



# INDIAN POLICE FOUNDATION AND INDIAN POLICE INSTITUTE

*Because a strong and resurgent India  
needs a modern, efficient and people-centric police*



## Report

The Police Foundation and Institute, India  
2019-20 to 2022-23  
The Pandemic Years

## WHO WE ARE

Indian Police Foundation (IPF) is an independent think tank on law enforcement and a professional institution for scientific research and idea generation on police and policing. IPF brings the police and citizen stakeholders together, dedicated to collectively work for reforms in policing, focused on raising the ethical values and service delivery standards of the police. The Foundation is governed by an eminent Board, whose members include serving and retired police officers, civil servants, researchers and thought leaders from civil society, academia, media, industry and the legal profession.

The Foundation is registered in the name: 'The Police Foundation and Institute', as an All India Society under the Societies Registration Act, 1860 and as per its Memorandum of Association, the Society has two divisions namely (i) The Indian Police Foundation - a think tank and the (ii) The Indian Police Institute - a professional institute of Police Officers for research, knowledge development and training. The Foundation was inaugurated by the then Union Home Minister, Hon'ble Shri Rajnath Singh, on October 21, 2015.

## WHAT WE STAND FOR

### Promoting Fundamental Principles & Values

The Police Foundation strongly believes that a steadfast adherence to constitutional principles and fundamental values should guide the Indian Police in every facet of policing. The relentless pursuit of the values of professional excellence and ethics alone can help build public trust and credibility of the Indian police. Our police services need to display an unwavering commitment to the principles of rule of law, fairness, integrity, human rights and dignity of the individual.

### Recognising the good work

It is well known that the police in India work under challenging circumstances, very often with meagre resources. Having one of the lowest citizen-police ratios in the world, the police is so over-burdened that our police personnel work for 10 to 14 hours a day or more, often for several days at a stretch, with no rest or holidays.

Indian Police Foundation recognizes the good police work being done as well as the daily sacrifices of thousands of our police women and men, protecting lives and property of citizens, regulating traffic and events, maintaining public order, investigating crime, fighting terrorism and cyber offences, besides discharging an ever increasing list of miscellaneous duties.

### Connecting islands of excellence

There is a growing section of enlightened and visionary police officers who are relentlessly working for bringing change. Many are working to usher in innovative, efficient and transparent ways to serve the community and improving citizens' access to justice, some of them developing and advancing cutting edge technologies.

One of the focus areas of the Indian Police Foundation is to support these pioneers and innovators, identify and spread their good practices and calling upon other police organisations to adopt and scale up the good work across the country.

### Learning from mistakes

IPF recognises that reform is possible only when IPF mistakes, lapses and errors are accepted honestly, analysed intensely and understood truthfully. Denial, justification and sweeping matters under the carpet may cause serious harm in the long run. The IPF stands for constructive criticism in the larger public interest.



## INDIAN POLICE FOUNDATION

### OUR VISION

India's premier independent think tank and policy advocacy platform on law enforcement, dedicated to scientific research and idea generation in policing. The professional voice of the Indian police.

### OUR MISSION

- Working with the police, academic, research, training and scientific institutions for the improvement of policing.
- Enhancing commitment to the core principles and values of fairness, integrity and rule of law that should guide the police in their daily behaviour and actions.
- Supporting the Indian Police in building competencies and striving for professional excellence.
- Promoting interdisciplinarity and bringing external expertise into policing.
- Providing an informal platform for professional bonding, experience sharing and the generation of ideas.

### OUR VALUES

- An unwavering commitment to Integrity, the Rule of Law, human rights, dignity and respect for the individual.
- An unrelenting pursuit of professional excellence, people-centric practices, good governance, transparency and accountability.
- A culture of inquiry and critical thinking.
- A rejection of the ordinary and professional mediocrity.
- A willingness to examine existing assumptions.

*RESEARCH, PROFESSIONAL INTERACTION, IDEA GENERATION,  
INNOVATION, POLICY ADVOCACY*

## INDIAN POLICE FOUNDATION BEGAN ITS JOURNEY ON OCTOBER 21, 2015

IPF was inaugurated by Hon'ble Shri Rajnath Singh, the then Home Minister



### WHY THE POLICE FOUNDATION?

India is the fastest growing large economy in the world and she is a major economic and political power in the making. However, this trailblazing story of growth and transformation requires to be matched by efforts to reform our law enforcement and criminal justice system. It is well established that a country's internal security environment and criminal justice system have a direct relationship with its ability to meet its economic and political aspirations.

The idea of India as a modern, liberal democracy is incompatible with a law enforcement system that was conceived 160 years ago, and designed for the colonial times, primarily for subjugation of the native population! The requirements of policing in a modern, vibrant democracy, in the era of digitization have very little in common with the situation that existed two centuries back under alien occupation.

India's police forces have been doing a tremendous job within the constraints in which they operate, protecting the nation from crime, disorder and terrorism as well as guarding our borders. However, a lot of their good work is drowned out by reports of unbecoming conduct, often amplified by the mainstream and social media, resulting in a steady erosion of public trust in the police. It is therefore crucial that every police organisation strives for fundamental changes in perception and performance, galvanizing the entire rank and file to come together and push for the transformation that it aspires for. It is definitely possible for us to build a safer India in which our citizens can place their trust in a professionally competent police force driven by law, science and technology; where constitutional and human rights are protected, individual dignity is respected, and where everyone, especially the poor and the marginalized, has the access to justice.

Post-independence, while India has established some excellent institutions for Police Research and Police Training, there still exist huge gaps in professional knowledge, skills, capabilities and training capacities. IPF provides a vibrant and independent platform for the police fraternity and stakeholders to come together in an informal setting, to generate the ideas for better policing and to work for the transformation that our citizens have been aspiring for.

## MESSAGE FROM OUR PATRON

**Prakash Singh IPS (Retd)**

Former DGP Assam/UP/DG BSF  
Patron, Indian Police Foundation

Since its inception seven years back, the Indian Police Foundation (IPF) has established itself as a well-regarded think tank and professional organization. The organization has been making steady progress despite the severe constraints it has been functioning under. There have been unwarranted and unjustified assaults on our operations; there is an acute financial crunch and we have just managed to keep our head above water; and there has been a lukewarm response to our humble efforts. And yet, undaunted, the Foundation has been making its valuable contributions in important spheres directly related to improving the performance and service delivery of the police.

The Foundation prepared a handbook on Social and Public Order Impact of the Continuing Pandemic: Strategies for Long-Term Preparedness and Resilience. It was found very useful by the state police organizations and was very well-received. Another significant contribution was conducting a SMART Policing Survey 2021 to gauge citizen satisfaction with the police. The IPF has also set up a Centre for Internal Police Reforms to bring about transformative changes in grassroots level policing.

The Foundation has ambitious plans to scale up its activities over the next few years, covering the entire country, to address some of the most pressing problems. State level chapters of the Foundation are expected to play a key role in this exercise.

My best wishes to the Foundation.

## MESSAGE FROM OUR CHAIRMAN

**Gurbachan Jagat IPS (Retd)**

Former DGP J&K /Chairman UPSC  
Former Governor of Manipur  
Chairman, Indian Police Foundation

Greetings to all our members and best wishes from me. I consider it a great privilege to be associated with the IPF. There was a vacuum in the area of a dialogue for better policing and I think that the creation of the IPF is a very good initiative in this direction. If we together put our shoulders to the wheel there is a lot of potential in this fledgling organization. Over the years lots of discussions have taken place on the issue of reforms in the police functioning and the Supreme Court has also given detailed instructions in this regard. However, as we all know from our experiences that not much has changed, especially in the functioning at the police station level.

The police station and the District Superintendents of Police form the hub of police functioning. All higher levels are supervisory and constitute a support system for the district hub. This is why so much stress is laid on the selection of the DGP and postings of District Superintendent of Police. If this were to happen, the other reforms will fall in place. The executive wing has to stop interfering in the internal administration of the police that is the basic reform that is needed and we shall be discussing this in our forthcoming meetings. Along with this we have to insist on reforms in the entire criminal justice system—police is a part of this system and all three need reforms. I'm sure that with our combined efforts we will be able to make a difference. I would urge all IPF members as well as the entire police fraternity to contribute their efforts in this regard. Looking forward to interacting with everyone in the future and to moving forward together to achieve our goal.

## A CALL TO ACTION: A WORD FROM THE PRESIDENT



### **N. Ramachandran IPS(Retd)**

Former DGP (Assam / Meghalaya)

Founder, President & CEO, Indian Police Foundation

IPF is a call to action. A call to every police officer, irrespective of her/his rank; a call to every political party and a call to every citizen - the most important stakeholder. IPF is not only about the present; it is about the future of India. Every one of us has a responsibility to our future generations. We believe that a robust criminal justice system, complemented by a modern policing system at the grassroots level, based on the principles of rule of law, while respecting citizens' rights, is fundamental to India's democracy, economic progress, social cohesion, long-term resilience and nation building.

We believe that the first and foremost duty of the police is to enforce the law strictly and fairly, without fear or favour. This may sound simple and simplistic, but therein lies all the complexities and challenges. IPF believes that without a clear vision about the future, and without a resolute commitment to basic values, no reforms can succeed.

The silent and good police work being done by lakhs of the country's police personnel keeps India together and going. The country has some of the most outstanding police leaders, persistently and tirelessly engaged in serving the people, relentlessly improving the system, ushering in reform, and inspiring the rank and file. While supporting and celebrating their good work, the IPF also stands for honestly calling out and condemning instances of illegalities, collusion, bias, insensitivity, human rights violations, custodial violence, and rampant corruption. IPF believes that clean-up of the system requires all stakeholders to come together, including governments, political parties, the police, criminal justice system and the civil society.

Do you have the fire, the passion and the resolve to work for a larger purpose? If you have faith in India's future, and devotion to the Constitution of India, the IPF needs your energy and your self-less contributions to do our bit in building a resurgent, strong, peaceful and safe India.

## STATE LEVEL CHAPTERS OF THE IPF

The Indian Police Foundation and Institute is a professional home for every member of the police fraternity, a platform to meet in an informal setting for professional bonding and experience sharing. Frequent interactions for the exchange of ideas and sharing of experiences and best practices, provide great potential to sharpen leadership skills and to prepare the police to meet the policing challenges of today and tomorrow. Police officers require continuous sharpening of their knowledge and skills to deal with the fast-evolving challenges as well as technological developments. Formal training programs being few and far between, may not meet this critical requirement. Moreover, it is necessary to nurture an abiding tradition of multidisciplinary consultations, to meet the high expectations of our citizens and governments.

The issues confronting the police differ from State to State. Even the issues having trans-national ramifications, have local nuances and obviously, the police will need to devise local solutions. Today's complex challenges make it imperative that the police leadership in each State nurtures a habit of brainstorming and intellectual discourse, to seek innovative answers. To encourage and institutionalize this and to enable State police officers to meet regularly for professional interaction, State Level Chapters of the Indian Police Foundation & Institute have been conceptualized. Involving experts from academia and inviting eminent guest speakers would enrich the deliberations, also help expose police officers to multiple perspectives and insights.

It is important to maintain high quality standards and intellectual rigour in the discourse as well as the documentation.

## HIS HOLINESS THE DALAI LAMA ADDRESSED INDIA'S POLICE COMMUNITY

### He spoke on Empathy and Compassion in Policing.

The entire fraternity of the Indian Police and members of the Indian Police Foundation, as well as their families were blessed when His Holiness the Dalai Lama very graciously addressed them online on the importance of 'ahimsa', 'karuna', empathy and compassion in policing. The gesture of His Holiness came at a time when the world was reeling under impact of the Covid-19 pandemic and when the Indian Police was engaged in enforcing pandemic related restrictions and simultaneously extending humanitarian services to those in distress.



His Holiness complimented members of the Indian Police who have been serving the nation with great fervour and dedication, even as they are engaged in safeguarding the lives and safety of our citizens from crime, disorder and natural disasters. He pointed out that Members of India's police and armed forces are protecting not only the physical land, but they are making sacrifices to defend this land as well as the moral values and principles that this country has always stood for.

The principle of 'karuna' evolved in this land. So did 'ahimsa' which guided Mahatma Gandhi and others who fought for India's freedom. These principles have inspired those who have been fighting against injustice in many parts of the world, including Martin Luther King. The same principles of 'karuna' 'ahimsa' and tolerance binds together the people of India, although they belong to different religions, come from diverse regions or speak different languages, and it is important to cherish these values, so that India's people will always continue to live together happily and harmoniously.

His Holiness stressed the importance of empathy and compassion in every police officer while discharging her/his duties. He pointed out that India's Police and armed forces are engaged in defending the land, the lives of our citizens and our societies from crime and disorder as well as our culture and value systems. For the sake of defending the values of freedom and democracy, there may be occasions when tough measures are required. While compassion and sympathy should be our watchword, it is important that our police forces remain strict and watchful, so that they remain successful in defending India's freedom and democracy.

