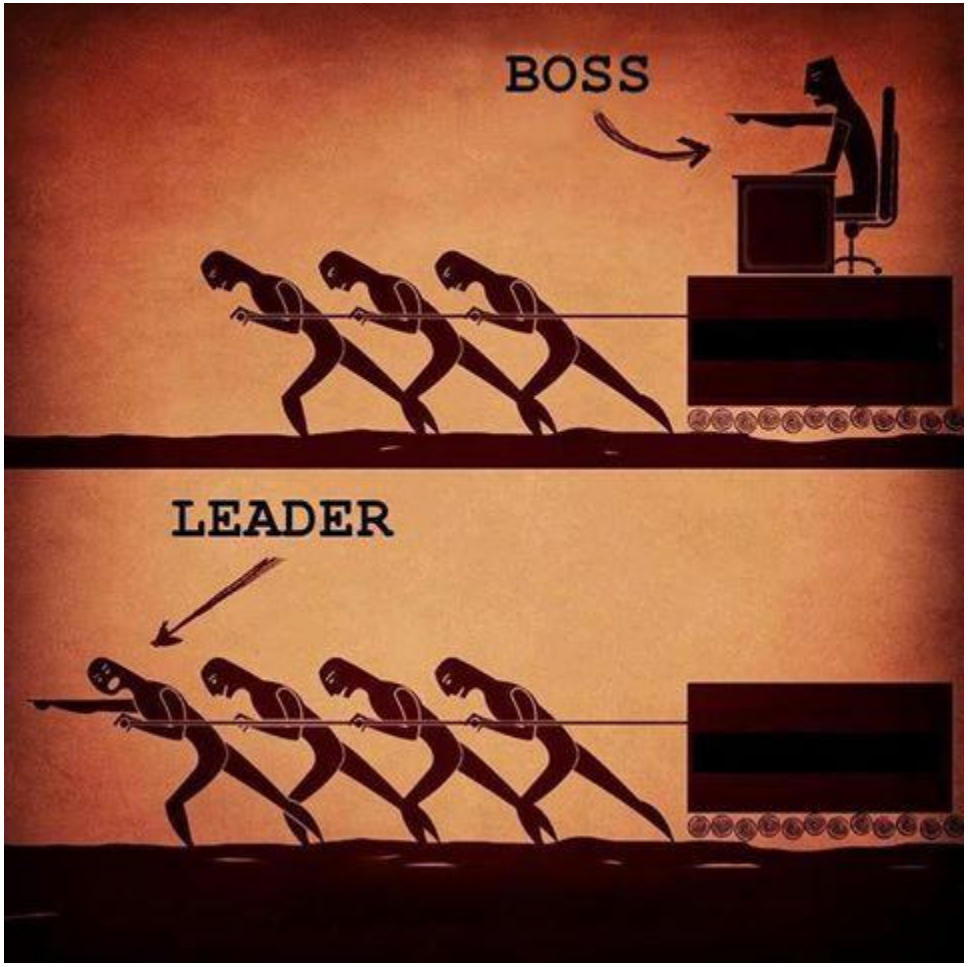
Telangana

- "It is never the activity of rascals that destroys a society, but always the inactivity of the good people (Shiv Khera)
- Involving 99.99% good people in a fight with evil forces represented by .001% of the population.
- Reorientation of bureaucracy

Challenge?



Community engagement
You want to be a Boss or Leader?



Managers Vs Leaders

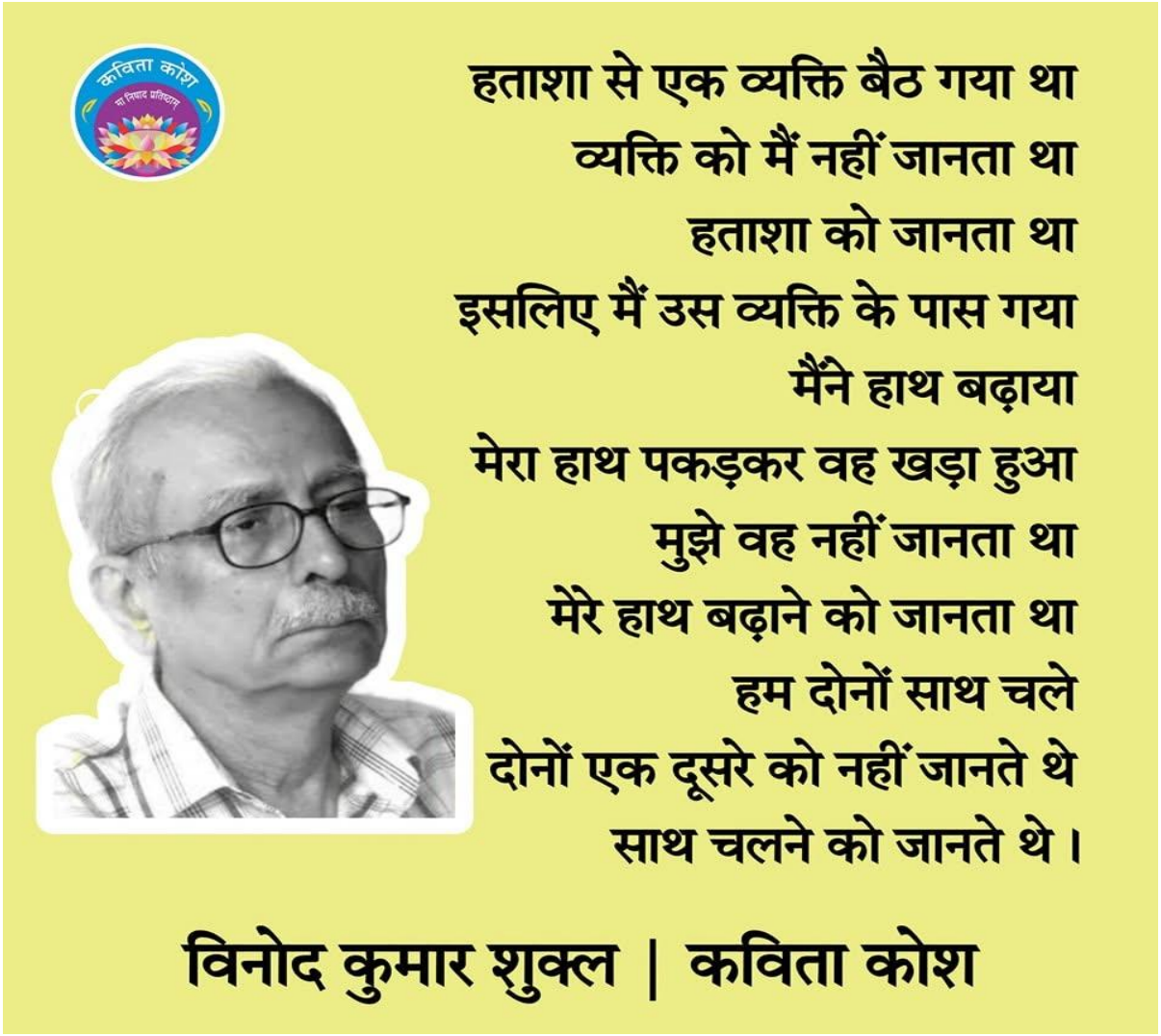
Managers	Leaders
➢ Focus on things	✓ Focus on People
➢ Do things right	✓ Do the Right Things
➢ Plan	✓ Inspire
➢ Organize	✓ Influence
➢ Direct	✓ Motivate
➢ Control	✓ Build
➢ Follow Rules	✓ Shape entities

