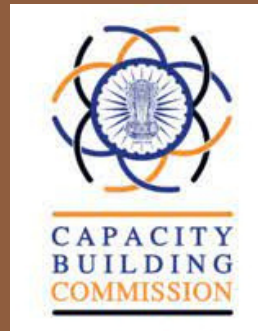


PART 1

# IMPACT ASSESSMENT OF THE MASTER MENTOR PROGRAM

Capacity Building Commission



# TABLE OF CONTENTS

- 01** Executive Summary
- 02** List of Abbreviations
- 03** Introduction
- 04** Background
- 05** Methodology
- 06** Voices from the Ground
- 07** Conclusion
- 08** Limitations of the Study
- 09** Annexure
- 10** List of Tables
- 11** List of Figures

# EXECUTIVE SUMMARY

With the objective of modernizing police persons' mindset, approach and skillset, the Capacity Building Commission imparted training to the police personnel across three (3) Union Territories - Puducherry, Ladakh and Daman & Diu and Dadra & Nagar Haveli. The aim was to refocus the idea of 'citizen centricity' in the delivery of police services through behavioural change interventions. Quality Council of India (QCI) conducted the Impact Assessment of the Master Mentor Program, which was carried out in two phases in the Union Territories of Puducherry, Ladakh and Daman & Diu and Dadra & Nagar Haveli between June 2022 to January 2023. The assessment followed a mixed method research approach - combining quantitative and qualitative methods through a police self-perception survey, citizen perception survey, key informant interviews and focus group discussions. Data gathered from these exercises was co-analysed in order to gain a holistic understanding of the impact of the training program.

## Important Findings | Areas for Improvement

Findings	Key Informant Interviews	Self-Perception Survey	Citizen Perception Survey	Focus Group Discussion	Areas of Improvement
Service Delivery	Efficient and timely service delivery	Positive change in self-perceptions of service delivery	Satisfactory level of service delivery, especially in non-sensitive matters	Resolution of issues in an amicable manner, though in some cases turnaround times were long	Technology related training and training on contemporary laws and procedure required
Behavioural Aspects	Moderate to high levels of empathy with citizenry	Positive change in perceptions of level of public trust and community engagement, declining over a period of time	High levels of satisfactions with the police engagement, though gender differences in treatment observed	Helpful, Friendly, Accessible, Engaging	While impact was observed, periodic reinforcement necessary for enduring change

Findings	Key Informant Interviews	Self-Perception Survey	Citizen Perception Survey	Focus Group Discussion	Areas of Improvement
Integrity and Ethics	Conflicting interests due to external pressures	Positive self-perceptions of ethical service delivery	Police were perceived to be efficient, proficient and generally respectful	General perception of fairness and being agnostic to status	Tactful balancing of conflicting interests and social identities requires further training, for all ranks of personnel
Future Ready Police	Increase in cybercrime related cases, where personnel can be out of their depth	Technological tools unavailable or barely trained in its usage	-	Need for more surveillance especially for safety of women, and comfort with technology	Training modules to be updated to include contemporary topics such as cybercrime etc.

# LIST OF ABBREVIATIONS

ASIs	Assistant Sub-Inspectors
CCTNS	Crime and Criminal Tracking Network and Systems (CCTNS)
CCTV	Closed Circuit Television
CrPC	Criminal Procedure Code, 1974
Daman & Diu	Daman & Diu and Dadra & Nagar Haveli
FGDs	Focus Group Discussions
FIR	First Information Report
IPC	Indian Penal Code, 1860
IPS	Indian Police Services
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
POCSO Act, 2012	The Protection of Children from Sexual Offences Act, 2012
P.S.	Police Station
S. No.	Serial Number
UTs	Union Territories
VIP	Very Important Person

# INTRODUCTION

Policing is, inarguably, one of the most important functions carried out by contemporary sovereign states. Services carried out by the police range from maintaining public order, law enforcement, crime prevention, crime investigation, emergency response among others. Under the Seventh Schedule of the Indian Constitution, 'Police' is a state subject and hence respective states have their own police forces. The Centre, through the Ministry of Home Affairs, is responsible for the All-India Indian Police Service (IPS) and police forces of the Union Territories.

With strength of more than 20.91 lakhs<sup>1</sup>, India has one of the largest police personnel populations in the world, albeit the ratio of personnel to persons is on the lower end of the international standards. As a result of the wide-ranging roles the police personnel embody while performing various assigned functions, they require active engagements with citizens and the community at large. As citizen-centricity is at the core of the government's execution strategies, a proactive, citizen-friendly and sensitive police force is the need of the hour. The Indian Police Foundation's Smart Policing Survey (2021)<sup>2</sup> found that while almost all states received higher ratings for competency-based indicators, they received lower scores on value-based ones. Thus, a pernicious trust deficit in police-public relations continues to persist. While various committees and commissions have been appointed to suggest police reforms, including areas of behavioural change and sensitization, their recommendations are yet to be meaningfully implemented in police forces across the country.

With the objective of modernizing police persons' mindset, approach and skillset, the Capacity Building Commission imparted training to the police personnel across three (3) Union Territories - Puducherry, Ladakh and Daman & Diu and Dadra & Nagar Haveli. The aim was to refocus the idea of 'citizen centricity' in the delivery of police services through behavioural change interventions. Pursuant to the delivery of the training, an impact assessment was conducted in order to assess the change in service delivery as a result of the interventions initiated in the training.

---

<sup>1</sup> Data on Police Organizations (As on Jan 01, 2020), Bureau of Police Research & Development. Data set encompasses the actual strength of Civil Police + DAR + Spl. Armed Forces + IRB.

<sup>2</sup> IPF Smart Policing Survey 2021 - Index of Public Perceptions & Citizen Satisfactions, Indian Police Foundation, November 2021

# BACKGROUND

The Master Mentor Program was developed by the Capacity Building Commission, formed under Government of India's Mission Karmayogi, in order to bring about behavioural change in police force personnel in Union Territories, through targeted training interventions. The program seeks to enhance behavioural capacities of police personnel and help them understand the importance of their services in enhancing the ease of living of citizens.

Depending on the specific needs and nature of intervention, multiple models of change exist. For the purpose of this training, the 'Rapid Change' Model was adopted, as opposed to the traditional method of 'Embedded Change'. The Rapid Change Model is based on a solid foundation of research and evidence in the field of behavioural psychology. It emphasizes action, personal insight, self-awareness and the development of new skills, which can increase the likelihood of success and promote change at a faster pace. The training program targeted conversion of negative cycles of interaction into positive cycles of interaction by mapping difficult situations faced by the citizens against the capacities (skills, knowledge, and attitude) of police personnel to address the same. The focus of the training program was to equip the concerned personnel with tool-kits to advance the conversion of a negative flashpoint into positive ones.

Pursuant to the delivery of the training, conducting an *Ex-Post* impact assessment exercise was imperative in order to evaluate whether, if at all, any observable differences in the behaviour of police personnel came about and the extent of such change. This exercise will allow us to gain insights regarding the efficacy, impact and shortcomings of the training intervention, providing policymakers with high quality information so as to tailor more targeted intervention programs in the future.

# METHODOLOGY

## Framework Construction

In order to assess and analyze the impact of the training interventions through the Master Mentor Program from a broad, all-encompassing lens, two survey questionnaires were designed:

- **Police Self-Perception Survey:** This questionnaire was designed in consultation with serving police persons and subject matter experts. It covered parameters of self-perception such as trust building with citizens, quality of interaction with citizens, thought process pre and post training with regard to service delivery and behavioral responses.
- **Citizen Perception Survey:** This questionnaire was designed in consultation with subject matter experts. It assessed parameters concerning citizens' perceptions of their interaction with police personnel and their level of satisfaction with respect to the quality of service delivery, general attitude of the police and the overall process of their interaction.

### Why Perception Surveys?

- Perception survey seeks to uncover what people think.
- Relatively easier to administer in a limited time frame and also serves cost effectiveness.
- Overcoming the geographical constraints, it can be conducted for a large number of respondents.
- Diverse questions with various input options helps to determine validity, reliability and easier analysis.

### Limitations of Perception Surveys

- Based on opinion rather than fact.
- Respondents may not feel comfortable providing honest answers and may lack the ability to give logical reasoning due to various reasons.
- Closed ended/MCQ may have lower validity rate as compared to other formats.
- Data errors due to non-responsive may create bias.

The questionnaires were designed in English. Data collected from Phase 1- Baseline allowed us to further calibrate the framework for collecting responses and is reflected in the larger sample size of citizens in Phase 2 - culmination of the exercise. In addition, to supplement the responses received from the questionnaires, Key Informant Interviews and Focus Group Discussions were held to achieve a more comprehensive understanding of the depth of impact achieved through the training program.

## **Data Collection**

A hybrid methodology was used for data collection – the interviews, focus group discussions and several survey responses were obtained through on-ground assessments. The Citizen Sample was supplemented by telephonic responses for which data of citizens who interacted with police was obtained from the three union territories. This combination was used in order to ensure a wide and representative range of responses by citizens from diverse socio-economic backgrounds.

To keep the data collection modes as uniform as possible the questionnaire developed for the citizen perception survey was standardized for both methods.

## **Sampling**

- Selection of Union Territories: Three Union Territories - Puducherry, Dadra & Nagar Haveli and Diu & Daman, and Ladakh were selected on the basis of the training schedule of the Master Mentor Program.
- Selection of Police Stations & Police Personnel - Police stations across the districts of the three Union Territories were selected through Stratified Random Sampling to represent the entire population covered by the Union Territories. Eight (08) police stations in Puducherry, two (02) in Daman & Diu and three (03) in Ladakh were randomly selected for the purpose of this assessment. A total of thirteen (13) police stations were surveyed across the territories in both phases. Experimental units for the Self-Perception Police Personnel Survey were selected on the basis of Random Sampling from the larger population of interest, i.e., the police personnel across the thirteen (13) stations, which included both trained and untrained personnel.
- Selection of citizens - The sample for the citizen survey was drawn from the population of citizens who had interacted with the police for any reason since the training intervention had been applied, following the Representative Sampling approach. The phone numbers of citizens for telephonic surveys were sourced from the General Diary data shared by police personnel in the different Union territories.

Union Territory	Police Station
Puducherry	D. Nagar PS
	Lawspet PS
	Muthialpet PS
	Vilinour PS
	Mangalam PS
	Ariyankuppam PS
	Mudaliarpet PS
	Grand Bazaar PS
Daman & Diu and Dadra & Nagar Haveli	Diu PS
	Diu Coastal PS
Ladakh	Nubra PS
	Nyoma PS
	Leh PS

**Table 1: Selected Police Stations**

# VOICES FROM THE GROUND



## A. POLICE SELF-PERCEPTION SURVEY

A total of 130 unique responses were achieved in both phases of the exercise, across thirteen (13) police stations in three (03) UTs.

### I) PUDUCHERRY

In Puducherry, the trained police personnel rated themselves higher on the parameter of service delivery to citizens but this perception declined in the period between the baseline and endline survey. Initially, they also perceived higher trust levels with the public as compared to the untrained officials. However, six (6) months post the training, their perception of public trust levels declined marginally, falling below what the untrained officials felt.

Interestingly, the perception of police personnel with respect to themselves was lower for the trained personnel, as compared to the untrained ones in both assessments.

This may point to an increased understanding of citizen centricity in their roles and service delivery. It also underlines a need for more frequent training interventions, in order to establish lasting change in the cadres.

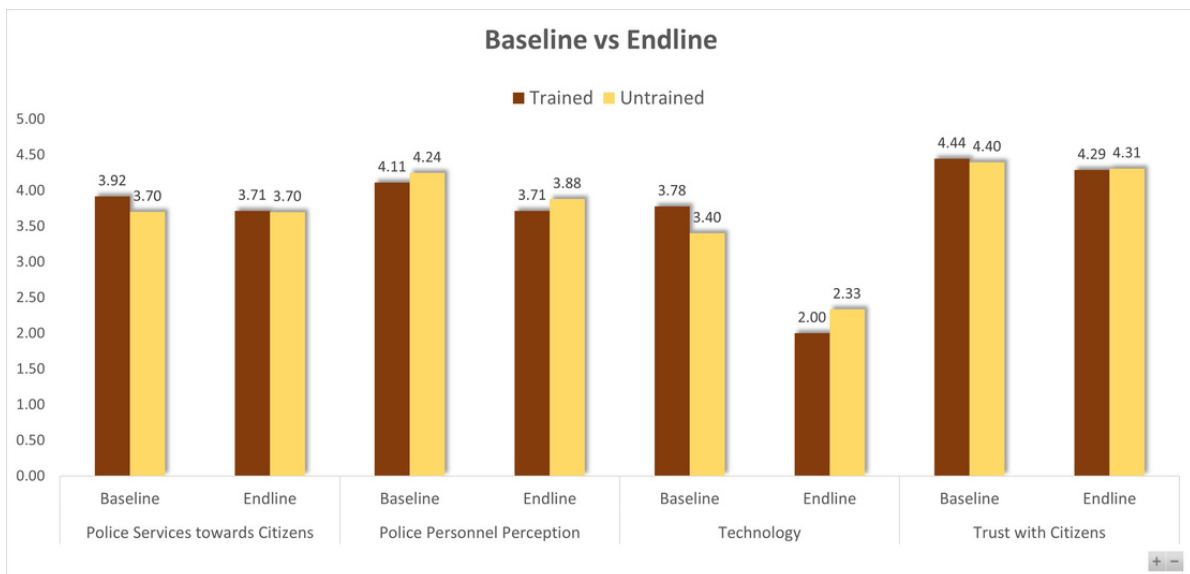


Figure 1: Baseline vs Endline Survey of Trained and Untrained Police Personnel in Puducherry

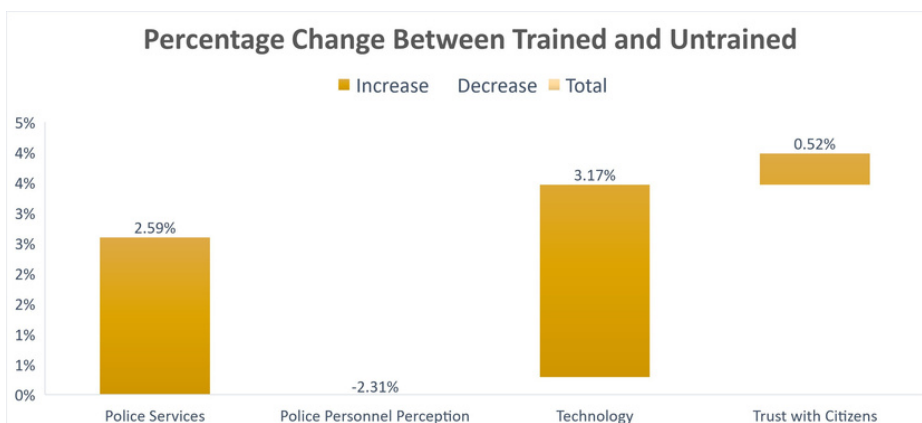


Figure 2: Percentage Change in Parameters between Trained and Untrained Officials in Puducherry

## II) DAMAN AND DIU

In Daman & Diu, it was found that the trained police personnel had higher levels of self-perception and level of public trust enjoyed by them, as compared to the untrained personnel. Over time, the levels declined for both these parameters.

Notably, while recently trained police personnel also rated themselves lower with regard to their service delivery to citizens, in comparison to their untrained counterparts.

This may point to increased awareness regarding the various contours of service delivery, especially in light of the increased focus on centering citizens when implementing public service initiatives.

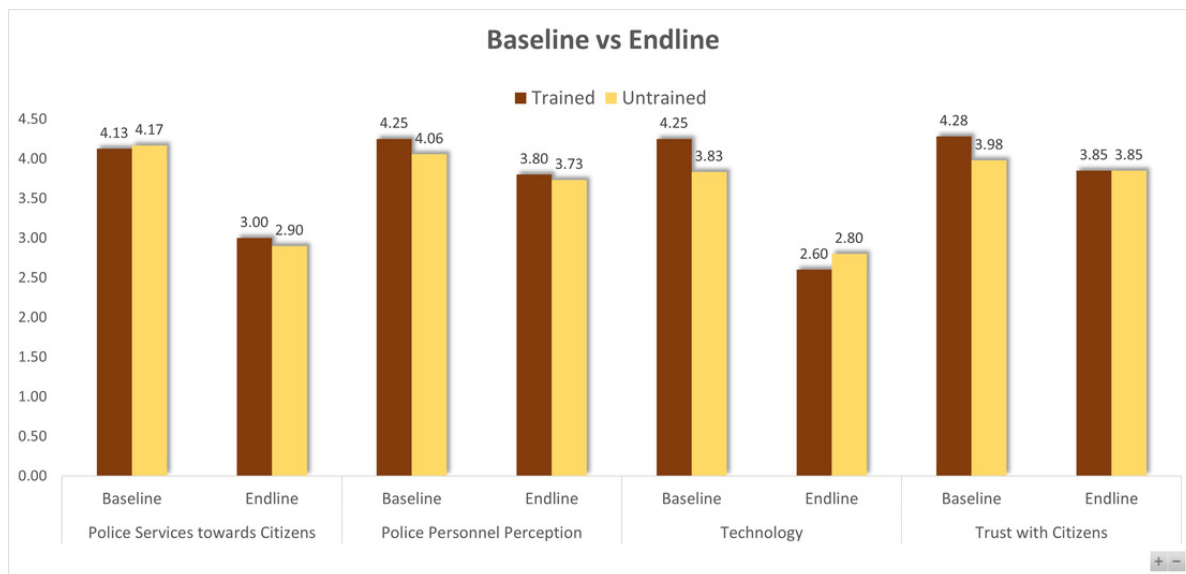


Figure 3: Baseline vs Endline Survey of Trained and Untrained Police Personnel in Daman & Diu

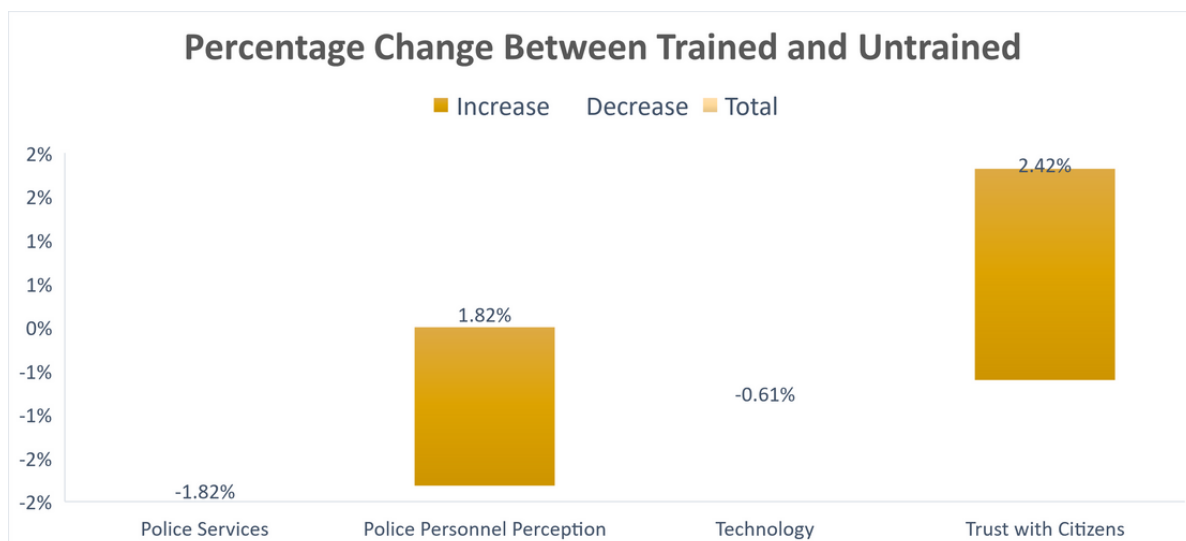


Figure 4: Percentage Change in Parameters between Trained and Untrained Officials in Daman & Diu

### III) LADAKH

In Ladakh, personnel who had undergone training perceived themselves in a better light vis-à-vis untrained officials across all the parameters. They rated themselves as slightly more efficient and considerate in delivery of their services and had a 4.64% positive change in the perception of their service. Their perception of citizens' trust in them saw the most dramatic change, although it declined between the baseline and endline survey – which may point to the need for periodic behavioral trainings.