His Holiness felt that when the police is required to enforce the law for the larger good of the entire people of a nation, there is nothing wrong in adopting 'strict and harsh methods' if it became essential, in the larger interests of humanity. At the same time, being intrinsically compassionate does not make a police officer look 'weak' or 'soft'.

His Holiness lauded the courage, dedication and determination of our police forces and appreciated the Indian Police Foundation for their efforts.

# INDIAN POLICE: SETTING A VISION AND A STRATEGIC DIRECTION

## Building a shared vision that is compelling & achievable, passionate & inspiring

Everyone talks about police reform. But do we have a clear vision about what is the reform that we want? How should we set a clear direction in which we want to move, building an organizational vision that inspires and fires up every individual from the DGP to the constable and motivates them to work for a larger purpose? Is it possible to unite the entire rank and file with a shared vision and make them an unstoppable force in the service of our people and the nation? YES. IT IS POSSIBLE

The context in which the police operates is constantly changing in a fast growing and rapidly modernizing India. The policing needs and challenges of today are very different from the colonial times in which our existing law enforcement system was designed. A roller coaster of social changes, expanding individual rights, disruptive technologies, a relentless digital revolution, social media, the explosion of knowledge, global developments, cybercrime and digital threats to public safety and national security require the police to continuously change and adapt themselves to the new and evolving realities. 'Business as usual' is no option here.

By 2047, India will have completed 100 years of independence. What should our policing be like, by the year 2047? It is important that police organizations articulate their vision, signifying their aspirations of what their organization should look like in the near, medium and long term and the direction and focus required to reach there. This is expected to provide an opportunity for every police force/department to undertake an exercise involving its rank and file as well as other stakeholders, to build and refine a shared vision that is powerful, compelling, passionate and inspiring. Drawing up long-term strategic plan for the organisation is one of the most crucial functions of the State Security Commissions mandated under the Supreme Court Directives on Police Reforms. Setting a vision for the organisation is obviously, the first step towards drawing up a strategic plan. The IPF's vision-setting campaign may be seen in this context as well. This exercise is likely to be highly beneficial, providing an opportunity to relook at existing policing practices; re-engineer processes bringing more professionalism; follow a more nuanced approach to leadership; build partnerships with different sections / classes of society, be more open and sympathetic to the public and listen to them with empathy; revise use of force doctrines and exercise of enforcement powers consistent with ethos of a democratic society and the Indian Constitution; and be willing to police itself - fostering greater transparency and accountability.

## A nationwide campaign on vision-setting

On the occasion of its Annual Foundation Day 2022, IPF held a panel discussion on the need for a nationwide campaign for vision setting, moderated by Dr. Sudhanshu Sarangi, ADGP Odisha. The panellists included Dr. Sadanand Date, Police Commissioner & ADGP Maharashtra, Smt. Deepika Suri, IGP Madhya Pradesh and Shri Anuj Kadyan, Managing Partner of McKinsey and Company, a well-known international management expert. With this, IPF launched its campaign calling upon every State and Central Police Organization to embark on an exercise to develop, articulate and disseminate its organizational vision for the next 5, 15 and 25 years. This campaign has been captioned: INDIAN POLICE - VISION 2027/2037/2047. Organizations may use their own captions – example: ASSAM POLICE – VISION 2027/2037/2047



## BEYOND THE NPC RECOMMENDATIONS

The IPF firmly supports recommendations of the National Police Commission (1979-81) and has consistently advocated implementation of the orders of the Supreme Court of India in the Prakash Singh Case (2006). At the same time, there is a need to now look beyond the recommendations of the NPC. The new area of focus should be on proactively changing the internal culture in the police to incubate and sustain a more professional police service that will enjoy greater community trust.

A popular anecdote recounts an incident in the corridors of the NASA Space Centre in 1962. Then President John F. Kennedy, who had set in motion a grand race to send a man to the moon, was visiting. As he toured the facility, he went up to a man he had not met and asked him "What are you doing here?" The janitor (for that is what he was) replied, "Well President, I'm helping to put a man on the moon." Vision can lead to millions joining hands to act in unison producing epochal changes. We, in India, have been ignited by Philosophies so many times in our history giving rise to great reform movements and of course, one of the greatest freedom struggles in world history. So, how can we create a shared vision for tomorrow's police?

If I have a go at it, what would I do? First, I would like to set up a Strategic Management Unit at the level of the State Police Headquarter to create a vision for not merely the State Police, but each organization within the police. And I would like to set up a Project management Unit with external consultants to insulate this process from vagaries of police transfers. Second, I would like to create one Police Station of global standards; if we can transform Airports in India and make them of world standards, we can also transform Police Stations in India. They are basic units of policing. Third, I would try to foster a culture that builds around stories of success in creating a more professional police force. If people are driven by stories of success while presenting legal and professional standards, men and women would chase those stories. Stories are important to any imagination. "Vision without action is merely a dream. Action without vision just passes the time. But vision with action can change the world."

### IPF IS HAPPY TO PARTNER AND HAND HOLD

India's police organizations as well as their personnel need to define who they are, who they want to be and what kind of police service they want to build together, with clearly defined minimum service standards that are adhered to across the rank and file, monitored and measured over time. The country's police organizations are large, with distributed and diverse workforce and they work under extremely complex, uncertain and volatile conditions. This means that bringing about any change will require a common and powerful vision that would bind them together and motivate them to act with resolve and with a sense of common purpose. Every rank, from the topmost leadership levels to the constables in the field, must own and get driven by such a vision.

IPF is happy to work with Central and State Police Organizations to help them develop and drive their vision and support them through the steps to realize the same. IPF is happy to do the handholding at every stage of this crucial change-management process, following a structured approach, making sure that all activities are documented, disseminated, monitored and periodic reviews undertaken. IPF does not intend to prescribe a vision; any vision must be internal to the organization and at micro level to units within the organization. Dreams cannot be prescribed !

Dr. Sudhanshu Sarangi, ADGP Odisha will lead and steer the nationwide campaign: 'Indian Police Vision 2027/2037/2047'



# UN SDG 16 – INDIA'S G20 PRESIDENCY OFFERS A UNIQUE OPPORTUNITY FOR HER TO PLAY A CENTRAL, GLOBAL LEADERSHIP ROLE IN COMBATTING VIOLENCE, TERROR AND TRANSNATIONAL CRIME



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL 16 (SDG 16): BUILDING PEACE & ACCESS TO JUSTICE FOR ALL; DEVELOPING STRONG INSTITUTIONS FOR THE PREVENTION OF VIOLENCE AND COMBATING TERRORISM AND CRIME

As India takes over the G20 presidency, there are hopes and expectations that she will play a key leadership role in this politically powerful platform, in finding holistic and shared solutions to difficult global problems, including the realization of the 17 Sustainable Development Goals (SDGs).

SDG 16 aims at promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for the prevention of violence, and combat terrorism and crime. This SDG is based on the premise that sustainable development requires peaceful and inclusive societies. The Goal has 12 targets to be achieved by 2030, as shown here:

## SDG 16 - TARGETS

Reduce all forms of violence	End abuse, exploitation, trafficking, violence against children	Promote the rule of law & access to justice for all	Reduce illicit financial and arms flows, combat organized crime	Substantially reduce corruption and bribery	Develop effective, accountable and transparent institutions
Ensure responsive, inclusive and participatory decision making	Strengthen participation of developing countries in the institution of global governance	Provide legal identity for all	Ensure public access to information and protect fundamental freedoms	Strengthen national institutions to prevent violence and combat terrorism and crime	Promote and enforce non-discriminatory laws and policies for sustainable development

India's G20 presidency presents an extraordinary opportunity for her to lead the world in realizing humanity's quest for a world of justice, peace and dignity for all. It is an opportunity to strengthen our own law enforcement and criminal justice institutions that would enable the faster realization of these global targets; and an extraordinary opportunity for every Indian – including citizens, law enforcement officers, policy makers and governments to walk the talk towards realizing the goal of building a safer world. Every little step taken by each one of them will help make a big difference. During the period of India's G20 presidency, IPF intends to hold a series of workshops, consultations and ideation sessions to spread awareness about SDG 16 targets and also to develop pragmatic policy briefs for use by governments and international organizations.

There is a plethora of platforms that work for international cooperation in law enforcement. But the SDG opportunity is different in that it has been mandated by the UN, with specific targets to be realized within a timeframe. Above all, the opportunity lies in building robust and inclusive institutions in every country, capable of effectively combatting terrorism & terror funding, trafficking of humans, narcotics & weapons and every other form of transnational crime.

If you like to be associated with this project or would like to contribute to the discourse, please get in touch with us at [discussions@policefoundation.in](mailto:discussions@policefoundation.in)

SDG 16 COULD BE A COMPELLING BLUEPRINT AND A ROADMAP TO REBUILD AND TRANSFORM LAW ENFORCEMENT ACROSS THE GLOBE

## IPF CENTRES OF RESEARCH, LEARNING & ADVOCACY

The principal strategy of the Indian Police Foundation is to set up a string of Centres of Research and Learning (CORAL) which are aimed at generating and developing specialized domain knowledge and expertise, inspiring and promoting scientific and technological innovation, excellence and capacity building through applied research in specific functional areas of policing. Focusing on well defined, creative and potentially ground-breaking set of research objectives, and continuously working on improving the expertise and knowledge resources, the Centres will engage in studying, reviewing and unravelling the challenging questions confronting today's policing.

IPF Centres go beyond Research and Learning, providing the support to the police organisations in putting the learning to practice. IPF Centres aim at relentless exploration of the frontiers of research on the one hand and nudging police organisations at adopting and scaling up the good practices across India on the other. IPF Centres are led by well-accomplished, visionary leaders known for their passion in their field of interest and expertise.

### So far, IPF has set up the following Centres:

1. IPF Centre for Internal Police Reforms
2. IPF Centre for technology adoption & digitisation of the Indian Police
3. IPF Centre for Prison Reforms
4. IPF Centre for Forensic Sciences
5. IPF Centre for Gender-sensitive Policing, Anti-Human Trafficking and Countering Crimes against Women & Children
6. IPF Centre for Health, Wellness and Well-being of police personnel.

**We call upon police officers, professionals and researchers across India to associate with the Centres.**



## IPF CENTRE FOR INTERNAL REFORMS IN POLICE

The IPF Centre for Internal Reforms is based on the premise that a number of recommendations of the National Police Commission and various other related Committees can be implemented by police departments themselves. These are non-controversial, politically neutral and extremely important for the common man.

Many progressive police officers across India have taken up innovative initiatives and technology-enabled schemes for improvement of policing and bettering police access and service to the citizens in their respective jurisdictions. At the same time, it is business as usual in many States that have not evinced sufficient interest in reforming the police internally and have remained happy with the status quo. Some officers conveniently blame the political leaders and bureaucracy for not implementing even those crucial reforms that are within their reach.

It is to be noted that Internal police reforms are different from the institutional reforms suggested by various Commissions & Committees as well as those directed by the Supreme Court in 2006 (in the PIL filed by Sh. Prakash Singh & others). While institutional reforms are crucial, there is no need for police officers to wait for institutional reforms to happen, before setting their own house in order. Research carried out by senior police officers has established that many of the recommendations of the National Police Commission (NPC) can be implemented by the police themselves, without having to wait for a nod from the political leadership.

Police Stations are grassroots level institutions of governance, for crime prevention, investigation, to ensure public order, to provide security and services to citizens. They serve as the first responders in all kinds of emergencies including natural calamities and accidents. Police stations are perhaps the only contact point for vast majority of citizens, whenever they come under any form of disaster, distress or duress. What should police leaders do to transform Police Stations into citizen-friendly institutions, to reduce citizens' fear of the police station and to improve trust in the police? Do we need political clearance to improve police accessibility, responsiveness or better behaviour towards citizens?

IPF believes that a large part of the police reform agenda is about setting the house in order. Internal police reforms can be implemented by, and only by the police. These areas of reform have a direct bearing on police - citizen relationships and are presently the source of much dissatisfaction among the people. Time has come for the police to earnestly and urgently take up these reforms. A systematic and evidence-based approach is called for.

We are happy to report that several police chiefs have conveyed their willingness to participate in this groundbreaking initiative for grassroots level reform. We call upon every police organisation and every police officer to be part of this exercise and come together to make it a nationwide mission for transformation and change management.



**The IPF Centre for Internal Police Reforms is headed by**

**Dr. Ish Kumar, (IPS Retired)  
Former DG NCRB, Vice President IPF.**

## IPF CENTRE FOR FORENSICS SCIENCES

The critical role of Forensic Sciences in criminal investigation is universally recognised. The scientific examination and analysis of evidence by forensic scientists and the objective development of their findings are crucial for today's crime investigation and prosecution, so that the real criminals get punished and the innocent are absolved from suspicion.

