

PART 2

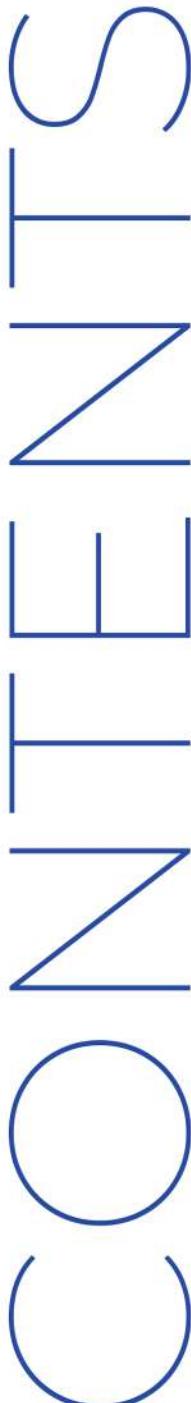
Impact Assessment of Mission Karmayogi Police Person Program

For the Union Territory of Jammu and Kashmir



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1. Executive Summary	0 1
2. Introduction	0 3
3. About the Study	0 5
4. Objective of the Study	0 7
5. Methodology and Implementation	0 9
6. Key Highlights	15
7. Overview of Findings	16
7.1 Citizens Perception Survey	17
7.2 Police Perception Survey	22
8. In-Depth Analysis	24
8.1 Jammu Division	25
8.2 Kashmir Division	32
9. Success Stories for Jammu and Kashmir	40
10. Feedback of Police Personnel	44
11. Focused Group Discussions (FGDs)	50
11.1 FGDs for Jammu Division	51
11.2 FGDs for Kashmir Division	59
12. CPS feedbacks for Low Ratings	67
13. Limitations of the Study	70
14. Conclusion	72
15. Way Forward	74
16. Annexures	76

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We recognize the collective effort and collaboration of everyone involved in this endeavor.

We thank you for your continued support in our efforts to contribute to the impact study.

ABBREVIATIONS

ADGP	Additional Director General of Police
ASI	Assistant Sub-Inspector
ATM	Automated Teller Machine
CBC	Capacity Building Commission
CCTNS	Crime and Criminal Tracking Network and Systems
CCTV	Closed Circuit Television
CPS	Citizen Perception Survey
FGDs	Focused Group Discussions
FIR	First Information Report
HC	Head Constable
KII	Key Informant Interview
MHA	Ministry of Home Affairs
NPCSCB	National Programme for Civil Services and Capacity Building
PPS	Police Perception Survey
PS	Police Station
QCI	Quality Council of India
SHO	Station House Officer
SI	Sub Inspector
SPOs	Special Police Officers
SSP	Senior Superintendent of Police
SVPNPA	Sardar Vallabhbhai Patel National Police Academy
UTs	Union Territories

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EXECUTIVE SUMMARY

BACKGROUND

The Mission Karmayogi initiative¹ is a scheme that emphasizes the significance of high standards of conduct and behavior for civil servants. It aims to build trust among the people and inspire their peers and subordinates to follow suit.

As part of this initiative, a Master Mentor Program was launched under the guidance of the Capacity Building Commission (CBC). The Master Mentors trained officers at the constabulary level, promoting peer-to-peer learning and moving away from traditional classroom training methods. The Master Mentor Program Manual serves as a guide for Police Heads to organize future interventions that further the national goals and enhance service delivery to citizens through citizen-friendly engagement.

The CBC conducted training programs across all the Union Territories including the UT of Jammu and Kashmir in order to modernize the mindsets, approaches, and skillsets of police personnel.

The Quality Council of India (QCI) had been entrusted by the CBC to assess the impact of the Mission Karmayogi Policeperson Program, which was carried out in May 2023 across the UT of Jammu and Kashmir.

APPROACH

The impact assessment of the Mission Karmayogi Program for police persons in Jammu and Kashmir covered 8 police stations, 4 from each division, further bifurcated into trained and untrained police stations. A comprehensive questionnaire was developed to inculcate varied KPIs to measure the efficacy, impact, and overall interaction of the citizens and the police personnel.

The assessment followed a hybrid approach – combining quantitative and qualitative methods through a citizen perception survey, police self-perception survey, key informant interviews, and focused group discussions.

The assessment was phased in two formats, online and offline survey, as stated below:

Online/Backend Survey: The backend team stationed at QCI headquarter in Delhi was associated with the collection of data from citizens and police persons via telephonic survey and then collated the requisite data in an online data collection tool.