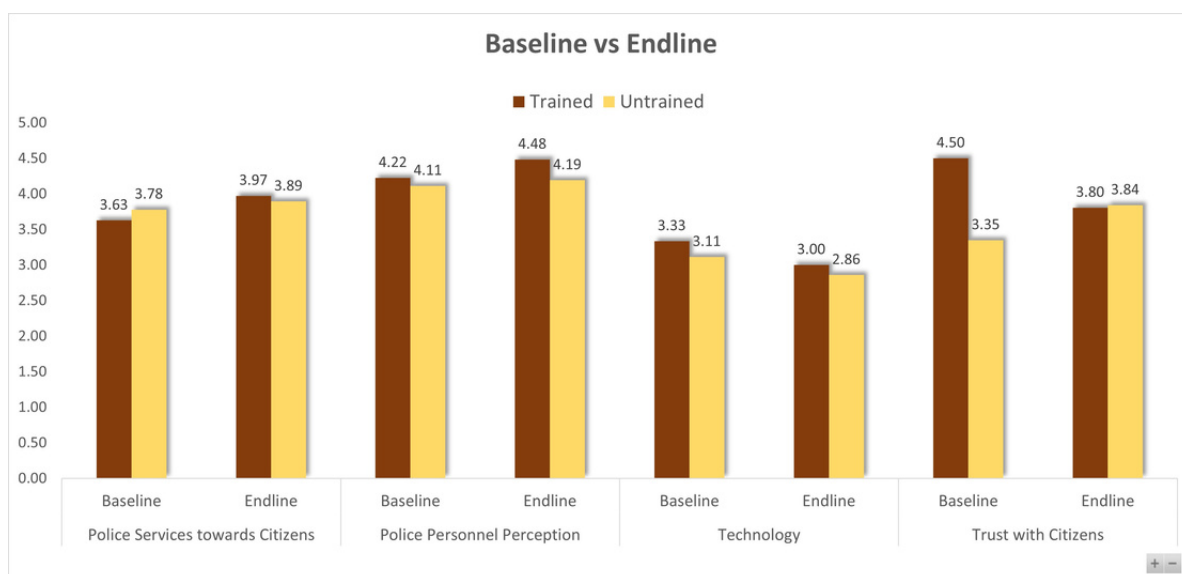


Figure 5: Baseline vs Endline Survey of Trained and Untrained Police Personnel in Ladakh

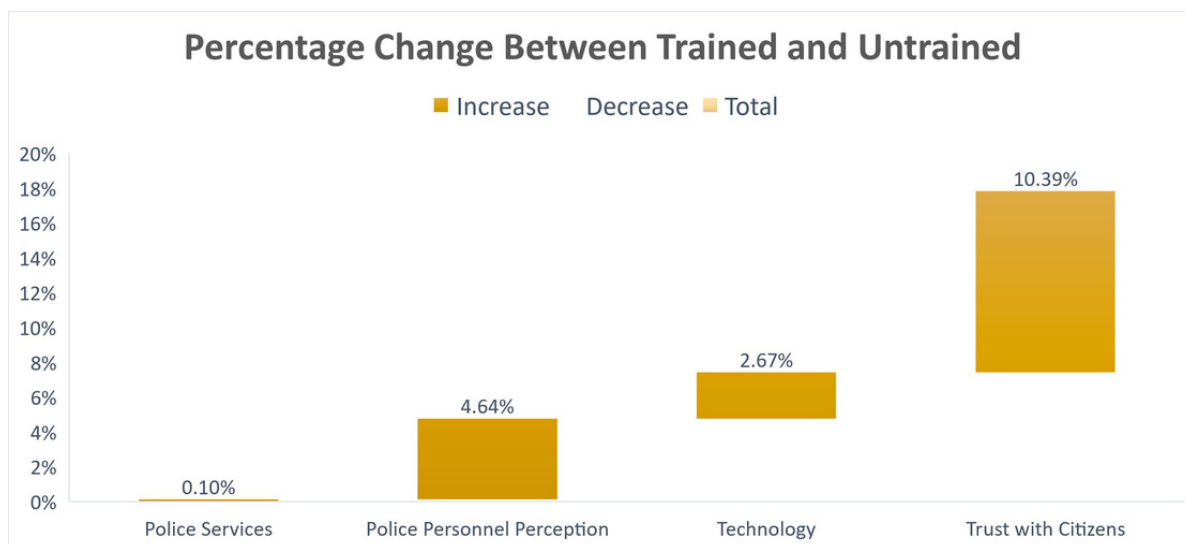


Figure 6: Percentage Change in Parameters between Trained and Untrained Officials in Ladakh

## B. BIRD'S EYE VIEW & MEASURES OF IMPROVEMENT

### I) PUDUCHERRY

- **Service Delivery:** In Puducherry, the officials observed a considerable difference observed between trained and untrained personnel. A considerable level of voluntary engagement of police personnel in resolution of issues faced by the community was also felt. Feedback from citizens about trained police personnel has been positive.
- **Interpersonal Skills/Behaviour of Police Personnel:** According to officials, police personnel of Puducherry displayed high levels of empathy towards multiple strata of society including women, specially abled persons, the LGBTQI+ community and so on. Training pertaining to understanding the temperament of aggrieved citizens and resolving their complaints has had a considerable impact on police personnel.

#### Suggestions for Improvement of Training

- **Mode of Training:** There is a need to adopt practical modules for training members of the police force as opposed to theoretical modules. On-field training and offline workshops would be ideal in order to impart requisite skills.
- **Duration of Training:** The workload for police personnel does not allow time for adequate training. Regular (once a week), and periodical training sessions would likely be fruitful.
- **Behaviour/Interpersonal Skills:** Emphasis ought to be laid on interaction of police personnel with the public. Training must enable them to hone their interpersonal skills. They must also be taught tactfulness, as they face conflicting interests while dealing with certain matters.
- **Resources:** An updated Karmayogi booklet comprising all the Do's and Don'ts for police personnel must be developed and disseminated among police personnel.
- **Law:** Training on both substantive (IPC) and procedural (CrPC) law along with specific training on Cybercrime and Medical/ Health related aspects of investigation.
- **Technology Training:** In order to make police personnel adept with technology, relevant training ought to be provided. An updated course on CCTNS is also suggested.
- **Scale of Training:** Training ought to be provided to all police personnel, irrespective of their ranks.

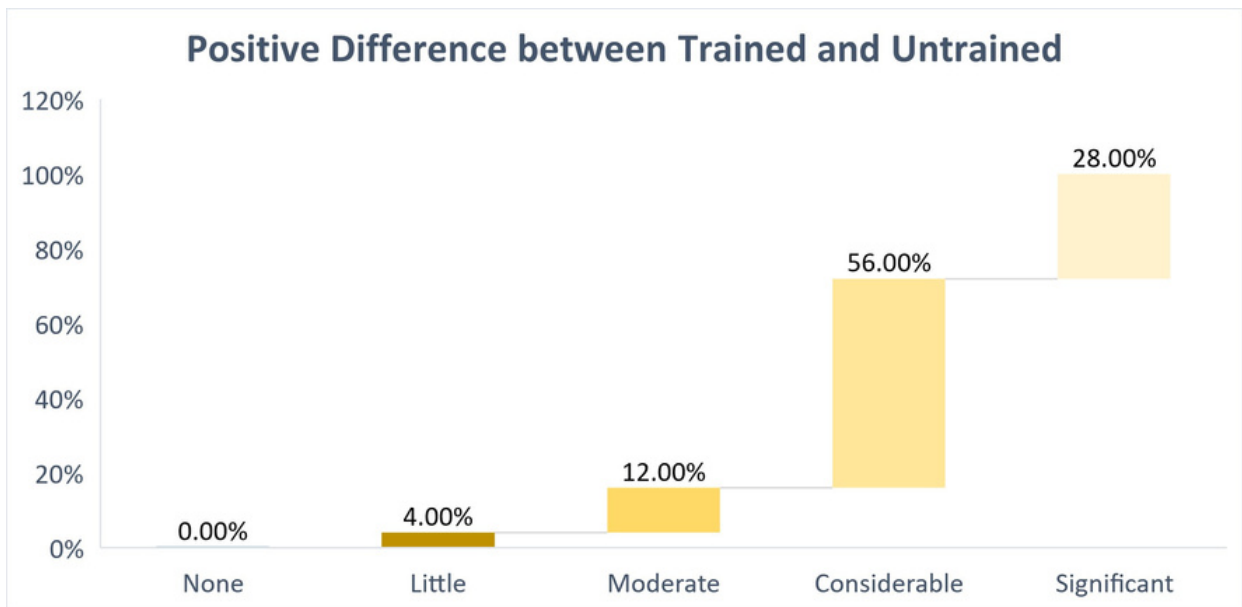


Figure 7: Positive Difference between Trained and Untrained Officials in Puducherry

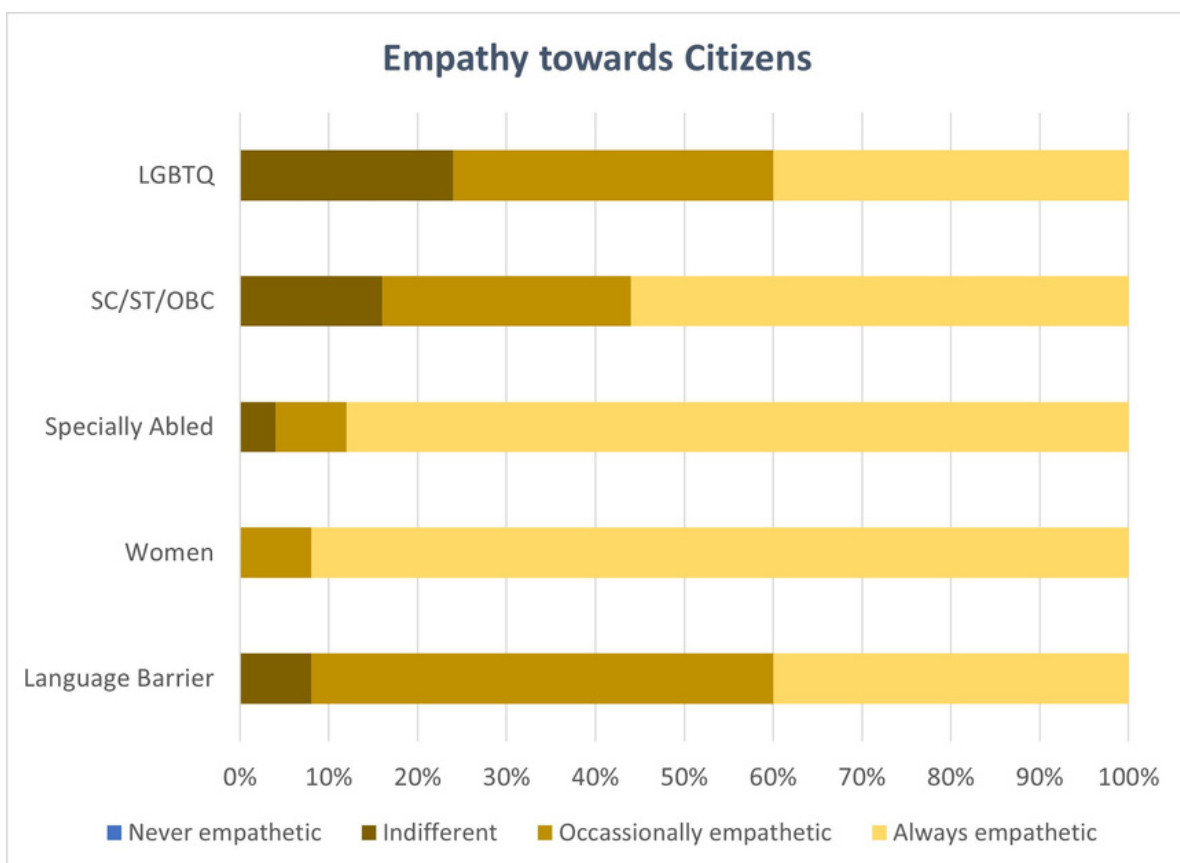
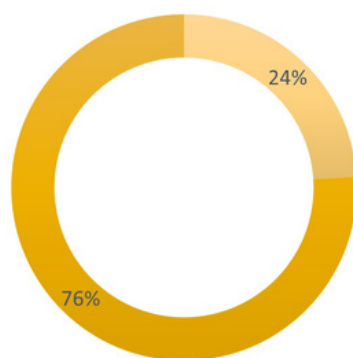


Figure 8: Empathy Towards Citizens in Puducherry

### Positive feedback from citizens post training



■ No ■ Yes

Figure 9: Positive Feedback from Citizens post Training of Officials in Puducherry

## II) DAMAN & DIU

- **Service Delivery:** In Diu, the officials observed a considerable difference between trained and untrained personnel. A moderate level of voluntary engagement of police personnel in resolution of issues faced by the community was felt. Feedback from citizens on trained police personnel has been very positive.
- **Interpersonal Skills/Behaviour of Police Personnel:** The officials felt police personnel of Diu displayed a moderate level of empathy by the police personnel of Diu towards multiple strata of society including women, specially abled persons, the LGBTQI+ community and so on. Training pertaining to understanding the temperament of aggrieved citizens and resolving their complaints has had a considerable impact on police personnel.

### Suggestions for Improvement of Training

- **Mode of Training:** There is a need to adopt practical modules for training members of the police force as opposed to theoretical modules. On-field training would be ideal in order to impart requisite skills.
- **Duration of Training:** A longer duration of training i.e., a week or fortnight would likely be more fruitful.
- **Behaviour/Interpersonal Skills:** Emphasis ought to be laid on interaction of police personnel with the public. Training must enable them to hone their interpersonal skills.
- **Procedural Aspects:** Case Investigation must be included as part of the training module
- **Scale of Training:** Training ought to be provided to all police personnel, irrespective of their ranks.

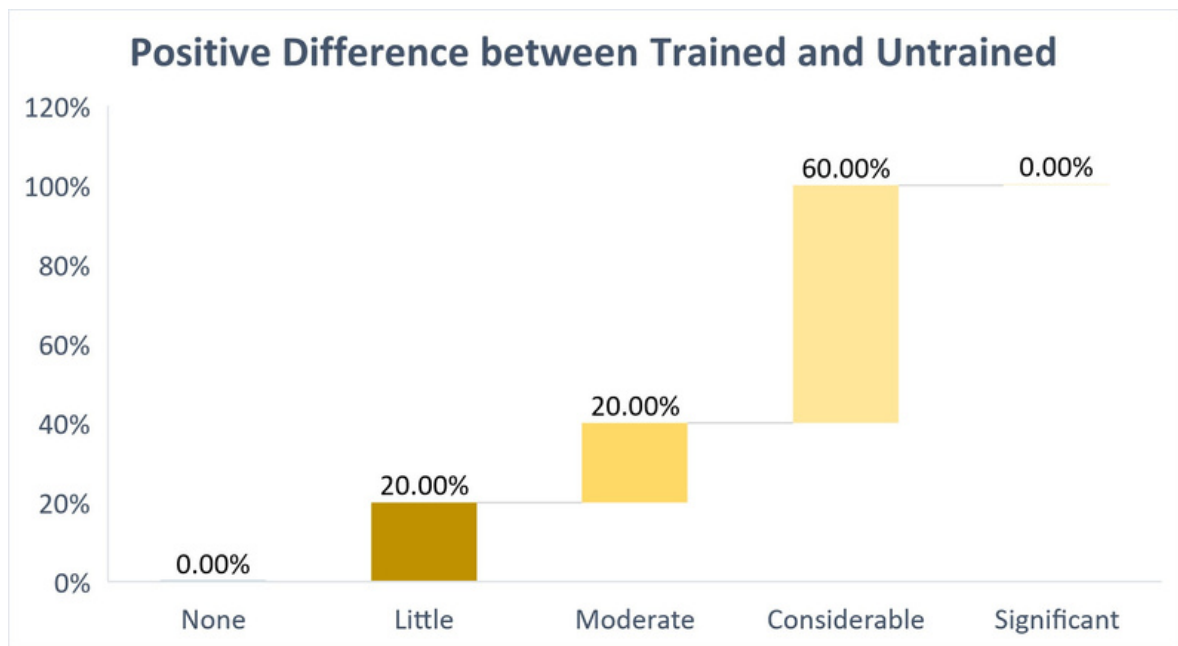


Figure 10: Positive Difference between Trained and Untrained Officials in Daman & Diu