Modern forensic technology extends over vast and new areas of science, ranging from Automated Fingerprint and Facial Identification (AFIS), DNA Forensics, Mobile and Cyber Forensics, Cloud Forensics, Vehicle Forensics and Social Media Forensics. Application of any scientific principle during a process of investigation can come within the definition of forensics. Application of Forensic Sciences play a crucial role in enhancing the quality of investigation, in obtaining reliable answers and in lessening biases and errors. A fairer and more dependable investigation means a more efficient Criminal Justice System. Forensics has the potential to improve the conviction rates. There has been too much dependence on ocular evidences that has remained the bane of our criminal justice administration system over the years. This calls for a complete change in the methods being adopted by the Police in investigating the criminal cases. Forensic evidences being tenable in the Court of law, there is a dire need to enhance the Forensic Interface in Crime investigations. The Constitution of India, Article 51 A (h) has exhorted every citizen to develop Scientific temper, Humanism, Spirit of Inquiry and Reform. In recent times, both the Prime Minister and the Home Minister have been promoting the cause of Forensics, with numerous initiatives like the creation of National Forensic Sciences University and making enabling provisions through the many legislations passed.

The IPF Centre for Forensic Sciences will be a platform to support the pursuit of excellence in the study, development and dissemination of ideas in forensic sciences. It will build a coalition of police officers who are passionate in the field of forensics, while also including forensic scientists headed by, academic scholars and institutions of higher learning in forensics, for pursuing research and development. The Centre will encourage research, hold seminars conferences, workshops and ideation sessions to build partnerships and generate the awareness and spread the ideas from different States of India as well as abroad. The broad objectives of the Centre are:

1. Developing strategies for popularization of forensics amongst police officers
2. Holding continuous dialogues, idea generation events, workshops etc. with the police fraternity, Forensic Science Laboratories, Universities and external experts
3. Preparation of a Forensic Science Strategy for the Indian Police and its continuous revision and upgradation
4. Learning from good practices in India and abroad
5. Building collaborative interfaces with external agencies
6. Exploration of avenues for adoption of new and disruptive technologies and innovations in forensics to support the Indian Police



**The IPF Centre for Forensic Sciences is headed by**

**Shri Keshav Kumar, (IPS Retired)  
Former DGP Gujarat, Vice President IPF.**

## IPF CENTRE FOR TECHNOLOGY ADOPTION & DIGITIZATION OF THE INDIAN POLICE

The world has been witnessing not only an exponential growth in computing and connectivity, but also the convergence of innumerable technologies, driving incredible changes in every aspect of human activity. In fact, what we are witnessing today, is a digital revolution of indescribable proportions.

Obviously, the police cannot remain insulated or impervious to these mind-boggling developments. In fact, the police functions in the middle of it all and policing touches every aspect of human interactions. These dramatic technological upheavals have been presenting exciting promises and possibilities to the policing world as well. Digital technology has the potential to bring about unprecedented levels of efficiencies in police service delivery, investigation, prosecution, crime prevention, security management, intelligence gathering and its analysis, with speed, accuracy and transparency.

Most police organizations in the country are aware of this burgeoning trend as well as the criticality of keeping pace with the fast-moving world of technology. Many individual police leaders and some police departments have been taking the initiative to prepare their force to acquire the knowledge, the skills and the infrastructure, to adapt themselves to this immense reality. However, there are huge gaps in terms of capacities within police forces, coupled with an inadequate attention to proactive policy formulation and preparatory work in many States. Thus, while some States have marched ahead in digitization, many have lagged.

There is immense potential to harness the power of data, using cutting edge technologies for data mining and predictive analytics that could help in more targeted deployment of manpower and other resources. It is high time that police operations as well as police administration, training and management are digitised and data-driven, to unleash the full potential of technology for the larger public good. It is also crucial that police harness the mountains of data available at their command for analytics and A-I driven insights and decision making.

The potential of digital technology has already proved to be hugely transformational for crime investigation and prosecution. A concerted effort for their adoption and application at the police station level across the country, providing highly efficient and reliable tools for scientific investigation and prosecution at the hands of every field police officer, could potentially transform the entire Indian Police.

At the same time, the criminal use and exploitation of cyberspace has emerged as one of the most serious threats to lives and property of citizens, businesses and national security itself. Online financial frauds are burgeoning. Sexual exploitation of women and children in the cyberspace has been increasing on an alarming rate. Even as cyber criminals become more sophisticated and resort to attacks using vicious and malicious software, the police has to continuously upgrade its strategic capabilities to deal with the emerging threats.

IPF Centre for Digital Transformation of the Indian Police seeks to engage the police, the academia, the scientific community and the IT Industry, for continuous dialogue, research and idea generation. The Centre is advised by Dr. Sanjay Sahay, Former ADGP Karnataka.



**The IPF Centre for Technology Adoption and Digitization of the Police is headed by**

**Shri Ramphal Pawar (IPS Retired)  
Former DG NCRB, Vice President IPF.**

## IPF CENTRE FOR PRISON REFORMS



Prison Administration is one of the important wings of the Criminal Justice System. The ultimate objective of justice in any political community is reintegration of the offender with the society to which she/he belongs. It justifies the modern school of criminology that criminals are not born, they become criminal because of various socio-economic and environmental factors. The father of the nation, who spent long periods in jails during the struggle for independence, has very rightly observed “Crime is the outcome of a diseased mind and jail must have an environment of hospital for their treatment and care”.

On the other hand, the Prison Act 1894 and Jail Manuals prepared to give effect to the provisions contained therein are beholden to the philosophy of Lord McCaulay which subscribes that the best criminal code can be of very little use to a community unless there is good machinery for infliction of punishment. The prison laws of British colonial vintage are still in use, though some changes have been made in the provisions here and there, after the recommendations of different Jail Committees and interventions by the courts’ especially after independence.

Prison Administration in India is undergoing change regularly though at a slow pace. The Government of India is trying to persuade the states constantly to adopt the procedures and practices contained in the Model Prison Manual 2003 and Model Prison Manual 2016. Both the Model Prison Manuals prescribe the provisions, relating to Prisons and Prisoners which subscribe to the philosophy contained in the Standard Minimum Rules for treatment of Prisoners spelled out by the United Nations in their different documents including the Universal Declaration of Human Rights 1948, International Covenant on Civil and Political Rights 1966, Tokyo Rules, Mandel Rules and other such Rules. India is signatory to all these documents and is under moral and legal obligation to implement the rules defined therein.

The IPF Centre for Prison Reforms seeks to support India’s prison systems in their quest for reform and modernisation. The Centre carries out research and idea generation by engaging professionals working in the field of correctional administration as well as experts in criminology and penology.



**Dr. Kushal Pal Singh (IPS Retired)**  
**Former DGP Haryana, Vice President IPF,**  
**is heading and steering the IPF Centre**  
**for Prison Reforms.**

## IPF CENTRE FOR GENDER-SENSITIVE POLICING, ANTI-HUMAN TRAFFICKING AND COUNTERING CRIMES AGAINST WOMEN

Combating sexual violence and crimes against women and children and ensuring their safety, has been one of the major challenges faced by the Police throughout the country. The menace of human trafficking has been another. The IPF Centre for Gender-sensitive Policing and Countering Crimes Against Women seeks to support the police in developing strategies & action plans for the prevention, investigation and prosecution of gender violence, trafficking and other forms of crimes against women and girls and the sensitization of police personnel while dealing with gender related violence.

There are also questions about the training and sensitization of police personnel. How sensitive is the policeman to the circumstances of the rape victim? How is she/he equipped to carry out her/his functional role as required under the rule of law? It is necessary to prepare the field police officers and investigators to develop the professional and forensic skills to deal with the crime and bring the offenders to justice on the one hand and to deal with the woman victim with empathy and dignity on the other - keeping in mind that the victim has been violated beyond measure and ensuring that she is not further traumatized as an object of shame or dishonor, as often happens in our society.

Progressive legislations like the Criminal Law (Amendment) Act of 2013, the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the Protection of Children from Sexual Offences Act, 2012 and its amendment ordinance of 2018, Protection of Women from Domestic Violence Act 2005 etc, have been significant initiatives at the national level. It follows that the field police officers need to be adequately prepared, trained, sensitized and equipped, to ensure the effective implementation and administration of these important legislations.

**Inauguration of India's first National Resource Centre on Human Trafficking dated 26th February 2021** – The Indian Police Foundation & Rashtriya Raksha University (RRU) jointly launched India's first National Resource Centre on Human Trafficking at RRU on 26th February 2021. The NRCHT aims to be a central resource-base of data, real time facts and documents about anti human trafficking activities across India. An MoU between RRU and IPF was also signed.



**Dr. P. M. Nair,**  
**the well-known international expert is the Director of the IPF Centre for Gender-sensitive Policing, Anti-Human Trafficking and Countering Crimes against Women & Children. He is also leading the RRU-IPF National Resource Centre on Anti-Human Trafficking Resources.**

On behalf of the IPF Centre, Dr. PM Nair has attended more than 50 events in 2022. These included training stakeholders, rescue and post rescue care of victims, networking and converging agencies, helping policy making of national institutions, Advising the prominent national agencies on the actions forward, collating good practices and analysing them, background work to start a Certificate Course on Anti Human Trafficking etc. The efforts undertaken spread across India and have made good progress and earned lots of laurels too.

## IPF CENTRE FOR WELLNESS AND WELLBEING OF POLICE PERSONNEL

A BPR&D research study highlights the deplorable living and working conditions of subordinate police personnel in many States. The study concluded that 90% of constables and Sub Inspectors who constitute the cutting edge of the police force, work for more than 8 hours a day, while nearly 30% of them work for 14 hours on an average. 73% don't get a weekly off even once a month. Disturbed family and social life and lack of a proper work-life balance affects morale, motivation and self-esteem, leading to poor physical and mental health. More than 76% of police personnel have health problems due to standing, stress, sleep deprivation, irregular eating habits, exposure to heat, dust and noise pollution. Emotional trauma and suicidal tendencies are far higher than in other occupations. Adverse working / living conditions and frustration manifest themselves in the form of fatigue, depression, irritability as well as impulsive, offensive, aggressive and high-handed behavior with the public. This in turn, adversely impacts the quality of policing itself, ultimately resulting in unsatisfactory service delivery and an all-round erosion of citizens' trust in the police.

Occupational health of police personnel is a major concern. Indian cities are among the most polluted in the world. Policepersons on outdoor / traffic regulation duties are exposed to toxic air and noise pollution, as well as extreme levels of cold and heat wave conditions in some regions of the country. Our traffic police in some States could be among the worst affected victims of exposure to the surge in extreme heatwave events. (Ref Lancet Climate Report 2018).

IPF believes that improving living and working conditions of police personnel can drastically help improve the quality of police-public engagement and service delivery, as well as citizens' trust in police. The IPF Centre of wellness and well being focuses on not only the physical and mental health, but also the entire gamut of living and occupational environment of police persons. The Centre works closely with behavioural and public health scientists as well as public health institutions.

If you have any views or suggestions regarding the living and working conditions of police personnel, their working hours, work-life balance and occupational health including mental health, please write to: [discussions@policefoundation.in](mailto:discussions@policefoundation.in)



## FIGHTING CORRUPTION AND FAVOURITISM IN POLICE RECRUITMENT: AN ONGOING AGENDA

Sadly, police recruitment process in some of the States continue to remain marred by allegations of corruption and partisanship, hugely tarnishing the image and credibility of the police leadership and the governments concerned. Political interference in police recruitment has been rampant in some of the States, where the top police leadership has been either unable or unwilling to resist illegal interferences, compromising the entire process.

The operational and social repercussions of corruption and favouritism in police recruitment are ominous. The most dangerous fallout is that it normalizes and institutionalizes bribery and sleaze. In fact, corruption in recruitment is the fountainhead of all forms of corruption in the police. A candidate who paid a bribe to become a police officer cannot be expected to be a crusader against corruption and malpractice in public life. Apart from disadvantaging deserving candidates and compromising the principles of equity and justice, the force also gets burdened by undeserving and unsuitable candidates.

### ONLINE DISCUSSION ON TRANSPARENT POLICE RECRUITMENT PROCESS (TRP) – AN UNFINISHED AGENDA OF POLICE REFORM

The Transparent Recruitment Process (TRP) movement that employs some simple, well-defined rules & procedures, reinforced by modern technology, promises to ensure fair, impartial and merit-based recruitments in police. Considering its potential, the National Police Mission under BPR&D / MHA had taken it up on a mission mode and at some stage, the MHA was able to bring pressure on the States, tying the adoption of TRP to modernization grants. It is a tribute to the zeal of the officers who spearheaded this movement that many States and CAPFs have been able to eliminate or curb corruption and interference and streamline recruitment. However, many other States continue to cling on to archaic and opaque systems that allow corruption and political interference to flourish.

IPF organized an online discussion on November 7, 2020, on the potential of Transparent Recruitment Process (TRP) in police recruitment. The criticality of eliminating corruption and nepotism in police recruitment and restoring people's trust in the process was the theme.

**Smt. Renuka Mishra, ADGP Uttar Pradesh** who headed the NPM and spearheaded this campaign, spoke of her experiences while introducing the TRP scheme in UP. She spoke of the challenges involved and the responsibility of the leadership.