Community engagement strategies

- Two prong strategy :- Facilitating rapid development of remote backward area on one hand and stern action against those indulging in violence with participation of community

- **Broken window theory**
  - Bill Bratton- CP New York
  - Malcom Gladwell book Tipping Point

खुशियां हमेशा चंदन की तरह होती है ।
दूसरों के माथे पर लगे तो अपनी उंगलियां महक जाती है।



- **WHAM Strategy** – "Go to the people, live with them, learn from them, plan with them, built with what they have & built what they want."

- CAMP model of community policing

- Consultation: The **community** is consulted on a regular basis to know and enumerate all their felt needs and they are actively encouraged to suggest all possible legally acceptable solutions.

CAMP model Contd.

- Adaptation: means changing or devising new **policing** methods and adopting appropriate legal procedures for solving the local problems.
- Mobilization: Once the felt needs of the **community** and their solutions are identified, necessary manpower, material and financial resources are mobilized for implementing the solution
- Problem Solving: After the resources are mobilized, the actual work of solving the problem is launched and completed.

Robert Peel

- Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
- Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police;

Community Policing models in country

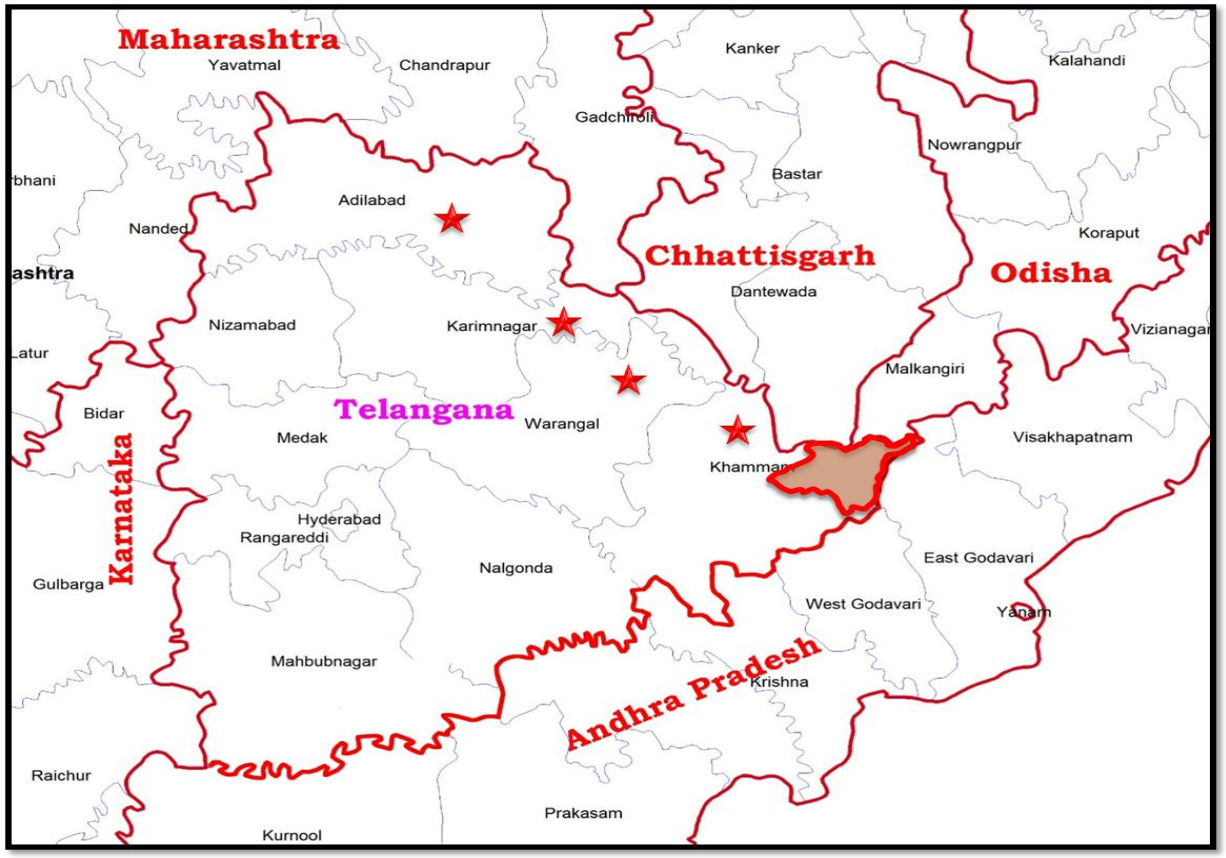
- Mohalla Committee Bhivandi, Thane District, Maharashtra 1990
- Tirchy Model, Coimbatore Model, Friends of Police Model in Tamilnadu
- Prahari of Assam
- Maitri of Andhra pradesh 1999-2004
- Janmaitri, Kerala Model- 2007 inauguration
- Police Mekosam, Project Aasara models of A.P.
- Village Defence party, Gram Raksha Dal in different states