Offline/On-ground Survey: A team of 2 trained professionals was assigned to each division to collect feedback from 2 Key Informants (ASI/SI/Inspector), 5 trained/untrained police personnel and initiate FGDs with 5-7 citizens with police interaction post the police training session.

CONCLUSION

- **Positive Progression:** The assessment showed early signs of positive progression from the police personnel training.
- **Citizen Response Rate:** More than 90% of the citizens observed a pattern of positive behavioral change in the trained police personnel.
- **Community Engagement:** The FGDs showed a lineation toward the police staff and their initiatives toward the community and involvement in societal awareness.
- **Positive Feedback:** The rate of positive feedback for citizen perception at J&K inclined towards a favorable outcome for the impact assessment.

RECOMMENDATIONS

- The duration of the training could be designed around a 3+2 day module and can include regional languages for better understanding.
- The training framework can encapsulate behavioral and technological training for the police staff.
- The scale of the training program can be extended to the entire police staff (Inspector level and Munshis) and not just at the constabulary level. More than one official can be trained at each police station to increase efficiency,
- CBC could engage in training a higher number of female police staff since a disparity was observed in the current assessment.
- The training sessions could have follow-up sessions in person every year and online session every 6-9 months to retain the prior knowledge.
- For the concerned police stations, training could be held at the specific UT or state to restrict the longer duration of commutes.
- For sensitive areas, the training can be extended to the police personnel including Traffic Police, and Armed Police.

INTRODUCTION

INTRODUCTION

The police play a central role in upholding the rule of law in a just and democratic society. They are the most visible representatives of the state, and individuals often encounter them first when facing a crisis. Consequently, we expect the police to safeguard our lives and rights, enforce the law, and promote peace and harmony. Such diverse responsibilities require well-trained personnel and modern infrastructure. The capacity-building of police officers should focus not only on upholding the law but also on conducting themselves constitutionally and handling crises with compassion for all citizens.²

Currently, there are approximately 137 police personnel per lakh of the population, while the recommended standard set by the United Nations is 222 personnel per lakh people. This shortfall in personnel makes it difficult for law enforcement agencies to fulfill their dual role of being tough on crime while also maintaining a friendly and approachable image.

Over the past five years, it has been observed that, on average, only 6.4% of the police force received in-service training.³ Senior officers are more likely to receive training compared to lower-ranking constabulary personnel, even though the constabulary makes up the majority of the overall police strength. The police represent the coercive arm of the state, necessitating the occasional use of force. However, democracies strive to minimize the exercise of coercion, placing the police in a delicate position.⁴

In light of these challenges, Honorable Prime Minister Shri Narendra Modi has emphasized the need to reform and improve the attitudes of civil servants. He launched the "Mission Karmayogi" initiative in the year Sept 2020, which aims to bring about fundamental changes in training methods. State governments have also taken similar steps to train police personnel, including launching training programs on social media challenges, radicalization, and soft skills. Efforts have been made to improve police behavior and provide specialized training to handle situations involving rudeness and violence.⁵

Overall, in terms of bringing a positive light to policing, there is a pressing need to address the shortage of police personnel in India, enhance their training opportunities, and improve the image and effectiveness of the police force in upholding the criminal justice system together while being responsive to the needs of the people.



"Mission Karmayogi is a new experiment of its kind in the direction of capacity building. Through this mission, the government employees have to modernize their thinking, approach and improve their skill set. It is to give them an opportunity to become a Karmayogi..."

Honorable Prime Minister Shri Narendra Modi⁶

ABOUT THE STUDY

ABOUT THE STUDY

The civil servants in our country play a crucial role in policy formulation and implementation at the forefront. However, the current landscape of capacity building for civil services faces several challenges including training policies that are sporadic and often limited to individual and intermittent innovations. There is a lack of a unified vision and understanding of national priorities, with stereotyped working in silos instead of collaborative efforts. Lifelong and continuous learning opportunities for civil servants are lacking, and there are barriers to the exchange of knowledge and collaborative work.

In the criminal justice system, the initial interaction of a civilian with police personnel is addressing a concern or filing a complaint and it is essential to understand the incentives and attitude of police personnel towards the complainant. To improve public-police interaction at the front end, it is necessary for police personnel to create a cordial environment for complainants and they should adhere to the social norms and code of conduct, including the behavioral aspects.

In the current affairs of our nation, the behavioral conduct of police personnel in our nation does not reflect a positive outlook. The government is taking numerous strides to change this narrative. Government policies toward the police, police administration, public relations, media relations, and research are areas where action can improve police-community relations.