**Shri Kuldeep Kishore Tiwari, Constable Uttar Pradesh Police** recounted how people began to trust the police recruitment system in the State of UP when TRP was introduced, and how transparency, making use of technology has helped in curbing corruption and malpractices in police recruitment.



## IPF SMART POLICING SURVEY 2021

In a democracy, it is important for the police to listen to and understand the pulse of the people. The IPF carried out a nationwide survey to assess citizens' perceptions about the outcomes and impact of the SMART policing initiative of the Hon'ble Prime Minister, announced at the DGPs' Conference held at Guwahati in the year 2014. This was the first of a series of annual, longitudinal surveys that the IPF intends to conduct, to obtain an evidence-based understanding of the ground realities of how India's citizens perceive the police and its functioning. IPF believes that the insights from the survey will help the police to improve legitimacy, restore confidence and trust, even as they strive to progressively bring about a transformation in policing. We believe that this and our future surveys will help build a healthy competition between State Police forces and motivate them to improve their performance over the years.

Considering the practical difficulties of data collection in the midst of the ongoing pandemic, the survey followed a hybrid methodology, combining online and offline data collection methodologies. While online fetched the numbers from across India, offline surveys helped in obtaining responses that would be more representative of regions and populations. The survey elicited enthusiastic response from across the country with 1,61,192 valid responses.

At the same time, care needs to be taken not to reduce the ethos of the police using a narrow interpretation of the SMART policing concept, confined to a set of skills and competencies only. The core values that should guide the police in everything that they do, are equally important. The survey identified nine elements in the SMART policing idea and analysed them as determinants of public trust in the police. These nine elements were further classified as six competence-based elements and three values-based elements. The survey questionnaire was designed around these nine elements with an added question on trust. The data analysis was carried out with the assistance of well-known academicians and social scientists and experts in statistics to construct a scale and a composite index for measurement of a Composite Smart Policing Index.

An interesting insight was in respect of respondents who had no previous contacts with the police. IPF divided the entire data into two groups of people - those who had prior interactions with police and those who had no prior interaction with police. It was found that people with no prior interactions with police were more likely to have negative perceptions about police than those who had previous interactions, indicating that perceptions may also be formed basing on secondary sources and hearsay. This finding reinforces the theory that police officers and organizations that build relationships with the public are more likely to receive confidence and trust of the people and it calls for improved relations between police and public both at the personal and institutional levels.

It was found that there are strong correlations between the SMART policing index and public trust. States that scored high SMART Policing Index numbers also received high scores in public trust index. Similarly, it was found that higher levels of professional competency alone cannot command trust of the people unless they are accompanied by strong commitments to the values of rule of law, fairness and integrity.

The survey results showed that many States scored higher for competency related elements than those related to core values. Thus, public believe that police organisations are paying lower attention to core issues like integrity and corruption-free services, fair and impartial policing & accountability structures. Highest level of dissatisfaction was apparent in perceptions about corruption. While a majority of citizens believe that the police are doing a good job and have expressed their support for the police, the representative share of the population who are deeply dissatisfied and voiced their resentment and frustration, is sadly, very significant and sizable.

## IPF SMART POLICING SURVEY 2021 – THE HIGHLIGHTS

- An impressive sample size of n=1,61,192 responses, but the distribution of the samples was skewed, with sizeable variations between States/UTs.
- The half-full glass: Despite being attacked for insufficient sensitivity, declining public confidence and growing concerns about the quality of policing, a majority of citizens (a weighted average of 66.93%) believe that the police are doing their job well and strongly supported the police.
- Even the top scorers have much more work to do, having to tackle substantial mass of negative sentiments. Similarly, even the lowest scorers have significant reservoirs of positivity; and they have the opportunity to build on their positive strengths.
- Negative feedback should be seen as an opportunity to question why so many citizens have responded the way they did. What have triggered the negative perceptions? What factors disappoint the people most? What can be done to improve the quality of services, change citizens' perceptions and improve trust?



## BOUQUETS AND BRICKBATS

The elephant in the room is the share of the population that have expressed their disenchantment, some holding deeply negative sentiments. While the percentage of those having positive perceptions may be larger, the share of the dissatisfied population that remains unhappy with the state of policing, is sadly, very significant and sizeable.

## A BAROMETER OF CITIZENS' SENTIMENTS

Apart from the numerical data, the Survey threw up 25,671 text messages, comments and suggestions in the text boxes provided at the end of the survey forms. These happened to be a real barometer of the issues that are agitating the minds of citizens. Many citizens wrote text messages describing their impressions that while there are visible efforts to improve competencies and hard skills, there is an apparent deficit in efforts to enhance commitments to the core values of fairness, integrity and tenets of the rule of law that should guide the police in their daily actions and behaviours.

### IPF SMART POLICING SURVEY 2021: THE MAJOR TAKE-AWAY

Professional competencies alone cannot command trust of the people unless they are accompanied by strict and unbiased enforcement of the law, with strong commitments to the values of sensitivity, good behaviour, fairness & corruption free services.

## IPF SMART POLICING SURVEY 2023 – PREPARATORY WORK IS UNDER WAY

Based on the learnings from the last Survey, IPF has begun work for conducting the IPF SMART Policing Survey, 2023, which is likely to be rolled out in the first part of 2023.

## PANDEMIC POLICING: WHEN INDIA'S POLICE FORCES ROSE TO THE OCCASION

IPF WORKED WITH POLICE ORGANIZATIONS IN PROVIDING REAL-TIME SITUATIONAL AWARENESS ON INFECTION CONTROL, HEALTH & WELL BEING OF PERSONNEL AND OPERATIONAL CONTINUITY OF FORCES.

When the Covid-19 pandemic erupted, an immense responsibility fell upon India's police forces. Quickly recognising their key role in combating the pandemic, the Indian Police rose to the occasion and galvanised itself in a time of unparalleled crisis, taking decisive action, while also continuously learning on the job. They deployed rapidly and acted decisively and cohesively, with dedication, commitment, innovation and flexibility. They were quick to use technology in many areas of police work. There was no existing experience or SOPs to fall back upon. Nor was there any time for the State and Central police organisations to plan, train or prepare their personnel for the impending crisis.

Even as India battled successive waves of the pandemic, the police forces continued to work the covid frontlines, on duty round the clock as always, enforcing lockdowns and social distancing, protecting and regulating crowds at hospitals and funeral sites, performing funerals of unclaimed dead bodies, ensuring the smooth flow of foods, medicines, essential goods, services and supply chains, while also attending to their primary functions of crime prevention, investigation, maintenance of public order and myriad other responsibilities.

Police personnel in different States went far beyond their normal duties to ameliorate the sufferings of vulnerable persons, migrant workers, lonely senior citizens and others in distress.

It was clear right from the beginning of the pandemic that the police would be in for a long haul. One of the biggest challenges that police organisations faced during the pandemic was the rapid depletion of their fighting strength, as more and more police personnel got exposed, infected or proceeded on leave for caring for their infected family members. There was the risk that functioning with reduced strengths would not only affect the quality of service delivery, resulting from possible departures from established procedures, but also could raise stress levels within the forces. Hence the importance of anticipating organisational and functional disruptions resulting from staff shortages and preparing for operational continuity and manpower availability during the different waves of the pandemic. This was one of the important themes of the IPF work during the pandemic.

The very nature of their duties make police personnel vulnerable to infections, as they come in close contact with members of public. They were often required to interact in the proximity of infected persons, shift the sick to hospitals, handle dead bodies and physically grapple with violators, thereby increasing the risk of infection several-fold. According to data gathered by the IPF, more than 400,000 police / CAPF personnel were tested positive during the first two phases of the pandemic and nearly 3000 personnel fell to the disease, making the supreme sacrifice.

IPF quickly recognised the criticality of focussing on operational continuity and resilience of the police and worked throughout the pandemic period to be of support to India's State Police organisations and CAPFs.

## COVID-19 RESOURCES & SITUATIONAL AWARENESS DASHBOARD

When the police was leading from the front in the midst of tremendous operational challenges and uncertainties, while also courting serious health risks to their personnel, the IPF recognized that it should come to the support of the police in as many ways as possible. When the pandemic struck, our police organisations like their counterparts all over the world, faced a huge vacuum of information and data. Uncertainty came across as one of the biggest threats. The IPF began collecting real-time data and information from different State and Central Police Organisations to support the police forces for providing the much-needed situational awareness and also to help them with data-driven decision making, so that police leaders could continually review and assess the implications, challenges and preventive maintenance needs of their force.

The IPF dashboard was designed as a central repository of all available data, information on good practices and documents including laws, rules, regulations, Central and State government notifications as well as other useful information for the use of police officers across India. IPF has since been collecting the data on the extent of covid related confirmed infections and mortalities within police forces and updating the same on our dashboard. The dashboard provided real time data about the extent of morbidities and mortalities in the police. IPF was also engaged in gathering good practices from different Indian States and from across the world and circulating to the police chiefs, for benefit of the entire police fraternity.

### **DID THE POLICE SUFFER DISPROPORTIONATELY, COMPARED WITH SIMILAR COHORTS?**

By the very nature of their duties, police were seen as highly vulnerable to Covid-19 infections. Working the frontlines, they were deployed on the roads, hospitals and cremation grounds, enforcing lockdowns, regulating unyielding crowds, and handling different other situations.

The extent of morbidities and mortalities within police organisations were thought to be significantly higher than those in comparable cohorts. This belief requires further validation, supported by data.

Now that the virulent manifestations of the pandemic seem to be behind us (?), time has come to update the data. One question that many have been asking is, did the police suffer disproportionately? IPF is presently engaged in updating this data from different police organisations across the country. This is a crucial exercise, in the interests of history and future research. Only after the data collection is completed, this question can be answered accurately.

IPF Covid-19 Dashboard can be accessed at: <https://www.policefoundationindia.org/covid-19-resources>

## LESSONS FROM PANDEMIC POLICING WEBINAR SERIES

### BRIDGING THE INFORMATION GAP & GENERATING IDEAS FOR POLICING DURING THE PANDEMIC

IPF conducted several webinars, online workshops and discussions during the period between March 2020 and March 2022 to support police organizations and to generate the ideas for pandemic policing, identifying and overcoming the operational challenges, highlighting instances of mistakes and the use of excessive force, as well as celebrating the good police work. Brief notes about some of them are listed here:

## HEALTH LESSONS FOR POLICE FROM THE PANDEMIC

As far as the State Police and CAPFs are concerned, their personnel are their biggest assets. The physical and mental health of their human resources deserve much more attention than is presently accorded. While police forces will need to learn multifarious operational lessons from pandemic policing, one lesson stands out, and that relates to the physical and mental health of police personnel

## PHYSICAL & MENTAL HEALTH, WELLNESS & WELLBEING OF PERSONNEL

One of the biggest lessons from the pandemic policing was that improving the physical & mental health, wellness and wellbeing of personnel and addressing the psychosocial stress factors could potentially improve the quality of police-citizen engagement, service delivery, and citizens' trust in police. Anecdotal experience and stories from across states, as well as studies carried out by certain state police departments, indicate that the general state of health of police personnel is far from satisfactory. Prevalence of diabetes, hypertension, heart diseases, digestive disorders, and a host of other diseases had rendered police personnel more vulnerable to COVID infections, resulting in higher levels of mortality in them. More research is required to understand how and why relatively more police persons fell to the disease than other comparable cohorts. There is also a need for all police organisations to ensure annual medical checks of all police personnel and follow up action. This is a basic facility that every employee should be entitled to. Sadly, most State police organisations are yet to introduce even basic medical facilities like annual medical check ups and insurance coverage for the benefit of police personnel.

## INVESTING IN HEALTH OF POLICE PERSONNEL

The IPF wrote to the HS suggesting that the insurance cover under Pradhan Mantri Garib Kalyan package announced in the context of the Covid-19 pandemic may be extended to police personnel as well. As in the case of health workers, police personnel were also equally vulnerable to the deadly virus. Due to the nature of their jobs, they were highly vulnerable to pick up infections. While some of the States had announced specific schemes for police personnel, many States did not have any insurance schemes for this purpose.

Annual health check up for police officers - Letter written to all DGPs and DGs of CAPFs on 8th October 2020: Based on the views expressed by 6 DGPs, other senior police officers and health experts during the Pandemic Policing Webinar, and considering the deteriorating situation involving large scale Covid-19 infections among police personnel, IPF wrote to the police chiefs across the country suggesting to formulate a mandatory annual health check up scheme for all police personnel.

## SECONDLY, OCCUPATIONAL STRESS AND MENTAL HEALTH ISSUES SHOULD RECEIVE URGENT ATTENTION, BEYOND THE PANDEMIC

High levels of stress, anxieties and other forms of mental health issues amongst police personnel may be leading to deviant, insensitive and sometimes brutal behaviour, not only towards the general public but even with members of their own family. If anyone is found to be suffering from mental diseases silently, it is very important that he or she is identified and supported quickly. A well thought out strategy is required to extend expert medical help and also to deal with the stigma attached to seeking mental health treatment.