BASIC PROBLEMS OF COMMUNITY POLICING

- INSTITUTIONALISATION / OFFICER ORIENTED
- BUDGET
- PEOPLE THINK POLICE REMEMBER THEM ONLY WHEN CRISIS SITUATION IS THERE
- NON POLICING WORK & NOT A CORE POLICING
- SYNERGY WITH OTHER STAKE HOLDERS IS DIFFICULT
- THINKING THAT FEAR OF POLICE MAY NOT BE THERE IF POLICE ARE TOO CLOSE TO COMMUNITY
- MOBILISING GOOD PEOPLE FOR A CAUSE IS ISSUE

COMMUNITY POLICING IN NAXALITE AFFECTED AREA ADILABAD ***POLICE MEKOSAM*** MODEL 2001-2004

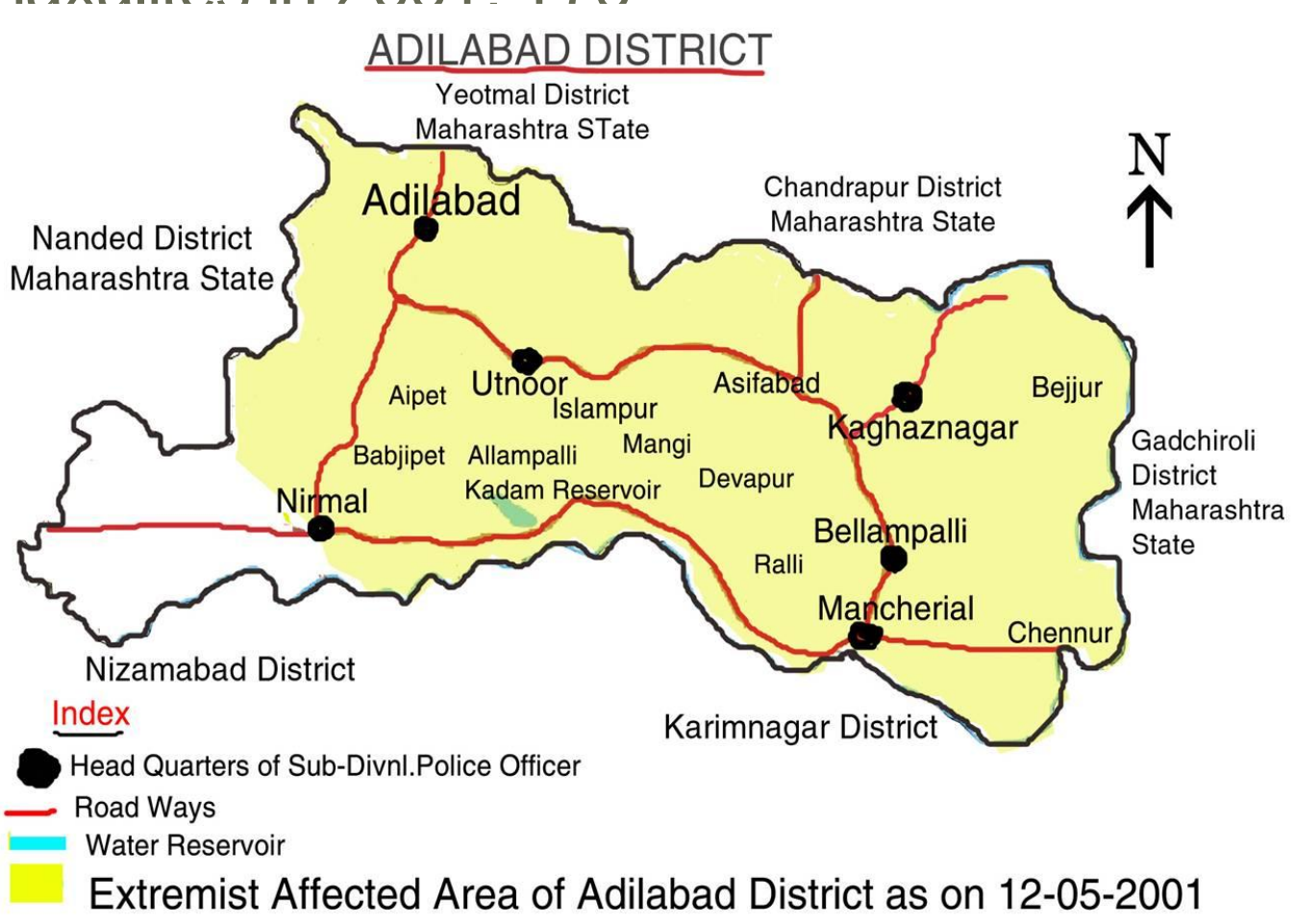
Adilabad in the new state of Telangana



Extremist affected area before Police Mekosam

Adilabad forest cover: 46%.

