



Project Report
On
Community Policing for Slums

(Project No. 19/MM:02)

Prepared by
Micro Mission-02 (Community Policing)
National Police Mission
2021-22

Bureau of Police Research and Development
Ministry of Home Affairs
Govt. of India

‘Promoting Good Practices and Standards’



DOCUMENT INFORMATION

Project	Community Policing for Slums
Project No	19/MM:02
Project Leader	Dr. M.K. Devarajan, DGP (Retd.) & former Member, Rajasthan State HumanRights Commission
Project Team	Dr. Prateep Philip, DGP, Tamil Nadu Police Academy & Group Leader, MM-2
Version No.	1
Approved on	2021

ABSTRACT

Slums are by-products of development and urbanization. Policing slums, especially bigger ones in the larger urban centres, pose several serious challenges for the police. In the absence of proper policing, slums could easily become breeding ground for criminals. Several types of crimes and law and order problems routinely occur in slums. Life in slums can also result in criminalisation of children and youth who show antisocial and/or delinquent tendencies, especially when the means of livelihood are scarce. However, the slum dwellers are often victims of several types of crimes, and also harassment by local 'dadas' and even by petty government functionaries. Many of them may not get the benefit of government schemes. Women residents of slums are particularly vulnerable. If police can work with the slum dwellers and implement well-planned interventions with the assistance of civil society organisations, many of these problems can be resolved to a great extent and the quality of life of the slum dwellers can be considerably improved.

There have not been many community policing interventions targeted at the slums in India. The Micro Mission group has studied various community policing initiatives by some states/ officers and, based on them, formulated eleven schemes from which the local officers can choose what they find suitable for implementation. Before implementation, it is necessary to ensure that the beat system is made fully functional in the slums and the relevant government agencies and other community organizations are also involved. These stakeholders, and, particularly the police, will have to work with selected slum dwellers to implement the schemes. The slum dwellers may be associated in two ways – one, as members of a representative Consultative Committee, and the other, a Group of Volunteers who come forward to assist the police

in various tasks. The eleven interventions suggested in this report include the following:-

Srl	Initiatives
i	A general outreach to the slum population
ii	Forming Boys' & Girls' Clubs
iii	Forming Youth Clubs
iv	Outreach to Senior Citizens
v	Formation of Self Help Groups & Thrift and Credit Societies for women
vi	Other measures for women's welfare
vii	Skill Development Programs
viii	Dispute Resolution
ix	Reformation of Criminals
x	De-addiction Programme
xi	Legal Aid Clinic

Other interventions for women's welfare include efforts to prevent crimes against them by sensitising them about such crimes and precautions they can take, self-defence training, sensitising them about social evils, health and hygiene, formation of women's volunteer groups to achieve the above objectives with assured support of the police and deployment of women police personnel to guide and assist them.

Since the characteristics of the populations living in slums vary widely, and their problems and needs are also diverse, no uniform intervention can meet the requirements of all slums. Hence, the group has suggested a bouquet of interventions. The suggested interventions are only illustrative in nature; local officers, slum dwellers and participating agencies can design new programs or bring about changes in the interventions mentioned in the project report, as per local requirements.

For the implementation of these programs, local police officers should take the assistance of other government departments concerned, various community and



philanthropic organisations, Corporate Houses under CSR etc. Some of these stakeholders may be persuaded to adopt slums or parts of them or sponsor specific programmes.

The project is expected to deliver on several counts, mainly alleviation of the pathetic conditions in which slum dwellers are condemned to lead their entire lives and reduction in criminality, benefitting the society, at large.

Table of Contents

Para No.	Sub-Head	Page No.
1	Introduction/Background	7
2.1	Project Title	9
2.2	Vision	9
2.3	Mission Statement	9
2.4	Organisational Objectives	9
3.1	Purpose of Business Case	11
3.2	Sponsor	11
3.3	Responsibility of State/UT Governments	11
3.4	Responsibility of the Central Government	12
4	Situational Assessment & Problem Statement	13
5	Critical Assumptions & Constraints	13
6	Implementation Strategy	14
6.1	Administrative Arrangements of Implementation	14
6.1(a)	Strengthening of Beat System	14
6.1.(b)	Consultative Body	15
6.1.(c)	Group of Volunteers	18
6.2	Suggested Interventions	19
6.2 (a)	Outreach Program	19
6.2(b)	Women's Self Help Groups/Thrift & Credit Societies	20
6.2(c)	Other Interventions for Women's Welfare	21
6.2(d)	Boys & Girls Clubs/Children's Clubs	23
6.2(e)	Youth Clubs	25
6.2(f)	Skill Development Program	26
6.2(g)	Assistance to Senior Citizens	27
6.2(h)	Dispute Resolution	28
6.2(i)	Reformation of Criminals	28
6.2.(j)	De-addiction Program	29
6.2(k)	Legal Aid Clinic	29
6.3	Impact Study	30
6.3(i)	Course Correction at Regular Intervals	30
7	Deliverables	32
8	Stakeholders	33
9	Milestones	33
10	Budget Requirements	34
11	Related Projects of the BPR&D	35
12	Work Plan	36
13	Conclusion	37

Appendices

No.	Title	Page No.
1	Slum Police Panchayat in the Slums of Mumbai & Pune	38
2	Community Policing Programme for Slum Areas: Devikhurd Slum Experiment (2018), Bilaspur (Chhattisgarh)	42
3	Community Policing in Slums – Interventions by Tamil Nadu Police	45
4	Delhi Police Initiative in Community Policing – 'YUVA' – Skill Development Programme under PMKVY Scheme	53

1. Introduction

Slums, a by-product of development and urbanisation, are a common sight across the cities and towns of India. The area they cover, their population and the problems associated with them differ from slum to slum. The population percentage of slums is estimated to vary between 10 to 20% - a former DGP, Maharashtra/CP, Mumbai & Pune, has estimated that nearly 50% of Mumbai's and 40% of Pune's population live in slums. This would give an indication about the magnitude of challenges the police face in policing slums, especially in the big urban agglomerations. While small slums may not pose any significant policing problems, there may not be any problem that is absent in the bigger ones.

The police generally views slums as breeding grounds for various types of crimes and criminals, and not without reason. In very large slums, either several types of crimes take place or the residents of the slums commit such crimes in the slums or elsewhere or both. These may include, apart from different types of crimes against property and body, illicit brewing of liquor or its trade, drug trafficking or consumption, trafficking of women and children, prostitution, sexual or other abuse, child labour, etc. The type of crimes and criminals vary from slum to slum. Apart from this, public nuisance, drunken brawls, rowdyism and other antisocial behaviour, are common, making the already difficult life of the residents much more unpleasant. Life in slums can also facilitate criminalisation of children and youth who show antisocial and delinquent tendencies, sometimes aided by the absence of means of livelihood.

On the other hand, the slum dwellers, most of whom are poor and law abiding people, regularly face several types of harassment whether from the musclemen or petty government functionaries, including police personnel. They are also vulnerable to harassment from the civic and revenue authorities and since most of these settlements have not been regularised; they are denied many of the basic amenities and the benefit

of many government schemes. Thus, their dignity and human rights are under constant threat from various sources.

No amount of 'professional policing' can solve all these problems. However, if the police can involve the slum dwellers through well planned interventions, many of these problems can be resolved, at least to some extent. Above all, the police can be the facilitators for various measures to improve the quality of life of slum dwellers.

Though community policing initiatives have been gradually spreading in different parts of the country, there have been very few interventions targeted specifically at slums. Some of the initiatives that the group has been able to lay hands on include 'Slum Police Panchayats' of Mumbai and Pune (**Appendix 1**); Police Boys & Girls Clubs of Tamil Nadu; 'Mahila Commando' and 'Police Didi' schemes of Bilaspur (Chhattisgarh); and outreach programmes of the Bhubaneswar-Cuttack Police titled APOSA YOJANA (All-round Promotion of Sports in Slums and Young & Juveniles Against Narcotic Abuse). Since the youth living in slums is a segment that needs special attention, we have also drawn inputs from some special programs for youth like 'Yuva' of the Delhi Police, and Youth Clubs of the Rajasthan Police and Jalandhar (Punjab) Police. Since, one size cannot fit all the slums, a bunch of interventions has been suggested in this project report, on the basis of the abovementioned interventions, so that the local officers can choose the interventions that suit the local needs.

2. Overview

2.1 Project Title

Community Policing for Slums

2.2 Vision

"Reaching out to the poor, neglected and struggling sections in the society and extending a helping hand to resolve their problems."

2.3. Mission Statement

"Police reaching out to slum dwellers to ascertain their problems and work out solutions for their problems in consultation with them and implement the solutions with the cooperation of the slum population, and by enlisting the assistance of other government departments, community organisations, corporates and philanthropists."

2.4 Organisational Objectives

1. To improve the crime and law and order situation in the slum through community participation.
2. To prevent unemployed youth from slipping into the crime by providing skill training, career counselling and assisting them to find gainful employment.
3. To empower the women residents through awareness generation, formation of self-help groups, etc.
4. To improve the civic sense, literacy and awareness of the slum-dwellers, esp. children.
5. To make the residents aware of their entitlements under various government schemes and assist them to avail themselves of the same.
6. To prevent substance abuse, alcoholism and drug addiction in slums.

7. To improve cleanliness in the slums and health of the residents.
8. To assist in the resolution of various problems, the residents regularly face.
9. To arrange for free legal aid to the slum dwellers who need it.