Behavioural scientists have been of the opinion that addressing occupational stress and mental health of police personnel should go hand in hand with **sensitization of the police to deal with citizens with compassion and dignity.**

# OPERATIONAL CONTINUITY, SAFETY, HEALTH, WELL-BEING, MORALE AND MOTIVATION OF POLICE PERSONNEL DURING THE PANDEMIC

This was one of the most important themes of the IPF's mission during the Covid-19 Pandemic. The IPF published a series of videos, monographs and guidance documents to support the Indian Police during the pandemic period. An online discussion with police chiefs, senior police officers and renowned medical experts was held by the IPF to understand their concerns about infections within the forces and how it was impacting morale, motivation and operational continuity. This event, held in partnership with IDFC Institute was held on 23rd July, 2020, at a time when the Covid-19 pandemic was raging and when the police organizations in the country were going through some very challenging times.

## PANDEMIC POLICING DISCUSSIONS BY POLICE CHIEFS AND HEALTH EXPERTS

Panelists included Shri AP Maheshwari (DG CRPF), Shri Subodh Jaiswal (DGP Maharashtra), Shri SN Srivastava (Police Commissioner Delhi), Shri Manoj Yadava (DGP Haryana), Shri Praveen Sood (DGP Karnataka), Shri AK Singh (DG NSG), Shri Loknath Behera (DGP Kerala), Dr. Narender Kinger (Clinical Psychologist), Dr. Lancelot Pinto (Pulmonary Medicine Specialist) and Shri N. Ramachandran (President, IPF)

The extensive brainstorming by the Police Chiefs and health professionals focused on identifying good practices in infection control and management, maintaining morale and motivation of personnel, management of occupational stress and mental health of personnel during the pandemic and strategies for preparedness, availability, operational continuity & resilience. The learnings from this seminar were circulated to DGPs of all States / UTs and Police Commissioners of Metropolitan cities.



**Dr. AP Maheshwari**  
DG, CRPF  
(Chief Guest)



**Subodh Jaiswal**  
DGP, Maharashtra  
(Speaker)



**SN Srivastava**  
CP, Delhi  
(Speaker)



**Manoj Yadava**  
DGP, Haryana  
(Speaker)



**Praveen Sood**  
DGP, Karnataka  
(Speaker)



**AK Singh**  
DG, NSG  
(Speaker)



**Loknath Behera**  
DGP, Kerala  
(Speaker)



**Dr. Narender Kinger**  
Clinical Psychologist  
(Speaker)



**Dr. Lancelot Pinto**  
Pulmonary Medicine Specialist  
(Speaker)



**N Ramachandran**  
President, IPF  
(Moderator)

## SOCIAL AND PUBLIC ORDER IMPACT OF THE CONTINUING PANDEMIC: STRATEGIES FOR LONG-TERM PREPAREDNESS AND RESILIENCE

### PREPARING A PLAN FOR PANDEMIC POLICING AND CONTINGENCY MANAGEMENT: GUIDELINES AND A CHECKLIST TO HELP STATE POLICE AND CAPFs TO PREPARE A 'PANDEMIC POLICING CRISIS MANAGEMENT PLAN'

Since the beginning of the pandemic, IPF has remained in constant touch with police officers in different parts of the country to understand the field level issues and challenges in pandemic policing. These efforts included several formal, structured and unstructured conversations with field police personnel as well as the top leadership. The IPF held webinars attended by several DGPs, Police Commissioners, Chiefs of CAPFs, other senior police and CAPF officers, serving and retired civil servants, medical experts including mental health professionals, civil society leaders and NGOs, focused on the cross-sharing of learnings between various police organisations.

The observations and recommendations made in this publication are based on the evidence and data gathered by the IPF, the lessons drawn from our interactions with police personnel and senior police leaders as well as citizen stakeholders from across the country.

This paper provided guidance to India's police organisations on how to prepare a plan for the multiple and multidimensional contingencies that may arise or may impact their operational continuity, availability and resilience, as a result of the continuing and devastating impact of COVID-19. Safeguarding the physical and mental health, well-being, morale and motivation of police personnel being crucial for the operational success of police organisations and the larger public interest, the good practices gathered from domestic and international sources for limiting infections within forces became the key.

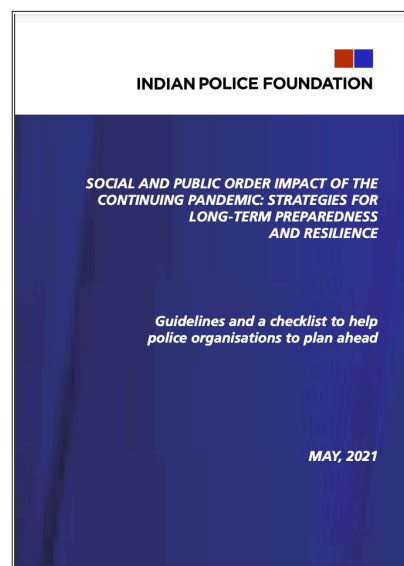
This hand book provided detailed guidance about preparation of contingency planning covering: (1) Operational Continuity and Resilience (2) Pandemic Law Enforcement (3) Building a long term policing strategy to deal with the ongoing crisis, anticipating different scenarios and planning ahead (4) Resources and Systems Planning (5) Leadership, Learning and Idea Generation (6) A checklist for the planning and execution of the strategy.

This paper can be accessed online at: [https://www.policefoundationindia.org/images/resources/pdf/Planning\\_ahead\\_-\\_Pandemic\\_Policing.pdf](https://www.policefoundationindia.org/images/resources/pdf/Planning_ahead_-_Pandemic_Policing.pdf)

Apart from the above, the IPF also published a series of Pandemic Policing Guidelines.

### LEARNING FROM MISTAKES

From time to time during the ongoing pandemic, instances of police insensitivity, excessive use of force and custodial violence were also reported from different parts of the country. IPF brought some of these instances to the notice of the senior leadership. Police leaders who participated in the IPF events did invariably condemn those incidents and conveyed their resolve to learn from the mistakes and make sure that such incidents were not repeated.



# PANDEMIC POLICING: HUMAN STORIES FROM THE GROUND

## ENFORCING PANDEMIC RESTRICTIONS IN THE MIDST OF FEAR, HUNGER, GRIEF & UNCERTAINTY

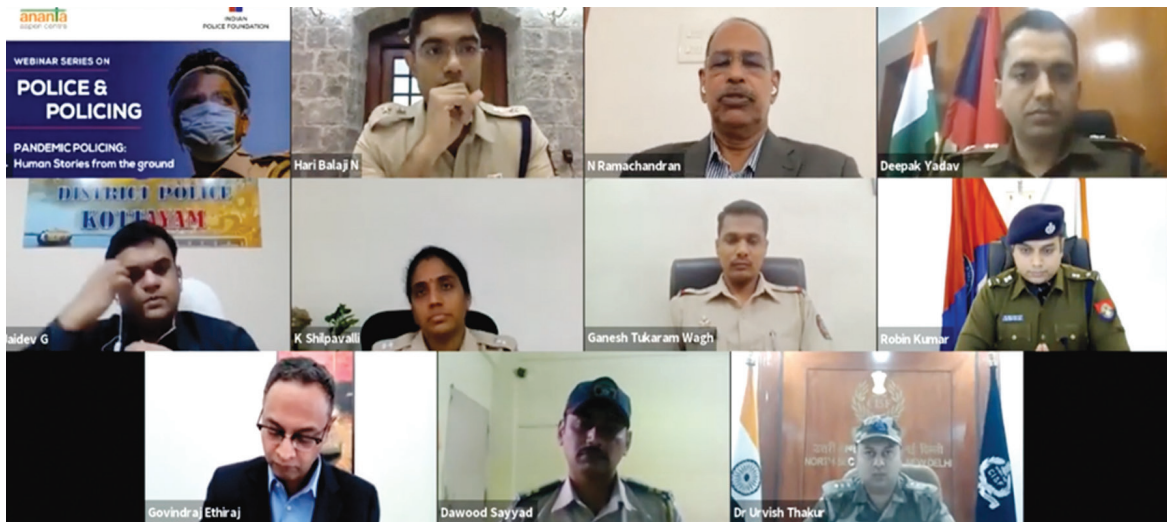
Amid the uncertainties and trauma, it was important to get some of our remarkable police officers from across India to tell their stories about how they were required to function in near impossible situations, what made them work round the clock, mostly unable to visit their homes even when their own close family members were suffering. The circumstances and issues were more than extraordinary and they deserved extraordinary approaches and solutions. How did India's policewomen and men cope and shine?

Police leaders from across India as well as policewomen and men from far flung police stations and districts of the country narrated their stories on how the pandemic presented unprecedented personal and operational challenges, how they coped and how they helped others cope. These human stories of trials and tribulations of the police hold lessons for the Indian Police not only for police operational continuity and resilience, but also how the Indian Police handled trauma combining strictness with compassion and empathy.

The proactive police response enforcing the pandemic laws strictly, at the same time displaying compassion and care, has definitely helped in building police legitimacy in the midst of the crisis.

IPF spoke with a few police officers from different States of India to gather these stories. Some of these human stories collected from India's far flung police stations and districts were presented at a seminar jointly organised by IPF and Ananta Aspen. This online event presented a few of the wonderful and fascinating stories about how some police personnel displayed extraordinary compassion and empathy during these difficult times.

Participants included Shri Hari Balaji IPS, SP Rural Amravati, Maharashtra, Shri Deepak Yadav IPS, DCP Delhi Police, Shri Jaidev G, IPS, SP Kottayam, Kerala, Smt K. Shilpavalli DCP Rachakonda Telangana, Shri Ganesh Tukaram Wagh SI Satara, Maharashtra, Dr. Robin Kumar IPS, SP Barpeta Assam, Shri Dawood Sayyad, Police Naik, Pune, Shri Urvish Thakur, Deputy Commandant CISF and Shri Atul Kumar Thakur IPS, DCP South New Delhi. Shri Govindraj Ethiraj moderated the event.



## DEALING WITH A HUMANITARIAN CRISIS LIKE NO OTHER

For India's police personnel, their duties extended far beyond their traditional roles of crime fighting and regulating public order, and they handled the crisis with empathy and compassion

Ever since the pandemic broke out, India's police forces have been on the frontlines of the national battle against the pandemic, working closely with governments and health workers, doing everything possible to contain the spread of the disease, maintaining public order & safety, ensuring the smooth flow of essential goods and medicines and enabling citizens to cope. Police forces across the country have also been acclaimed for their extensive humanitarian work, bringing succour to the poor and the needy, reaching food and medicines and coming to the aid of citizens in distress.

The pandemic put the entire country in an unprecedented crisis of lingering uncertainty resulting from the quarantine and lockdowns, travel bans, unemployment and hunger, especially in the initial days. Amongst the most vulnerable and worst affected were migrants and daily wage earners, who were faced with the pressing need to head back home to safety despite the acute financial crisis and the shutdown of all means of travel, putting them in great distress.



Their concern extended from the safety of the living to the dignity of the dead

# PANDEMIC POLICING: WOMEN AT THE HELM



## Speakers



**Ms Sundari Nanda, IPS**  
Special Commissioner of  
Police, HQs & Administration,  
Delhi Police



**Ms Shalini Singh, IPS**  
Joint Commissioner of Police,  
Western Range, Delhi Police



**Ms Bharti Arora, IPS**  
IG, Karnal Range

## Speakers



**Dr Arti Singh, IPS**  
Commissioner of Police,  
Amravati City



**Dr Divya V Gopinath, IPS**  
Deputy Commissioner of  
Police, Law and Order,  
Thiruvananthapuram City



**Ms Amanjeet Kaur, IPS**  
Superintended of Police,  
Nalbari, Assam



**Ms Aparajita Rai, IPS**  
Deputy Commissioner of  
Police, Special Task Force,  
Kolkata Police

## Moderator



**Capt. Raghu Raman**  
Founding CEO  
NATGRID

## THE LEADERSHIP PROVIDED BY WOMEN POLICE OFFICERS

at the helm came in for much appreciation during the most difficult days of the pandemic, when they combined pragmatism, decisiveness, innovation, sensitivity, compassion and empathy, while dealing with a very difficult and unpredictable situation.

The IPF, in partnership with Ananta Aspen, organized this event to celebrate women's leadership in the Indian police and highlight the stories of grit and valor displayed by women police officers from across India.

Many DGPs as well as civil society members, administrators and political leaders with whom the IPF interacted, have praised the remarkable stories of courage, sacrifice and decisive leadership of these officers.

The list of these remarkable women leaders was very long, but we had to shortlist only a small number of these outstanding police leaders, who could be the role models for the generation of young girls and boys that join the police today.