No. of naxalites in 2001: 170



Reasons for taking up tribal areas for community policing activities

- 46% forest cover & more than 20% population is tribal, most of whom are Gonds.
- A complete lack of trust in the govt. institutions.
- Naxal movement primarily targeted the tribals and became strong in tribal areas.
- Formation of people's guerilla army (2nd December 2000), Guerrilla base in forest areas of Mangi & Aipet in the tribal belt
- Exploiting innocent tribal youths as Militant, Sympathisers, Couriers and then recruiting them in to Dalams. Sending them far away to Chattisgadh DK area.

CHANGE IN ROLE OF POLICE

- **Interface with community** –police launched **police mekosam** (police for you) **gram sabhas** in 1200 villages (900 tribal hamlets). to give empathic listening ,to ventilate their feelings & to identify felt needs of people.

- Community orientation led to attitudinal changes in police force respecting tribal customs and sentiments like greeting tribals with Ram Ram and removing shoes and chappals while entering in to their houses .

- Discussion on **balance sheet** in gramsabhas
- Felt needs identification.-Health, Education, Communication, water, Governance. Absence of Grassroots' level administrative machinery-Teachers, Doctors absence even after 50 years of Independence.

Police- as facilitators

- GOOD GOVERNANCE
- Action against erring Government officers like Teachers and Doctors

- **Health** -organized 113 mega health camps in remote villages along with 1000 **cataract operations**' to give new vision. More than 1,00,000 people benefited. Use of Police cultural troupes , appeal for surrenders to UG cadres by their parents

- During Police mekosam Health camp in Boath area, 6 minors & 3 Adult Heart patients were identified and operated at Care Hospital, Hyderabad

Police as facilitators contd.

- **Platform for emphatic listening of problems.-Restarted Kesalapur darbar from 2001, organizing Komram Bhim Anniversary at Utnoor from 2002 & raicenters annual meeting for providing them a platform**

- 4000 cattle cured in 5 **veterinary camps**
-
- Took up interventions to solve various problems of remote tribal villages: Drinking water (Dedra), Electricity (Chorpally), RTC buses in affected villages.

PSYOPS

- WHAM STRATEGY
- History sheets of sympathizers & presently not active naxalites were dropped to win over the community support in a novel programme called 'Parivartan'. Sufferings of tribals due to weekly attendance stopped.
- Adnyatam Swechcha-Surrender and rehabilitation melas

Jayam Manade (we shall overcome)

- **YOUTH EMPOERMENT**
- To keep them away from the influence of Extremists: Vocational trainings, Pre Army & Pre Police Recruitment training programmes etc. were started in collaboration of District Administration.
-
- Rural Sports promoted by organizing tournaments to develop healthy bonding within the Community and also to channelise the energy of Youth in constructive activities

- Earn & Learn scheme for Intermediate Students launched with the help of Corporate Sector



Road to glory.
Opening a window of civilization to Gond tribals of Gangapur(v).
Sramdan from 28/11/2003 to 15/12/2003



MAHESH M. BHAGWAT . MOTIVATING TRIBALS FOR COMMUNITY POLICING

“The woods are lovely ,dark & deep but I have promises to keep & miles to go before I sleep, miles to go before I sleep”

S



Transport linkages to mainstream, facilitating RTC Buses ply to remote interior villages, acting as conduit to Development



Vidnyan Vihar yatra-(excursion trips) to Hyderabad arranged for 700 tribal youth to expose them to outside world & act as change agents for development of remote interior areas



Mass marriages of 106 Gond tribal couples organized with police initiative preventing them from falling into debt. trap & getting attracted to antisocials



Impacts observed.

- "Citizens are the Arms of the Government "
- 26 Villages revolted against Maoists in which Gangapur, Kadamba & Narsapur Villagers attacked Extremists & handed over their weapons to Police.
- 360 Villages passed Resolution to not allow entry of Naxals in their Villages
- New Chapter started in Police Tribal Relations on the back drop of Indravelly Incident. 27 Tribal Sanghams united to strive for Peace & Development & fight against Extremism.
- Due to reforms in Police force Self Esteem, Moral , Accountability, Responsiveness & Transparency of forces increased.
  (Good Governance through SMART Policing)