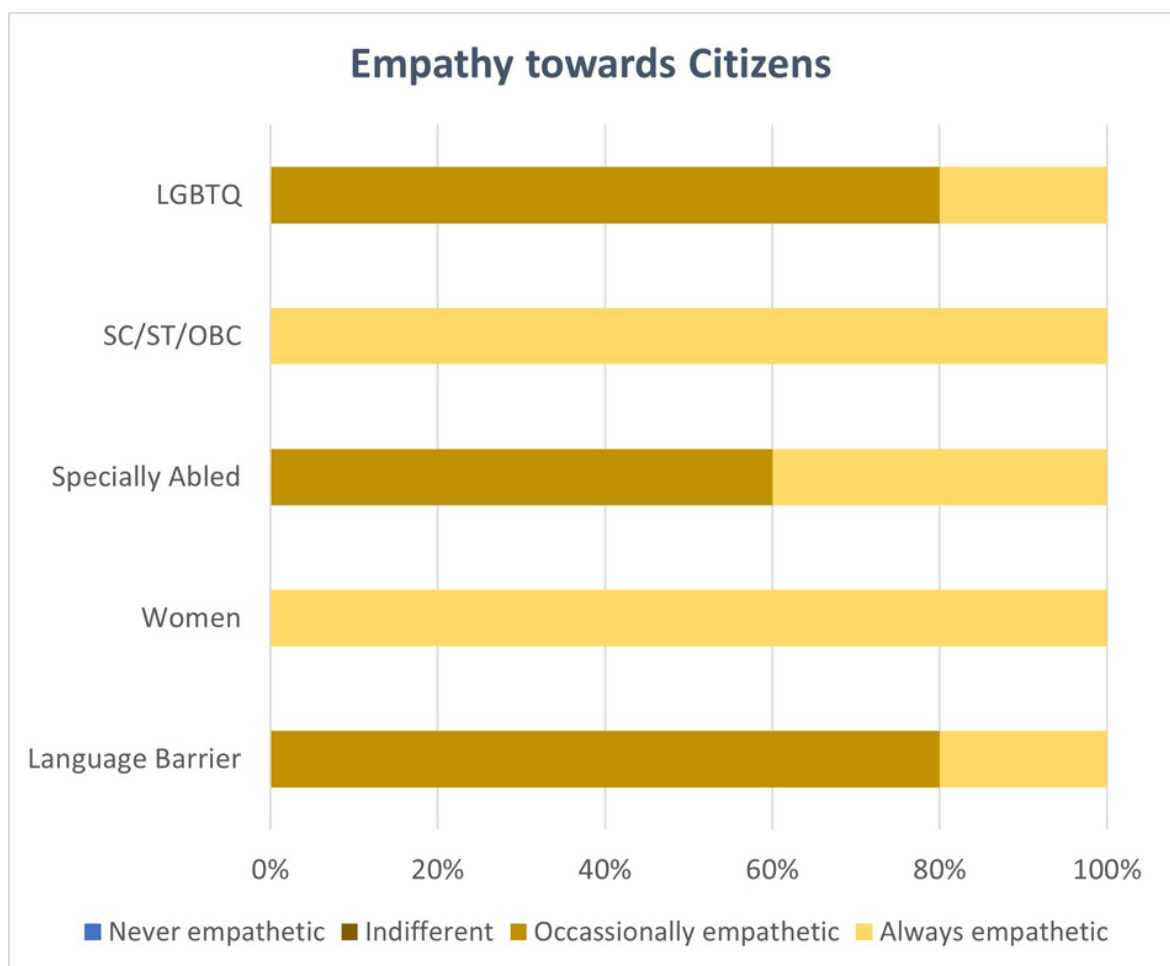


Figure 11: Empathy Towards Citizens in Daman & Diu

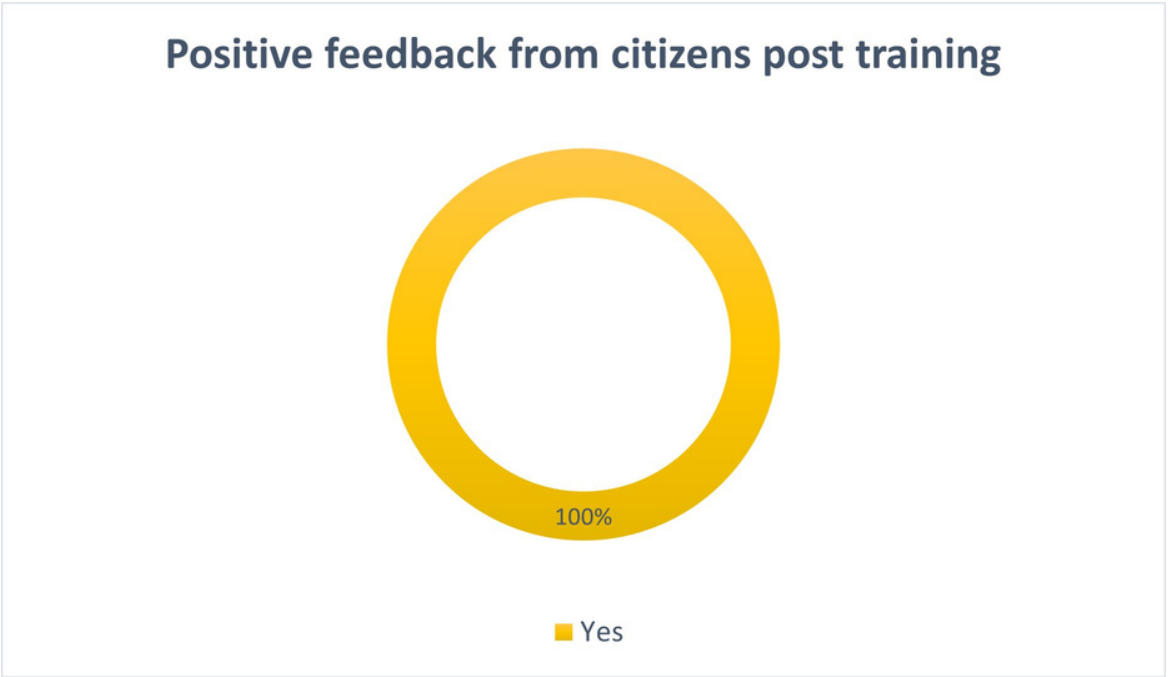


Figure 12: Positive Feedback from Citizens post Training of Officials in Daman & Diu

### III) LADAKH

- **Service Delivery:** Results of the interviews conducted among the police personnel of Ladakh suggest a moderate difference observed between trained and untrained personnel in resolution of issues faced by the community. Feedback from citizens about trained police personnel has been positive.
- **Interpersonal Skills/Behaviour of Police Personnel:** The officials felt police personnel of Ladakh displayed a high level of empathy towards multiple strata of society including women, specially abled persons, the LGBTQI+ community and so on. Training pertaining to understanding the temperament of aggrieved citizens and resolving their complaints has had a moderate impact on police personnel.

#### Suggestions for Improvement of Training

- **Mode of Training:** There is a need to adopt practical modules for training constables as opposed to theoretical modules. On-field training must be prioritised along with case studies that enable them with tools to handle real-life situations.
- **Interpersonal Skills:** To improve the ability of police personnel in handling the problems of citizens, behavioural aspects must form a core component of the training curricula.
- **Technology:** It was observed that very few of the police personnel were able to operate a computer, and there was little to no knowledge on the usage of systems. Therefore, police personnel ought to be made adept with technology through relevant training.
- **Law:** Training on both substantive (IPC) and procedural (CrPC) law ought to be provided to police personnel since limited knowledge precludes them in carrying out their responsibilities.
- **Frequency of Training:** In the interest of preventing stagnation, training provided to police personnel must not be limited to new appointees. Modules and workshops must be developed to provide frequent refresher training to ensure that personnel stay updated with contemporary occurrences.
- **Targeted Training:** Emphasis ought to be laid on training young constables. ASIs need to be trained on priority, as opposed to senior personnel.

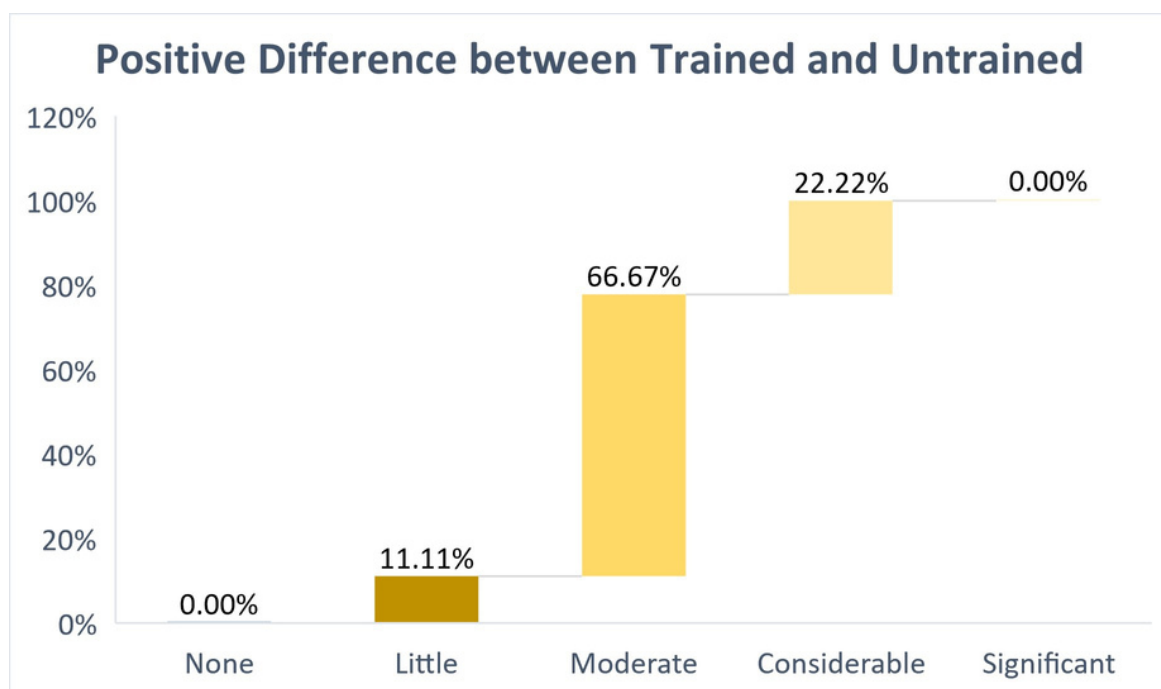


Figure 13: Positive Difference between Trained and Untrained Officials in Ladakh

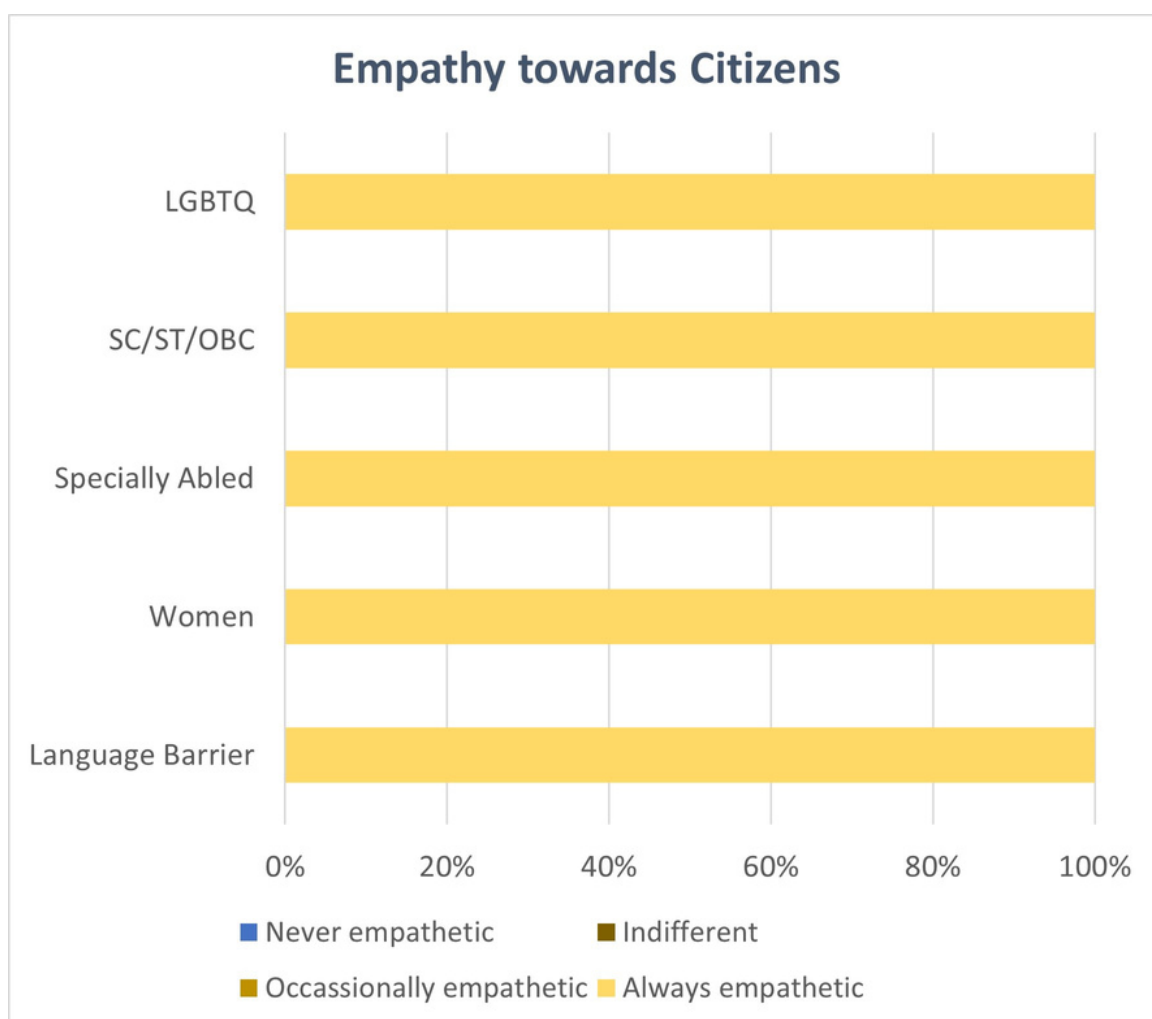


Figure 14: Empathy towards Citizens in Ladakh

## Positive feedback from citizens post training

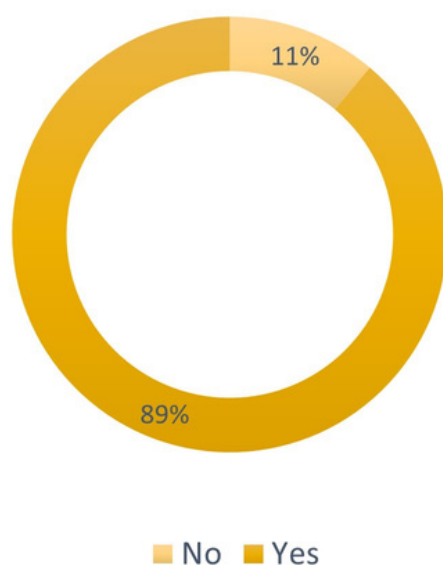


Figure 15: Positive Feedback from Citizens post Training of Officials in Ladakh

## C. PERSPECTIVES OF THE CITIZENS

### Sample

Since increased welfare of the citizens is one of the main objectives of training the police personnel, evaluating the citizens' perspectives becomes imperative to the study. Thus, the survey took into account the perception of citizens and the sample for the same is represented in the table below:-

Gender	Diu	Puducherry	Ladakh	Grand Total
Female	52	143	17	212
Male	87	353	61	501
Prefer not to say	5	9	4	16
Grand Total	144	505	82	731

Table 2: Sample of Citizens

### I) Puducherry

#### i) Citizen Perspective Scores

Citizen perspective scores for accessibility, satisfaction and police interaction were higher in the endline survey than in the baseline survey.

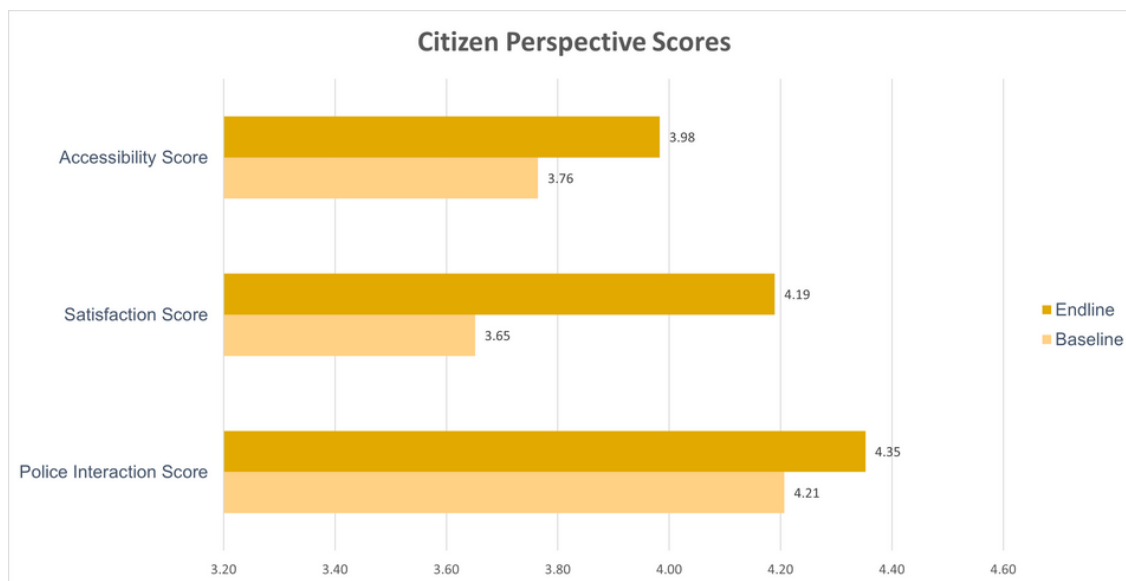


Figure 16: Overall Citizen Perspective Scores for Puducherry

In terms of Accessibility, Satisfaction and Police Interaction’, citizen perspective scores were the highest in matters of loss of essential goods and documents as per the Baseline Survey. However, citizens were not satisfied with the accessibility and police interaction in matters of authorization/ verification of documents in Puducherry.

In the Endline Survey, citizen perspective scores for authorization/ verification of documents were the highest in terms of accessibility, satisfaction and police interaction. The matters concerning physical assault/ murder/ missing persons and financial & property disputes, where the citizens were relatively less satisfied with the accessibility and interaction with police.

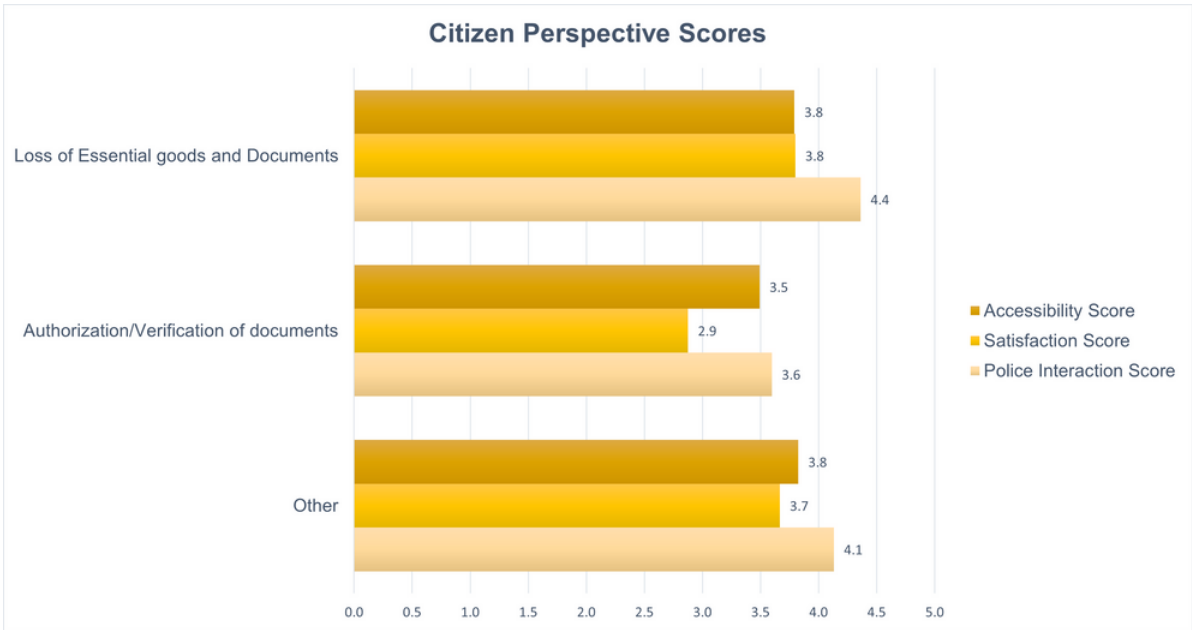


Figure 17: Citizen Perspective Scores across Parameters for Baseline Survey in Puducherry

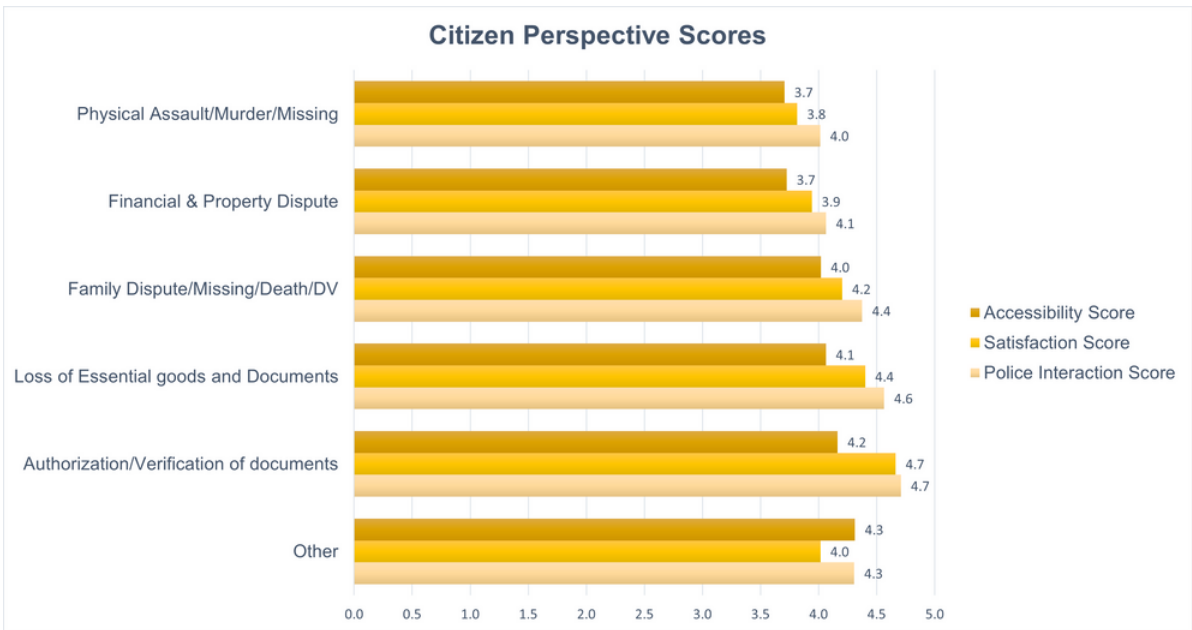


Figure 18: Citizen Perspective Scores across Parameters for Endline Survey in Puducherry

## ii) Gender Analysis

Women were recorded to be exceedingly satisfied with police interaction than men in both the baseline and endline study. In terms of accessibility, both women's and men's score of accessibility of the police personnel increased significantly post training, in the endline survey with respect to the baseline survey. Men and women were equally satisfied with the police's accessibility in the endline survey. Post the training program, satisfaction scores for both males and females also underwent a significant rise in comparison to the baseline survey. Overall, in the endline survey, women were more satisfied with the police system and their interaction in Puducherry than men and both men and women reported to find the police personnel equally accessible.