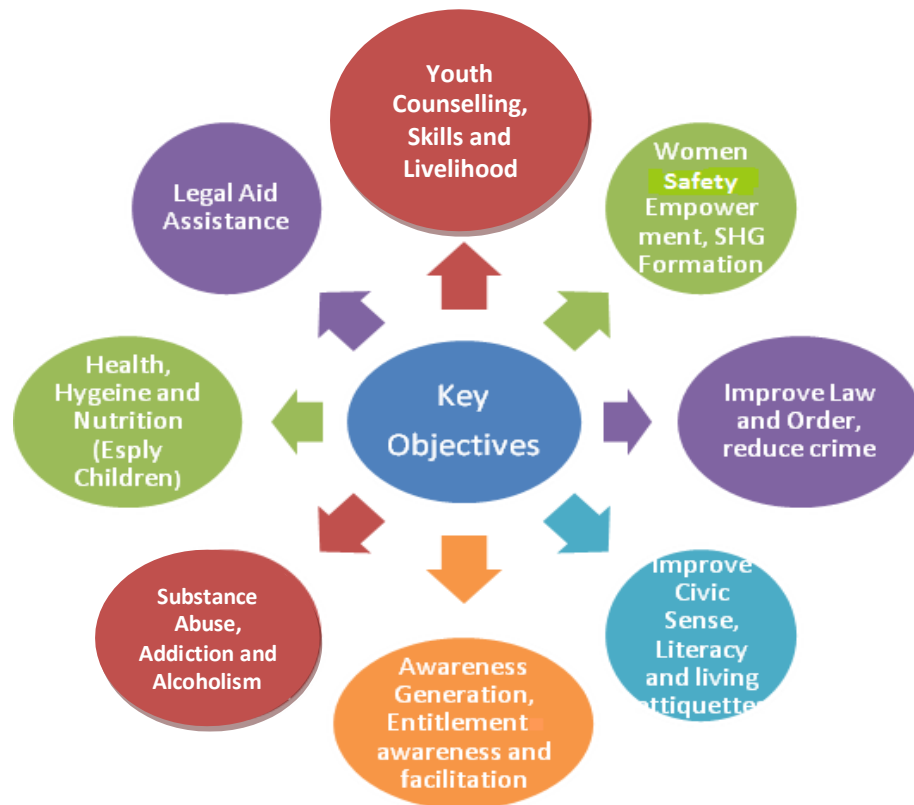


Image 1: Key Objectives of the Program

3. The Business Case

3.1 Purpose of the Business Case

1. To improve the quality of life of the slum dwellers.
2. To solve the problems faced by the rest of the society and police from slum dwellers.

3.2 Sponsor

The programme can be jointly sponsored by both the Central and State Governments. Where available, the sponsorship of corporate houses, community organizations and philanthropists can also be sought.

3.3 Responsibility of the State/UT Governments:

1. The primary responsibility for the implementation of the project will be that of the State/UT Government concerned.
2. For effective implementation of the project and its institutionalization, the State/UT Government will have to play an active role through issue of necessary executive instructions and constitution of state level and district level monitoring committees, consisting of the representatives of the Revenue, Police, Urban Development, Medical, Social Welfare, Sports & Youth Welfare, Women & Child Welfare, Skill Development and other departments concerned.
3. The State/UT Government will be required to instruct the departments concerned to use their existing schemes, and formulate new schemes, where required, to provide basic amenities in the selected slums and to arrange adequate means of livelihood for slum dwellers and provide additional budget for implementation of the programs, where required.

4. Once the implementation starts, Central/State Governments may consider tapping other sources of funding like the UN and other international funding organizations/foundations for funding, besides CSR funds.
5. Independent monitoring of the implementation of the programmes will be required.

3.4 Responsibility of the Central Government:

1. To start with, MHA or the other Ministries concerned may provide funds for implementation of pilot projects in at least half a dozen States/UTs.
2. Once the implementation progresses, the Central Government, through its Ministries for Urban Development, Sports & Youth Welfare, Women and Child Welfare, Social Justice and Empowerment, Skill Development, etc., may provide appropriate grant-in-aid for implementation of the project.
3. GoI may consider nominating a Nodal Ministry that may develop special schemes based on one or more interventions suggested in this project report.
4. Central Government, through the BPR&D, will provide support in terms of the initial briefing of the officers as well as arrange independent evaluation of the programme.
5. A Monitoring Committee consisting of selected group of officers from MHA, and BPR&D will be constituted to monitor the implementation of the programme by the States/UTs.

4. Situational Assessment and Problem Statement

At times, slum dwellers may not have very cordial relations with the police due to the police taking various types of action against many of them. There could also be allegations of harassment by the police. Hence, implementing this project would require that the police first win the confidence and trust of the residents of the slum through appropriate outreach programs. The task can be achieved by a dedicated team of officers and men. Further, the team and their seniors will have to convince the officers and staff of the other departments concerned, social workers and various organisations about the feasibility of this project and the possibility of significant crime reduction through its implementation. However, these are unlikely to pose any serious problem and a team of dedicated police personnel can convince all concerned and enlist their cooperation.

5. Critical Assumptions and Constraints

5.1 Assumptions

1. It is for the senior officers of police to convince the local police officers and staff about the feasibility and utility of this project and get their willing cooperation and commitment.
2. All sections of slum dwellers can be convinced about the utility of this project to improve the conditions in their slums and the quality of their lives.

5.2 Constraints

1. Attitudinal road blocks and mind-set issues, like unwillingness on the part of police personnel to reach out to the slum population in a proactive problem solving manner.

2. Lukewarm attitude of other departments towards the proposed interventions.
3. Difficulties likely to arise in the sustainability and institutionalisation of the interventions.

6. Implementation Strategy

Since the characteristics of the populations living in slums vary widely, and their problems and needs are different, no uniform intervention can meet the requirements of all slums. Hence, a bouquet of interventions has been suggested. Local officers, in consultation with the slum population and others who are partners in implementation, can assess the needs of each slum and adopt, for implementation, interventions suitable for the slum – they will be at liberty to bring about suitable modifications, if required, depending on the local characteristics and needs.

6. 1 Administrative Arrangements for Implementation

6.1 (a) Strengthening of Beat System

It needs to be emphasised here that, before the implementation of this project starts, the supervisory police officers should have a close look at how the beat system of the selected slum is functioning. It is necessary to have an effective beat system with delegation of most of the work to the Beat Officers. Details of various models of beat policing suitable for different types of areas have been given in BPR&D project reports on (i) Police Community Partnership: An Overarching Community Policing Model, (ii) New Sub Beat System, and (iii) Strengthening of Beat System. There is no need to reproduce them here as they have already been circulated to all the States/UTs and are also be available on the BPR&D website: www.bprd.nic.in. However, **since one of the**

major objectives of this project is to prevent crimes against women and their exploitation and to empower them, it would be necessary to deploy one or more woman police personnel along with the beat officers to implement the interventions targeted at women.

It is also necessary to appoint a **Nodal Officer** for implementation of the project in each slum. For small slums, the Nodal Officer can be from among those posted in the police station concerned, but for bigger slums the CoP/DCP/SP may have to nominate a suitable senior officer and also constitute a Project Implementation Team.

The other arrangements that are required to be done in the selected slum will primarily be the selection of a core group of volunteers from among the slum dwellers for various tasks that will inter alia include constitution of a **Consultative Body** and a **Group of Volunteers**, details of which are given below. Constitution of these two shall be compulsory for implementation of this project – the eleven interventions suggested in para 6.2 will be optional and the local authorities can pick and choose.

6.1. (b). Consultative Body

The first requirement for improving the conditions in the slums will be to constitute a consultative body for each slum. This body will be the axis around which other interventions and their implementation will revolve. This body can be called **'Community Liaison Group (CLG), (Name of the Slum)**.

The membership, selection procedure and functions of the CLGs will, by and large, be the same as those mentioned in the Overarching Model. To recapitulate briefly, the CLGs constituted for each slum should normally have 10-15 members who are residents of that slum. The number of members in a CLG may go up to a maximum

of 30 for larger slums. The members should be in the 18-70 age group. The CLGs should be representative of all the segments/localities of the slum dwellers, including the disadvantaged sections as well as women (at least 1/3rd) and 2-3 members should be from among the local volunteers (mentioned below). The members should have the confidence of the localities/segments they represent. They should not have any criminal record or should not be engaged in any undesirable activity. Senior police officers should guard against the tendency to fill the CLGs with their touts or blind supporters. The ideal way to select them would be for the Beat Officer, Beat Supervisor, SHO and CO/ACP/SDPO to visit the slums with prior intimation and sit with