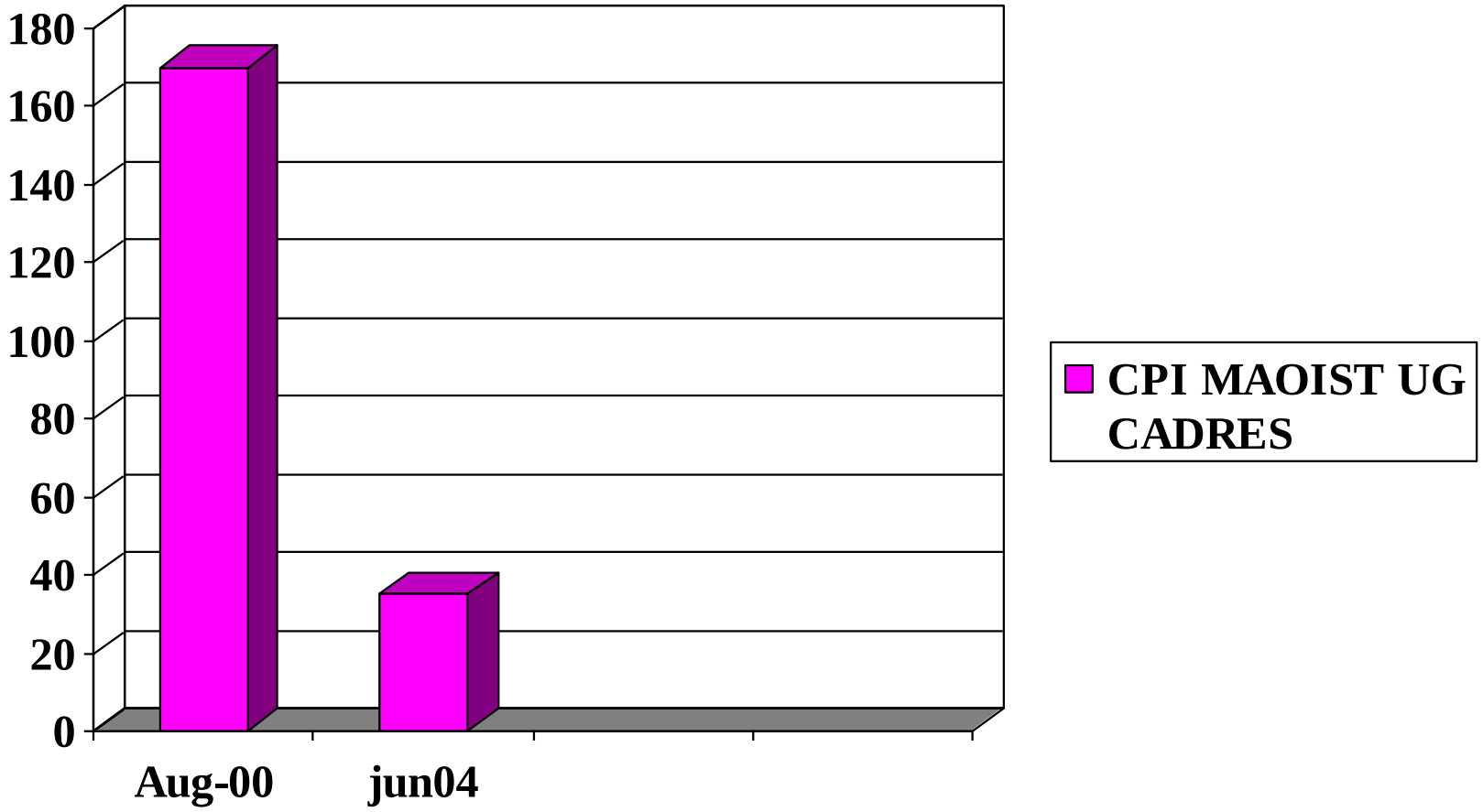
Few success stories

- Surrendered naxalite become Engineering college professor
- Surrendered naxalite become state SC commission member

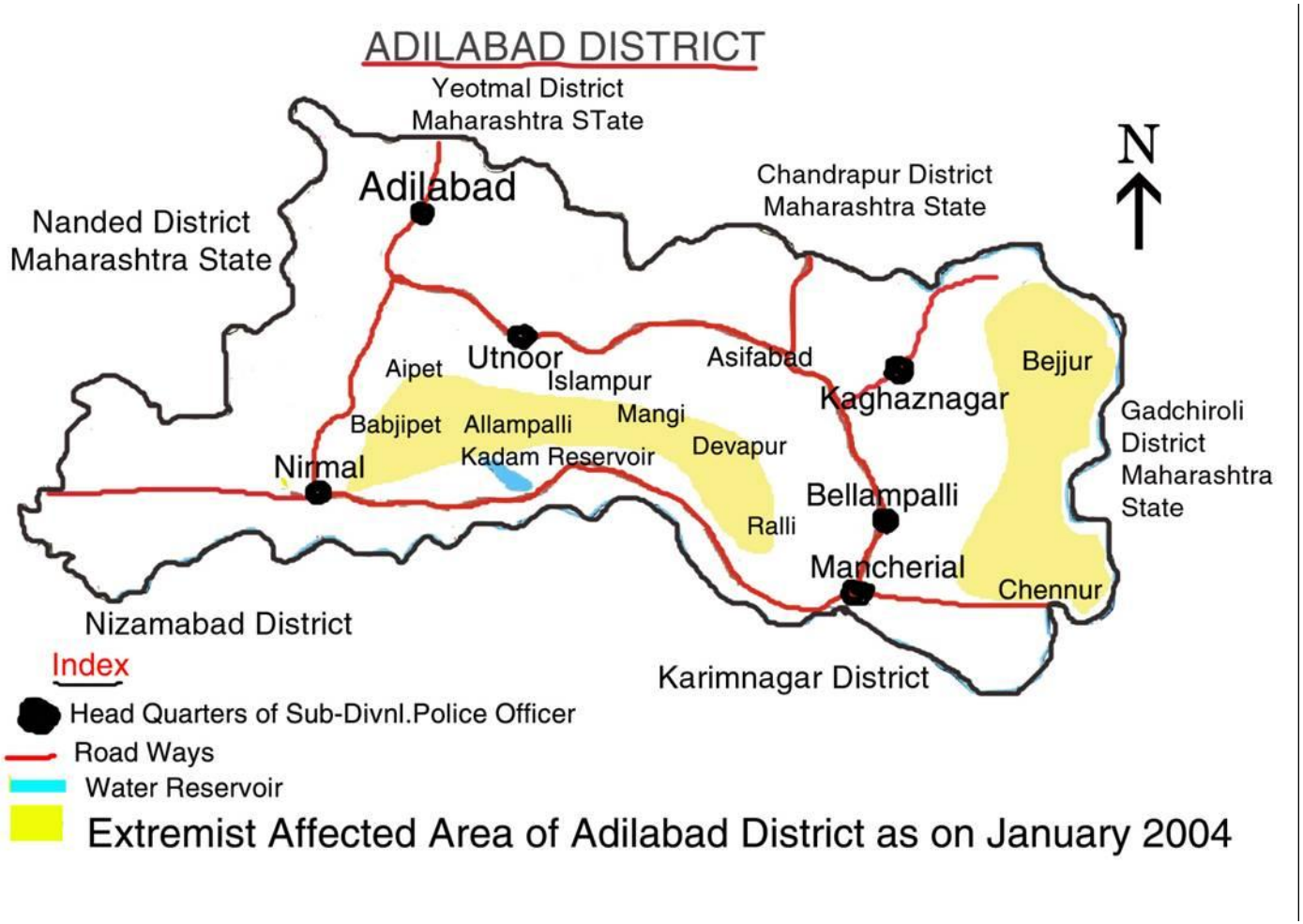
CPI Maoist (PWG) cadre strength.-

Due to strengthening of Police Public relations flow of Information increased.