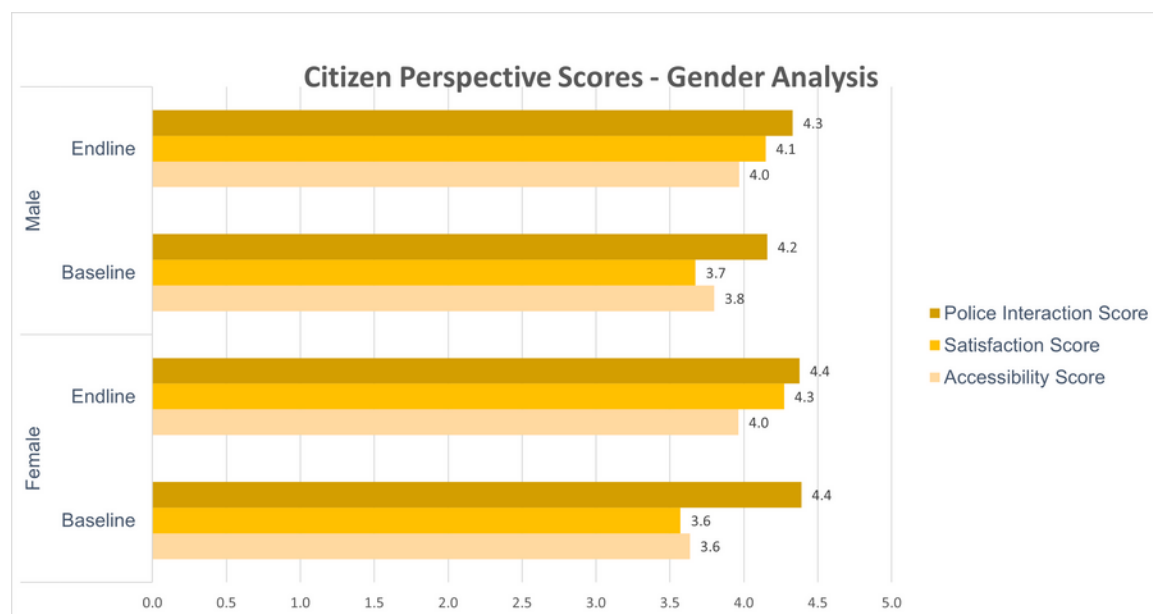


Figure 19: Gender Analysis of Citizen Perspective Score in Puducherry

## iii) Citizen Satisfaction

While in the baseline survey, nearly 64% of the citizens were satisfied with the police system in Puducherry, post the training program of the police personnel, the proportion of people satisfied with the police increased tremendously to a striking 79%.

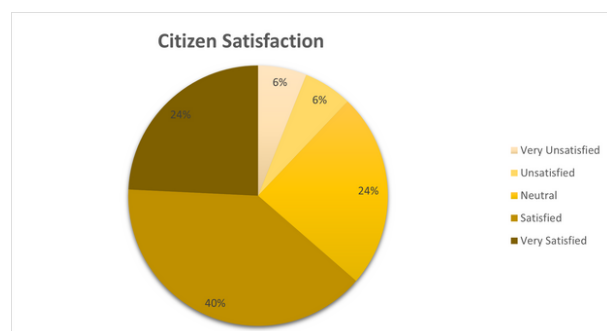


Figure 20: Citizen Satisfaction for Baseline Survey in Puducherry

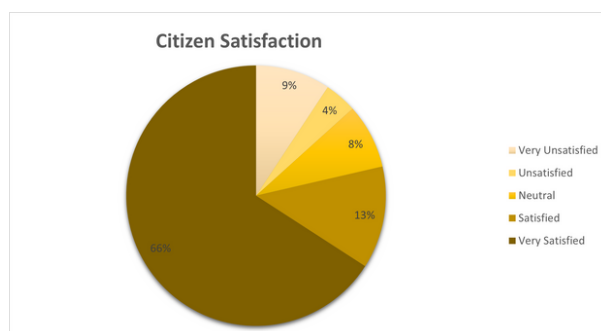


Figure 21: Citizen Satisfaction for Endline Survey in Puducherry

#### iv) Efficiency of Police

When citizens were asked about their perspective regarding efficiency of police, 30% of the citizens reported that the police were efficient 'always' or 'often' in the baseline survey. Results improved in the endline survey as 74% of the citizens reported to think that the police personnel are efficient in their duties. Similarly, while in the baseline survey, 33% of citizens said that the police was 'rarely' or 'never' efficient, only 16% citizens reported the same in the endline survey, thereby indicating a decrease in dissatisfaction among people regarding efficiency of the police.

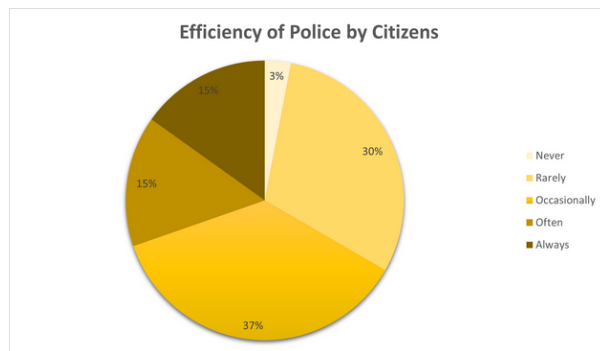


Figure 22: Efficiency of Police for Baseline Survey in Puducherry

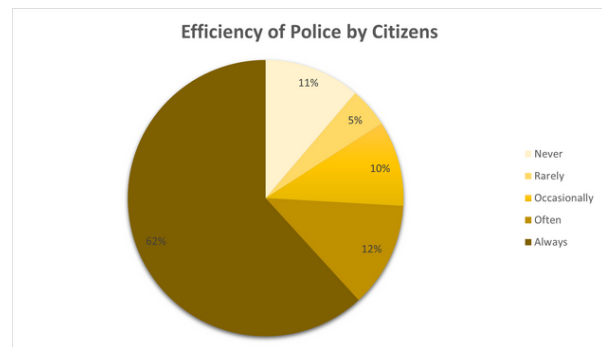


Figure 23: Efficiency of Police for Endline Survey in Puducherry

#### v) Police Station Wait Time

While 55% of the citizens reported that they were made to wait by the police personnel as per the endline survey, a majority of 53% of those citizens were made to wait for only upto 30 minutes. In both the Baseline and Endline Survey, females reported to have lower waiting times than their male counterparts. .



Figure 24: 'Made to Wait' for Baseline Survey in Puducherry



Figure 25: 'Made to Wait' for Endline Survey in Puducherry

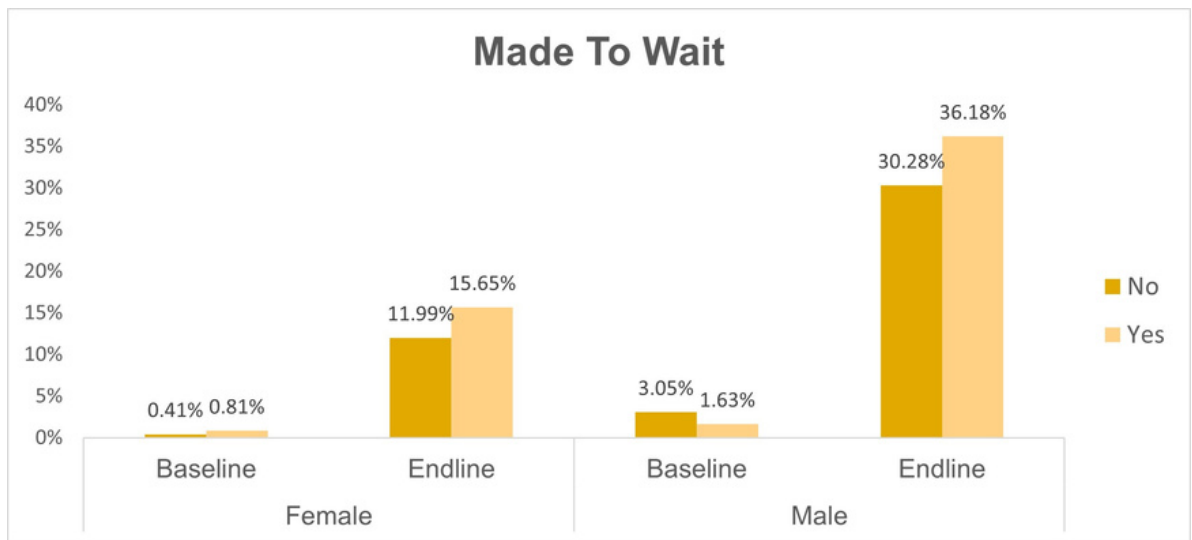


Figure 26: Overall Gender Analysis of 'Made to Wait' in Puducherry

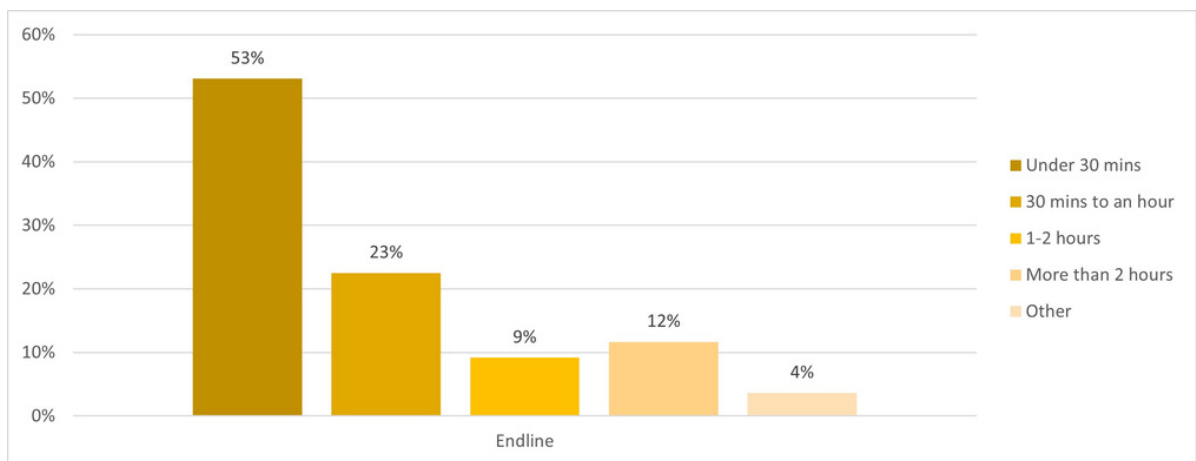


Figure 27: Wait Time for Citizens in Puducherry for Endline Survey

## II) Daman & Diu

### i) Citizen Perspective Scores

Citizen perspective scores for accessibility, satisfaction and police interaction were higher in the endline survey than in the baseline survey. In terms of Accessibility, and Police Interaction, citizen perspective scores were the highest in matters of loss of essential goods and documents as per the Baseline Survey. Satisfaction scores were the highest for the authorization/verification of documents category.

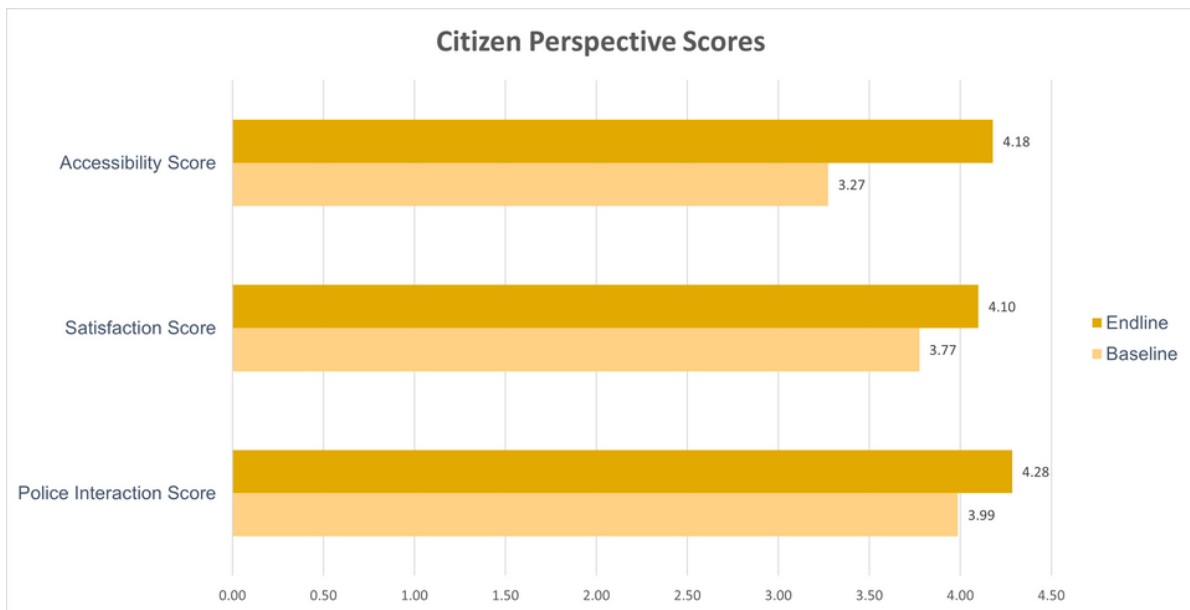


Figure 28: Overall Citizen Perspective Scores for Daman & Diu

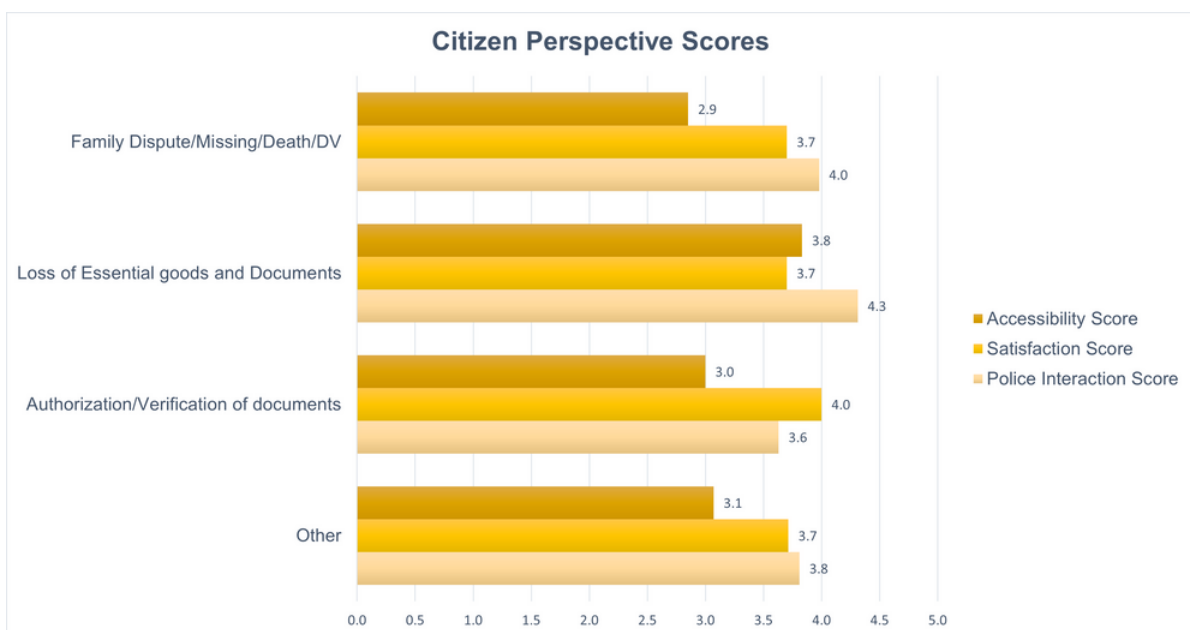


Figure 29: Citizen Perspective Scores across Parameters for Baseline Survey in Daman & Diu

In the Endline Survey, citizen perspective scores for authorization/ verification of documents were the highest in terms of accessibility, satisfaction and police interaction. The matters concerning physical assault/ murder/ missing persons and financial & property disputes, where the citizens were relatively less satisfied with the accessibility and interaction with police.

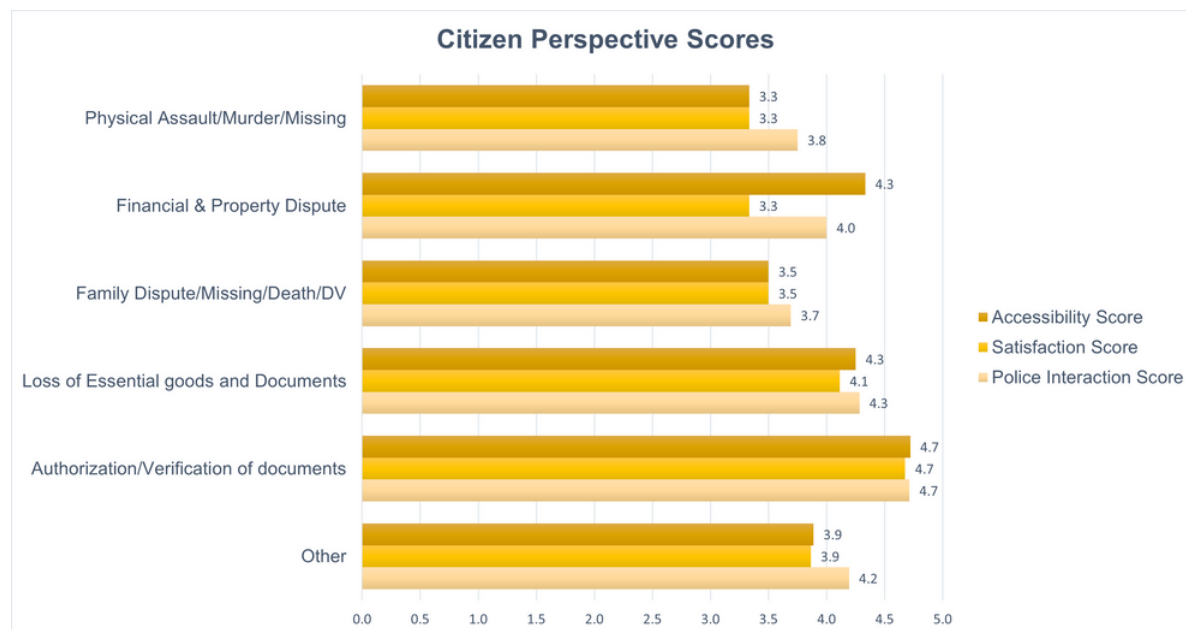


Figure 30: Citizen Perspective Scores across Parameters for Endline Survey in Daman & Diu

## ii) Gender Analysis

Women were recorded to be equally satisfied with police interaction as men in baseline study while in the endline survey, men reported higher satisfaction scores than women. Post the training program, the satisfaction score and accessibility score for females increased significantly compared to baseline study. The satisfaction score for men also increased significantly in the endline survey as compared to baseline study.