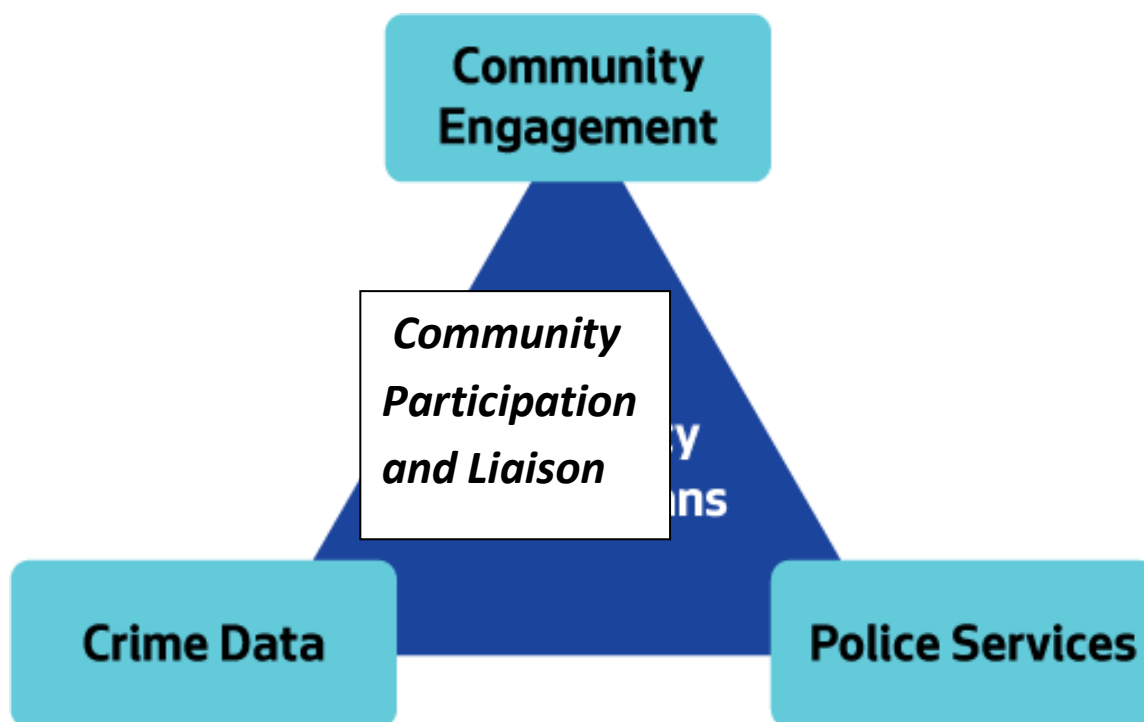


Image 2: Community Participation as the key

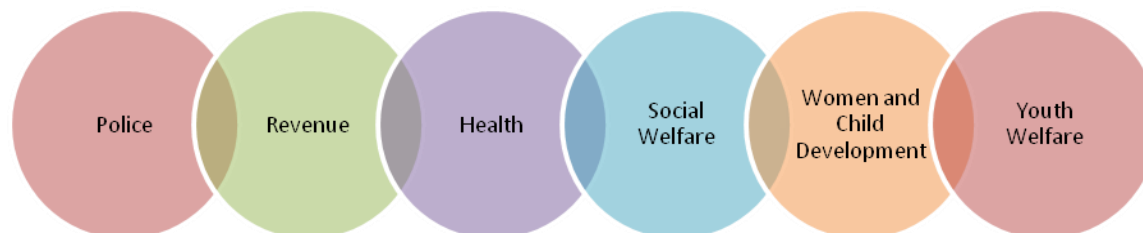


Image 3: State Level Committee/Departments

the local residents in a 'chaupal' and select the members by consensus. The tenure of the members will be for three years, with one third of the members retiring every year and getting replaced by members belonging to the same category. The members may appoint a Chairperson and a Vice-Chairperson from among them, preferably by consensus. The Beat Officer will be the Secretary of the CLGs for small slums – Beat Supervisor and the SHO will be the Secretary for large and very large slums, respectively. Representatives of the other relevant departments – like municipality/urban development, women's/children's/youth/social welfare, skill development, electricity, PHED, etc. – should also be involved with the CLGs as associate members, invitees or in any other capacity agreed upon.

The CLGs should meet, at least, once every month in the initial phases of implementation – later on, the periodicity can be reduced to once in two or three months, as deemed fit. Whenever an important event is anticipated or if there is an emergency, special meetings of the CLG should be organized. The CLG members shall interact extensively with the slum dwellers to ascertain their grievances and suggestions. CLGs shall deliberate and decide which components of this project report to implement, how to go about it and how to enlist the support of the government and non-government agencies for it. Minutes of the meetings should be kept and the progress in action taken may be intimated in subsequent CLG meetings. The CLG

members should actively participate in the implementation of the decisions taken and the CLGs should review the progress of implementation from time to time. Please refer to the '**Slum Police Panchayats**' of Mumbai & Pune mentioned in **Appendix 1**.

6.1. (c). Group of Volunteers

It is suggested that a group of volunteers may be set up to assist the police in the implementation of various interventions planned. They may be called Community Volunteers or by any other suitable name, as deemed fit, but we would prefer the name '**Friends of Police (FoP)/Police Mitra**' and suggest that their eligibility criteria, selection procedure, functions, etc., may, by and large, be the same as those specified in detail in the Overarching Model. They should be residents of the selected slum, having the spirit of voluntarism, aged between 18 to 70 years, should not have any criminal record and should not be engaged in any undesirable activities. Their number will depend upon the size of the slum and the tasks that are to be performed. They should be enlisted for pre-specified tasks, like prevention of substance abuse, night patrolling, counselling for various purposes, improving hygiene and cleanliness, shramdan to improve the conditions of the slum, literacy campaigns, prevention of crime against women, general assistance to police in maintaining order and/or any other purpose deemed necessary. Applications for their enrolment can be invited during the chaupal held for selection of CLG members or by affixing notices in suitable places in the slum or by sending a message on SMS/Whatsapp/e-mail groups, if any, for the slums. After verifying their antecedents, they should be given a brief training/ detailed briefing about how to perform their assigned tasks and the do's and don'ts. After this, they may be given cards/armbands/badges/documents to prove their identity as FoPs and used for various tasks under the supervision of the police personnel and the CLG.

6.2 Suggested Interventions

6.2 (a). Outreach Programs

Since the slum will be inhabited by different types of people and many of them might be hesitant to interact with the police, some icebreaking measures would be necessary to gain their trust and cooperation. One mandatory outreach will be a general outreach by the SHO and the police personnel assigned to the beat to get familiar with the slum, its residents, various problems they face, the people engaged in various undesirable activities, the people who can be of assistance, etc, and also to update all these and other relevant particulars in the Village Crime Note Book, Beat Book and any other record the police maintains online or offline to assist policing. The BPR&D Project Report 'Community Outreach Program' contains the details of how to conduct such an outreach.

Organising various programs to gain the trust of the slum population will be the next step. Organising health camps, games and sports programs and various types of competitions, etc., are traditional measures adopted for icebreaking. Apart from this, it is necessary to improve the basic amenities in the slum, like electricity supply, water supply, drainage and sewerage systems, roads, improving cleanliness and solving other similar problems with the cooperation of the local municipal authorities or other departments concerned. This will attract the slum dwellers to this project as they would realise the benefits they can gain. In appropriate cases, the police and the slum dwellers can do shramdan to improve the conditions of the slum.

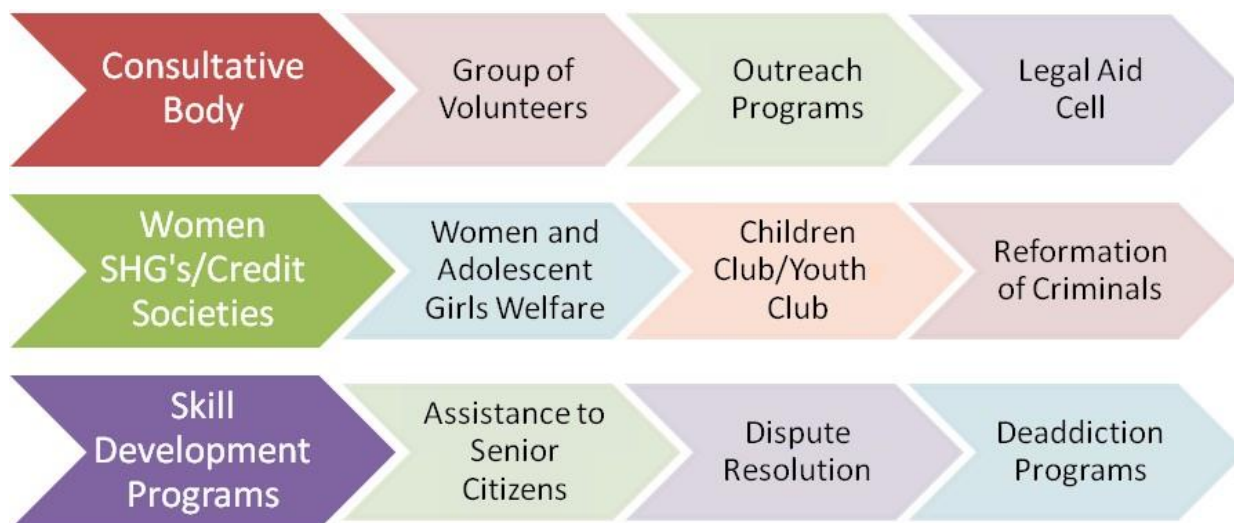


Image 4: Implementation Strategy

Based on the inputs gained from the general outreach or from the CLG/FoPs, there is need for reaching out to specific segments of the slum population depending upon what interventions are planned for the slum. These segments may include senior citizens, women, children, youth, drug addicts, residents involved in anti-social activities, etc.

6.2 (b). Women's Self Help Groups/Thrift and Credit Societies

Since women, as a group, are the worst sufferers in any slum, their problems need special attention. Slum women and female children can become easy prey for sex offenders, may be forced into prostitution, trafficked for various purposes, become victims of domestic violence, etc. Hence, the most important step to improve their lot is to empower them and make them economically independent. Many of them may be already working, mainly as domestic help or doing other menial jobs. To empower them and to improve their earning capacity, the feasibility of forming their Self Help Groups (SHGs) may be explored. The government sponsored Neighbourhood Groups (NHGs), formed under the Kudumbashree program across Kerala, has demonstrated that, by

making women organize under SHGs, often learning new skills, making products that are handy for working women in their kitchens and other items for domestic use, etc., they can be given a sense of self worth and independence apart from making them economically independent. The district administration and police will have to establish liaison with banks to facilitate sanction of loans to SHGs to engage in productive income generating activities. Formation of such groups can, to some extent, prevent their menfolk from forcibly taking away their earnings for gambling, drinking, etc. An added safety mechanism can be to form Thrift and Credit Societies to encourage the habit of saving and also to open a window for comparatively cheap funds for emergent requirements, like medical treatment, marriage, etc. please refer to **Appendix 1** for details.