Both the State and Central governments have introduced a plethora of initiatives to improve the image of the police in India. One notable initiative by the Ministry of Home Affairs (MHA) focuses on conducting a training program to bring about behavioral changes among UT police personnel. Following this, the Sardar Vallabhbhai Patel National Police Academy (SVPNPA) was designated as the institute responsible for facilitating this training program.

Awareness sessions were conducted for UT Police Heads to emphasize the importance of this intervention and how it aligns with national goals of improving citizens' lives and providing citizen-centric services. As part of this initiative, the Master Mentor Program was launched under the guidance of the CBC. The program promotes peer-to-peer learning and moves away from traditional classroom training methods, with a focus on "citizen centricity" in the delivery of police services through behavioral change interventions.

The Master Mentor Program aims to bring about behavioral change among police personnel in Union Territories, fostering positive and proactive interactions between citizens and the police force. It identifies points of interaction where training interventions can usher in behavioral change.

In June 2022, the Capacity Building Commission conducted training programs across the Union Territory of Jammu and Kashmir to modernize the mindsets, approaches, and skillsets of police personnel. The QCI was entrusted by the CBC to assess the impact of the Mission Karmayogi Policeperson Program, which took place in May 2023 across the Union Territory of Jammu and Kashmir.

OBJECTIVE OF THE STUDY

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01

OBJECTIVE

Conduct an impact assessment to determine the impact of the Karmayogi Policeperson Program through alterations in the behavior of the police personnel demonstrated through personnel and citizen perspectives.

02

OUTCOME

- Assess the impact on citizens' perception of police officers through surveys and community feedback
- Determine changes in police officers' self-perception through post-training assessments, feedback from officers, and supervisor/peer observations.
- Evaluate changes in police officers' thinking and behavior post-training through performance metrics and indicators

03

OUTPUT

- Analysis measuring the change in perceptions of the subjects between the survey period
- Quantitative data and qualitative accounts obtained on-ground and telephonically

Mission Karmayogi necessitates an impact assessment of the progress made by the UTs' Police Departments to identify any gaps that may exist and make appropriate course corrections in pursuit of creating positive cycles of police-civilian interactions. For this purpose, CBC engaged QCI to conduct a survey on the progress of the Master Mentor Program consequent to which a baseline assessment was carried out in 3 UTs in June 2022, in order to apprehend the current scenario with respect to the conduct of the police personnel on different parameters.

The above assessment has been extended to the UT of Jammu and Kashmir at the request of the CBC. This assessment aids to benchmark the conduct of police persons who were untrained and those who had recently undergone training (treatment and perceptions of the common public regarding their police interactions).

Survey at Jammu and Kashmir:

This survey aims to evaluate the impact of the training, and amendments in the behavior or conduct of the police as perceived by citizens or the personnel themselves.

METHODOLOGY AND IMPLEMENTATION

METHODOLOGY AND IMPLEMENTATION

A total of 8 police stations were catered to, 4 from each division for the impact assessment study at Jammu and Kashmir. The selected police stations were taken into consideration in order to proportionate the sample size for trained and untrained officials from Jammu and Kashmir. The assessment was conducted in a hybrid manner with both on-ground as well as telephonic interactions. A backend team was stationed at QCI Delhi Headquarter to collect data via telephonic interviews from the citizens (complainants and people with police interaction), and simultaneously, a team of QCI professionals were deployed on-ground for the in-person interviews with the police staff and conducted FGDs with the complainants and people with police interaction of each police station.

The elucidated process in chronological order for the methodology and its implementation phase is as stated:

Questionnaire Development: The preliminary aspect of the survey was the development of the questionnaire for the assessment. The questionnaire allowed inclusivity of the regional aspects in terms of categorical parameters. It included questions pertaining to the target groups of (KII) Key Informants (ASIs/SIs and Inspectors), (PPS) Police Personnel (trained/untrained constables), (FGDs) Focused Groups (interacted with police) and citizens for telephonic interviews (complainants and people with police interaction). For each target group, questions relevant to the training (foregoing and hereafter) were taken into consideration. The idea of formulating a comprehensive questionnaire for the untrained/untrained PPS was self-reflection and improvement.