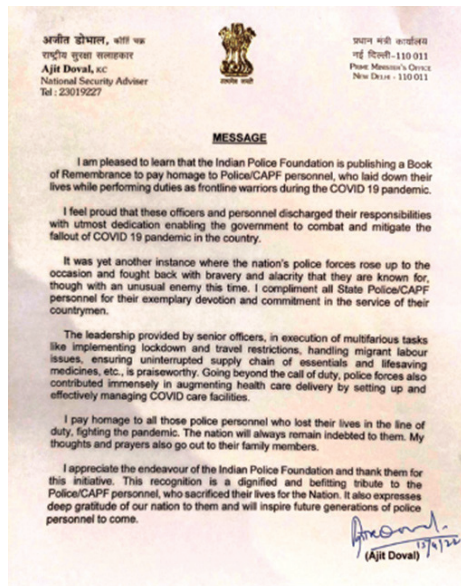
Advancing women's representation at all levels in the police, giving them equal roles in the policing career without discrimination, has been one of the abiding themes of the IPF's advocacy, ever since its inception. One of the earliest projects of the IPF has been on the theme of gender-sensitive policing and the related leadership development.

## COVID-19: THE POLICE BOOK OF REMEMBRANCE

PAYING HOMAGE TO THE MORE THAN 3000 POLICE / CAPF PERSONNEL WHO MADE THE SUPREME SACRIFICE WHILE WORKING IN THE FRONTLINES OF THE NATION'S BATTLE AGAINST THE PANDEMIC.

The pandemic has had a devastating impact on the families and colleagues of the Police and CAPF personnel who fell to the disease, making the supreme sacrifice while serving in the frontlines of the national battle against Covid-19.

IPF is bringing out a Book of Remembrance to pay homage to the deceased personnel and to keep their memories alive. The proposed memorial book is also an effort to express our compassion and support towards the bereaved families.



Most police organisations have already given us pictures and details of the deceased personnel and the pages in respect of those States / CAPFs have been finalised. However, we are still awaiting the information and photographs from few other organisations.

The present status of the Covid Book of Remembrance State-wise and Organisation-wise, can be viewed online at: <https://www.policefoundationindia.org/covid-online-remembrance>

The State Police / CAPFs are also requested to cross check the Remembrance Data and Photographs pertaining to their respective organizations available on the IPF website.

The State Police / CAPFs that have not shared the photographs so far are requested to forward them to : [discussions@policefoundation.in](mailto:discussions@policefoundation.in)

(Electronic format only)

Please address any queries to:  
[remembrance@policefoundation.in](mailto:remembrance@policefoundation.in)



## ONGOING PROJECT: NATIONWIDE STAKEHOLDER CONSULTATIONS ON SAFETY OF WOMEN & CHILDREN

The Indian Police Foundation has been conducting a nation-wide series of stakeholder consultations to devise a shared set of strategies to improve safety of women and children. These consultations are intended to construct a credible and evidence-based set of strategies, action plans and SOPs for the police and a policy advocacy paper for submission to the Central and State Governments. This is a collaborative process of stakeholder engagement to look at our policies and practices rigorously, identify the strengths and weaknesses in the system, flag the main issues and to help evolve a well-researched and comprehensive document to support policy makers and field police officers. The outcome document will also aim at setting and recommending standards of policy, identify areas for further research and documentation as well as a roadmap for training, sensitization, capacity building and empowering of field police personnel.

The Indian Police Foundation believes that any credible strategy to enhance the protection of women and children may require a rigorous, nation-wide review and evaluation of existing tools, practices and protocols - to determine what works and what does not, and if necessary, suggest a fundamental rethinking of the traditional approaches. In this process, we should be able to learn from the good practices adopted by some States and spread them elsewhere, after due processes of empirical evaluation and validation.

### Events held so far

The IPF has already carried out Stakeholder consultations in the cities of Mumbai, Bengaluru, Hyderabad, Lucknow, Ahmedabad, Pune, Bhubaneswar, Panchkula and Shillong. These events have generated considerable enthusiasm and were attended by the respective DGPs / Chief Secretaries, senior and field police officers, NGOs, academics, senior members of the judiciary and senior political leaders. In many States, the Chief Ministers themselves attended the plenary session as the Chief Guest, while in some other States the Deputy Chief Minister or Home Ministers attended. Although, when the Covid-19 pandemic struck, we had to suspend this project temporarily, the IPF has decided to revive it and complete the project.



## STAKEHOLDER CONSULTATIONS : PANCHKULA, HARYANA- 9, 10 JANUARY 2020

Shri Manohar Lal Khattar, Hon'ble Chief Minister of Haryana was the Chief Guest. Chief Secretary & DGP Haryana as well as large numbers of senior officers participated.



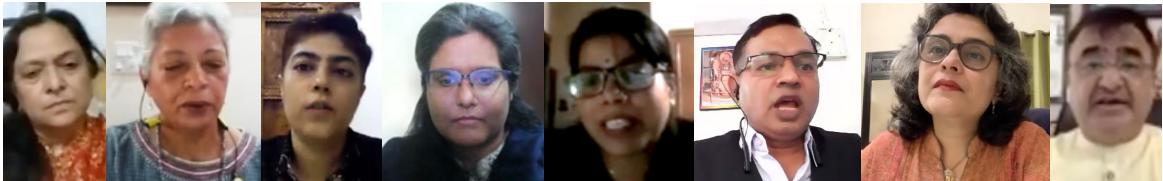
IPF's project: 'Nationwide Stakeholder Consultations on Safety of Women & Children' was recently selected for the Global Law Enforcement Marketplace of Ideas GLEPHA, an international forum of Law Enforcement Organisations, under the aegis of the University of Melbourne. This is a global forum of law enforcement officials and organizations for the development and exchange of ideas in policing. IPF accepted the invitation and participated in the online event, which was held from 5th September to 23rd September, 2022.

## PICTURES FROM STAKEHOLDER CONSULTATIONS, HARYANA



## TWO-DAY TRAINING WORKSHOP ON SAFETY OF WOMEN & CHILDREN AND ANTI-HUMAN TRAFFICKING ROLES & RESPONSIBILITIES OF POLICE: FATEHABAD, HARYANA: 9, 10 APRIL 2021

The Indian Police Foundation in partnership with CMGGA and the District Police, organized a 2- day virtual training workshop on police roles and responsibilities relating to the safety of women and children, at Fatehabad, Haryana on 9th & 10th April 2021. Speakers included Smt. Deepika Suri IGP Madhya Pradesh & Member IPF, Smt Melita Fernandes, Advocate, International Justice Mission, Smt Poonam Arora, Senior Program Coordinator IPF, Smt Vimla Mehra IPS (Retd) and former Special Commissioner Delhi Police, Smt. Rashmi Anand, founder Women of Elements, Smt. Manisha Patel, Special Public Prosecutor, Bhopal, MP, Shri Nitesh Krishnan, Assistant District Prosecution Officer, MP and Shri Rakshit Tandon, cyber security expert.



Poonam Arora

Vimla Mehra

Deepika Suri

Melita Fernandes

Manisha Patel

Nitesh Krishnan

Rashmi Anand

Rakshit Tandon



## STAKEHOLDER CONSULTATIONS MEGHALAYA - SHILLONG, 21 FEBRUARY 2020

Shri MS Rao, Chief Secretary Meghalaya was the Chief Guest at the Stakeholder Consultations held at Shillong on February 21, 2020. DGP Meghalaya and several senior officers as well as field police officers, media representatives, lawyers, prosecutors, activists, social workers, government officials, NGOs and civil society leaders participated in the deliberations.



Scenes from some of our earlier Stakeholder Consultations



Shri Naveen Patnaik, Hon'ble Chief Minister of Odisha was the Chief Guest at the IPF Nationwide Stakeholder Consultations held at Bhubaneswar  
Former Chief Justice of India, Justice MN Venkatachaliah was the Chief Guest at the Consultations in Bengaluru.

## IPF ANNUAL EVENTS IN THE LAST 3 YEARS

Hon'ble Vice President of India Shri Venkaiah Naidu was our Chief Guest at the IPF Annual Foundation Day & Police Reforms Day events, held on 5th October 2019. Hon'ble Vice President delivered the IPF Annual Foundation Day / Police Reforms Day Lecture, 2019.



The Conference was held in partnership with the National Centre for Good Governance, Department of Administrative Reforms, Government of India and the Bureau of Police Research & Development (BPR&D), Ministry of Home Affairs. Hon'ble Vice President stressed the need for re-orienting policing as a citizen-centric service. He also felt that the police reforms movement itself should become a people's campaign and only such a strategy can succeed. Shri Chandramouli, Secretary Personnel and Administrative Affairs, Shri VSK Kaumudi, DG BPR&D and Shri Prakash Singh, Chairman IPF spoke at the function.

# SEMINARS HELD ON THE OCCASION OF IPF FOUNDATION DAY/ POLICE REFORMS DAY 2019

## SESSION 1

A MODERN POLICE, A STRONG INTERNAL SECURITY SYSTEM AND ROBUST DISASTER-PREPAREDNESS ARE CRITICAL PRE-CONDITIONS FOR INDIA'S ECONOMIC DEVELOPMENT

Panelists included Shri SN Pradhan DG NDRF, Shri MA Ganapathy Special DG CISF, Shri Sanjay Arora ADG CRPF, Shri Ashish Gupta CEO NATGRID and security experts Shri Nitin Gokhale and Shri Rahul Choudhury. Shri Raghu Raman, former CEO NATGRID moderated the seminar.



## SESSION 2:

REALIZATION OF THE SMART POLICING VISION – THE GROUND COVERED SO FAR, THE SUCCESS STORIES AND BEST PRACTICES

The seminar provided an opportunity to review the ground covered so far towards realization of the Hon'ble Prime Minister's SMART Policing vision.

Some Police Chiefs and Senior officers representing DGPs presented their organizational innovations in community engagement and building citizen-centricity. Shri Manoj Yadava, DGP Haryana, Shri OP Singh DGP UP, Shri Balram Upadhyaya, Police Commissioner Trivandrum representing DGP Kerala and Shri Satish Golcha, Special Police Commissioner of Delhi, spoke. Shri VSK Kaumudi DG BPR&D moderated the session.



A separate session on SMART policing, presented 'Technology-Enabled Citizen Services, Response Systems & Training'. This session, moderated by Shri Rajiv Jain, former Director Intelligence Bureau, had speakers including Shri OP Singh DGP UP, Shri Ramphal Pawar DG NCRB, Shri Brijesh Singh, IGP Maharashtra and Dr. Sanjay Sahay, ADGP Karnataka. The next session chaired by Dr. Ish Kumar former DG NCRB, focused on 'Blending Skills and Technology in the Advancement of Justice'. Shri Ratesh Kumar ADGP Maharashtra, Shri Dharam Chand Jain Joint Director CBI and Shri K. Narasimha Rao ADGP Rajasthan spoke at the session and presented some of their best practices and game changing innovations.



Shri Rajiv Jain      Shri Ratesh Kumar      Shri Dharam Chand Jain      Shri K. Narasimha Rao



Shri Sanjay Sahay      Shri Ish Kumar      Shri Ramphal Pawar      Shri Brijesh Singh

### SEMINAR TOPIC 3:

#### BRIDGING THE TRUST DEFICIT BETWEEN POLICE AND CITIZENS

Shri Vipul Mudgal, Director Common Cause and Shri Sudhir Pratap Singh former DG NSG spoke of the strategies for raising citizens' trust in the police. Shri Mudgal also made a presentation on the recently released 'Status of Policing in India Report'. IPF Chairman Shri Prakash Singh, moderated and summed up the discussions.



## IPF FOUNDATION DAY / POLICE REFORMS DAY LECTURES

### Foundation Day Lecture, 2020



**Hon'ble Justice Madan B Lokur**, former Judge of the Supreme Court of India delivered the Indian Police Foundation Day Lecture 2020 on 22nd September 2020. The Lecture was delivered online, owing to the ongoing Covid-19 pandemic and was attended by IPF members, police officers and citizens from different parts of the country. The theme of the lecture: **"Reforms in Police and Criminal Justice are crucial to safeguard the democratic rights of citizens"**.

Justice Madan Lokur made a strong case why there is an urgent need for comprehensive reforms both in the Police and the Criminal Justice System. Procedural reforms are equally crucial for safeguarding the democratic rights of citizens. He listed out a number of ills afflicting the police and the criminal justice system like the problem about non registrations of FIRs by the police, the fear of misuse of provisions of the law by the police, the fear of being treated unfairly and harshly, the fear of unfair police investigations, the growing deficit in citizens' trust both in the police and the criminal justice system as a whole. The huge pendency in cases and the large number of vacancies in the judiciary are leading to unacceptably long delays in justice.