6.2 (c). Other Interventions for Women's Welfare

If girls and women are sensitised about crimes against women, especially sex offences, kidnapping and abduction, trafficking, domestic violence, etc, and the precautions they can take, there can be perceptible reduction in such crimes. Such an intervention, 'Parivartan', in two districts of Delhi was able to achieve substantial reduction in crime against women. For this, in addition to the regular beat constables, two lady police constables were also inducted into the beats; their primary responsibility was to assemble women in different localities, sensitize them with the help of NGOs about their vulnerabilities and brief them about the precautions they can take. Folk art, skits, pantomimes and other audio-visual aids may be used to put across the messages effectively. In addition to this, the police can also give them training in self defence techniques.

Another variant of this program was the 'Mahila Commandos' (**Appendix 2**) of the Bilaspur (Chhattisgarh) Police, where apart from sensitising girls and women about the problems they face, they were also sensitised about social evils, like gambling, liquor and drug addiction. For this, 15-20 volunteers, called '**Mahila Commandos**', were selected, trained in self defence tactics and given lathis, whistles and lanterns. They were deployed for patrolling selected areas of slums to dissuade people from nefarious/antisocial activities, keep a watch on strangers visiting the slum and provide intelligence to the police. They were assured of the backing of the local police, who would promptly respond to their calls. The 'Mahila Commandos' may be appointed as **Special Police Officers** as in case of the Tripura Police. In the 1990s, women of a few places in the Northeast, where drug addiction was a major problem, had organized themselves and used to do night patrolling in their localities to prevent men going outside and drug peddlers visiting them, which considerably reduced the drug problem.

The Bilaspur police also had another program called '**Police Didi**' – woman police personnel deployed to a slum area who, with the assistance of the Mahila Commandos, attended to problems like eve teasing, drug abuse, etc., provided basic sex education, including menstrual hygiene and counselling them about their mental and emotional problems. The role assigned to them was to act as 'a friend, philosopher and guide' to the girls in their teens, so that they could grow into physically, socially and emotionally mature adults.

The difficulties faced by women of slums in Thane during their periods was studied by the Muse Foundation, an NGO, and on their recommendation the municipal authorities have started converting one toilet in the women's block in slums into 'period rooms' with a urinal, a jet spray, a toilet roll-holder, and a dustbin for the disposal of used sanitary pads. Such simple but innovative measures that cost a mere Rs. 45,000 per unit can be of considerable help to women.

For more details about interventions that help slum women, please refer to BPR&D Project Report '**Nirbhaya: Community Policing Initiatives for Women**'. The above mentioned interventions open up the possibility of a slew of measures that the police, the government agencies, CLG of the slum and women FoPs, working with NGOs and other voluntary organizations, can initiate to improve the pathetic situation that a woman or girl child may face in a slum. It is for all the stakeholders together to decide what measures will be the best suited to the particular slum and how exactly to go about implementing them.

6.2 (d) Boys & Girls Clubs/Children's Clubs

Children of slum dwellers is a very disadvantaged group that is vulnerable to several problems like neglect of education, trafficking, child labour, sexual and physical abuse, malnutrition, health issues, etc. If these issues are not addressed in the childhood itself, they may grow into unhealthy adults, physically, mentally and emotionally, and may get attracted to drugs, crime, prostitution, etc., and become a menace to the society. Hence, there is need for interventions to address these issues. The Tamil Nadu Police has, so far, constituted 418 Police Boys & Girls clubs with 100-120 members, 95 in Greater Chennai alone, to engage slum children in positive activities and to improve their education, skill development, sports activities, etc., and to reduce the possibility of delinquency in them. The state government has also supported these activities. The police have MOUs with some corporates and NGOs for skill development and employment of the trained persons. This project suggests that all the police forces may consider implementing such strategies for improving the education, skill development, physical fitness, sports potential, character building, etc., of slum children. An ideal method for this will be formation of Boys' and Girls' Clubs. The slum CLG and the police/government representatives may decide whether to have

separate clubs for boys and girls or to have combined clubs depending upon the local culture and the requirements on the ground. They may also decide what activities to undertake and how exactly to go about them. Efforts may be made to arrange facilities such as gym, library, games and sports, indoor activities, etc. Starting tuition centres for after school coaching, vocational training centres with the help of NGOs and the educated youth from the slum may prove to be a useful but inexpensive measures. NGOs or corporate houses may be persuaded to adopt the schools in the slum to improve the standard of education. Nutrition, health and hygiene aspects should also be attended to. It should be ensured that the benefits of various schemes of the central and state governments meant for children, reach them. The Juvenile Protection Unit of the district police may also be associated with the interventions and they may give special attention to children in conflict with law and other delinquent children.

Efforts may be made to institute scholarships for meritorious students with the help of community organisations. Similarly, prizes may also be arranged for various competitions and other activities to ensure that the children put in their best efforts.

The BPR&D Project Report, 'Children & Police: A Community Policing Initiative for Children', gives details of how community policing can be done for children in a structured manner. Keeping in mind the interventions mentioned in this report, other programs can also be designed for slum children. A detailed note on the Boys' & Girls' Clubs set up in Tamil Nadu is at **Appendix 3**.

6.2 (e). *Youth Clubs*

Since youth of slums is another segment that faces several vulnerabilities, it is necessary to briefly mention some programs that can be undertaken to engage the slum youth. If they do not get decent means of livelihood, they can easily be attracted to crime for a source of living. They are also vulnerable to substance abuse, social media and porn addictions, can easily resort to violence and, hence, be a source of headache for the police as well as the society. **Youth Clubs** can be constituted to engage them constructively and reduce the possibility of their slipping into anti-social activities. Youth Clubs can be of assistance to police in the maintenance of law and order and communal harmony.

Hence, it is recommended that Youth Clubs may be constituted in every slum – one in small slums and more than one in larger ones. Where deemed necessary, separate Youth Clubs for Women/Young Women's Clubs may also be constituted. The Sub-Inspector/A.S.I., who is the Beat Supervisor of the area, may be made the coordinator for the Youth Club to ensure its proper constitution and smooth functioning. Any youth residing in the locality, particularly those who are unemployed may be enrolled as a member of the Club.

The Youth Club can organize sports, games or indoor activities on a daily basis and, occasionally, arrange matches and competitions. Activities like social work (e.g., shramdan to improve the basic infrastructure, cleanliness, etc., of the slum), de-addiction activities, health clubs, tree plantation, etc., can be taken up. The club may arrange, for its qualified members, coaching for various recruitments like those in armed forces, security forces, security agencies and other organisations. Youth in conflict with law and others, who are found vulnerable, may be identified during the activities of the club and special counselling sessions by the organisers, and, if necessary, by qualified counsellors, may be organised for them to bring them into the

mainstream. Apart from the Beat In-charge/Beat Constable and SHO, other police personnel from the police station may also participate in the activities of the Youth Club, by turns, so that they are able to interact and identify the Youth Club members by name and face. This will also result in the Youth Club members losing their anonymity/facelessness, which will reduce their nuisance value during breakdown of law and order/communal conflicts.

For smooth functioning of the Youth Club, a Chairman/Secretary may be elected from amongst the members of each Club. Apart from the police and the C.L.G. members, the services of various social organizations, NGOs, Reputed Clubs, N.S.S., S.P.C., charitable organizations, Nehru Yuva Kendra, and Social Welfare and Youth and Sports Departments, etc., will be useful in organizing various activities/programmes. Efforts may be made for suitable tie-ups with educational institutions/government departments/organizations. The involvement of such organizations will facilitate the use of their facilities like play grounds, vacant lands, halls, etc., to organize outdoor and indoor activities of youth and children's clubs.

The services of the Youth Club members may be taken from time to time to assist the local police to maintain communal harmony, law & order and peace during processions, religious functions, Shobha Yatras and local and national festivals/other celebrations. Their services can also be utilized for collection of criminal intelligence and to solve minor problems in the locality. Youth Clubs can be the source for enrolling members to the Group of Volunteers proposed at p. 6 (b) above.

6.2 (f). Skill Development Programs

One of the focus areas of the activities of the Youth Club should be to organise skill training and arranging employment after vocational training for the unemployed

youth, so that they can be prevented and diverted from criminal activities. For this purpose, the Clubs can approach the Skill Development authorities of the state government under the PMKVY (Pradhan Mantri Kaushal Vikas Yojana) Scheme, NGOs, and local Industries/ Industrial Associations that organise skill development, as part of their CSR activities. Generally, Skill Development Departments of the States have tie-ups with corporates, recruitment agencies, etc., that facilitate placement of the trained youth. (Copy of such a scheme — 'Employment Generation and Marketing Mission (EGMM))' – has been attached with BPR&D project report as appendix, viz., 'Reformation and Rehabilitation of Professional Criminals', which may be accessed on the BPR&D website. They also have programs to assist the trainees to set up their own small enterprises. Some industrial associations, like CII have started setting up placement services for the unemployed. The emphasis should be on skilling the youth in trades which will enable them to find employment in nearby areas, e.g., driving, repairing of vehicles, mobiles, refrigerators, air conditioners, etc., and jobs like plumbing, electrician, security guards, beautician, etc., and training for women. The Delhi Police has a well organized initiative for this – **"YUVA"** – that is worth emulating **(Appendix 4)**.