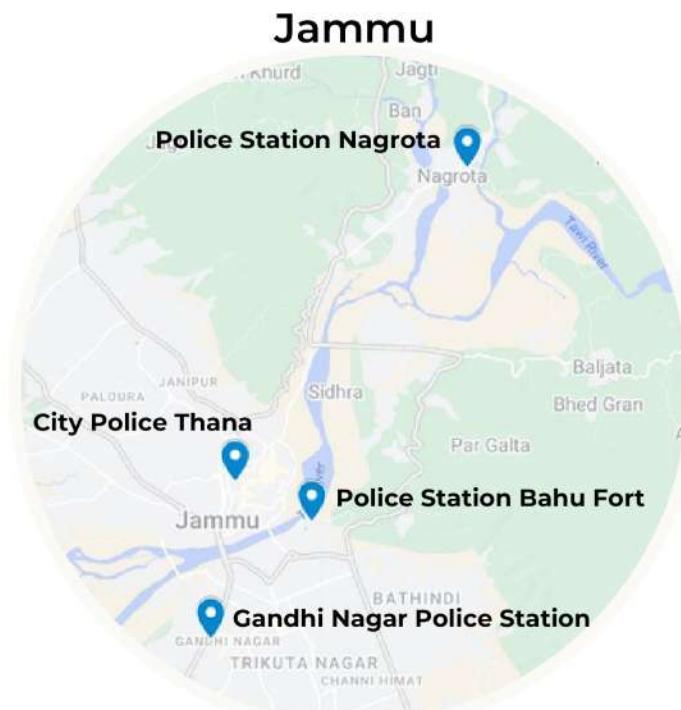
The questionnaire was developed considering the diversity in Jammu and Kashmir and curated in the languages, Kashmiri, Urdu, English, and Hindi.

Data Source and Collection: The primary source of data for the assessment is the feedback from the police personnel at the police stations from J&K and citizens with police interactions in the specified post-training period. For the sample collection, both telephonic and on-ground surveys were conducted by the QCI team.

Assessment Module: The assessment is composed of two surveys, interviews, and group discussions. A hybrid method approach supplementing the data points from the surveys with the qualitative information collected was applied to understand whether an impact has been created.

Selection of Police Stations

The finalization of the police stations was under the purview of the Capacity Building Commission, a sample of 8 police stations, 4 from each division was selected. These police stations were then differentiated by the trained and untrained police stations at each division.



Division	Police Station
Jammu	Gandhinagar
	Jammu City (Trained)
	Nagrota
	Bahu Fort (Trained)

Table 1: Police Station at Jammu Division with trained and untrained police personnel

Division	Police Station
Kashmir	Mattan (Trained)
	Kokernag
	Bijbehara (Trained)
	Achabal

Table 2: Police Station at Kashmir Division with trained and untrained police personnel



Selection of Police Persons within the Police Station

The police stations were provided with data templates to add details of the relevant police personnel to partake in the assessment. The total sample size for police persons was taken as 7 per police station, out of which 5 were the constables and 2 were Key Informants. The interviews of police personnel were considered for both the trained/untrained police personnel in order to comprehend the impact and differentiation for varied parameters. The objective of this feedback was to collect information about their perception of the training, to assess the impact of the training other related requisite details. Additional information like demographic details, use of technology, and problem-solving was also obtained through the assessment.

Union Territory	No. of Police Stations	No. of Police Personnel from each Police Station	Total Interviews
Jammu and Kashmir	8	7	56

Table 3: Sample size for Police Personnel Survey

Selection of Citizens with Police Person Interaction

The data for a citizen policeperson interaction for the telephonic interview was retrieved from the selected 8 police stations. The police stations were provided with data templates to add details of the citizens, complainants, or people with police interaction. An approximate of **400 citizens' data** per police station was set as the sample size to garner the data for co-analysis. The objective of the citizen feedback was to collect information about the conduct of police persons and citizen satisfaction with services rendered during their interaction with police personnel in the months after training has been imparted. Additional information like demographic details, reporting of complaints, case resolution, awareness programs, and behavioral aspects were also acquired.

Meeting with police officials at J&K: It was observed that the required data was delayed from the concerned police stations due to certain obligations, and in order to procure the requisite data and to get the police officers acquainted with the assessment process, a team of QCI professionals traveled to Jammu and Kashmir to visit Shri J.S Johar AIG (Jammu) and SHOs of each police stations.

Following this, the team then visited Shri Vijay Kumar ADGP (Kashmir) and Shri Ashish Kumar SSP (Anantnag). At the SSP Anantnag HQ office, a meeting with all 4 SHOs was arranged and training for the data collection was given by the QCI officials.

The whole process turned out to be a great success on both ends, it aided in bridging a communication gap and also helped in attaining a peripheral view of the ground realities.