Strength of Maoist Cadres reduced to 25 in June 2004 from 170 in August 2000



Extremist affected area reduced by 70%



Awards, Medals, appreciations

- 12 nos. of President & Police Medal for Gallantries in Year 2004 & 2005.
- 14th,July 2004- Hyderabad - Received invitation from President of India Dr. A P J Abdul Kalam for sharing of Experiences.
- International Community policing awards

Operational linkages of community Policing

- Information on planting of land mines, Claymore Mines, Arms and Explosive as well as Cash Dumps-
- 2004 Election conducted without a single incident- 10 days before information on mine plantation
- No injury or a single casualty of Police in 3 years of Mekosam programme
- No new recruitment in area opened up

Appreciation from A .P. Government to district police, Adilabad



- Most People friendly Police. No.1 in state in Police Public Relations
- One of the Least Corrupt Force.
- Force with non Partisan Attitude
- *Source (Feb.2003 retreat meeting- result of CM's independent survey)*

Accepting IACP's Community Policing finalist Award & Special Honor in Homeland Security Category from Mr. Gary Kempker, Chairman Community Policing Division of IACP at Los Angeles,USA on 15/11/2004



IACP AWARD

2004 Community Policing Award Finalists



Category: Population fewer than 20,000 residents

District Police of Adilabad
Government of Andhrapradesh, India

The Adilabad district provided a perfect setting for terrorist groups to threaten citizens, and the terrorists murdered more than 300 people, including 100 police officers. The district police decided to engage villagers in preventing these strong-arm tactics and held several community meetings. Through this forum, they determined that one of the main problems was the need for a road to nearby towns to decrease isolation and enable villagers to have more freedom — economically and socially. The open discussions resulted in a joint front to isolate terrorist threats while building a road to better the community. Approximately 140 of the 170 terrorists surrendered, and hundreds of villagers openly refused entry to extremists.

2004 Homeland Security Honorees

This year the Community Policing committee created a Homeland Security category to acknowledge the efforts of honorees that demonstrated how community policing philosophy and practices are integral in terrorism prevention and response. Through involvement, awareness and action, agencies and communities moved another step closer to winning the war on terror.

District Police of Adilabad
Government of Andhrapradesh, India
See Finalist Summary on Page 4.

Constraints

- Predecessor-Successor syndrome
- Change in Government policy
- Inter departmental coordination problem in non Policing issues
- Success achieved only after initial 2 years of hard work.
- Institutionalization of project

Community Empowerment against Terrorism in USA



C.A.T. Eyes
Community Anti-Terrorism
Training Institute
Official Web Site

- **The Community Anti-terrorism Training Institute (C.A.T. Eyes) is a program developed by US military and Law Enforcement Officers to assist local communities to fight against domestic terrorism and racial profiling.**
- **The program involves the joint efforts of law enforcement and the community.**
- **The program enhances neighborhood security, heightens the community's power of observation, and encourages mutual assistance and concern among neighbors.**

- **Training covers 3 main points:**

  o OVERVIEW OF TERRORISM
  o WHAT SPECIFICALLY TO LOOK FOR
  (activities and tools of Support Cells, Operational Cells, and Intelligence cells)
  o HOW TO PROPERLY REPORT FINDINGS

  http://www.cateyesprogram.com

- **US VISIT 2004 STORY OF BP JACKET**

Communal riot control

- Golden Hour principle
- Rush with available forces. Alert neighboring Police Stations. Cordon the area. Avoid gathering of people, Declare 144 CrPc/163 BNSS if required .
- Scrolling on TV channels “not to believe in rumors”. Media briefing by senior officer.
- Peace committee meetings (community engagement)

- Find out the route cause of problem. Get the Crime registered and take perpetrators of crime in custody. Carry out anti desecration drill in case of any desecration on communal lines
- Social media monitoring- Instagram, what's app groups, face book, you tube
- Posting of pickets
- Avoid any inflammatory speeches

Control of communal riot contd.

- If any Police officers are responsible shift them to other area
- Use neutral officers , officers having good community liaison, pressure group to pacify people.

- Sweat more in peace less you have to bleed in war
- *Ek din aapka , baki din hamare*
- Watch on communal offenders
- Collect information from overt, covert sources and technical intelligence

Flag march in sensitive areas for confidence building

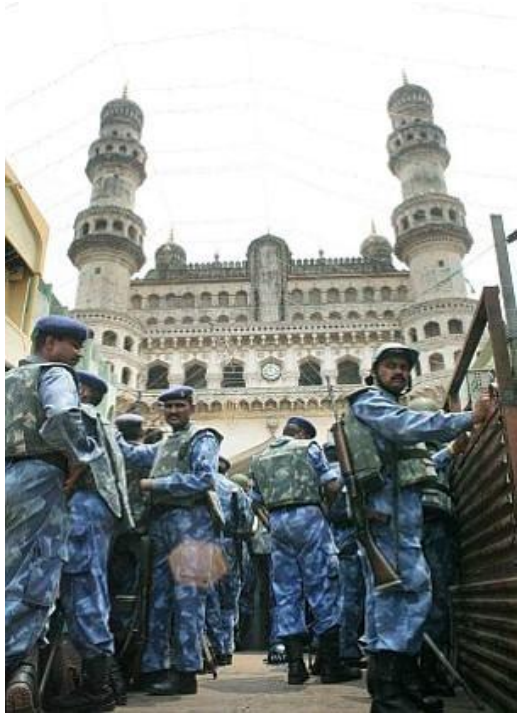


Control of communal riot contd.