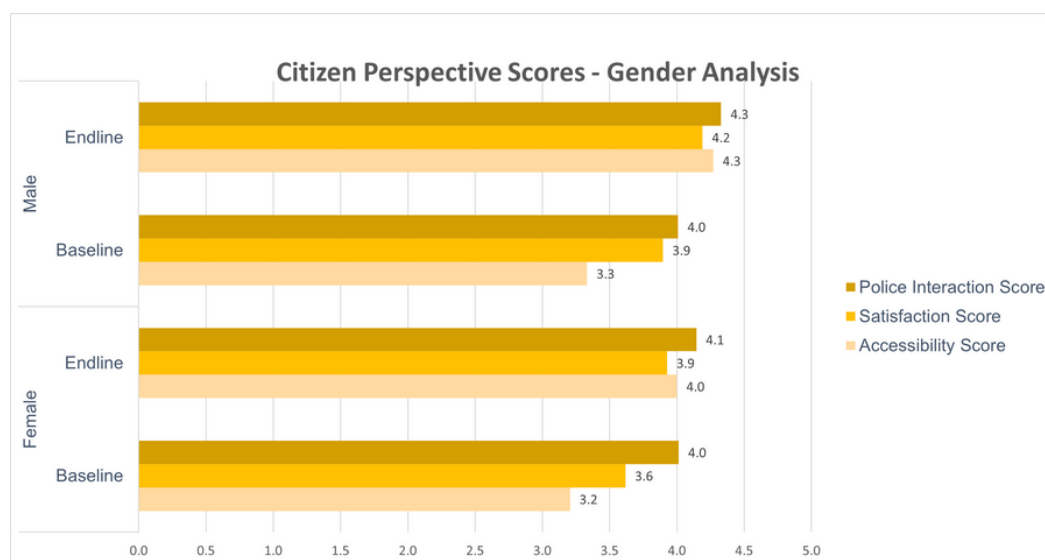


Figure 31: Gender Analysis of Citizen Perspective Score in Daman & Diu

### iii) Citizen Satisfaction

While in the baseline survey, nearly 81% of the citizens were satisfied with the police system in Diu, post the training program of the police personnel, the proportion of people satisfied with the police underwent an increase and 82% of the citizens were recorded to be satisfied with the police force.

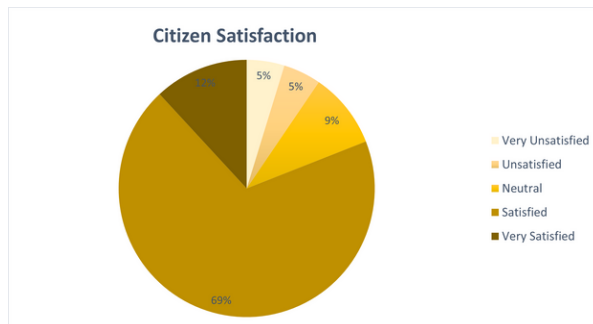


Figure 32: Citizen Satisfaction for Baseline Survey in Daman & Diu

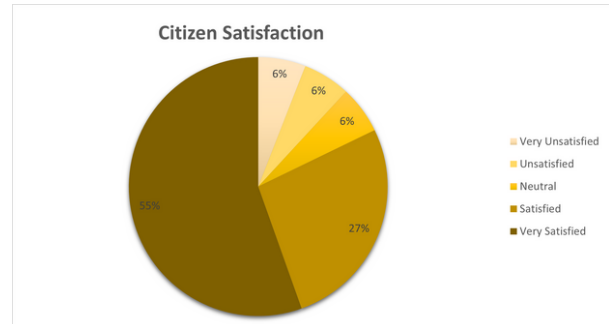


Figure 33: Citizen Satisfaction for Endline Survey in Daman & Diu

### iv) Efficiency of Police

When citizens were asked about their perspective regarding efficiency of police, 12% of the citizens reported that the police were efficient 'always' in the baseline survey. Results improved in the endline survey as 75% of the citizens reported to think that the police personnel are efficient in their duties. Similarly, while in the baseline survey, 14% of citizens said that the police was 'rarely' or 'never' efficient, only 13% citizens reported the same in the endline survey, thereby indicating a decrease in dissatisfaction among people regarding efficiency of the police.

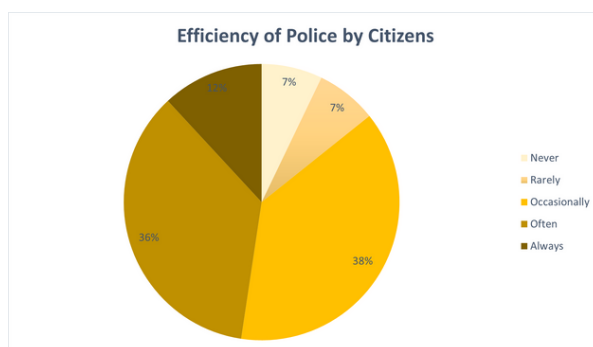


Figure 34: Efficiency of Police for Baseline Survey in Daman & Diu

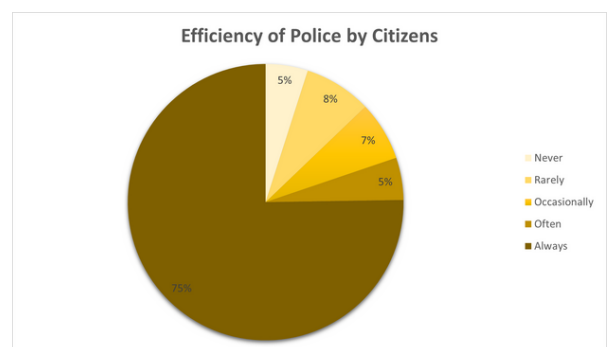


Figure 35: Efficiency of Police for Endline Survey in Daman & Diu

## v) Police Station Wait Time

While 47% of the citizens reported that they were made to wait by the police personnel as per the baseline survey, only 35% of citizens said that they were made to wait in the endline survey. In the baseline study, women were not made to wait at all. In the endline survey, women had to wait less than men. Majority of 33% of those citizens were made to wait for only up to 30 minutes. In both the Baseline and Endline Survey, females reported to have lower waiting times than their male counterparts.

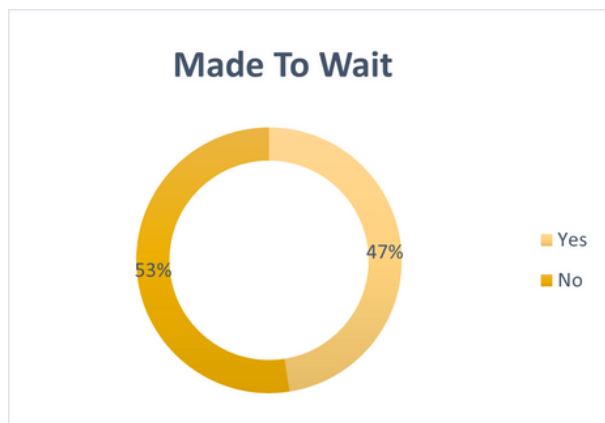


Figure 36: 'Made to Wait' for Baseline Survey in Daman & Diu

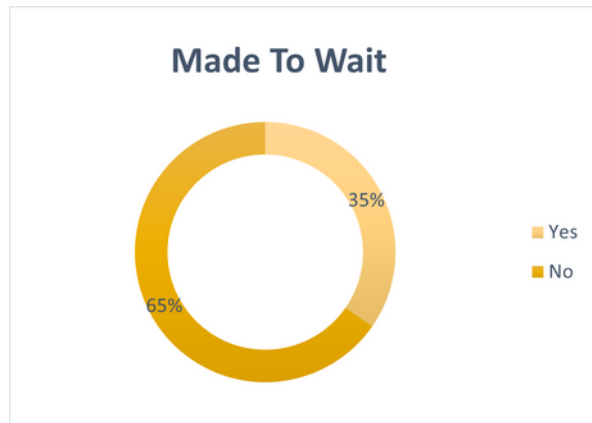


Figure 37: 'Made to Wait' for Endline Survey in Daman & Diu

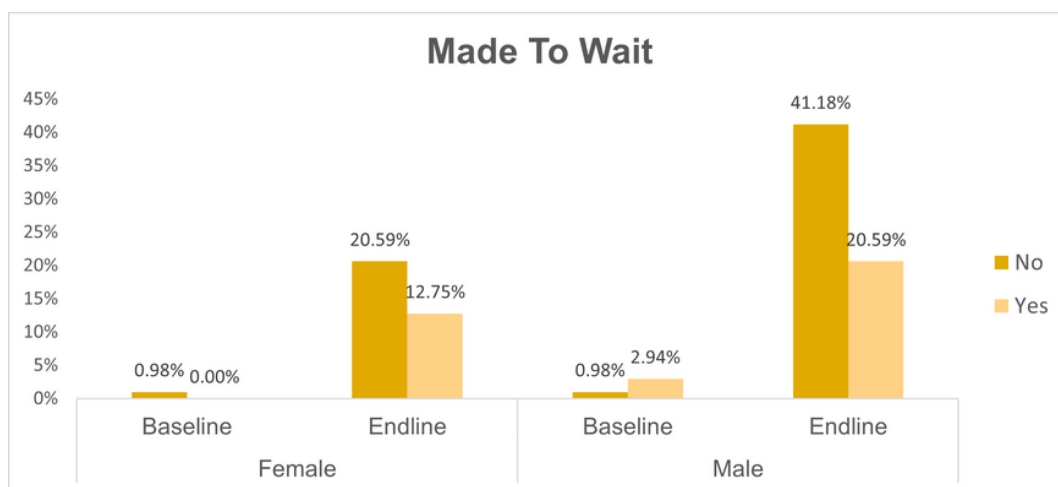


Figure 38: Overall Gender Analysis of 'Made to Wait' in Daman & Diu

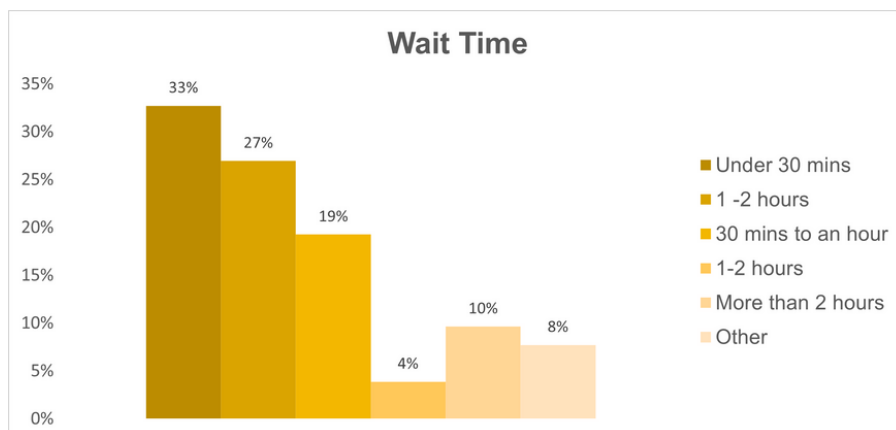


Figure 39: Wait Time for Citizens in Daman & Diu for Endline Survey

### III) Ladakh

#### i) Citizen Perspective Scores

Even though citizen perspective scores for police interaction were higher in the baseline study than the endline survey, the scores for accessibility and satisfaction were higher in the endline survey than in the baseline survey. In the Baseline survey, accessibility scores were the highest in matters concerning Financial & Property Dispute and Family Dispute/ Missing/ Death/ DV and the lowest for grievances related to Physical Assault/ Murder/ Missing. Satisfaction scores for Physical Assault/ Murder/ Missing were highest and were the lowest for concerns of Family Dispute/ Missing/ Death/ DV. Police Interaction scores were the highest for issues concerning Physical Assault/ Murder/ Missing and lowest for Loss of Essential goods and documents and Authorization/ Verification of Documents.

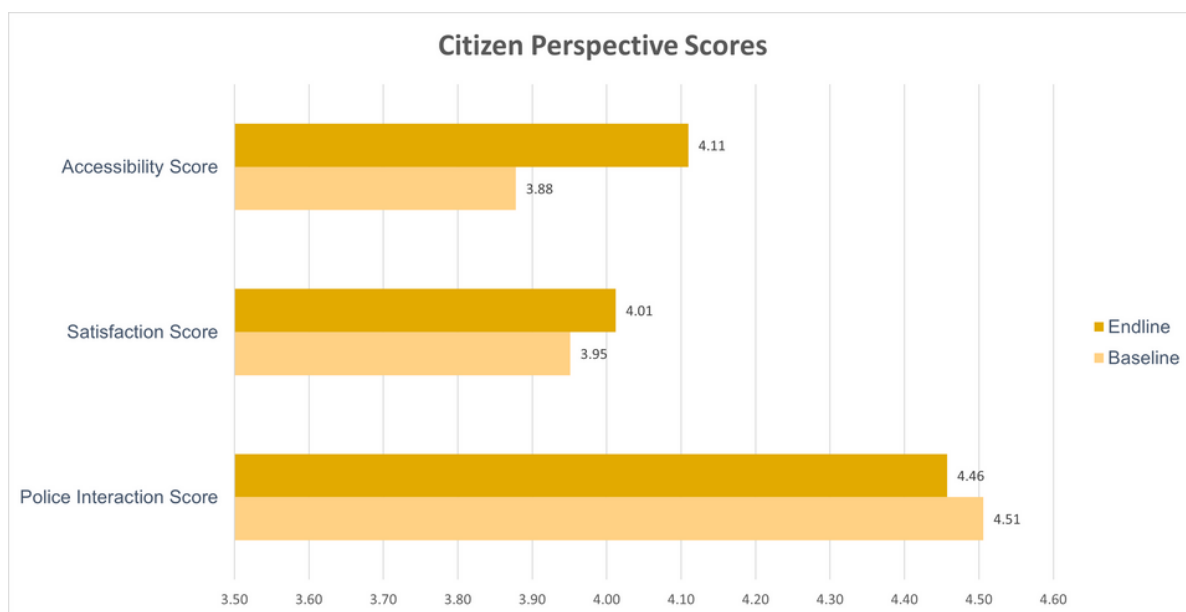


Figure 40: Overall Citizen Perspective Scores for Ladakh

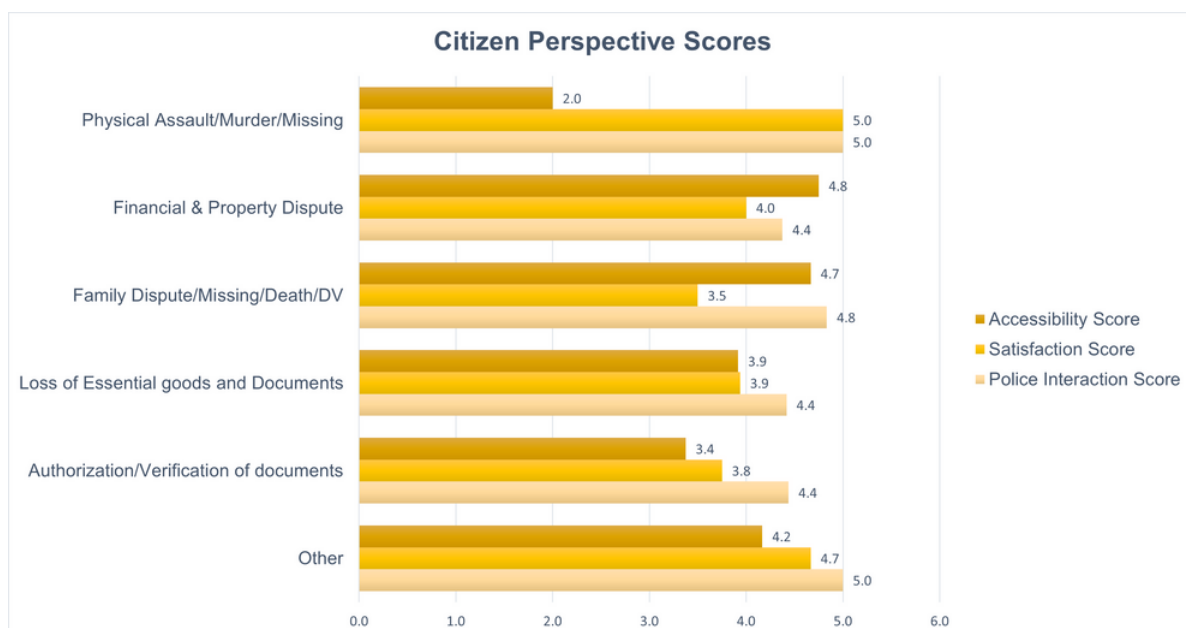


Figure 41: Citizen Perspective Scores across Parameters for Baseline Survey in Ladakh

In the Endline Survey, citizen perspective scores for Family Dispute/ Missing/ Death/ DV were the highest in terms of accessibility, satisfaction and police interaction- a huge improvement for the satisfaction of citizen perspectives.

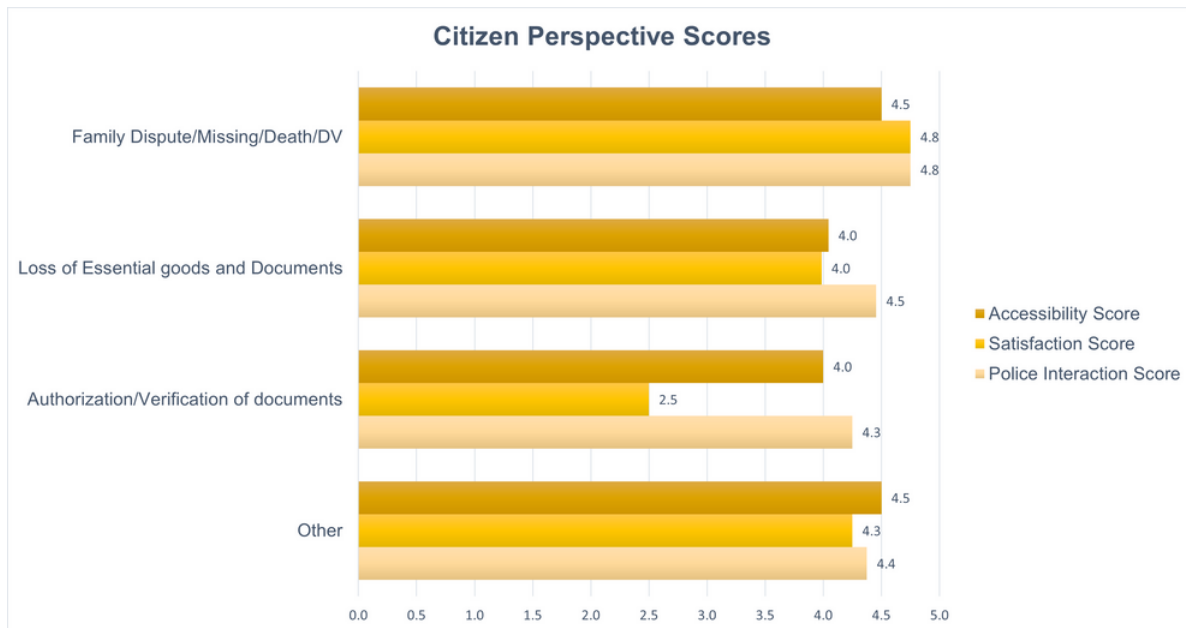


Figure 42: Citizen Perspective Scores across Parameters for Endline Survey in Ladakh

## ii) Gender Analysis

While women were found to be less satisfied with the police system than men in the Baseline survey, in the Endline study, post training of police personnel, women were found to be more satisfied with the policing system of Ladakh. Similarly, as per the baseline survey, the police personnel were more accessible to the men than women. However, post training, women found the police exceedingly more accessible than men. Women were recorded to be nearly equally satisfied with the police interaction as men in both the endline and baseline survey.