6.2 (g). Assistance to Senior Citizens

Senior citizens are another segment that needs special attention of the police. Elderly persons in slums may be a much neglected lot due to poverty and the other able-bodied members being busy in eking out a livelihood for the family. The Beat Officer, along with some selected FoPs and Youth Club Members, can ascertain their problems and render assistance to them, keeping in mind the interventions mentioned in the BPR&D Project Report on 'Community Policing for Senior Citizens'.

6.2 (h). *Dispute Resolution*

Petty disputes, arising regularly among the neighbours or other slum dwellers, keep disturbing peace and tranquillity of the area. Hence, there should be arrangements for alternate dispute resolution with a group of the CLG members and the Beat Officer sitting together with the contending parties and resolving the dispute amicably. Details of various methodologies that can be adopted for this and the format for keeping full record of the proceedings are available in the BPR&D Project Report 'Crime Reduction through Dispute Resolution'.

Family Counselling Centres have been found to be quite useful in resolving a majority of the marital disputes referred to them and also issues of domestic violence. If the urban area, in which the slum is located, has such a Centre, disputes that cannot be resolved by the CLG and the Beat Officer can be referred to them. If there is no such Centre, arrangements have to be made locally. The services of some social workers or other enlightened women from outside the slum, who are good at counselling, may be enlisted and they, along with a police officer, preferably a woman, can take up counselling of couples having problems, on a fixed day of the week or as and when needed.

6.2 (i). *Reformation of Criminals*

The slums and hamlets inhabited by professional criminals in which the police have implemented some of the community policing interventions mentioned above have automatically witnessed many criminals voluntarily leaving criminal activities and taking up legal means of livelihood. If such interventions are supplemented by counselling of the criminals and efforts to rehabilitate them through decent means of earning a livelihood, a significant percentage of them will stop committing crimes. Detailed

methodology to be adopted for this purpose has been given in the BPR&D Project Report on 'Reformation and Rehabilitation of Professional Criminals.'

6.2 (j). De-addiction Programme

Alcoholism is a common problem among slum dwellers. Addiction to other narcotic substances has also been on the increase in the general population, and slum dwellers are no exception. Substance abuse leads to other evils also, like exploitation of women, domestic violence, unemployment, poverty, health problems, criminalisation, etc. Hence, if drinking and other forms of substance abuse are common in the slums, it will be advisable to take up de-addiction programs with the help of the Medical & Health Department; and NGOs specialising in such programs. Simultaneously, the local police officers should adopt a zero-tolerance approach towards drug trafficking and sale of illicit liquor that are among the root causes of crimes and conflicts in slums, particularly, among the juveniles and youth.

6.2 (k) Legal Aid Clinic:

Since many of the slum dwellers may be involved in civil and criminal litigations that they find difficult to finance, it would be useful if the police approach the District Legal Services Authority to provide legal advice and aid by opening Legal Aid Clinics in the slums or deputing its representatives to the slum on fixed days, every week or month, as required. Some public spirited lawyers can also be approached for this purpose.

Efforts may be made to get the sponsorship from corporates, industries associations like Chamber of Commerce, ASSOCHAM, CII, FICCI, traders' associations,

Junior Chamber, Lions Club, Rotary Club, NGOs, other community organisations, etc., or local philanthropists for these interventions. Such organizations can either adopt a slum, or sponsor some of the activities. If specific projects for children and women are formulated and taken up with the UNICEF, and the UN Women, funding can be secured from them also. Wherever, National Slum Dwellers Federation branches or other similar organisations working in the slums are available, they should also be involved in the planning and implementation of interventions.

The interventions mentioned above are only illustrative in nature. Local officers, slum dwellers and participating agencies can design new programs or bring about changes in the interventions mentioned above, as per local requirements. Initially, it would be advisable to select a few interventions that will benefit the slum residents most rather than frittering away energies in trying to implement too many interventions at one go.

6.3. Impact Study

The interventions shall be carried with a base-line and end-line along with LFA (Log-Frame Analysis) based Impact Study through a selected group of activity, output, outcome and Impact Indicators, as tabled below. The indicators can also be taken as timely monitoring and evaluation tools and can measure the progress of the interventions.

6.3 (i) Course Correction at Regular intervals

The interventions can be corrected/modified or innovated based on the learning outcomes from the specific instance or region, during the time of implementation.

These course correction measures need to be notified and documented to keep a track record of any alteration done in intervention as course correction.

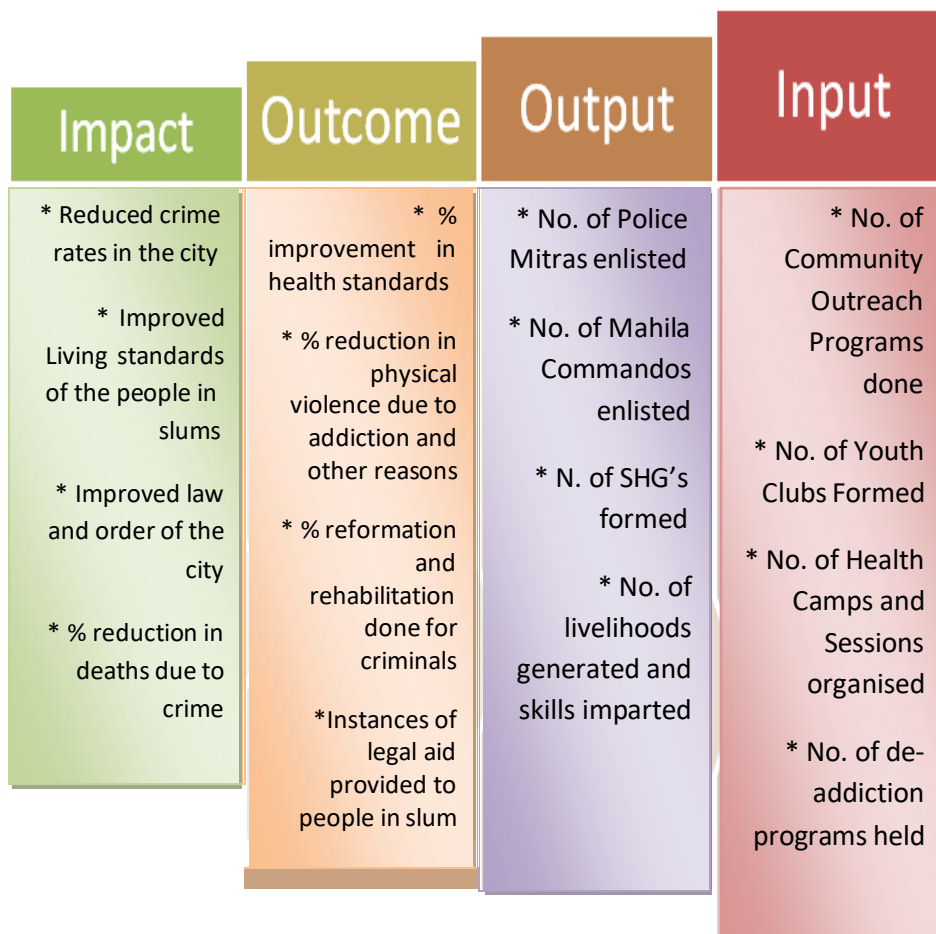


Image 5: Impact Study through LFA

7. Deliverables

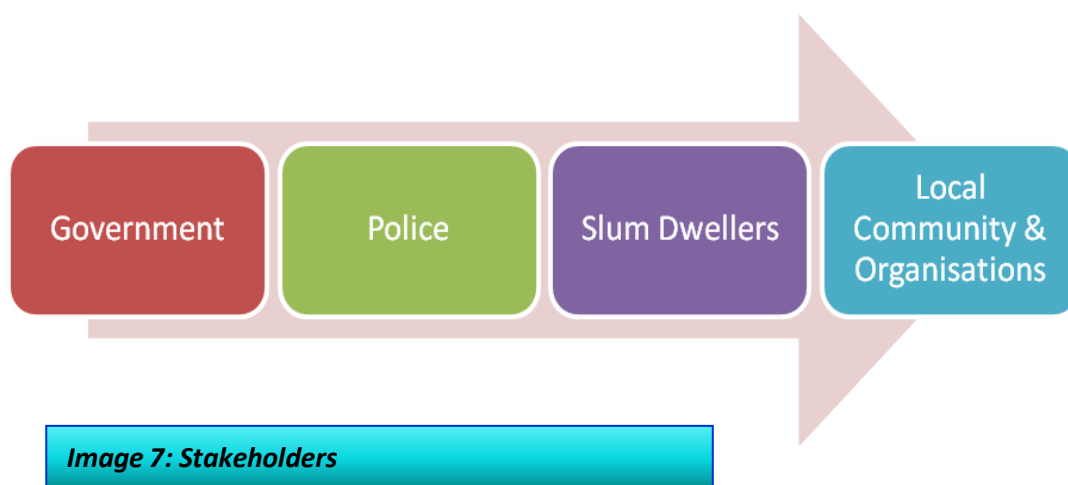


Image 6: Deliverables

1. Better implementation of the various poverty alleviation schemes of the Central/State Governments in the slums.
2. Providing basic amenities to slums.
3. Improving peace and order in slums and the quality of life of their inhabitants.
4. Lasting crime reduction.
5. Community participation in policing and problem solving.

8. Stakeholders

1. Government
2. Police
3. Slum Dwellers
4. The rest of the local community and community organisations



9. Milestones

1. Submission of the project to the BPR&D by May 2021
2. Submission of the project by the BPR&D to MHA by July 2021
3. Final approval of the project by the MHA
4. Drafting of GOs and Standing Orders by BPR&D – will be done within a month of getting the approval of the MHA for the project.
5. Issue of advisory to states/UTs by the MHA to adopt the project within 15 days of the approval.
6. Meeting of Nodal Officers of states/UTs within two months of the approval.