Meeting at Anantnag HQ office with Kashmir division police officials and QCI team

Assessment Implementation: The assessment commenced with the collation of the procured data from all police stations, following the telephonic survey on April 28th, 2023, and ended on May 31st, 23. Simultaneously, the on-ground assessment for Kashmir went on from May 15th till May 19th, and for the Jammu division, May 29th to June 2nd, 2023.

- Telephonic Survey:

For the on-ground assessment, a team of 4 professionals (2 teams of 2 professionals) were assigned the 2 divisions for the assessment. The survey included in-person interviews with the police personnel (Key Informants and trained/untrained officials) and the citizens for FGDs who have interacted with the police in the months post the training.

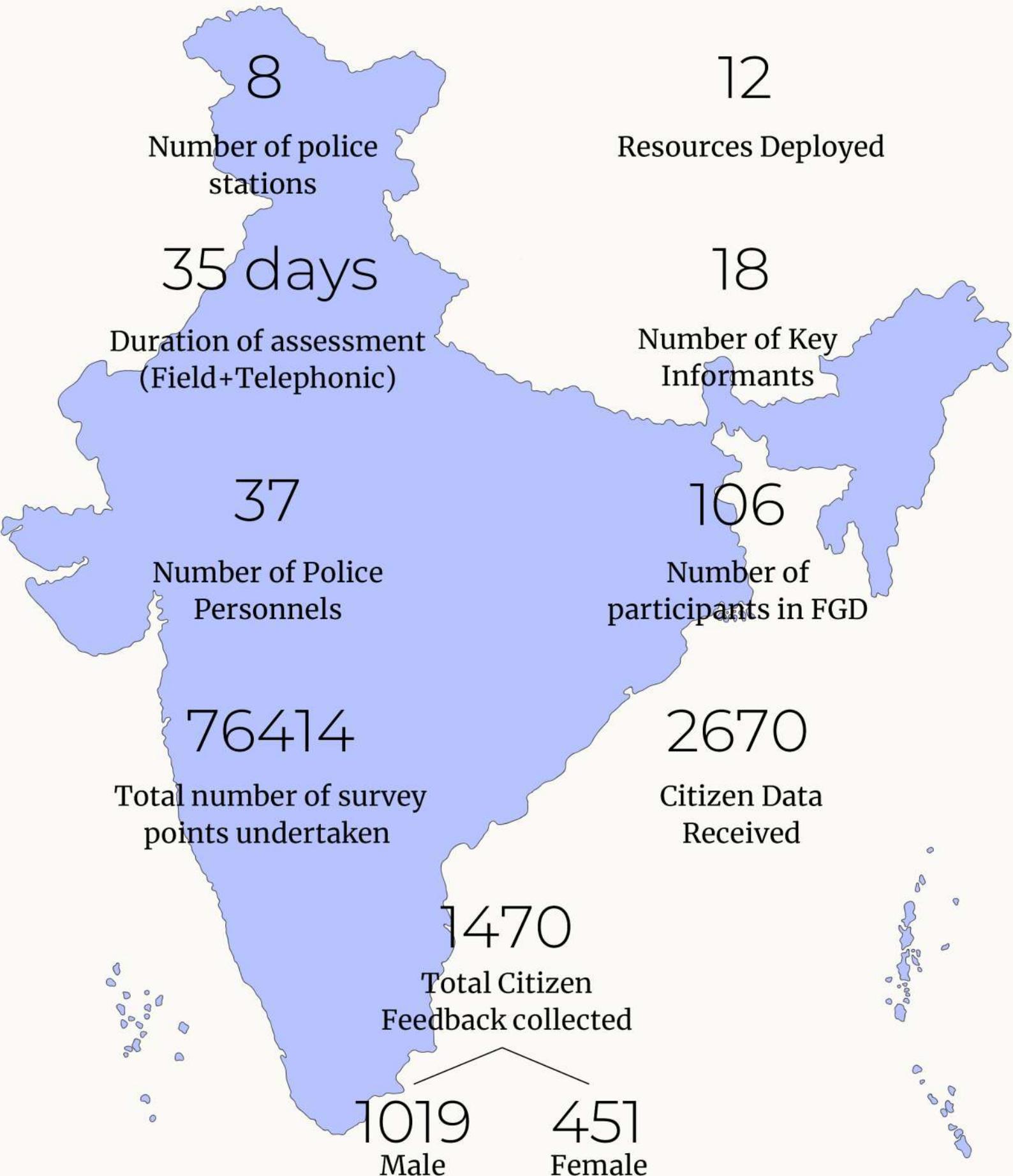
- On-ground Survey:

A team of 4 trained professionals worked in the backend team to perform a telephonic survey from the citizen and police personnel data provided by the 8 police stations. The contact details and other necessary information about the citizens who have interacted with the police persons post-training were retrieved from the concerned police station's database. In total, the QCI received the sample set of 2670 citizens' data from Jammu and Kashmir.