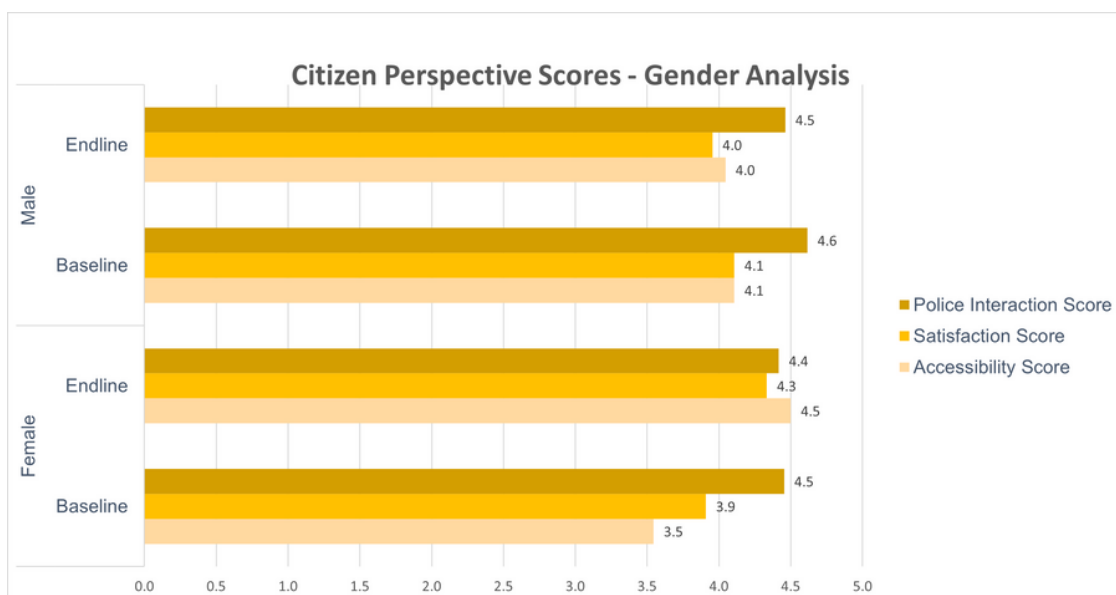


Figure 43: Gender Analysis of Citizen Perspective Score in Ladakh

### iii) Citizen Satisfaction

While in the baseline survey, nearly 76% of the citizens were satisfied with the police system in Ladakh, post the training program of the police personnel, the proportion of people satisfied with the police increased staggeringly to 85% of the citizens, in the endline survey.

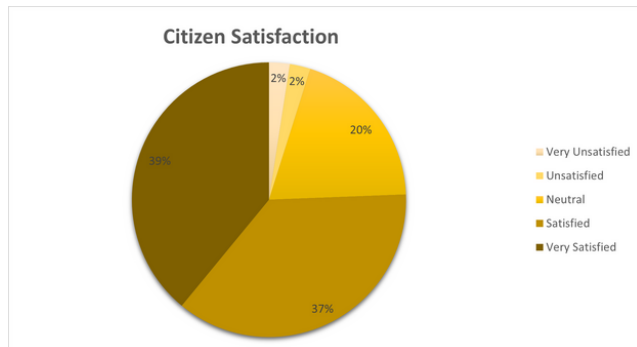


Figure 44: Citizen Satisfaction for Baseline Survey in Ladakh

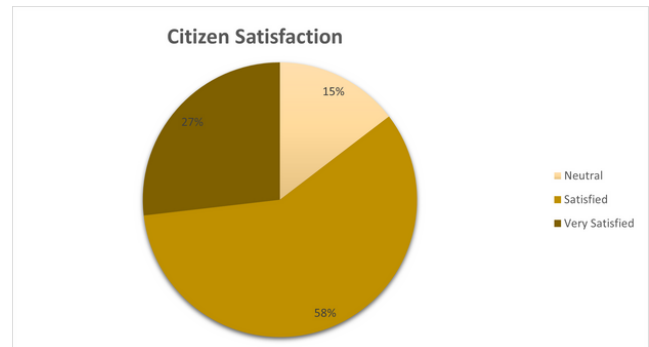


Figure 45: Citizen Satisfaction for Endline Survey in Ladakh

### iv) Efficiency of Police

When citizens were asked about their perspective regarding efficiency of police in Ladakh, 81% of the citizens reported that the police were efficient 'always' or 'often' in the baseline survey. Results improved tremendously in the endline survey as 97% of the citizens reported to think that the police personnel are efficient in their duties. Similarly, while in the baseline survey, 12% of citizens said that the police was 'rarely' or 'never' efficient, only 3% citizens reported the same in the endline survey, thereby indicating a huge improvement in the satisfaction of people with the aspect of efficiency of the police.

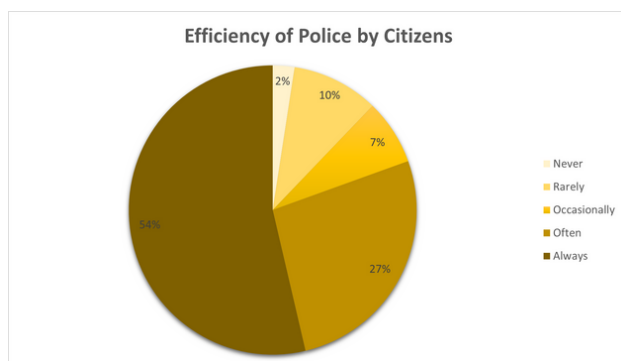


Figure 46: Efficiency of Police for Baseline Survey in Ladakh

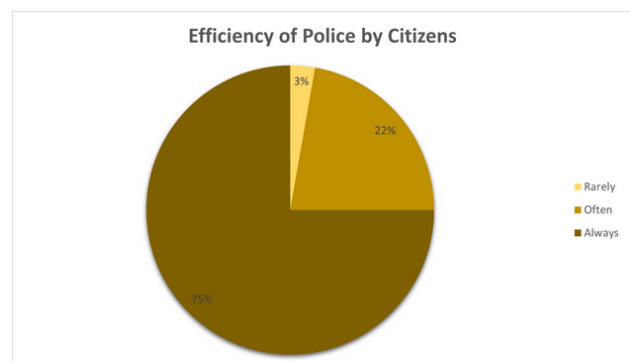


Figure 47: Efficiency of Police for Endline Survey in Ladakh

## v) Police Station Wait Time

Only 31% of the citizens reported that they were made to wait by the police personnel as per the endline survey. In both the Baseline study, males and females were made to wait equally long.

However, in the endline survey, women reported lower waiting times than their men. In the endline survey, majority of 53% of the citizens who were made to wait, only had to wait for less than 30 minutes.

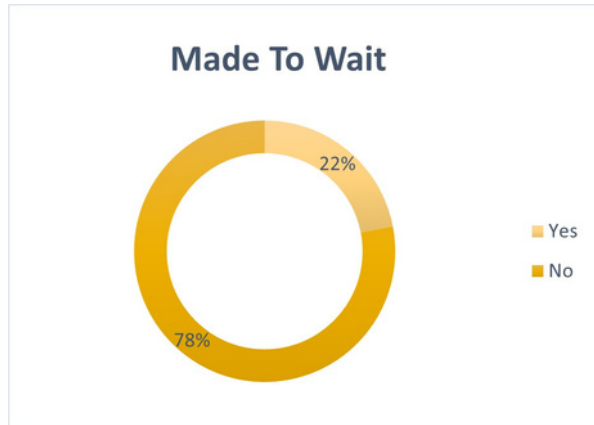


Figure 48: 'Made to Wait' for Baseline Survey in Ladakh



Figure 49: 'Made to Wait' for Endline Survey in Ladakh

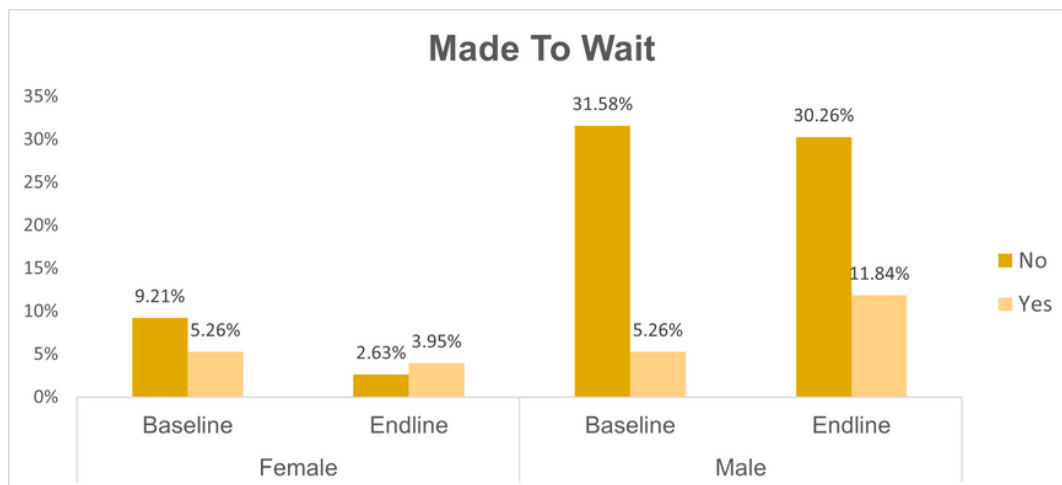


Figure 50: Overall Gender Analysis of 'Made to Wait' in Ladakh

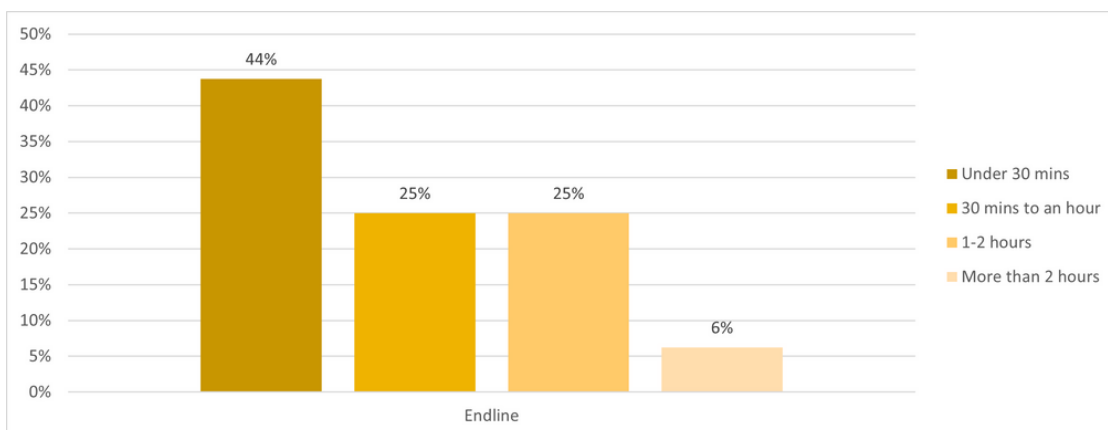


Figure 51: Wait Time for Citizens in Ladakh for Endline Survey

## D. FOCUS GROUP DISCUSSIONS

Focus Group Discussions (FGDs) with citizens who had previously interacted with police personnel in 6 months prior to the survey were conducted across all 13 police stations visited as part of the exercise. FGDs were a newly introduced qualitative element in the endline survey aimed at providing a holistic perspective on service delivery by police personnel in all 3 UTs.

At the police stations of Leh, Nyoma and Nubra in Ladakh, which covered a population of around 50 thousand, with low rates of complaints recorded, it was observed that the public was not hesitant to approach police officials and was also agnostic to their ranks. Participants also claimed that police personnel were friendly towards citizens and tourists alike across the valley.

In Nyoma, participants stated, “Police help us and tourists even in lost and found cases...it would be better if they can prevent tobacco and alcohol consumption in public”.

Public view regarding traffic police varied slightly, as they believed that the police were not considerate enough while issuing challans or didn’t allow those in question to justify themselves. While majority of the participants believed that the community supported the police providing essential services to people of the valley, they also believed that more interactive sessions, preferably held biannually, would enable them to assist all sections of the society better.

Similar responses were obtained from the two stations where FGDs were conducted in the UT of Diu and Daman. There existed a relationship based on mutual trust between the public and police personnel, wherein people looked up to police officials for resolution of their problems. An interesting aspect shared by one of the participants was, “The police station at Diu is very good. It has a feedback system. In this, any citizen can submit feedback to the police without fear. However, technological upgrades may be necessary for better policing”.

While police personnel were extremely helpful and quick to respond, it was found that they were not particularly sympathetic to the problems faced by fishermen during the COVID-19 lockdowns. In the coastal police station, it was observed that turnaround time was not quick, and led to longer waiting periods for complainants. During lockdowns, there were some participants who were victims of police brutality suggesting the need for improving behaviour-related training modules among police personnel.

Of the 8 police stations visited at Puducherry, citizens shared multiple anecdotes recording their experience with police personnel. Respondents highlighted the difference in perception of police officials over the years and how it has transformed from one of fear to that of protection of the public from harm. Police officials were approached by the public for issues ranging from public nuisance, matrimonial disputes, to assault and other heinous crimes. In all, it was observed that police personnel were quick to respond or deliver, and aimed to amicably resolve issues when possible. Some police officials even shared their personal contact numbers and were approachable at any time of the day.

One of the participants expressed, “My daughter had gone missing for over 24 hours, I immediately complained to the police. Within a day, they were able to find my daughter and bring her back to me. I wanted to get her medical examination done and the police officials helped me through the process.” Another participant stated, “I had to lodge a cybercrime related complaint. The region did not have a cyber cell so I had to travel to the head office and faced a delay of over 2 days. I was then asked to file an FIR locally after 20 days because it was below the pecuniary limit...I think both citizens and police officials need to be trained to handle cybercrime.”

Particularly with respect to issues pertaining to women, participants stated that female constables were empathetic towards their issues, and adequately assisted them in resolving their issues. A recurring theme discussed by citizens interviewed was that of the burgeoning crisis of substance abuse among adolescents and youth in Puducherry and the need to curb it. Further, citizens claimed that to ensure safety of women in the region, in addition to CCTV surveillance across all areas, police patrolling past midnight was absolutely necessary.

Table 3 shows the highlights of the Focus Discussion Groups held :-

Ladakh	Daman and Diu	Puducherry
Low rates of registered complaints	The number of registered complaints in Daman and Diu was comparatively higher as compared to Ladakh	Due to relatively large population, the eight police stations had higher number of registered complaints

**Table 3: FGD Highlights**

Ladakh	Daman and Diu	Puducherry
Public was not hesitant to approach the police and was also agnostic to their ranks	The relationship between the police and the public was based on mutual trust	The public highlighted that the perception of police personnel over the years has now been transformed from one of fear to that of protection of the public from harm
Public perceived police personnel to be friendly towards the citizens and tourists across the valley	The coastal police station's turnaround time was not quick. Thus, there were longer waiting periods for the complainants.	Police officials were approached by the public for issues ranging from public nuisance, matrimonial disputes, to assault and other heinous crimes to which the personnel responded quickly and aimed to amicably resolve the issues when possible
A quote from Nyoma police station stated "Police help us and tourists even in lost and found cases...it would be better if they can prevent tobacco and alcohol consumption in public"	A quote from one of the police stations stated "The police station at Diu is very good. It has a feedback system. In this, any citizen can submit feedback to the police without fear. However, technological upgrades maybe necessary for better policing"	A quote from one of the police stations stated "My daughter had gone missing for over 24 hours, I immediately complained to the police. Within a day, they were able to find my daughter and bring her back to me. I wanted to get her medical examination done and the police officials helped me through the process"

Table 3: FGD Highlights

Ladakh	Daman and Diu	Puducherry
Slight variations were recorded on matters related to traffic police as they believed that they were not considerate enough while issuing them challans and didn't allow those in question to justify themselves	People unanimously agreed that the personnel were very helpful and swift in responding but they also felt that the personnel need to be more sympathetic towards the fisherman and their problems	Some of the police personnel also shared their personal contact numbers to make themselves accessible and available 24*7 and female constables were empathetic towards issues pertaining to women
Public also agreed that the community supported the police providing essential services to the people of the valley	Some of the participants were the victims of police brutality during the COVID-19 lockdowns	Citizens suggested that to ensure safety of women in the region, in addition to CCTV surveillance across all areas, police patrolling past midnight was absolutely necessary.
People expressed their interest towards holding more interactive sessions that would enable all the stakeholders to contribute to the society better	People also suggested that there is need to improve the behaviour and introduce related training modules for the police personnel	The citizens also suggested that the police need to curb the burgeoning crisis of substance abuse among adolescents and youth.

**Table 3: FGD Highlights**

# CONCLUSION

Based on the responses received, we attempted to correlate citizens' perceptions, satisfaction levels and public trust along with how the police perceived themselves on these parameters with regard to the public as well.

Across the Union Territories, the citizenry generally held favourable views regarding the police and their service delivery. They were satisfied with the efficiency of service delivery and the manner of their interaction with the police. This holds true more so in matters such as verification of documents and loss of essential goods and documents. In matters concerning sensitive issues such as physical assault, property and family disputes, police accessibility and understanding scored lower in the perceptions of citizens. From a gendered lens, women were more likely to be satisfied with their interactions with the police, and mostly felt they had equal access as men, except in the case of Diu where public perception held police personnel as more accessible to men.

Generally, across regions, police personnel perceived themselves to enjoy high levels of public trust. However, in some places trained personnel, perhaps due to increased awareness, perceived lower public trust levels than untrained ones.

Senior officials also observed a change in their personnel due to the training program. However, they expressed apprehensions about it being lasting change and unequivocally vouched for periodic training with more emphasis on behavioural or inter-personal skills and procedural knowledge.

In public centred services such as policing, trust is a valuable component – with considerable and tangible influence on the intended outcomes of policing. Building public confidence through periodic training interventions is then a worthy objective to pursue and must be done unswervingly as a policy imperative.

# LIMITATIONS OF THE STUDY



## 1. Assymetry in Sample Size

Despite combining online and offline survey methodologies to obtain a large sample size, the number of responses has been uneven across the regions covered. We have assayed to minimize the skewing this may have caused by segregating data and analyses from the three UTs, in order to present a clearer picture of on-ground realities.



## 2. Feedback of Citizens

Our field associates were trained to deal with apprehensions common citizenry might have had with regard to giving feedback on police personnel. However, it cannot be exactly determined to what extent the clarifications helped assuage respondents.



## 3. Constraints in Data Collection

Limited data was available in the public domain and hence, in our exercise we were restricted by the resources shared with us by the police departments in all three UTs.



## 4. Communication Challenges

In Ladakh and Puducherry, different regional dialects and languages are spoken by the public in varied regions. While our field team had been assigned on the basis of their familiarity with the regional language, some difficulty was faced in the collection of responses due to local variations. For this reason, we kept the questions as short and direct as possible.

# ANNEXURE

## A. Police Survey Questionnaire

All sub-scores for the indicators are standardized to a 5-point metric to make them comparable to each other. All parameters are equally weighted to avoid high volatility due to the indicators' broad diversification. It also avoids excessive and skewed valuations.