7. Issue of GO by State/UT Home Departments within two months of the approval
8. Sanction of Budget by the Government within three months of approval
9. Issue of Standing Orders by the DGPs of the States/UTs within three months of the approval
10. Implementation of the project by the District SPs/CoPs within four months of the approval.

10. Budget Requirements

It is suggested that the project may be implemented in about half a dozen states/UTs on a pilot basis – two projects per state/UT, in different districts. Since the size of the slums, their requirements in terms of basic amenities and other facilities would differ and since many of the requirements can be met out of the existing schemes; it is difficult to come to a specific calculation of the budget required for implementation of the project. Hence, it is suggested that the Central Government may sanction Rs. 25 lakh per project, i.e., a total of Rs. 3 crore, as grant in aid for implementation of the project in 12 slum settlements in 6 states/UTs on a pilot basis. This funding can also be provided by the Ministry of Social Justice & Empowerment or the Ministry of Urban Development – one of these ministries may develop a special scheme for the development of HDIs of the slums and to implement the interventions suggested in this project which will improve the quality of life of the slum dwellers.

The budget of Rs. 25 lakh will be spent more or less on the following activities:

1. Organizing Counselling Sessions for various target segments – Rs. 25,000 per session – 8 sessions : Total Rs. 2 lakh

2. Organizing Medical Camps – Rs. 25,000 per camp – 4 camps : Rs. 1 lakh
3. Organizing awareness campaigns for literacy, de-addiction programmes, campaigns against social evils, like prostitution, etc., arranging immediate alternate means of livelihood for reformed criminals; upgrading the skills already available among the community members; skill development among those who lack any employable skills, seed money for SHGs; materials required for various clubs, etc. – Rs. 22 lakh.

Note: The above activities would cover a period of approximately 2 years.

State/district level authorities may also make efforts to raise funds from the relevant departments like municipality/urban development, women's/children's/youth/ social welfare, sports, skill development departments, etc., for specific interventions that can be covered under their jurisdictions. Corporate houses, industry, trade organisations and other community organisations that have a history of philanthropic work, national and international foundations/funding organisations may also be approached. UNESCO and UN Women may be approached to fund specific interventions for children and women.

11. Related Projects of the BPR&D:

1. Overarching Model for Community Policing
2. New Sub Beat System
3. Strengthening of Beat System.
4. Community Outreach Program
5. Children & Police: A Community Policing Initiative for Children
6. Community Policing for Youth (under preparation)
7. Nirbhaya: Community Policing Programmes for Women

8. Community Policing for Senior Citizens
9. Crime Reduction through Dispute Resolution
10. Reformation and Rehabilitation of Professional Criminals

12. Work Plan

1. Issue of advisory by the GOI to state/UT governments
2. Issue of GO by the state government
3. Sanction of budget by GoI/ state Government
4. Issue of Standing Orders and appointment of Nodal Officers by DGPs
5. Meeting of Nodal Officers
6. Setting up Project Coordination Committees at the national and state levels
7. Organising soft skills training for police station staff
8. Organising meetings with other government departments concerned at the district level
9. Organising meetings with slum dwellers, social workers and representatives of various organisations at the project implementation site
10. Actual implementation of the project as per the details given above
11. Continuous monitoring and review by the State Nodal Officer and Project Coordination Committee
12. Laying down judging criteria for internal and independent evaluation
13. Annual evaluation and audit by an external agency approved by the State/BPR&D/MHA.

13. Conclusion

The interventions, suggested above, provide options available to the police and other stakeholders not only to improve the crime and public order situation in slums and neighbouring areas, on a lasting basis, but also to use their influence and good offices to bring succour to some of the most needy sections of the society, with the assistance of the community and other government departments. If the steps are implemented in the true spirit and supplemented by efforts to reform criminals and to prevent youth who are likely to slip into a profession of crimes from doing so, these would be shining examples of 'Problem Oriented Policing'.

* * * * *

Appendix 1

Slum Police Panchayats in the Slums of Mumbai & Pune*

I. INTRODUCTION

When this scheme was introduced by the then Mumbai Police Commissioner, in June 2004, slums were home to more than half of Mumbai's 15 million inhabitants. By September 2004, 65 slums in Mumbai had "slum police panchayats", each made up of ten representatives from the slum (seven women, three men) and a local police officer. Each community representative is a police sayayak (helper), and wears a photo-badge authorized by the CP. But they are appointed by residents' organizations, not by the police. The community also makes available a room in each slum, where the police are based and which also serves as an office for the police panchayat.

These panchayats are responsible for policing in their area. They establish a permanent partnership between the police and slum residents. Residents get to know their local police constables, and this also ensures more police accountability to the local population. In turn, the police know they have partners working with them within each slum. The decision to have a majority of women on each police panchayat is in recognition of the fact that women are disproportionately the victims of crime, and often face problems of domestic violence. In addition, in Mumbai, there are strong savings and credit groups formed by women slum and pavement dwellers (Mahila Milan) and these were supported by the police panchayats. Each police panchayat is opened with a public celebration, where community representatives tie flower bracelets on the wrists of each police officer, and receive their official card/badge.

The community volunteers help patrol the settlement to maintain law and order. They also seek to resolve disputes before they escalate into violence or other crimes. Slum inhabitants can bring disputes to this police panchayat, which meets every day,

and under the auspices of the local police many complaints and conflicts are resolved. The police panchayats have proved to be able to resolve many issues such as domestic quarrels and disputes between neighbours over plots or house boundaries. Thus, they resolve small disputes that are known locally as “murgi ke uppar jhagde” (fighting over chickens). They also help to prevent disputes from escalating into violence or problems of public order. For the slum inhabitants, these police Panchayats are much quicker and easier to use than going to the police to lodge a formal complaint. They also feel more confident about making complaints, as they know some of the community volunteers and the police. This also frees up police time to allow them to concentrate on crimes, as a large proportion of police time is taken up responding to minor disputes and quarrels, and preparing official documents about these.

The volunteers are clear that they do not have police powers and that dispute resolutions are undertaken by the group as a committee, with details of all the cases discussed being carefully recorded. In some slums, the police volunteers have also brought pressure on local people who are illegally brewing and selling alcohol to close down, as a way of reduction of drunkenness and the violence to which it often contributes. The local Mahila Milans have also supported the people who previously made illegal alcohol to develop new livelihoods or have rewarded them with new houses. Without the community volunteers, the police would find it almost impossible to control this.

One of the key characteristics of these police panchayats is that they can be implemented on a very large scale without additional resources from the government (which are difficult to negotiate and, even if successful, take a long time to come). They first started because the Police Commissioner promoted the idea, but they are sustained in each locality because they meet the needs of the police: they get free helpers, a safe location within each slum from which to work, and a system that resolves many small

disputes without their involvement. They are also rooted in local representative organizations in the slums where the stressors that can contribute to violence and crime are obvious - the overcrowded, poor-quality homes and the lack of infrastructure (for instance, for water and sanitation) and civic amenities (schools, open space).

II. THE ORIGINS OF THE SLUM POLICE PANCHAYATS

Before becoming Mumbai's Police Commissioner, Shri A N Roy had been Police Commissioner in Pune, a city with over 2 million inhabitants, 40 per cent of whom live in slums. He was considering how to extend police services to the slums and was considering partnerships with local NGOs. In discussions with the President of the National Slum Dwellers Federation, the idea of community police stations and panchayat committees developed. Most slums in Pune (and Mumbai) have strong community organizations that are members of the National Slum Dwellers Federation or Mahila Milan ("women together") groups who work in alliance with the slum dwellers federations. Mahila Milan groups had been very active in Pune, setting up and managing community-designed toilet blocks in the slums, and supporting communities threatened with eviction to negotiate solutions that were acceptable to them. With such strong, representative community organizations already present in most slums, the structure was in place to support the community police committees. The police panchayat scheme was launched in July 2003 in five slums in Pune, and is now present in more than two hundred.

When the Police Commissioner, A N Roy, moved from Pune to Mumbai, it became possible for a similar scheme to take root and expand rapidly in Mumbai, because of the support provided by the National Slum Dwellers Federation and Mahila Milan. Also, in Mumbai, these locally rooted organizations were already engaged in many other initiatives, including designing and managing many slum rehabilitation

schemes and new housing developments for slum and pavement dwellers, community-managed resettlement and hundreds of community toilets. The police panchayat scheme was launched in Mumbai in June 2004.

III. THE FUTURE OF SLUM POLICE PANCHAYATS

At the core of this innovation is the recognition of the need to change the relationship between slum dwellers and the police. These slum police panchayats are helping to reduce the prejudiced responses that slum dwellers so often face when they go to police stations – either to make a complaint or as victims of crime. As the police get to know the inhabitants of the slum where they are based, especially the community volunteers with whom they work, they find that most are law-abiding and helpful. Meanwhile, slum residents will feel more confident about using police services, when needed.

Both the police and the slum dwellers' organizations that are creating and managing these slum police panchayats recognize the need for comparable changes in relationships between slum dwellers and other government agencies – for instance, agencies responsible for providing water, sanitation and health care. Work is underway to see how the police rooms within each slum might also provide a location for doctors' consultations and for more constructive relationships with local utilities. The coverage of the slum police panchayats is also expanding rapidly in Mumbai, with training sessions for both police and community volunteers, and reviews of the experience to date, to see what improvements can be made.

*An edited version of article "Community police stations in Mumbai's slums" by A. N. Roy, A. Jokin, and Ahmad Javed, published in 'Environment & Urbanization', Vol 16, No.