For the sake of safeguarding the democratic rights of citizens it is crucial to make concerted efforts to reform the police and the criminal justice delivery system. These reforms should go hand in hand as they are mutually reinforcing. You can watch the IPF Foundation Day Lecture 2020 by Justice Madan Lokur at: [https://www.youtube.com/watch?v=ZCHh\\_ZKW06A](https://www.youtube.com/watch?v=ZCHh_ZKW06A)

### Foundation Day Lecture, 2021



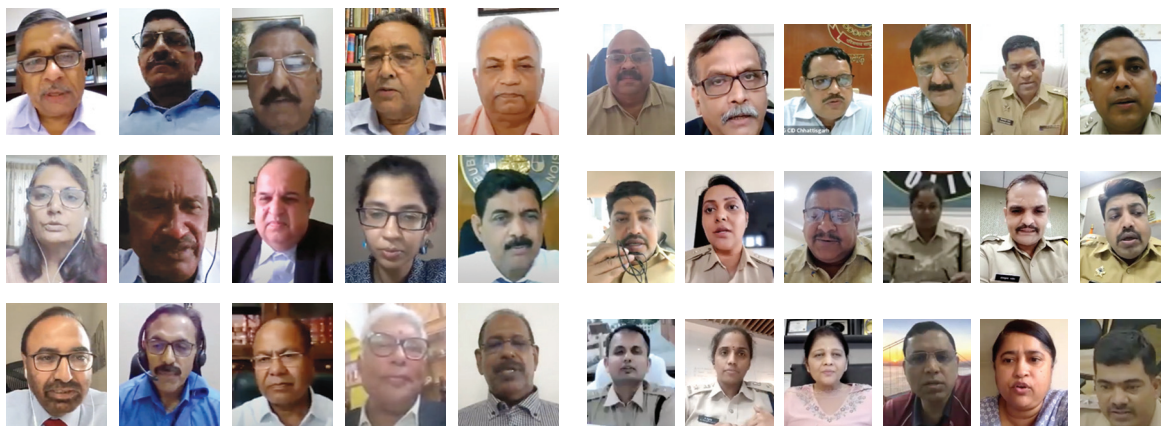
**Hon'ble Justice Kurian Joseph**, former judge of the Supreme Court of India delivered the IPF Foundation Day / Police Reforms Day Lecture 2021 on 23rd September, 2021. In view of the ongoing pandemic restrictions, this Lecture was held online and attended by police officers and citizens from across the country. The theme of the Lecture was: **Role of the Police in Securing Citizen's Rights and Strengthening India's Democracy.**

Hon'ble Justice Kurian Joseph pointed out that the police should play a crucial role in protecting the constitutional rights of citizens, especially poor people and those from marginalized communities, migrant workers etc. Under Article 21, Life and Liberty of a person cannot be interfered with otherwise than through a procedure established by Law. Fake encounters and custodial violence are not a procedure established by law. Even in case of the worst of the crimes. Even hardened criminals have a right to trial in accordance with law.

Justice Kurian Joseph reminded everyone that the police is a public service and should be independent of the politics of the day. Police should not only be ethical in their dealings, but they should also focus on lawful methods of policing. Police officers should stand up for protecting people's rights and they should not be afraid of suffering transfers, delayed promotions or bad treatment, while upholding their principles. Guard against the politician-criminal-police nexus, he exhorted. The entire lecture by Justice Kurian Joseph can be watched at: <https://www.youtube.com/watch?v=4147HWDwwRo>

## IPF WORKSHOP SERIES: THE LAW OF ARREST AND ITS PRACTICE

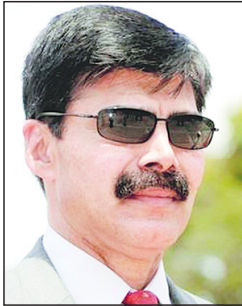
- During the course of their day to day police work, police officers are required to assert authority and exercise their powers to enforce the law. In this extremely complex and sensitive terrain, police officers exercise tremendous powers of discretion to arrest or not to arrest persons. While arrest of violent criminals and those accused of heinous crimes is required as ordained under the law, experience shows that many arrests may be unnecessary or unjustified.
- Instances of unnecessary arrests, sometimes based on false or motivated charges or arrests without prima facie evidence have been putting too much pressures on the police station work, court time and the prison system and resulting in serious miscarriage of justice and violation of human rights. When too many arrests are made, their supervision and monitoring by higher police officials become more difficult. There have been cases in which accused persons have been acquitted after 10 to 15 years of incarceration. Supreme Court and the Law Commission have commented that up to 40% of arrests made by police may be unnecessary.
- There is a strong case for the police leadership to examine this issue and explore corrective action. This is why IPF has been holding a series of online workshops to identify the practical lessons from the field and to suggest ways and means of reducing the misuse of the discretionary powers of arrest and to understand what are the alternatives to arrest.
- Participants in the first workshop, held on 30th July, 2022 included Shri Ramphal Pawar, Ex DG NCRB, Shri Kuldeep Sharma, Ex DG BPR&D, Shri ML Kumawat, Ex SS-IS; Ex DG BSF, Shri Bhushan Upadhyaya, DGP HG Maharashtra, Smt Abha Singhal Joshi (Lawyer), Shri MK Devarajan, Ex DG Rajasthan, Shri Barkat Ali Khan, Public Prosecutor AP, Smt Devyani Srivastava, Police Reform Researcher, Dr. Satyajit Mohanty, Chairman PSC Odisha, Shri HS Sandhu, Ex Interpol officer, Shri S. Umapathi Ex-IGP CID AP, Dr. PM Nair, Ex DG NDRF, Shri KP Singh, Ex DGP Haryana and Shri N Ramachandran Ex DGP Meghalaya. Dr. Ish Kumar Ex DG NCRB moderated.
- The Second Workshop on the Law and Practice of Arrests was held on October 22, 2022, online and was attended by: Smt. Renuka Mishra DG SIT UP, Dr Sudhanshu Sarangi, ADG Odisha, Smt. Shikha Goel Director (ADG), ACB, Telangana, Dr O P Mishra, Jt. CP Delhi Police, Shri Sushil Dwivedi, IG CID, Chhattisgarh, Shri Anand Kumar, IG CID, West Bengal, Shri Surya Pratap Yadav DCP SSD Kolkata, Shri Sun Preet Singh DCP L B Nagar Cyberabad, Smt. Chandana Deepti DCP North Hyderabad, Smt. Shilpa Valli DCP Madhapur Cyberabad, Shri Sanjay Patil DCP Vasai, Maharashtra, Shri Vijay Kant Sagar DCP Hqr & Crime, Maharashtra, Shri Amit Kale DCP Zone Maharashtra, Smt. Rajni Addl SP Rajmundry AP, Shri Krishnamurthy Addl SP TSPA Hyderabad, DSP Hqr. Arunanchal Pradesh, Shri Pranab SP CID Assam, API Satish Nikam, Maharashtra Shri N Ramachandran President IPF and Dr Ish Kumar Vice President IPF



Workshop 1 on The Law & Practice of Arrests

Workshop 2 on The Law & Practice of Arrests

## IPF LECTURE SERIES: PROFESSIONAL HYGIENE – THE KEY TO MAINTAINING HIGH PROFESSIONAL STANDARDS IN POLICING



**Lecture by Shri K. Vijay Kumar, Senior Security Advisor, MHA, former DG CRPF/ Former Director NPA.**  
**A lecture, some conversations and some introspection.**

Social, environmental and technology-driven turbulence and disruptions are causing direct impact on the police and policing. Aggressive 24/7 electronic media as well as the ubiquitous use of social media bring further pressure on officers. Should police get shaken by such winds of change or should we stand steadfast on our ethical and professional moorings?

Every police officer is a public figure. Their public conduct and personal traits are no secret! Therefore, the conduct of officers while on duty is as important as their off-duty behaviour. It is important for police officers to frequently reflect on what is acceptable and what is unacceptable behaviour. Hence the need for adherence to strong values, which alone can reduce instances of police misconduct that undermine public trust, compromise investigations and bring serious embarrassment to the government.

The police has been coming under tremendous criticism, some of them well-deserved and some of them undeserved. Criticism of the police is nothing new, but there are certain developments that are unsettling.

Police officers are well-trained to follow a set of ethical values and standards of professional behaviour. Most officers adhere to them in letter and spirit. However, misconduct by individual police officers often lead to compromising investigations, embarrassing the Department & Government and above all, undermines public trust. The way they respond to moral dilemmas indicates the character and personal values of officers.

This Lecture event was aimed at generating a conversation on troubling questions of ethics and professional hygiene, to generate an opportunity to reflect on some of the issues. Such periodic spells of introspection and reflection help us focus on our value systems.

## REPOSITORY OF RESOURCES ON LAW ENFORCEMENT

A number of articles, research papers, monographs, and opinion pieces dealing with law enforcement in the country appear in different media channels almost every day. Some of them provide incisive analysis of the different aspects of policing along with deep and actionable insights for police officials. As these articles appear in different newspapers, magazines across multiple formats, they remain scattered and end up getting lost in the plethora of information that gets generated every day.

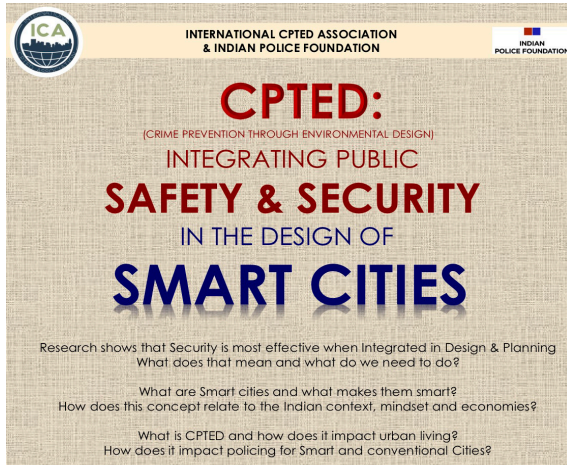
IPF has launched a media centre on its website, as an effort to consolidate all such papers and articles in a central repository for reference of police officials and the general public alike. Owing to reasons of IPR restrictions, we provide only the links in most cases, except in cases where there are no IPR restrictions.

Smt Nazneen Bhasin IPS, DIGP Haryana has been extending the research support for this repository.

For access, please visit: <https://www.policefoundationindia.org/media>

# BUILDING SAFETY & SECURITY INTO THE PLANNING OF SMART CITIES

WEBINAR BY INDIAN POLICE FOUNDATION & INTERNATIONAL CPTED ASSOCIATION (INDIA-ASIA REGION)



**SHOULD OUR SMART CITY PROJECTS CONSULT & PARTNER WITH THE POLICE AT THE PLANNING STAGE ITSELF OR WOULD IT BE RETROFITTING OF SECURITY LATER, AS USUALLY HAPPENS?**

**Background:** In India, there is no practice or culture of consulting the police & security agencies at the planning stage or before constructing cities or even large building complexes. Usually, police are subsequently asked to protect a built area or facility. Even the so-called modern residential sub-cities often are inadequately planned for safe public spaces, smooth flow of traffic or even movement of emergency vehicles like fire tenders. In the developed world, the CPTED movement has been very strong. India’s Smart Cities initiative presents us with an opportunity.

‘Crime Prevention through Environmental Design’ is a strategy of crime reduction which has been in propagation since the 1970s in most of the developed World. CPTED is also known as Security by Design, Design-Out crime, Design-in Security or Safe Growth in other parts. It is known or familiar to many of the new-age security professionals in India now. The International CPTED Association (ICA) is the global control point for all theory and research on the subject across the globe and also affiliated to other such regional thought centers like the Association for Building Security India (ABSI).

Based on the recommendations of this conference, IPF has written to the Secretary Ministry of Urban Affairs recommending that the police should be consulted at the planning stage of SMART cities, for planning better security of public spaces, better citizen services and smoother traffic management.



## REMEMBERING THEIR SUPREME SACRIFICE



The haunting picture of a disconsolate daughter of a policeman killed in the line of duty - bidding farewell to a father who would never return home - is becoming far too frequent.

According to BPR&D statistics, during the last two decades, on an average, 600 to 700 police and CAPF personnel have been getting killed in action, every year. Since independence, more than 36,000 police personnel have lost their lives in the line of duty, fighting crime and terror, safeguarding the country's internal security or protecting our borders.

The Central and State Governments and police organizations have recognised their responsibility to ensure support and succour to the dependents of colleagues who make the supreme sacrifice. However, the ex-gratia amounts payable in many States are very small and insufficient even for meeting the basic needs of a family. This is the reason why IPF has been advocating for a minimum floor level of ex-gratia and other benefits to the dependents of police martyrs, so that the families have a reasonable amount of monetary and material resources to re-build their lives.

It is also important to recognise that our responsibility does not end with the ex-gratia and financial grants. While the Central and most State Governments do sanction reasonable sums as ex-gratia financial assistance to the dependents, a study has shown that in many cases the kin of martyrs are unable to pick up the threads. Many of them require continued assistance for their rehabilitation, in terms of housing, medical assistance, children's education etc, in addition to social and psychological support.

The rehabilitation and support to the families of police colleagues killed in action should not be limited to the payment of ex-gratia only. IPF believes that the police fraternity should work together to build institutionalized and comprehensive support to the kin of martyrs for their long term rehabilitation. Please send your ideas and suggestions to: [discussions@policefoundation.in](mailto:discussions@policefoundation.in)

## PARTNERSHIPS WITH UNIVERSITIES, NGOS AND RESEARCH INSTITUTIONS.

The IPF pursues a policy of partnering with prestigious institutions of higher learning, research institutions and other reputed organisations in the social sector that have an alignment with our vision and mission. Following this policy, IPF has signed MoUs with several institutions. Many programmatic activities of the IPF are done in collaboration with such institutions.