Indicator	Parameters	Question	Response	Points	Explanation
Police Services towards Citizens	Police Services Rendered by Station	How would you rate out of 5, the quality of police services provided by your police station?	5	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take an average of the total points calculated from the four parameters.</li> <li>It should be noted that for the parameter 'Steps taken by Police Personnel', qualitative responses were collected. The responses were then bucketed under four brackets, with most falling under multiple. Thus, total points for the parameter were calculated first and then included in the score.</li> <li>Trust building was given more points due to the fact that it takes more effort to establish trust and often encompasses the other brackets in some degree or another.</li> </ul>
			4	4	
			3	3	
			2	2	
			1	1	
	Response time	Are the citizens coming to the police station, made to wait?	Seldom	5	
			Sometimes	3	
			Always	1	
	Steps taken by Police Personnel	What steps do you take as an individual police officer to ensure a good relationship with the citizens?	Treat with respect	1	
			Quick response time	1	
			Resolution of issues	1	
			Trust Building	2	
	Professional Delivery	Do you ensure that the task assigned to you reaches a timely completion?	Always	5	
			Sometimes	3	
			Seldom	1	

Indicator	Parameters	Question	Response	Points	Explanation
Police Personnel Perception	Presence in Society	In your opinion how much difference does your presence make in the society?	A Great Deal	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take an average of the total points calculated from the three parameters.</li> </ul>
			Considerable	4	
			Somewhat	3	
			Little	2	
			No Difference	1	
	Frustrated with Policing	How often has your job made you feel frustrated?	Never	5	
			Rarely	4	
			Sometimes	3	
			Very Often	2	
			Always	1	
	Content with Duty	How content are you with your job?	Highly Contented	5	
			Fairly Contented	4	
			Indifferent	3	
			Rarely Contented	2	
			Never Contented	1	
Technology	Use of Technology	How much technology do you use in your day-to-day operations?	A Great Deal	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take the points from the one parameter.</li> </ul>
			Considerable	4	
			Somewhat	3	
			Little	2	
			None	1	
Trust with Citizens	Comfortable with Citizens	In your opinion, how comfortable are citizen in reaching out to police in case of any incident?	Always	5	
			Very Often	4	
			Sometimes	3	
			Rarely	2	
			Never	1	

Indicator	Parameters	Question	Response	Points	Explanation
Trust with Citizens	Treat with Respect	In your opinion does the police treat citizen with respect?	Always	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take an average of the total points calculated from the eight parameters. All are equally weighted to emphasize the importance of each one of them in assessing the trust attribute of a personnel.</li> </ul>
			Sometimes	3	
			Seldom	1	
	Sensitive issues	Are complainants able to trust you with their sensitive issues?	Always	5	
			Very Often	4	
			Sometimes	3	
			Rarely	2	
			Never	1	
	Interaction with People with Learning Disabilities	How confident do you feel handling reports of crime from the vulnerable group?	Very confident	5	
	Interaction with People with Mental Health Problems		Fairly confident	4	
	Interaction with Older People		Neither confident nor unconfident	3	
	Interaction with Women		Fairly unconfident	2	
	Interaction with Children		Very unconfident	1	

## B. Citizen Perception Questionnaire

All sub-scores for the indicators are standardized to 5-point metric to make them comparable to each other. All parameters are equally weighted to avoid high volatility due to the indicators' broad diversification. It also avoids excessive and skewed valuations.

Indicator	Parameters	Question	Response	Points	Explanation
Police Interaction Scores	Correspondence	How did the police handle your complaint?	Very Politely	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take an average of the total points calculated from the four parameters.</li> <li>All are equally weighted to emphasize the importance of each one of them in assessing the police interaction indicator of the citizen.</li> </ul>
			Politely	4	
			Casually	3	
			Rudely	2	
			Very Rudely	1	
	Trust Building	Did the police accept your case?	Yes	5	
			Still in Process	3	
			No	1	
	Police Behaviour	How did the policemen behave?	Very Politely	5	
			Politely	4	
			Casually	3	
			Rudely	2	
			Very Rudely	1	
	Professional Delivery	Did the police take action on your case?	Yes	5	
			Still in Process	3	
			No	1	
Satisfaction Score	Response Time	How satisfied are you with the timeline of the response from the police?	Very Satisfied	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take an average of the total points calculated from the two parameters.</li> <li>All are equally weighted to emphasize the importance of each one of them in assessing the satisfaction indicator of the citizen.</li> </ul>
			Satisfied	4	
			Neutral	3	
			Unsatisfied	2	
			Very Unsatisfied	1	
	Overall Experience	How will you rate your overall experience with the police?	Very Satisfied	5	
			Satisfied	4	
			Neutral	3	
			Unsatisfied	2	
			Very Unsatisfied	1	

Indicator	Parameters	Question	Response	Points	Explanation
Accessibility Score	Sensitive Cases	How comfortable are you in reporting the sensitive cases to the Police?	Always	5	<ul style="list-style-type: none"> <li>To estimate the score for the indicator, we take an average of the total points calculated from the two parameters.</li> <li>All are equally weighted to emphasize the importance of each one of them in assessing the accessibility attribute of a police.</li> </ul>
			Often	4	
			Occasionally	3	
			Rarely	2	
			Never	1	
	Treat with Respect	How comfortable are you in reaching out to the police, in case of a problem?	Always	5	
			Often	4	
			Occasionally	3	
			Rarely	3	
			Never	1	

## C. Focus Group Discussions

### I) LADAKH

#### **Leh Police Station, Ladakh – 18th Jan 2023**

The focus group discussion was held at the Leh police station with three participants who were invited to present their views and help gauge the general perception of public about the police in Leh. All the respondents were at a consensus that the police personnel are immensely helpful when required although they never had to visit the police station for filing a report/complaint for a crime or matters of similar nature. The only times when they had to interact is related to road accidents, various document verification like life, death or character certificate and lost and found cases etc. The public is not hesitant to approach the station or any specific rank of the police personnel. This has been made possible with the positive and helpful nature of the personnel. Their feedback was to enhance the discipline and politeness of the personnel although they were content with the present behavior of the police force.

The citizens prove the strengths of the police force in terms of availability even in odd hours and the responsiveness in difficult situations. The citizens also confirmed that they never witnessed any kind of biasedness being practiced towards any category. The system has been open for all and the trust factor has been established between the citizens and the personnel. The participants presented the fact that police are quick to respond to the complaints of the citizens as well as the tourists and the same are generally resolved with top priority.

There were incidents narrated showcasing the positive aspects of the police with respect to resolving the minor complaints without any waste of time and with full cooperation to the citizens. The participants also confirmed that tourist are also happy with the helpful nature of the police. Enquiring about the ease of approaching the police when required was well supported stating that the accessibility and trust factor has been further strengthened with the increase in literacy level and various training programs.

Though the participants were not able to identify any barriers while approaching the police but also suggested that the police should conduct more community meetings with the residents to address and discuss various issues that can be addressed through discussions.

The participants also confirmed that both the police and the citizens are proactive when it comes to community policing. Citizens are always ready to serve and help the policemen as per the need of the hour. Some examples of lost and found cases and resolving minor cases at community level were some of the steps being practiced by the citizens to help and assist the police system. The discussion was concluded by asking for measures to improve the overall system to which the participants reiterated the need for more disciplined police personnel who shall attend to the citizens with more courtesy and thoughtfulness.

S.No.	Names of the Participants
1.	Sajjad Hussain
2.	Tashi Dorjay
3.	Stanzin Dorjay

**Table 4: Name of the Participants of Leh P.S., Ladakh**

## **Nubra Police Station, Ladakh – 19th Jan 2023**

The focus group discussion was held at Nubra police station with eight participants from diverse backgrounds which aided in capturing the citizen's perception about the police. All the respondents were satisfied with the overall behavior and responsiveness of the police system. Most of them said that they had a smooth experience while approaching the police even for minor issues as complaints/FIRs is a rare phenomenon. The participants were not able to identify any major difference but they agreed that the overall behavior has improved as more educated police personnel are being recruited bringing around a positive change while interacting with the citizens. There were no claims that could indicate any kind of hesitation while approaching any specific rank of police personnel.

The participants confirmed that there was no hesitation as they only had to visit the police station about issues like road accidents, various document verification for life, death, character certificates and lost and found cases etc. They insisted that the challan payment process should be spontaneous with the use of e-challan machines so as to reduce the waste of time in approaching the court of law for the payment. They also confirmed that they never felt the need to keep their identities anonymous while approaching the police. With such good accessibility to the system there was no barrier which the participants could identify. The lack of biases and transparency has made the police reliable and trustworthy which has helped the citizens to assist the personnel in every possible manner. The participants also said that police usually take swift action towards any complaints raised by the citizens which again resurrect the faith in the police system.

Some suggestions that were proactively put forward were to set up regular public meetings in the presence of the community which in turn helps them to be aware about the current law and order situations and how the police react in case if any such situation arises. This would help in increasing the interaction between the police and the citizens and eventually making the entire system more effective. They also suggested that the police behavior should be same and polite towards all categories of citizens (vulnerable groups) which tend to vary in some situations.

The focus was laid on enhancing the police behavior which should be equal towards all groups and also the personnel who are looking after traffic management should allow the drivers to present their justification before being penalized.

S.No.	Names of the Participants
1.	Tsewang Namgail
2.	Chamba Punchok
3.	Tsultim Sherap
4.	Rigzim Gawa
5.	Tundup Gonbo
6.	Mohammed Iqbal
7.	Nawang Tsering
8.	Rinchen Norboo

Table 5: Name of the Participants of Nubra P.S., Ladakh

## Nyoma Police Station, Ladakh – 20th Jan 2023

The focus group discussion was held at Nyoma police station with five participants mainly consisting of the village in charge and president of the women alliance who contributed extensively to giving valuable inputs about the policing system in Nyoma. Considering the very small population of Nyoma and negligible number of complaints/FIRs reported, the participants agreed that they have a very effective and efficient police system. The citizens also are well organised and anything that happens in the village is escalated to the police after its consideration in the village administration. They also confirmed that they feel comfortable while approaching the police personnel/station and neither do they feel any hesitation while approaching any specific rank of the police personnel.

They also said that the overall police behaviour and administration is fine, and the police treat them with respect and listen to their problems with sincerity and take required actions accordingly. In case of domestic violence also, the personnel takes the ownership to visit the household and talk to all family members like a counselling session and resolve the matter with complete responsibility. If they had to visit a station for any purpose the police personnel are helpful enough to guide them through the procedure and also serve them with water and tea to make them comfortable. They also said they have never felt the need to keep their identities anonymous while approaching the police and there was no potential barrier that they could identify while reaching out to the police.

S.No.	Names of the Participants
1.	Tsewang Norbu
2.	Tsering Angdus
3.	Tsering Gurmat
4.	Skalzung Putith
5.	Ringzin Angmo

Table 6: Name of the Participants of Nyoma P.S., Ladakh



When enquired about the strength and weakness, the participants collectively denied any weakness, instead they agreed that they appreciate the police for their sincere duty in such cold and harsh weather conditions. In addition to an easy access to the police station, the police personnel are also easily accessible while they are on patrolling duty. The female participants also agreed that there was no discrimination/biasedness being practiced to any group/category of citizens. They have never witnessed the influence of any connections when they approach the police.

Apart from the document verification process, most of the complaints are for traffic violations or accidents which are swiftly dealt with by the police. They suggested that the police should be more considerate and patient while issuing challans in case of traffic violations and also listen to the drivers and make a wise decision accordingly. They further suggested while handling traffic situations in peak season of tourism, they should be more considerate and polite to the public as well as the tourists. Though the system is transparent and easy access to information is available, more improvements can be made by induction of technology related to the issue of challan to make it easier for citizens.

The positive story also included the fact that police personnel take immediate action even on the lost and found cases and they have heard positive feedback from the tourists as well regarding the same. The participants also wanted the police to intervene and curb the consumption of alcohol and tobacco in public places so that related offenses can be prevented. They insisted that biannual community meetings should be practiced regularly which can be a great channel for listening to the problems and issues of the citizens. This would benefit the citizens with their issues and eventually this can reduce the number of complaints/FIRs.

## **II) DAMAN & DIU**

### **Diu Police Station – 19th Jan 2023**

The Diu Police Station witnessed a total of 12 citizens for the focused group discussion to understand citizen-police interface. The discussion began with the question of what comes to people's minds when they think of the police. This question kick-started discussion around the changes observed in police functionaries in the past 6 months for better relationship between citizens and police.

Most of the respondents were of the view that a trust-based relationship had existed between the police and citizens. People were relatively less fearful to approach police for resolution of their problems. They wanted to strengthen cordial relations with police forces over time.

When asked about any positive/negative stories with police with respect to one of the respondents who had filed a missing complaint for his child, it was highlighted that the police were quick to respond to the situation and reached the house of the complainant. The child was ultimately found. Several others came forward narrating cases specifically about missing persons and how police had responded swiftly in most of the cases.

When nudged to talk about any hostile incident with the police, the people responded that they did not encounter any negative incident with the police force but witnessed harsh treatment with police forces during covid related lockdowns. The police forces were not sympathetic during the lockdown due to which people had to face significant difficulties, especially fishermen.

It stemmed from the discussion that police officers were aware of the procedures to be adopted if a woman complainant approaches them. However, the respondents themselves pointed out that lady police staff should be formed citing general lack of staff also. Elderly people were treated with respect by the police personnel. Patrolling by the police was visible during the day but patrolling at night needed to be increased to stop cases of theft.

The participants were informed about the concept of community policing. To this, participants responded by saying they had helped police in the past cases (One specific incident of missing person was cited where the person was found via citizen's help) and would continue to do so in the future. One of the respondents highlighted that the feedback mechanism of Diu police station was a commendable one where any citizen can submit feedback to the police without any fear.

In conclusion, the people were asked whether they would like any better improvements in the policing systems to which the people responded with technological upgrades like police clearance certificates being made online and directed efforts towards preventing abuse of alcohol and issuance of fake passports are required.

SNo	Names of the Participants
1	Deven Vyash
2	Mohan Kanji Bariya
3	Shantilal Meghji
4	Kureshi M. Mustakim
5	Champa Bai
6	Priyankaben Amratlal
7	Bhaidas D. Chauhan
8	Shatiben Natha
9	Vyashbhai
10	Mital Kantilal

SNo	Names of the Participants
11	Yatin Kakad
12	Nirmala Bamania

Table 7: Name of the Participants of Diu P.S.,Daman & Diu

## **Diu Coastal Police Station– 20th Jan 2023**

The Coastal Police Station, Vanakbara witnessed a total of 18 citizens for the focused group discussion to understand people-police interface. The discussion began with the question of what comes to people's minds when they think of the police. This question kick-started discussion around the changes observed in police functionaries in the past 6 months for better relationship between citizenry and police.

Most of the respondents were of the view that a significant difference was observed (not necessarily in the past 6 months but over a longer time horizon). Earlier people used to face harassment from police authorities. Instances of lathi charging and rude language by constables was common. But the attitude of police has changed over the past few years for the better. Treating people with respect was commonly accepted as well.

When asked about the first thought which comes to mind when approaching police, there were mixed reviews. Some were confident that their issue would be resolved while others complained of longer waiting hours at the police station. Lack of staff was agreed to by all for the longer waiting time.

When asked about any positive/negative stories with police with respect to one of the respondents who had filed a missing complaint for his brother, it was highlighted that the police were quick to respond to the situation and reached the house of the complainant. The complainant's brother was ultimately found in Jaipur.



When nudged to talk about any hostile incident with the police, the people responded that they did not encounter any negative incident with the police forces but 2 people specifically talked about police brutalities during covid. One of them was forced to undergo forced vaccination. The same person highlighted that there was a fire incident recently in front of the police station. Someone came to help but the police were slow to respond. When the person uploaded a video, the police filed a case against that person only. VIP culture was also a grudge amongst citizens.

All people unanimously pointed out that no ethnic biases were observed in police forces. Women were not aware that police forces have to carry out procedures in a certain way if any woman is involved in any case. However, when told about the fact that a woman police officer has to be present, they agreed that it indeed was the case.

The participants were informed about the concept of community policing. To this, participants responded by saying they had helped police in the past cases and would continue to do so in the future. They in fact said that people were the eyes and ears of police forces.

In conclusion, the people were asked whether they would like any better improvements in the policing systems to which the people responded that police should run awareness campaigns so that people know about the rules and regulations. Police forces still need to be taught to treat complainants sympathetically. People wanted a stronger grievance redressal system if police take no action on their complaints.

SNo.	Names of the Participants
1.	Meghaji Lakha Chavada
2.	Narshi Ramji Solanki
3.	Dr. Bharat Ramji Chavada
4.	Shankar Bhagvan Bariya

SNo.	Names of the Participants
5.	Vivej Devji Solanki
6.	Chagan Bava Solanki
7.	Devji Varjang Bariya
8.	Shantaben Devji Solanki
9.	Kanta Devji Baria
10.	Daxaben Ashok Bamania
11.	Manjulaben Jivan Sikotariya
12.	Taraben Dharmesh Chudasama
13.	Rasilaben Dharmesh Panjari
14.	Deviben Savji Solanki
15.	Manjulaben Savji Solanki
16.	Hansha Hiten Dari
17.	Laxmi Ashok Solanki

SNo.	Names of the Participants
18.	Dharmik Bamaniya

Table 8: Name of the Participants of Diu Coastal P.S., Daman & Diu

### III) PUDUCHERRY

#### **Grand Bazaar Police Station – 19th Jan 2023**

The Grand Bazaar Police Station witnessed a total of six citizens from the locality for the focused group discussion to gauge the perception of the public about the police. The discussion began with the question of what comes to people's minds when they think of the police. This question sparked discussion around the responsibilities entrusted to the police concerning protecting the citizens, ensuring conflict resolution among the citizens, and maintaining law and order in society.

When asked about the difference they have felt in freely approaching the police personnel from a year back, the respondents highlighted that they did not experience any stark difference however the residents who have lived in Puducherry for the past 10 years highlighted that they experienced significant friendly interactions with the police eliminating disconnect from their minds.

When asked about any positive/negative stories with police concerning one of the respondents whose bike was recently stolen on 18th January 2023 highlighted that the police were quick to respond to the situation and reached the place of the theft incident. He also highlighted that he was called to the police station the next day (19th January 2023) for case-related information. In addition, he also highlighted that the police personnel were cooperative and responded adequately to him despite his socio-economic background.

When nudged to talk about any hostile incident with the police, the people responded that they did not encounter any negative incident with the police force but witnessed hostile encounters with the Indian Reserve Battalion Force deployed in Puducherry because of a shortage of police personnel. They highlighted that the force was not considerate of the feelings of the public and used harsh measures like rude language and physical force on citizens and tourists.

The female respondent present in the group was asked how the police responded and behaved with the woman complainants. She highlighted that when she recently came to assist one of her female relatives with a domestic concern at the police station, the station assigned a female constable to take down the report. When asked the group if the citizens are made to wait at the police station, the group responded that mostly they are immediately attended to by the police personnel but on most occasions, they are made to wait at the station citing the shortage of police personnel.

The participants were asked if they engage in helping the police in any capacity. To this, two participants responded by saying that their community has a program named 'Friends of Police' where the common citizens engage with police officers by being first hand respondents to conflicts. One of the respondents was part of the Friends of Police program for five years, where he assists the police in encouraging people to provide witness testimony to crimes.

In conclusion, the people were asked whether they would like any better improvements in the policing systems to which the people responded with suggested technological upgrades like the installation of CCTVs and infrastructure upgrades of the police stations citing the poor state of the Grand Bazaar Police station.