2 (pages 137-38). Accessed on 15 January, 2021 at

<https://journals.sagepub.com/doi/pdf/10.1177/095624780401600205>

Appendix 2

Community Policing Programme for Slum Areas:

Devrikhurd Slums Experiment (2018) in Bilaspur, Chhattisgarh*

Background

Devrikhurd lies in the NE side of Bilaspur (under Torwa Police Station) which had developed into a slum area owing to proximity to railway lines, relatively outside the city limit on the rural-urban fringe. The services provided by the municipal corporation were minimal. There was a police outpost established but owing to the shortage of manpower it was closed and was operational only during occasional checking and festive season. The slums slowly degenerated into safe haven for anti-social elements.

Objectives

1. To break the anonymity of the residents of slums.
2. To stop the crimes like thefts, affray, drug peddling, boot legging, prostitution etc.
3. To encourage women, who are most affected by social crimes to forge a partnership with the police.
4. To constructively engage the adolescents and counsel them for utilising their energy positively.
5. To reduce the incidence of the oft recurring law and order situations.

Solution

The situation here warranted amalgamation of few community policing programmes as well initiating some new programmes. The slum was greatly afflicted by the social evils like gambling, liquor which in turn led to increased domestic violence, thefts and sometimes murders too. Since the area was at a considerable distance and police was short of manpower, by the time police used to intervene the culprits would have already fled. Night patrolling was essential in the area to prevent the prevailing crimes. To tackle these situations Mahila Commando, Police Didi, Samvedna and bits of 'Mission Secure City' initiatives were implemented simultaneously.

1. Mahila Commando

The young girls and women were sensitised about the problems they were facing because of the social evils like gambling, liquor and drugs. The volunteering women were constituted in groups of 15-20 and their area of responsibility was demarcated. Initially three such groups were formed and an orientation training was organised for them. The group was called as Mahila Commando. They were given the responsibility to patrol a selected area in the slum and dissuade people from indulging in nefarious activities. Lathis, whistles and lantern were given to them to help them carry out their duties. They were trained in "Ready to React" programme for self defence using basic sundry items like bangles, water bottles, safety pins etc. These commandos also acted as trainers to other adolescent girls in their area. They also would keep an eye on the new persons coming to the slums for shelter and would also act as eyes and ears of the police. The police would always respond to the calls of Mahila Commandos and assert their importance in all public meetings in the slums. This would give more credibility to Mahila Commandos and it would instil fear among the unscrupulous elements.

2. Police Didi

Young girls in the slums are more vulnerable to eve teasing and drug abuse, besides this, the menstrual cycle hygiene is totally missing exposing them to various diseases. Because of their tender age, they need counselling and education so that they develop into healthy adults. The police introduced Police Didis along with the Mahila Commandos. Each group of Mahila Commandos was assigned a lady constable/officer as a guide who would often go to the slums and understand the problem of these girls. These girls developed confidence in the Police Didis and this in turn created a symbiotic relationship. The Police Didi would take care of menstrual hygiene education, sex education, and do general and emotional counselling. Police Didi would take the services of professionals who volunteered for imparting guidance and training. Thus Police Didi became 'Friend, Philosopher and Guide' for these girls.

3. Mission Secure City

The whole slum area was surveyed and CCTV cameras were installed at strategic locations by crowd funding. Responsibility was fixed for the maintenance of these cameras and the CCTV footages were closely monitored by the police. This created a sense of security among people and also led to decrease in incidents of theft and affray.

Thus the simultaneous implementation of all these community policing initiatives brought about a sea change in the attitude and perception of security and well being among the slum dwellers.

* Note made available on 15 October, 2020, by Shri Arif Shaikh IPS, Director ACB/EOW, Chhattisgarh, who as SSP, Bilaspur, implemented the above initiatives.

Appendix 3

Community Policing in Slums – Interventions of Tamil Nadu Police*

Slum Adoption Programme

In order to address the challenges of juvenile delinquency and to focus on criminalisation process in urban slums, this strategy was initiated, as the very nature and dynamics of slums required a focused approach to achieve three fold results:

- i) to identify criminals living in slums,
- ii) to get information about outside criminals, who are generally harboured there, and
- iii) to arrest the process of criminalization in slum areas.

This strategy, aiming to strike at the very root of criminalization, rested on the premise **“The criminals are not born, but society makes them”**. The socio-economic environment in a slum provides ideal breeding ground for criminals. It is inhabited by unskilled labourers with inadequate earnings to run large families. To make a living, they are sometimes forced to indulge in crimes like robberies, drug trafficking, etc. The family head often spends entire earning on himself, leading the women into debt trap and even forcing them to commit crimes, like vending illicit liquor, drug peddling and even prostitution. Mother forces her children to work, to support the family, thus, depriving them of education and making them child labourers. The children, in such an environment, grow up as delinquents and potential criminals.

During January 2000, considering the potential for criminalization and past incidents of resistance and even attack on police, we identified 12 slums within Trichy Corporation for adoption. Initially, to gain access to these hostile areas, efforts were

made to improve the living conditions by providing basic amenities like water, sanitation etc., with the help of NGOs and Government Agencies. Steps were taken to create awareness on health and hygiene and medical camps were organised. There was stress on promoting general awareness on drugs and alcohol addiction, AIDS and domestic violence. The desired messages were conveyed through street plays and documentaries.

Besides the general efforts to improve the conditions of the slums, as mentioned above, specific steps, aimed at following target groups, were also taken, to bring about the desired changes:

Women & Children

The first target group, addressed on priority, was women and children. Self Help Groups (SHGs) were formed and vocational training was organised for them. Thereafter, loans and finances were extended, creating opportunity for gainful employment, to make the women financially self-reliant and release them from debt-trap. Once financially sound, the women sent their children to schools. Study materials were supplied and tuitions arranged for the children. Even policemen took classes, wherever teachers were not available. These children, benefited by education, sports and extra-curricular activities, could look up towards a better future than merely becoming child labour, juvenile delinquent and potential criminals. Thus, the empowerment of slum women solved the problems of school drop-outs and child labour, thereby, tackling criminalization of women and children.

Police Boys and Girls Clubs

In order to effectively address the challenge of juvenile delinquency in slums, police had to act as a catalyst in creating an atmosphere for these children for their education, skill development, character building, personal fitness, etc., thereby preventing them from veering towards a career of crimes. As an initiative in accomplishment of this objective, 'Police Boys Clubs' were formed in slum areas with the support of the government and in partnership with service organizations and corporates.

The then Chief Minister, announced creation of 64 boys clubs throughout Tamil Nadu, including 25 in Chennai City, during the year 2003, vide G.O.Ms. No.578, Home Pol (XIII) Department, dt. 27.6.2003. On 17.9.2003, she inaugurated the Police Boys Club in a function held at University Centenary Auditorium in Chepauk. During her address, she said, 'if we sow good seeds we reap a great harvest', similarly, inculcating good values in children living in slums and backward areas and channelling their energy constructively, would help them in becoming law abiding citizens. Considering the beneficial spin-off, a proposal was sent to form 50 more boys clubs in Chennai City, involving local enthusiasts, service organizations and NGOs, which was sanctioned in G.O.Ms. No. 717, Home Pol (XIII) Department, dated 28.10.2011, with sanction of funds to provide infrastructure and purchase of materials and payment of honorarium to the instructors.

Subsequently, Government issued another order permitting use of Corporation / Government School buildings after school hours for imparting skills vide G.O. Ms. No.147, Home Pol. (XIII) Department, dated 17.02.2012.

The Police Team of Juvenile Protection Unit, which functions under the Juvenile Justice (Care and Protection of Children) Act, 2000, identifies teenage boys from

underprivileged background, viz., orphans, wards of ex-convicts and from broken families, who lack socio-economic support, with the help of 1098 Child Helpline and in coordination with NGOs and enrol them in Boys Clubs. Subsequently, girls of slum areas were also enrolled and the clubs were renamed, "Police Boys & Girls Club".

At present, there are 418 "Boys and Girls Clubs" in the State, including 95 clubs functioning in Greater Chennai Police jurisdiction and every District Headquarters., which have enrolment of 100-120 teenage boys and girls in each club. These clubs are being run from the funds allotted by the Government and with the support of Lions Club, Rotary Club and Corporates like HCL etc.

OBJECTIVES

- To enable and guide the children, who lack care and attention, to prevent dropping out and child labour.
- To provide opportunities for learning, recreation and skill development.
- To provide supplementary education for potential drop outs from slums.
- To promote child rights in schools, colleges and at the community level.
- To offer psycho-social care to the children through the peer groups and non-formal education programs.
- To ensure that children are trained on social and environmental issues for sustainability after the project period.
- To prevent exposure to unhealthy and anti-social elements and behavior like violence, drug abuse, sexual abuse etc.
- To provide employment opportunities to youth who are unable to pursue further studies, through skill development.

- To enhance character development, involve the children in citizenship training and promote personal fitness.

In execution of the vision, in November 2019, the Chennai City Police signed an agreement with HCL Foundation as funding partner and Dr. Don Bosco Illam Social Service Society as implementing partner, to provide the following slum intervention programmes with the facilities and activities at 30 Boys and Girls Clubs:

- Supplementary educational support through after-school coaching
- Creating sport champions
- Developing Scouts & Guides movements
- Educating and empowering the vulnerable children
- Enhancing skills of the youth
- Health care programmes
- Child rights club to promote education, health and environment and safety as set out in the UN convention
- HCL Foundation Higher Education Scholarship

Facilities such as gym, library, sports (indoor and outdoor games), tuition centres and vocational training centres are provided so as to keep them in good frame of mind.

Tamil Nadu Police will continue its endeavour to develop the Boys and Girls Clubs further for betterment of the society.