The IPF Board has recently approved the signing of MoUs with (1) Tata Institute of Social Sciences (TISS) Mumbai, the prestigious academic and research institution in social sciences and (2) 'DAKSH' – a well-known think-tank and research institution focused on law and criminal justice system.

### MOU BETWEEN IPF AND PUBLIC AFFAIRS CENTRE, BENGALURU

The Public Affairs Centre (PAC) is a well-established and influential think tank, working for improving the quality of governance in the country. PAC is engaged in research and data analysis to support public policy. The vision and mission of the IPF and PAC align well. A MoU was signed between the two, on 24th June 2022, to work together in the following three areas to begin with:

- i. Training & capacity building of police personnel in soft skills
- ii. Citizen satisfaction surveys to gauge public perceptions on the quality of policing
- iii. Safety of women and children



## IPF STUDENT INTERNSHIP PROGRAMMES

Under our Student Internship Programme, IPF extends opportunities for short term internships to selected students, as part of their compulsory university assignments. There are also students who like to stay with us for longer periods like 6 months or more, even as they wait to join fresh academic courses. Some join our internships after completion of their studies for the sake of work experience or while preparing for the Civil Services Examinations. Our short-term interns are mostly students of LLB, Social Sciences, Criminology and Forensic Sciences, although there are those from other disciplines as well.

We encourage students/scholars having an abiding interest in policing, law enforcement and criminal justice related subjects, for short- and medium-term internships. The objective of Internship Programme is to help the participating students and scholars in getting a first-hand familiarity with some of the major challenges being faced by the Police in maintaining public order and combating crime and realization of the vision and mission of the IPF. The selected candidates are given opportunities to participate in the activities of the Foundation, in organizing and taking part in seminars, conferences, and workshops as well as certain research activities. Candidates will get opportunities to identify key challenges and issues confronting the police and interacting with researchers and IPF members with a view to honing their research and writing skills, visualizing and writing project proposals, as well as proactively participate in the Foundation's activities, depending upon the interest, skills and specialization plans of the intern.

For more information, terms & conditions and application processes, please visit the IPF website: <https://www.policefoundationindia.org/internship> Students interested in undergoing the internship programme may apply directly to Smt. Poonam Arora, Senior Programme Coordinator at email address: [internship.ipf@gmail.com](mailto:internship.ipf@gmail.com) with a cover letter, resume and a letter of recommendation from the University.

## IPF ONLINE VOLUNTEERS

### Partnership Between Citizens and the Police

Do you have the dedication and passion to play a positive role as a citizen, to do voluntary service for a public cause? Our Police Forces perform a crucial role in protecting the lives and property of citizens, controlling crime and maintaining societal peace which is considered essential for India's internal security and democracy.

The IPF Online Volunteer Scheme is a platform to build partnership between citizens and the police. IPF Volunteers will help in promoting community engagement, trust and harmony among citizens, spreading awareness about how policing touches the lives of every citizen and why good policing is essential for India's internal security and economic development.

Citizens of a democratic country have an important responsibility of providing feedback on the quality of governance. IPF's Annual Citizen Satisfaction Survey gauges public perceptions about the quality of police service and thereby helps the police to continuously improve their services. The IPF Online Volunteers will be required to assist us in conducting the annual citizen satisfaction surveys so that we can capture feedback and diverse voices, from every district in the country.

If you are willing to provide voluntary service to this cause, please register online, visiting the IPF website: <https://www.policefoundationindia.org/volunteers> Your personal particulars will be kept strictly confidential.

**TOGETHER, LET US WORK FOR A BETTER AND SAFER INDIA!**

## LEADERSHIP CHANGES – SHRI PRAKASH SINGH STEPS DOWN AND SHRI GURBACHAN JAGAT TAKES OVER AS IPF CHAIRMAN

The IPF Chairman plays a central role in leading and working with the General Council and the Executive Committee, apart from setting the organizational vision, mission and the long-term strategy. In essence, the Chairman is the symbol and the public image of the organisation. One of the important functions of the Foundation is policy advocacy and the Chairman plays a pivotal role in leading the policy advocacy role of the organisation.

Rules and Regulations of the IPF stipulate that office bearers (Chairman, President, Treasurer etc) are elected for 3 years and can be re-elected for another 3 years. In deference to the request made by Shri Prakash Singh, the IPF Board had set up a Search Committee comprising Shri PC Haldar, Shri GK Pillai, Shri ML Kumawat and Shri K. Vijay Kumar. The Search Committee, after extensive consultations, recommended the name of Shri Gurbachan Jagat, who had a distinguished career in the IPS. Shri Jagat has served the country as DGP J&K, DG BSF, Chairman UPSC and as Governor of Manipur.

### SHRI PRAKASH SINGH WILL CONTINUE TO GUIDE IPF IN HIS CAPACITY AS IPF PATRON

Considering his unmatched contributions to the cause of police reforms, and his tremendous services in guiding the organisation from its inception to the present stage, Shri Prakash Singh was requested to continue his association and guide the IPF, which he has graciously accepted. The Executive Committee of IPF has since nominated Shri Prakash Singh as the Patron of IPF.



# EXECUTIVE COMMITTEE

CHAIRMAN



**Gurbachan Jagat**  
Former DGP, J&K/BSF,  
Former Charman  
UPSC, Former  
Governor Manipur

VICE  
CHAIRMAN



**Anami Narayan  
Roy**  
Former DGP  
Maharashtra

PRESIDENT  
& CEO



**N. Ramachandran**  
Former DGP  
(Assam & Meghalaya)



**Sudhir Pratap  
Singh**  
(TREASURER)  
Former DG NSG



**Abhay  
Karandikar**  
Director, IIT Kanpur



**Ajit Pai**  
Chairman, Delhi  
Urban  
Art Commission



**AP Maheshwari**  
Former DG CRPF



**Deepak Parekh**  
Chairman, HDFC



**Durga Prasad**  
Former DG, CRPF



**G. K Pillai**  
Former Home  
Secretary,  
Government Of India



**Ish Kumar**  
Former DG, NCRB



**K. Ganga**  
Former Dy  
Comptroller &  
Auditor General of  
India



**K. Vijay Kumar**  
Former DG CRPF  
Senior Advisor to  
MHA



**Nandakumar  
Saravade**  
Former IPS Officer



**Nitin Gokhale**  
Strategic Analyst



**P M Nair**  
Former DG NDRF



**Raghu Raman**  
Former CEO,  
NATGRID



**Rishi Kumar  
Shukla**  
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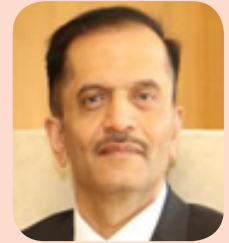
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Former Secretary,  
Security

## MEMBERSHIP OF THE INDIAN POLICE FOUNDATION

Every police officer, irrespective of her / his rank, as well as citizens from other professions or walks of life, can become a member of the Indian Police Foundation (IPF), subject to certain eligibility criteria. The IPF is a coalition of serving and retired police officers, civil servants, academicians, media persons, lawyers, social sector workers and researchers and professionals from multiple other disciplines who have come together to generate the ideas for reform and change. The Foundation extends membership to everyone who has an unblemished reputation and who believes in the cause, the vision and the mission of the Foundation.

The Foundation offers the following levels of membership:

- 1. Professional Individual Membership:** This is the primary level of membership. Serving and retired police officers of all ranks, as well as applicants from other disciplines are admitted after a preliminary screening. Professional Members are encouraged to share their views and suggestions on matters having a bearing on policing; they are invited to IPF events and ideation sessions and they are kept informed of IPF activities from time to time.
- 2. Institutional Membership:** Indian Police Foundation and Institute extends membership to institutions such as universities, training institutions, research organisations and select NGOs whose vision and mission align with those of the IPF.
- 3. Student Membership:** University Students who have specific academic/research interests in policing, criminology, law, public policy and related fields may be eligible for Student Membership.
- 4. General Council (GC) Membership:** This is the Governing Body of the Foundation and membership is on invitation only, following a selection process by a Nomination Committee. Eminent citizens from different walks of life, including reputed police professionals, civil servants, lawyers, jurists, activists, researchers and academicians are invited to join the General Council.

The General Council is responsible for the overall governance of the Society, providing visionary leadership and strategic guidance to its policies and programmes. The GC provides the governance oversight, ensuring that the organization complies with all applicable laws and regulations, acts in accordance with the organization's own policies, and takes all possible steps towards realisation of its mission. While the General Council is not usually involved in day-to-day activities of the organization, it discharges important fiduciary, managerial and oversight responsibilities.

The governance-related functions of the Foundation are discharged by the Executive Committee (EC), whose members are elected from time to time by the GC from among themselves. The General Council ensures effective governance of the organisation through the Executive Committee.

If you would like to be a member of the IPF, please apply online on our website: <https://www.policefoundationindia.org/membership-ipi/membership-form> or write to us on email: [membership@policefoundation.in](mailto:membership@policefoundation.in) You are advised to read more about IPF membership and its terms and conditions on our website.

## SUPPORT THE INDIAN POLICE FOUNDATION

For us to continue our work, we need your help. If you believe in what the IPF stands for, please do donate and support our efforts. Your contribution can make a big difference. We value and take your donation seriously and are committed to utilizing every rupee that you donate diligently and transparently, towards realizing the mission of the Police Foundation and Institute. An updated list of all donations received by the IPF till date is available on our website at: <https://www.policefoundationindia.org/pdf/contribution-details-dated-27-9-2022.pdf>

### ABOUT OUR FINANCES

Our primary source of funding is the personal contributions of members of the Police Foundation & Institute and individual / corporate well-wishers. The seminars and conferences organised by the IPF are done in partnership with State / Central Police organisations, or with the sponsorship from Government organisations / PSUs/Corporates/ other sponsors, where there are no conflicts of interest and strictly based on Indian sources of funding.

IPF accepts donations in Indian Rupees from Indian citizens or Indian Companies only. Please note that we do not accept foreign contributions; we do not accept donations, event sponsorship etc from foreign-funded organisations either. We do not accept donations in cash. As the Police Foundation and Institute is registered as a Charitable Society under Sections 12 A and 80 G of the Income Tax Act, 50% of all donations / contributions made to the Police Foundation and Institute is eligible for exemption of income tax. IPF finances are audited every year by a well-respected audit firm. IPF follows all financial and legal compliances as per the law of the land and has filed the tax and other returns up to date, every year.

### HOW TO MAKE A DONATION

No amount is too small. Please donate whatever you can afford. You may either go to our website <https://www.policefoundationindia.org/donate> and make a donation through our secure payment gateway or send us a crossed cheque payable to the Police Foundation and Institute at New Delhi. Our bank details can be shared with those who would like to make a donation or periodic donations through bank transfer. Cheques may be mailed to our Registered Office at the address: **The Police Foundation & Institute, Registered Office: C8/8758, Sector C/8, Vasant Kunj, New Delhi 110070**

## IPF ON KAUN BANEGA CROREPATI (KBC)

Shri Prakash Singh, Former Chairman IPF and presently Patron IPF, appeared in the Amitabh Bachchan show Kaun Banega Crorepati (KBC) on December 27, 2022, together with Shri Akshay Kumar, the celebrated film actor, as his partner. Shri Prakash Singh has very magnanimously, donated 90% of the prize money of Rs. 25 lakhs to the Indian Police Foundation. The IPF is grateful to Shri Prakash Singh for his kind gesture.

Apart from the above, Shri Amitabh Bachchan made a personal donation of Rs. 9.90 lakhs to the Indian Police Foundation. The IPF acknowledges this generous gesture on his part and expresses its gratitude to Shri Amitabh Bachchan. The IPF is also thankful to Shri Akshay Kumar for graciously supporting this project.

## OUR VISION OF THE INDIAN POLICE

- The Indian Police shall always steadfastly uphold the rule of law, respect the dignity of the individual and human rights and display an unwavering commitment to lawful methods of policing.
- The Police shall be seen as a service, dedicated to provide honest, inclusive, transparent, fair, equitable and responsive services to the community. While being subject to democratic and governmental oversight, the Police shall have the freedom to discharge its lawful duties without fear or favour and unfettered by undue external and extraneous influences.
- The Police shall secure the willing cooperation, trust and respect of the community by demonstrating their professional competence, effectiveness and absolute impartiality in their actions.
- Through high quality applied research and knowledge development and working on the frontiers of technology and innovation, the police shall be well-equipped and well trained to leverage the current and emerging technological innovations as a force multiplier for better operational success and shall be committed to a culture of continuous pursuit of professional excellence.
- Considering that police personnel are required to possess high levels of technical knowledge, skills and diligence, as well as the sensitivity and resilience to confront the stresses and strains of a highly demanding, often dangerous and complex work environment, they shall be suitably compensated and assured of decent working and living conditions as well as opportunities for career development.

IPF CALLS UPON EVERY POLICE ORGANIZATION TO BUILD ITS OWN VISION



### **INDIAN POLICE FOUNDATION**

#### **The Police Foundation & Institute, India**

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