S.No.	Names of the Participants
1.	Renu
2.	Chitra
3.	R Swaminathan
4.	Karunanidhi
5.	Sivasanmugam
6.	P Vijaybhaskaran

Table 9: Name of the Participants of Grand Bazaar P.S., Puducherry

#### **D. Nagar Police Station – 19th January 2023**

The Focused Group Discussion was held at D. Nagar Police Station on 19th January 2023 and witnessed the participation of six people. The discussion aimed to gauge the people's perception of police officers and their conduct with the citizens. The discussion began with the question of what comes to the minds of the people when they hear about the police. To this, two people from the group responded that the police are present for the protection of the people. The other person from the group responded by saying that 10-15 years back the idea of police was terrifying in nature, however with the presence of social media and mobile phones in the present times, the citizens are empowered to act in light of any atrocities inflicted by the police on the citizens.

The group was further asked if they would be willing to voluntarily testify about any incident for the police. To this, the people responded that they would be comfortable testifying about any crime since they have faith in the police force for the protection of witnesses. The group was further asked if they have any positive/negative stories to share about the police personnel. One of the people highlighted that they experienced differentiation in the way police dealt with citizens in light of the mask mandate during the Covid pandemic. Further elaborating on the incident witnessed by the people present in the discussion, they responded that the police did not uniformly enforce the mandate on the citizens which caused distress among the public in general.

The positive experience highlighted by the people in the group was the quick response of the police/constables in the face of any conflict in the area. One of the people present in the group cited that the police quickly reported to the spot when a fight broke out between neighbors in his neighborhood and consequently the constables resolved the fight between the aggrieved parties through counselling. In addition, the people also mentioned that the police ensured to patrol the area regularly at night.

When asked about any areas of improvement for the police force, the group appreciated the efforts taken by the police in providing their services however they stressed the aspect of bringing in the concept of impartiality in dispensing police duties towards the citizens. In addition, they also highlighted that senior-level police officials issue irrevocable directives which are different from what is happening on the ground causing inconvenience for common citizens. This suggestion was cited given the ambiguous helmet mandate in the city which invited challans by police officials from citizens that have caused inconvenience.

When asked about any areas of improvement for the police force, the group appreciated the efforts taken by the police in providing their services however they stressed the aspect of bringing in the concept of impartiality in dispensing police duties towards the citizens. In addition, they also highlighted that senior-level police officials issue irrevocable directives which are different from what is happening on the ground causing inconvenience for common citizens. This suggestion was cited given the ambiguous helmet mandate in the city which invited challans by police officials from citizens that have caused inconvenience.

The discussion ended with people reiterating that they shall provide their cooperation and support to the police officials in case of any crime. In particular, one of the citizens present in the discussion mentioned that they would sign any documents given by the police officials giving onus to the trust they have on the police officials.

S.No.	Names of the Participants
1.	Sudhanan
2.	Jaishankar M
3.	Govindraaj
4.	Senthil Kumar
5.	Ajith
6.	Kaviarisai

Table 10: Name of the Participants of D. Nagar P.S., Puducherry

## **Muthialpet Police Station – 19th January 2023**

The Muthialpet Police Station witnessed a total of nine citizens from the locality for the focused group discussion (FGD) to gauge the perception of the public about the police. When asked about the nature of their experience with police personnel over the past 6 months to one year in the locality, participants stated that it was largely positive. Participants maintained that officials were friendly and that they were action/solution oriented.

When questioned on the level of comfort in approaching the police and whether or not they feared them, participants responded by stating that initially they had their inhibitions, however, the police did not display any sense of authority while interacting with them. Rather, they felt protected upon repeated interaction.

Female participants were asked about how their complaints were attended to by the police. Participants stated that female constables were assigned to take down their report and that they felt comfortable sharing information about sensitive issues with them at the police station. A participant shared an anecdote wherein she reported that her daughter went missing. She stated that the police were quick to respond and helpful throughout the process – from tracing and restoring the daughter to her parents to also providing support for conducting her medical examination. Another participant shared her experience wherein she was adequately assisted by the police in lodging an FIR under the POCSO Act, 2012 against her husband.

Participants were nudged to speak about negative aspects of the services rendered by the police. While they did not share anything negative per se, they suggested that patrolling be increased during wee hours particularly between 2 AM and 3 AM as the locality did suffer from the unruly behaviour of rowdies. They also suggested that surveillance be increased to curb the menace of drug abuse among youth aged 16-22 years. Surveillance, according to them, would also increase levels of safety for young girls and women. One of the participants expressed that technology could be harnessed to improve policing within the region.

When asked if the police undertook any steps to improve the quality of services provided to the public, a participant stated that the police officials shared their personal contact numbers with the people and in his personal experience, the turnaround time was quick when he was assaulted by a neighbour. Participants from varied socio-economic backgrounds also conveyed that they faced no discrimination by the police.

Lastly, when asked about the role played by the public in assisting the police, they expressed that they would be willing to do so when required.

S.No.	Name of the Participants
1.	Mary Stella
2.	Andaviammal
3.	Malarvizhi
4.	A Ashok
5.	Nadasamy
6.	Ashok
7.	Ayyappan
8.	Damodar
9.	Gopu

Table 11: Name of the Participants of Muthlapet P.S., Puducherry

## **Lawspet Police Station – 19th January 2023**

The Lawspet Police Station witnessed a total of ten citizens from the locality for the focused group discussion (FGD) to gauge the perception of the public about the police. When asked about their expectations from the police personnel in their locality and whether the officials lived up to their expectations, participants stated that the duty of police personnel is to help the public and to provide protection. They believed that the police adequately performed their duties in the region.

Participants shared anecdotes wherein the police officials provided a quick response upon being approached by the public. A participant whose vehicle was damaged due to a fire accident at his residence at 3 AM, claimed that the police officials arrived at the site and an FIR was lodged on the following day at 10 AM. The police promptly arrived at the premises of another participant who reported the theft of a water heater at his shop. He stated that while neither the thief nor the stolen item was found, there were no such incidents thereafter. Another participant stated that he had complained about eve-teasing by a group of boys outside his daughter's school. The police reached the location immediately and issued a warning to the group of boys. Participants also claimed that cases of chain snatching, and public drunkenness had reduced over the years and attributed it to the immediate nature of punishment.

Participants were nudged to disclose any negative aspects observed by them with respect to the behaviour of police personnel as well as the services rendered by them to the public. Participants mentioned that police officials are very friendly and approachable but if someone is in the wrong, they would treat them as they should – negatively. One of the participants also stated that while there were many police booths in the locality, they were highly understaffed.

When participants were asked to share their views on areas of improvement in service delivery by the police, one of them responded that he faced some difficulty in lodging a cybercrime related complaint. The region did not have a cyber cell because of which he had to travel to the head office and faced a delay of about 2 days. Since the issue remained unresolved for over 20 days owing to the claim being below the pecuniary limit, he was asked to register an FIR locally. He revealed that the staff was not adept in handling issues related to cybercrime.

When asked about the role played by citizens in assisting or cooperating with the police, a participant responded by stating that to his knowledge, under a Community Police Leadership program, the police engaged with the community at least thrice, particularly in case of road accidents. The police had called the ambulance and had encouraged members of the community to proceed with assisting injured victims without worrying about verification or any procedural delays that would hamper the victim's health.

S.No.	Name of the Participants
1.	Malarvizhi
2.	Shanmugham
3.	Shashi Kumar
4.	Arun
5.	Rakesh
6.	Raju
7.	Manobala
8.	Arunakaran
9.	Bhoopalan
10.	Jayabalan

Table 12: Name of the Participants of Lawspet P.S., Puducherry

## **Mangalam Police Station – 20th January 2023**

The focused group discussion held at Mangalam police station on 20th January 2023 witnessed the participation of six people from the locality. Before the discussion, the people were asked about the nature of crimes prevalent in the area. To this, the people responded by saying that their area recorded a low level of crime which was restricted to neighbourhood skirmishes and domestic fights. Further, the citizens were asked about how they view the police personnel of their jurisdiction. The people responded that they maintain friendly relations with the police and help the police personnel in case any local issues arise.

When asked to share any positive/negative stories about their interactions with the police, the people present in the group mentioned the attention provided by the police to the senior citizens in the locality. They highlighted that the police regularly checked on the senior citizens and also have a WhatsApp group that monitors the needs of the senior citizens. One of the people in the group present in the discussion was a headmaster of a local school. He highlighted that the police provided protection to girl students during their commute to and from school. Another positive story highlighted by one of the people in the discussion in the past year was the absence of alcohol addicts in the area near to school which was completely eradicated by the efforts of the police.

The citizens were asked about their experience of filing complaints to the police. To this, one of the citizens mentioned his experience when he received a quick follow-up from the police within two days of filing the complaint. In addition, another person from the group mentioned that the police constables also reached the spot on time.



The people present in the group discussion were asked if a concept of community policing was practiced in their locality. To this, the people responded that no such program is followed in their locality however they expressed interest in the thought of such a program. In addition, they were asked if they would volunteer to testify against a crime for the police despite any hassles faced, the respondents without hesitation provided affirmation to help their city police.

In conclusion, the people were asked for suggestions to improve the policing system and they provided two specific suggestions; firstly, to provide the police personnel with upgraded technology for seamless communication. Secondly, to increase the capacity of the police personnel at the highway junction which is near the locality. This was cited because of the inconvenience caused by the traffic near their neighbourhood.

S.No.	Name of the Participants
1.	Sparthivan
2.	Pavarthaswami
3.	A Manikam
4.	M Pachai
5.	M Selvan
6.	P Shekhar

Table 13: Name of the Participants of Mangalam P.S., Puducherry

## **Vilinoor Police Station – 20th January 2023**

The focused group discussion held at Vilinoor Police Station on 21st January 2023 witnessed the participation of five people. The discussion was centered around people's perception of their city police and police in general. The people responded by mentioning that they do not feel intimidated by the police as they used to in the past.

One of the women present in the discussion who happens to be a street hawker mentioned that the police personnel treated her like a friend and interacted with her with respect. On the other hand, another woman mentioned that there exists fear in the minds of people who commit crimes citing her personal example when she filed a complaint against her abusive father-in-law who mended his ways after police personnel consulted her.

As the conversation moved forward, the group were asked about any positive/negative experience with the police. One of the women present in the group had registered a complaint against her daughter's in-laws and mentioned that the female police personnel present at the police station were empathetic about their concerns. Furthermore, she mentioned that the complaint resolution was slow due to the shortage of police personnel and the increased workload of the concerned police station.

The respondents highlighted another positive incident where during the Pongal celebrations that were held in the locality in the near past, the police were helpful and provided the people present at the event with food and water.

One of the women present in the discussion who had filed a complaint also mentioned her personal experience while interacting with female constables. She highlighted that the female constables face various challenges in managing long work shifts and household works which in-turn causes distress.

In conclusion, the people were asked if there were any areas of improvement for the police service in their city to which most present in the group mentioned that they were satisfied with the services provided by the police in their locality. However, one of the people from the group who is a lorry driver by profession mentioned that the checking of interstate drivers needs to be enhanced since according to him there is an encroachment of people from the neighboring areas in their profession.

S.No.	Name of the Participants
1.	Jyoti
2.	Ambika
3.	Ambika
4.	Akash
5.	Dinakaran

Table 14: Name of the Participants of Vilinour P.S.

## **Mudaliarpet Police Station – 20th January 2023**

The Mudaliarpet Police Station witnessed a total of seven citizens from the locality for the focused group discussion (FGD) to gauge the perception of the public about the police. When asked about how they perceived the role played by police officials they stated that police officials provided advice and also supported them in times of need. They responded by stating that the officials responded within time and treated them with respect.

A participant expressed that he was adequately assisted by the police when he reported a case of public nuisance wherein drunk persons were creating a ruckus outside his residence. Another participant stated that the police were able to assist him when a case under POCSO Act, 2012 was lodged against him by his brother in response to him receiving a judgment in his favour in a property dispute between the family.

When asked whether the presence of police personnel within the locality made participants feel safe and secure, they stated that there were rogue groups in the locality which act as an impediment in ensuring delivery of services by the police. They assumed the role of being the 'police for the community'. They expressed that the groups threatened the police to register cases that were driven by ulterior motives. They also maintained that there was an increase in consumption of drugs among teenagers who played a significant role in influencing their peers to use drugs.

Participants were nudged to speak of the ills within the policing system and particularly that of the station in their locality. While they did not mention anything negative, they suggested certain aspects which possessed scope for improvement. They preferred increased patrolling across all areas after midnight to ensure safety of women. They also wanted a team to be deployed near schools to curtail the issue of drug abuse among adolescents. Participants believed that awareness with respect to cybercrime was limited among the residents as well as the police – so training and capacity building would be helpful.

S.No.	Name of the Participants
1.	Jayanti
2.	Lakshmi
3.	Mallichelvan
4.	Nedunsiriyar
5.	Arulraj
6.	Bhaskar

Table 15: Name of the Participants of Mudaliarpet P.S., Puducherry

## Ariyankuppam Police Station – 20th January 2023

The Ariyankuppam Police Station witnessed a total of seven citizens from the locality for the focused group discussion (FGD) to gauge the perception of the public about the police. Participants were asked to provide an overview of their experience with police personnel in their locality. They responded by stating that police officials were easy to reach or access and that they were approachable and friendly towards the public.

Participants shared individual experiences of their interaction with the police. In a property dispute wherein one of the parties refused to extend the lease for temple land, the intervention of the police proved useful according to the participant. They referred the matter to the concerned department to undertake a survey of the land. It took about three to four months to get resolved. Another participant who did not receive payment that was due to him approached the police for help. The police assisted the parties in mutually arriving at a resolution and the payment was made within eleven days. Another participant recorded that the police arrived within ten minutes upon complaining about an issue of public nuisance caused due to public drinking at midnight.



When asked to share negative aspects of service delivery by the police, participants stated that patrolling within areas of the locality was not sufficient. Last-mile service delivery suffered because all regions are not covered by the police. Participants also mentioned the need for increased CCTV surveillance and usage of the latest technology by police officials.

Participants were probed on whether they were afraid of the police. They stated that earlier, they had their inhibitions but after visiting the station or upon repeated interaction, they found that the police were friendly and approachable. They paid heed to their problems and advised them in case of any disputes within their families. When asked whether the community played any role in assisting the police, they stated that the police actively engaged with the public and interacted with them on a monthly basis. The community provided assistance to the police, as in when required.

S.No.	Name of the Participants
1.	J Govindan
2.	Vinobalan
3.	Raja
4.	Poornachandran
5.	Malathi
6.	Palani
7.	Rama Prabha

Table 16: Name of the Participants of Ariyankuppam P.S., Puducherry

# LIST OF TABLES

- Table 1: Selected Police Stations
- Table 2: Sample of Citizens
- Table 3: FGD Highlights
- Table 4: Name of Participants of Leh P.S., Ladakh
- Table 5: Name of Participants of Nubra P.S., Ladakh
- Table 6: Name of Participants of Nyoma P.S., Ladakh
- Table 7: Name of Participants of Diu P.S., Daman & Diu
- Table 8: Name of Participants of Diu Coastal P.S., Daman & Diu
- Table 9: Name of Participants of Grand Bazaar P.S., Puducherry
- Table 10: Name of Participants of D. Nagar P.S., Puducherry
- Table 11: Name of Participants of Muthialpet P.S., Puducherry
- Table 12: Name of Participants of Lawspet P.S., Puducherry
- Table 13: Name of Participants of Managlam P.S., Puducherry
- Table 14: Name of Participants of Vilinour P.S., Puducherry
- Table 15: Name of Participants of Mudaliarpeta P.S., Puducherry
- Table 16: Name of Participants of Ariyankuppam P.S., Puducherry

# LIST OF FIGURES

- Figure 1: Baseline vs Endline Survey of Trained and Untrained Police Personnel in Puducherry
- Figure 2: Percentage Change in Parameters between Trained and Untrained Officials in Puducherry
- Figure 3: Baseline vs Endline Survey of Trained and Untrained Police Personnel in Daman & Diu
- Figure 4: Percentage Change in Parameters between Trained and Untrained Officials in Daman & Diu
- Figure 5: Baseline vs Endline Survey of Trained and Untrained Police Personnel in Ladakh
- Figure 6: Percentage Change in Parameters between Trained and Untrained Officials in Ladakh
- Figure 7: Positive Difference between Trained and Untrained Officials in Puducherry
- Figure 8: Empathy towards Citizens in Puducherry
- Figure 9: Positive Feedback from Citizens post Training of Officials in Puducherry
- Figure 10: Positive Difference between Trained and Untrained Officials in Daman & Diu
- Figure 11: Empathy Towards Citizens in Daman & Diu
- Figure 12: Positive Feedback from Citizens post Training of Officials in Daman & Diu
- Figure 13: Positive Difference between Trained and Untrained Officials in Ladakh
- Figure 14: Empathy Towards Citizens in Ladakh
- Figure 15: Positive Feedback from Citizens post Training of Officials in Ladakh
- Figure 16: Overall Citizen Perspective Scores for Puducherry
- Figure 17: Citizen Perspective Scores across Parameters for Baseline Survey in Puducherry
- Figure 18: Citizen Perspective Scores across Parameters for Endline Survey in Puducherry
- Figure 19: Gender Analysis of Citizen Perspective Score in Puducherry
- Figure 20: Citizen Satisfaction for Baseline Survey in Puducherry
- Figure 21: Citizen Satisfaction for Endline Survey in Puducherry
- Figure 22: Efficiency of Police for Baseline Survey in Puducherry
- Figure 23: Efficiency of Police for Endline Survey in Puducherry
- Figure 24: 'Made to Wait' for Baseline Survey in Puducherry
- Figure 25: 'Made to Wait' for Endline Survey in Puducherry
- Figure 26: Overall Gender Analysis of 'Made to Wait' in Puducherry
- Figure 27: Wait Time for Citizens in Puducherry for Endline Survey

- Figure 28: Overall Citizen Perspective Scores for Daman & Diu
- Figure 29: Citizen Perspective Scores across Parameters for Baseline Survey in Daman & Diu
- Figure 30: Citizen Perspective Scores across Parameters for Endline Survey in Daman & Diu
- Figure 31: Gender Analysis of Citizen Perspective Score in Daman & Diu
- Figure 32: Citizen Satisfaction for Baseline Survey in Daman & Diu
- Figure 33: Citizen Satisfaction for Endline Survey in Daman & Diu
- Figure 34: Efficiency of Police for Baseline Survey in Daman & Diu
- Figure 35: Efficiency of Police for Endline Survey in Daman & Diu
- Figure 36: 'Made to Wait' for Baseline Survey in Daman & Diu
- Figure 37: 'Made to Wait' for Baseline Survey in Daman & Diu
- Figure 38: Overall Gender Analysis of 'Made to Wait' in Daman & Diu
- Figure 39: Wait Time for Citizens in Daman & Diu for Endline Survey
- Figure 40: Overall Citizen Perspective Scores for Daman & Diu
- Figure 41: Citizen Perspective Scores across Parameters for Baseline Survey in Ladakh
- Figure 42: Citizen Perspective Scores across Parameters for Endline Survey in Ladakh
- Figure 43: Gender Analysis of Citizen Perspective Score in Ladakh
- Figure 44: Citizen Satisfaction for Baseline Survey in Ladakh
- Figure 45: Citizen Satisfaction for Endline Survey in Ladakh
- Figure 46: Efficiency of Police for Baseline Survey in Ladakh
- Figure 47: Efficiency of Police for Endline Survey in Ladakh
- Figure 48: 'Made to Wait' for Baseline Survey in Ladakh
- Figure 49: 'Made to Wait' for Endline Survey in Ladakh
- Figure 50: Overall Gender Analysis of 'Made to Wait' in Ladakh
- Figure 51: Wait Time for Citizens in Ladakh for Endline Survey