Youth

The youth, being the toughest and most critical target group, was encouraged and supported to continue education. Meaningful employment opportunities were created by organising job counselling and placing them with security agencies, run by

retired police officers. With the help of NGOs and under various government schemes, vocational training was organised and bank loans arranged, facilitating self-employment of these slum youth.

Criminals

These positive changes in the slums prompted the ex-convicts to surface and voluntarily approach the police, seeking rehabilitation. Counselling was provided, trainings organised and loans and finances were arranged for them – even the police (Beat Officers) stood guarantee for bank loans, enabling self-employment of these ex-criminals, including murderers. Police also helped them in getting employment.

Apart from the individual cases of rehabilitation, even an entire community indulging in crimes turned a new leaf. This was in a slum called Kulapatti. The entire community was engaged in illegal brewing of country liquor and committing other crimes. The police found it extremely difficult to access the slum, because of very narrow and bad road conditions. Any police move gave enough time for them to escape and evade arrest. The community, during emergencies, found it difficult to cover this 4 kms stretch of bad road to reach the main road. Sadly, once a pregnant lady had to deliver on the street, before she could be rushed to a hospital.

When approached, they volunteered to stop all illegal activities for a proper road. They were asked to demonstrate good behaviour over a period of 6 months, which they conformed. At the end of 6 months, we coordinated with the local civic body, NSS Students, NGOs and also involved the community in laying a proper road. And, today, it is a corridor of bond between the police and the community of ex-criminals. The community was, thus, mainstreamed to a better life.

Results

The overall benefit in this strategy was integration of police into these closed communities.

Community assets were created in these slums, particularly, community toilets built by NGOs and maintained by women SHGs of those slums.



Image 8: Before and After Picture of Road Construction

Community Centres were constructed for conducting training programs for women and youth, giving tuition to children and running adult literacy programmes. These centres run libraries and recreation facilities. All community functions and meetings are held there. Environment was improved by involving the community in tree plantation.

Thus, the quality of life in these slums improved. In a nutshell, police acted as a catalyst in addressing basic issues to prevent the process of criminalization and turning the slums from dens of criminals to pockets of hardworking and productive communities.

*Note made available on 22 August, 2020, by Shri J. K. Tripathi, DGP, Tamil Nadu, who was also instrumental in implementing the above programs

Appendix 4

Delhi Police Initiative in Community Policing –‘ YUVA’ – Skill Development Program under PMKVY Scheme*

1. ‘YUVA’ is an initiative of Delhi Police to engage and steer street children and youth towards the mainstream of society, providing them with the opportunities to realise their potential and creating awareness about their potential through sports, Nukkad Nataks and skill development training. This is a Community Policing initiative not only to prevent the youth from committing crime and delinquent acts but also to encourage them to partner with police in maintaining law and order, management of crime and connecting with community at large.
2. In the current age of digital revolution where the youth is eternally connected to each other on various social media platforms (Facebook, Twitter, WhatsApp, Skype, Blogs etc.) with electronic/digital devices like smart mobile phones, tablets, computers, laptops etc., this generation of youth trusts digital information for social interaction and therefore connecting with the today’s youth has become a challenge for the police forces. It is a fact that today’s youth is experiencing a disconnect with the existing norms and institutions of the society and more so with law and the law-enforcing agencies. Therefore, there is an urgent need to devise a specific measure to win the confidence of youth and bridge the trust deficit.
3. The current initiative by Delhi Police aims to connect with the youth by upgrading their skills as per their competencies. It will help them to get gainful employment under the Pradhan Mantri Kaushal Vikas Yojna of the Ministry of Skill Development, GoI.

4. Delhi Police has tied up with the National Skill Development Corporation (NSDC) and the Confederation of Indian Industry (CII) for imparting job-linked skill training to the selected youth. The National Skill Development Corporation shall be providing skill training to this youth under 'Pradhan Mantri Kaushal Vikas Yojna' (PMKVY) and CII will provide job-linked training through its Sector Skill Councils which are connected to industry and thereby provide job opportunities.
5. A detailed exercise was conducted in all the 13 districts of Delhi Police to select the youth in the age group of 17-25 years for this training belonging to the following categories, mostly from the underprivileged colonies:-
 - a. School dropouts
 - b. Juvenile offenders
 - c. Victims of crimes
 - d. Families in a dire state due to the incarceration of the bread earner of the family
6. After selection, their counselling was conducted by professional counsellors of NSDC to select the skill for this training based on the educational qualification and their interests. The online data of all the selected youth has also been ensured. NSDC and CII shall also give skill certificate to all the participants in the completion of the course. This scheme envisages to ensure that maximum number of youth who participate in this training get subsequently employed in the industry under PMKVY Scheme.
7. As an initial step, at least one skill training centre in each of the 13 police districts in Delhi would be started in a Police Station building at the earliest. A total of 32 police station buildings have been identified where Skill Development Centers would be opened at the earliest.

Objectives and Functions of the Foundation

To take all possible initiatives to engage, skill and develop young adults and under-privileged children, who for want of proper educational and sports facilities, may take to crime, in selected Police Stations.

- a. To identify the areas and assess the feasibility of implementing the initiatives.
- b. To arrange art workshops and vocational studies to keep such young children and adults engaged in constructive activities for acquiring life skills to become responsible citizens.
- c. To engage willing NGOs, corporate houses and social volunteer organizations or bodies for augmenting resources for the execution of the initiatives.
- d. To disseminate information about the initiatives undertaken by the Foundation for underprivileged and street children for the awareness and support of general public.
- e. To lay down necessary administrative, financial, legal and technical framework and resources for the initiatives.
- f. To seek and accept grants, donations, assistance from public bodies, corporations, companies or trusts Indian corporations/companies and foundations for the purposes of the Foundation and to manage efficient, effective and permissible fund flow and fund utilization in consonance with the objects stated herein.
- g. To enter into any arrangements/agreements with any Government(s) or authorities whether Central, State, municipal, local or any other agency including NGOs, Corporate Houses, Social Volunteer Organizations or bodies that may seem conducive to the objectives of the Foundation. The Foundation shall not accept any help from anyone in his individual capacity. To allow

promoters/sponsors of any Organisation/Department/Authority to initiate any productive activity such as development of playing grounds in indentified localities provided or allocated by government bodies.

- h. To decide whether the promoters/sponsors of any Organisation/ Department/ Authority should be allowed to carry sponsored activities for their publicity.
- i. To organize and participate in seminars, conferences, fairs related to the objects of the Foundation and to compile, collate, edit and publish technical reports and papers related to the objects of the Foundation.
- j. To pay all expenses, preliminary or incidental to the formation of the Foundation and its registration as a Society as per the statute.
- k. To run educational institutions, training institutions and publish books, reports, journals, magazines, newspapers, periodicals, thesis, research papers, writings, discoveries, documents, news and information etc.
- l. And to generally undertake all such other lawful activities, as may be incidental to or conducive to the attainment of the above objectives of the Foundation.
- m. To enter into collaborations, MoUs, partnerships, agreements and contracts with Indian and/or foreign individuals, companies or other organizations for transfer, sale, purchase of equipment and for technical, financial or any other assistance for carrying out all or any of the objects of the Foundation. To hire professionals, consultants and other specialized agencies as deemed necessary for efficient handling and conduct of the business of the Foundation.
- n. To mobilize financial/non-financial resources for complementing/supplementing the Foundation's activities in the State/UT.
- o. To organize training, meetings, conferences, policy review studies/surveys, workshops for improving the implementation of the initiative/objective of the Foundation in the State/UT.

- p. To undertake such other activities for strengthening Foundation initiatives in the State/UT as may be identified from time to time in future.
- q. To do all such other lawful things as may be necessary, incidental or conducive to the attainment of the above objectives of the Foundation.

2. Job Roles

Sr. No.	Name of the Qualification Pack (QP)	NSQF * Level	QP Code *	Occupation	Minimum Qualification
1.	Assistant Beauty Therapist	Level 3	BWS/Q 0101	Skin Care Services	Preferably Class 8th
2.	Field Technician Networking and Storage	Level 4	ELE/Q4 606	After Sales Support	Diploma& Maximum Graduate
3.	Front Office Associate	Level 4	THC/Q 0102	Front Office Management	Preferably 12th Pass
4.	General Duty Assistant	Level 4	HSS/Q 5101	General Duty Assistant	Preferably Class 8th to 10th
5.	Retail Sales Associate	Level 4	RAS/Q0 104	Store Operation	10th Standard Pass

Sr. No.	Name of the Qualification Pack (QP)	NSQF * Level	QP Code *	Occupation	Minimum Qualification
6.	Self Employed Tailor	Level 4	RAS/Q0 201	Apparel	Preferably Standard 8th Class
7.	Smartphones Repair Technician	Level 4	ELE/Q8 104	After Sales Service	ITI & Maximum B.E.
8.	Field Technician - Computing & Peripherals	Level 4	ELE/Q4 601	After Sales Support	12th Pass
9.	Food & Beverage Service- Steward	Level 3	THC/Q 0301	Food & Beverage Service	10th Pass
10.	Domestic Data Entry Operator	Level 4	SSC/Q2 212	CRM	10th Pass
11.	Make-up artist	Level 3	MES/Q 1801	Hair and Make-up	12th Pass
12.	Auto Retail	Level	ELE/Q8	Retail Sales	12th Pass

Sr. No.	Name of the Qualification Pack (QP)	NSQF * Level	QP Code *	Occupation	Minimum Qualification
		4	104	persons	

*From Delhi Police website. Accessed on 15 January, 2021, at
<http://yuva.delhipolice.gov.in/initiatives.html>