Technology Tool: To collect the data for telephonic surveys, the team recorded each call, and the data for each citizen survey was stored via an online data collection tool. For the on-ground team, QCI used technology tools extensively to capture the data, and to speed up the assessment as well as minimize errors, misreporting, and human subjectivity. The team also took permission to record the survey from the police personnel as well as the citizens included in the FGDs via Dictaphones. The data collected by the customized mobile app was also substantiated by geo-tagged pictures to detect precise locations, ensuring accuracy & transparency.

Quality Check and Data Analysis: The acquired and collated data from the telephonic as well as the on-ground survey was analyzed on varied parameters. For KIIs, competence level for trained/untrained police personnel, for PPS, level of soundness, self-assessment in regard to the training, engagement level with the citizens and initiative drives and for CPS, case resolution, awareness initiatives, community engagement, gender analysis with CPS score, and interaction level was taken into consideration.

KEY HIGHLIGHTS



OVERVIEW OF THE FINDINGS

Jammu and Kashmir

The assessment was conducted, across 8 police stations in Jammu and Kashmir Division, under various focus areas i.e. The breakdown of the data collected across the aforementioned focus areas has been represented and elaborated further in the report.

A. Citizen Perception Survey (CPS)

Keeping in mind the experience of the citizens with the service delivery and to understand their perception, a citizen perception survey was conducted. A survey of 1470 citizens across 11 parameters in the union territory of Jammu and Kashmir was taken for the purpose of the study. The sample size consists of 520 citizens from the area with the jurisdiction of the police station with trained police personnel and 950 citizens from the area with the jurisdiction of the police station with untrained police personnel.

The profile of the population sample used for the survey has been tabulated below-

On the basis of Age		
Range	Count	Percentage (%)
0-18	44	2.99
19-30	657	44.69
31-60	673	45.78
61-90	96	6.53
Total	1470	100

On the basis of Gender		
Gender	Count	Percentage (%)
Male	1019	69.32
Female	451	30.68
Total	1470	100

On the basis of Education		
Level of Education	Count	Percentage (%)
No Education	141	9.59
Secondary (10th) grade or less	266	18.10
Senior Secondary (12th) Pass	253	17.21
Graduate and higher	810	55.10
Total	1470	100

On the basis of Geographic Area		
Type of Geography	Count	Percentage (%)
Urban	885	60.20
Rural	585	39.80
Total	1470	100

1. Citizen Perception Score (CPS) and Gender Analysis

A comparative analysis of various parameters (Comfort Level, Police Interaction, Behavioural Score, Satisfaction Score) with respect to respondents' gender has been highlighted. Each parameter was rated out of 5 by the citizen as per their experience in police station with trained and untrained personnel.

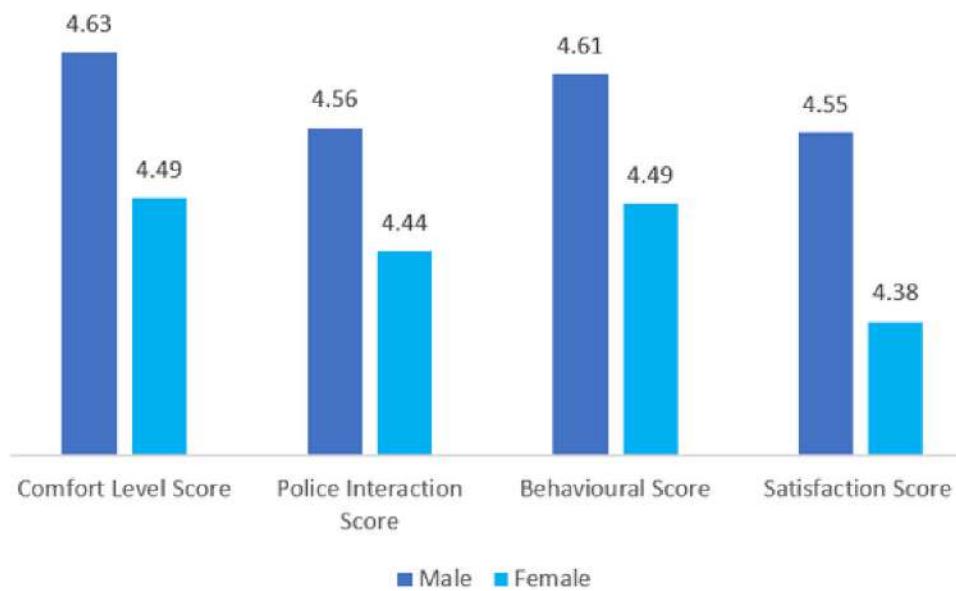


Figure 1: Citizen Perception Score and Gender Analysis across various parameters in Jammu and Kashmir