Madannapet, Hyderabad old city riot 2004 over religious flag issue

- Use of Rakshak vehicles, pacifying communities, wearing of riot gear, having a dedicated team, facing stones, flower pots . Running away by forces, Getting trapped in 2 groups, use of wireless set, extra forces strengthening, charge on unruly mob, opening fire in Air.
- Curfew and closure of market for 3 days
- Demand from community to lift curfew.

Char minar ke char sipahi ; Hindu, Muslim, Sikh, Isai



Serial Rape and murders of 3 minor girls in Hajipur village, Bommalaramaram PS, Rachakonda police commissionerate

- Angry mob was going to burn police station
- Convincing the crowd
- Arrest & prosecution of accused leading to Death penalty in 2 cases in Fast track court trial
- RTC bus to village, By cycles for girl students, CCTV cameras installation, sanction of bridge to Hajipur village

COMMUNITY POLICING IN CONTROL OF HUMAN TRAFFICKING

PROJECT AASARA

OPERATION SMILE

WHAT IS HUMAN TRAFFICKING ???

ARTICLE 13 OF CONSTITUTION. SECTION 143,144 OF BNS/ SECTION 370, 370A IPC OF THE INDIAN PENAL CODE



WHAT

- recruits
- transports
- harbours
- transfers
- receives



HOW

force

- threats
- any other form of coercion
- abduction
- practicing fraud
- deception
- abuse of power
- inducement



WHOM

- Sex trafficking or prostitution
- Domestic servitude
- Forced labour
- Organ trade
- Camel Jockeying
- Circus
- Child Pornography
- Contract marriage
- Adoption
- Or any other form of trafficking

The cost of human trafficking

Every year, human traffickers make profit from the trade **$150bn**



Source: UN Office on Drugs and Crime, International Labour Organization
Icons: Kid A - The Noun Project

ALJAZEERA

Human Trafficking Laws

- Article 23 of constitution Section
- Indian penal code sections 366 A & B, 372,373, 376
- 1956 Suppression of Immoral trafficking Act amended in 1986 Immoral Traffic prevention Act
- 1976 Bonded labour Act
- 1986 Child labour prevention Act
- 1994 Organ Transplantation Act
- 2013 Criminal procedure code amendment Act Section 370 IPC, 370 (a) definition & punishment
- Changes in form of trafficking and changes in law enforcement- *Cycle patrol to Cyber patrol*
- 1st July, 2024 BNS – Section 111 "Human Trafficking is an Organized crime". Section 143,144 BNS Human trafficking sections

Dunki routes:

Gujarat, Punjab to Nicaragua, South America, Canada. From Nepal Girls being smuggled to Azerbaijan via India via Dubai rescued in Hyderabad





Cyber Enabled Human trafficking- Cyber slavery 550+ Indians rescued from Myanmar in February 2025

K K park Cyber crime factory, Myanmar



- Compounds run by criminal gangs, operated by the Karen Border Guard Force in Myawaddy, Myanmar on February 26, 2025.
- On the instructions of foreign-based agents, the accused were active in several districts of Maharashtra, Uttar Pradesh, Bihar, Gujarat, Delhi, Punjab, and Haryana Syndicate lured the job aspirants on the pretext of lucrative and legitimate employment and then forced them into “cyber slavery”.
- Their passports were seized by the call centres indulging in scams. They were mentally and physically tortured and also given electric shocks, if they refused to cooperate.
- Rescue operation by Multi agencies in coordination with Indian Embassies in Myanmar & Thailand

CLOSURE OF BROTHELS & EVICTION OF OFFENDERS

POWERS OF ASSISTANT COLLECTORS/ SUB DIVISIONAL MAGISTRATES

Sec.18. (1) of Immoral Traffic Prevention act - Closure of brothel and eviction of offenders from the premises. Notice to be served & within 7 days reply solicited. Brothel can be closed down by Sub divisional Magistrate/ Commissioner of Police for 3 years if minor victims rescued & 1 year if adult victims are rescued

(2) Judicial Magistrate on conviction under Sec.3 & 7 ITPA can close the brothels and eviction of offender on own without any notice to brothel keeper or on representation from public prosecutor

(3)No appeal in any Civil & Criminal Court(High Court/ Supreme court also) Sec. 18 (3) ITPA, 1986

152 (1) (B) BNSS/ 133 (1) (B) CR.P.C.- CONDITIONAL ORDER FOR REMOVAL OF PUBLIC NUISANCE. POWER OF EXECUTIVE MAGISTRATES/ TAHSILDARS/MROS

District Magistrate or Sub-Divisional Magistrate or any other Executive Magistrate on receiving the report of a police officer or other information

(b) conduct of any trade or occupation; injurious to the health or physical comfort of the community, and it should be prohibited will make a conditional order for removal of nuisance or carrying on such trade or occupation,

(2) No order duly made by a Magistrate under this section shall be called in question in any civil court.

Human Trafficking Project aasara
Against traditional prostitution by Dommara community 2004-2006

- *‘Maut hi de de khuadai jindagika bharosa nahi Mere aankhope to parda gira hain tere aankhonpe to parda nahi’*
- Video Kiran DD1 aasara
- 2 international laurels in USA
- Pilot Project in A.P.