Comfort Level Score:

This parameter concerns the level of ease experienced by the citizen in reaching out to the police department in a situation.

Behavioural Score:

This parameter helps to understand the behaviour of the police personnel with citizens.

Initial observation reveals that on an average male citizens had a better experience and are more comfortable in reaching out to the police station as compared to female citizens. On further scrutiny, the data shows that females gave a lower rating when asked about their overall experience with police personnel (Satisfaction Score) as compared to other parameters.

Overall, the scores across all the parameters reflected the satisfaction of citizens regardless of gender.

Police Interaction Score:

This parameter highlights the experience of the citizens while interacting with police personnel.

Satisfaction Score:

This parameter projects the overall experience of the citizen when they visited the police station.

2. Case Resolution

The parameter represents the status of the cases in police stations with trained and untrained personnel as per the citizen survey. This study provides a better picture of the efficiency of untrained and trained police personnel.

In case of complaints/cases pertaining to *authorisation and verification of documents*, it is observed that police stations with trained police personnel (91.96%) have higher percentage of cases resolved as compared to untrained police personnel (89.09%) by a margin of 2.87%.



Figure 2: Status of authorization and verification of document cases

Meanwhile, in the case of complaints/cases pertaining to *family disputes/domestic violence*, police stations with trained police personnel (53.41%) have a lower percentage of cases resolved as compared to untrained police personnel (60.32%) by a margin of 6.91%.

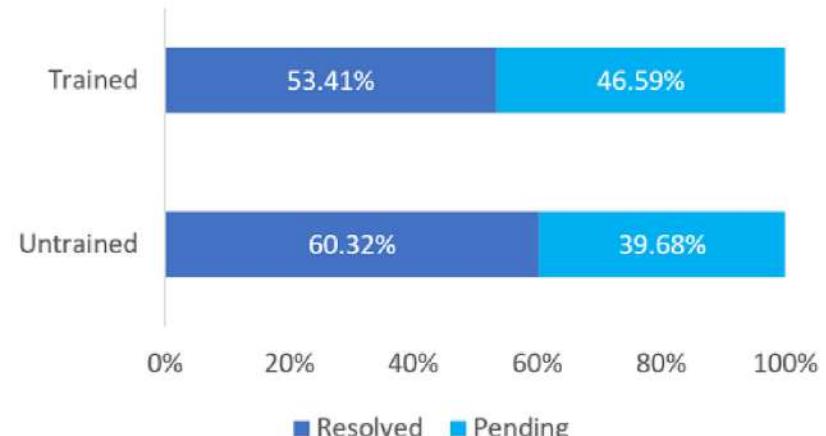


Figure 3: Status of Family Dispute/Domestic Violence cases

Whereas, in the case of *criminal cases*, police stations with trained police personnel (48.08%) have a higher percentage of cases resolved as compared to untrained police personnel (45.83%) by a margin of 2.25%.

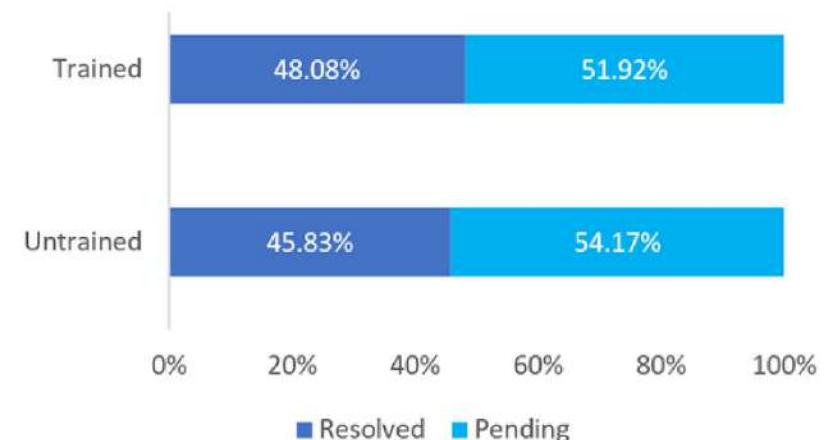


Figure 4: Status of Criminal Cases

3. Efficiency of the Police

As an extension of case resolution, the study tries to understand the efficiency of the police. A cumulative percentage of cases resolved by trained and untrained police personnel in the union territory of Jammu and Kashmir has been portrayed in *Figure 5*.