PROJECT AASARA

PARTNERS

- **Government**
- **1.Police**
- **2.Revenue**
- **3.Women and Child development.**
- **4.D.R.D.A.**
- **5.Education**
- **6.Health**
- **7.Public representatives**
- **8.Panchayat raj**

- **Non government**
- **1.Child and police CAP/ SARIQ project.**
- **2.Red Cross**
- **3.Corporate industries**
- **4.Prajwala NGO Hyderabad**

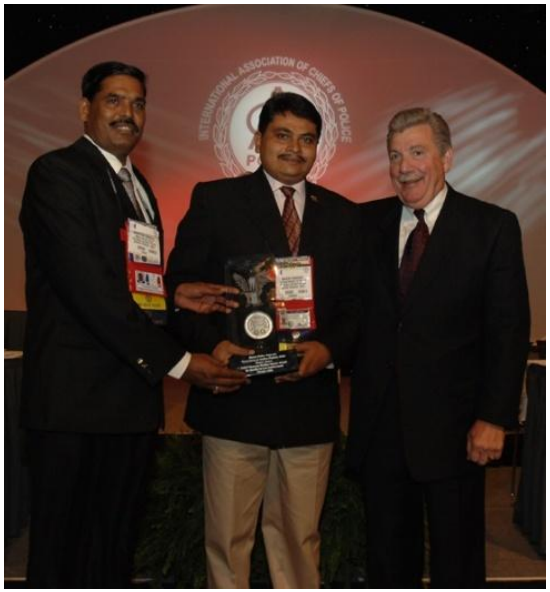
ENFORCEMENT

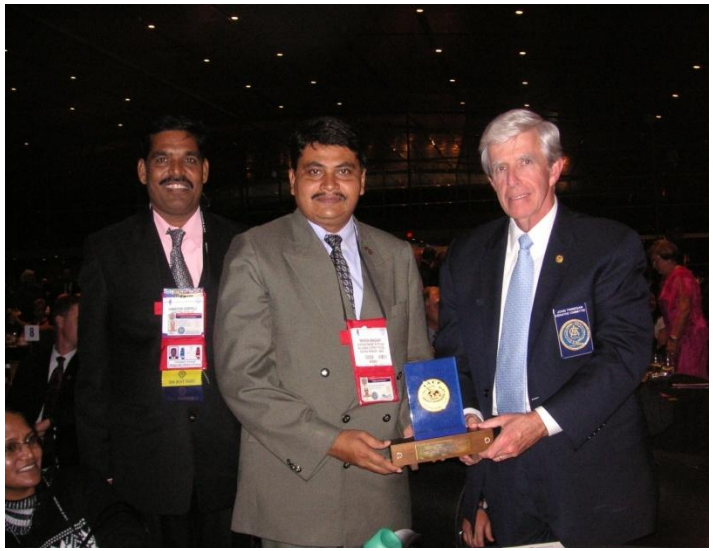
'AN OUNCE OF PREVENTION IS WORTH A POUND OF CURE'

- Frequent raids on prostitution dens. Arrest of organizers, procurers, brothel keepers and pimps under Immoral Traffic Prevention Act & other IPC sections. Rescue of victims of trafficking.
- History sheets/suspect sheets of traffickers are opened for surveillance.
- From19/04/2005 to 8/10/2006 100 cases are registered under sections of ITP Act & IPC (366a,372,773,376 sections)) against traffickers are pending trials in court.
- Magistrates have served notices to trafficking organizers for closure of brothels.

ACCOLADES

2 INTERNATIONAL AWARDS FROM INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, U.S.A.





- **WINNER OF 2006 IACP/ MOTOROLA WEBBER SEAVEY LAW ENFORCEMENT AWARD ALONG WITH BEAVERTONE POLICE,OREGAON STATE ,USA & ROYAL CANADA MOUNTED POLICE**
- **WINNER OF 2006 CIVIL RIGHTS AWARD IN LAW ENFORCEMENT OF IACP WITH 6 OTHER AGENCIES FROM WORLD**
- **RECEIVED IN 113TH IACP CONFERNCE AT BOSTON, USA, FROM 14-18TH OCTOBER,2006; ATTENDED BY 3000 LAW ENFORCEMENT OFFICERS FROM 71 COUNTRIES.**

Success story of Worksite Schools in Telangana



- In Operation Smile 3 by Rachakonda Police commissionerate with other stake holders, raids and rescue of children working in hazardous industries started
- 370 children from Kalahandi, Naupada, Bolangir Districts of Odisha working in hazardous condition in Brick Kilns rescued and Brick owners, agents were arrested in Chottupal PS & Bommalaramaram PS limits of Yadadri Bhongir District.
- Raids & rescue continued in Rangareddy and Medchal Malkajigiri Districts.

- Cases were registered under sections 370 (5) IPC, 374 IPC, Sec. 79 of JJ Amendment Act 2015, Sec. 14 of Child Labour Act 1986 against Brick kiln owners and agents.
- Rehabilitation to these children and continuity in their education was a bigger challenge.
- Following the Right to Education act with multidisciplinary approach, ‘Odia language schools’ started in synergy with different stake holders.
- These Worksite schools aim to prevent child labor and ensure that children of migrant families have access to education.

- Mid Day meal scheme has been extended to worksite schools by District administration.
- In Covid period for an year few children from Maharshtra too found working in Brick kilns & after their rescue Marathi Medium schools were opened near Brick kilns.
- With integration certificate from Telangana, students continuing further education in Odisha as it is seasonal migration.
- Worksite school model become a sustainable one with 10000 children continued their education as on today.



Worksite School 3.28.mp4

No of Migrant (Odia & Marathi) Children Received Education in worksites schools in Rachakonda Police Commissionerate

S.NO	Year	No of Children Covered		Total	Language
		Girls	Boys		
1	2016-17	211	141	352	Odia
2	2017-18	220	331	552	Odia
3	2018-19	827	843	1670	Odia
4	2019-20	647	667	1314	Odia
5	2020-21	330	421	750	Odia
6	2021-22	365	447	812	Odia
7	2021-22	45	43	88	Marathi
Total Children Covered		2645	2893	5538	

- ***'Be the change you want to see in the world'*** Mahatma Gandhi.

You can create that change !!!!!!

- Attack on route cause.

" Umrabhar Galib yahi galti karta raha, Dhul chehrepe thi aina saaf karta raha."