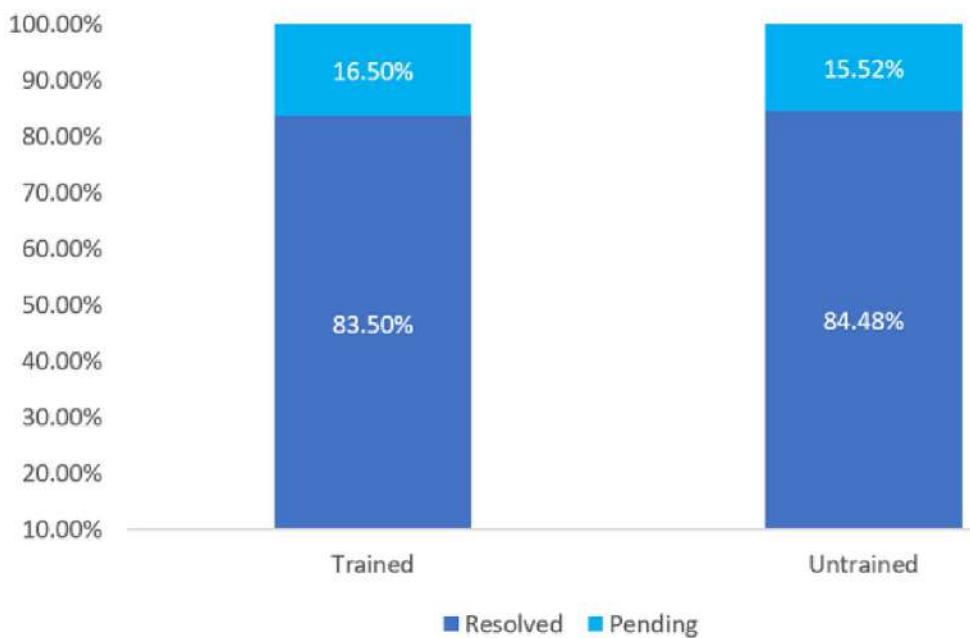


Figure 5: Efficiency of Police

4. Positive Behavioural Change in Police Personnel

In order to measure the success of the training program, the citizens were asked about the positive change in the behaviour of the trained police personnel (*Figure 6*). The citizen survey was conducted in the areas within the jurisdiction of police stations with trained police personnel. It is observed that a significant percentage of the citizens (92.04%) experienced a positive change in the behaviour of the trained police personnel in the union territory of Jammu and Kashmir.

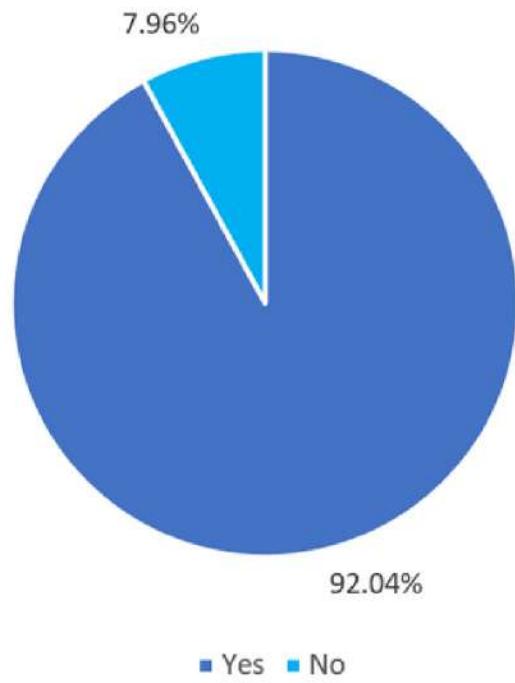


Figure 6: Positive Behavioural Change in Police Personnel

5. Degree of Awareness Initiatives

With the rise in the quantum of cases and complaints received by police departments, it becomes imperative to develop awareness initiatives for the community catering to safety and security. Keeping this in mind, the study involved checking the degree of awareness initiatives taken by the police department.

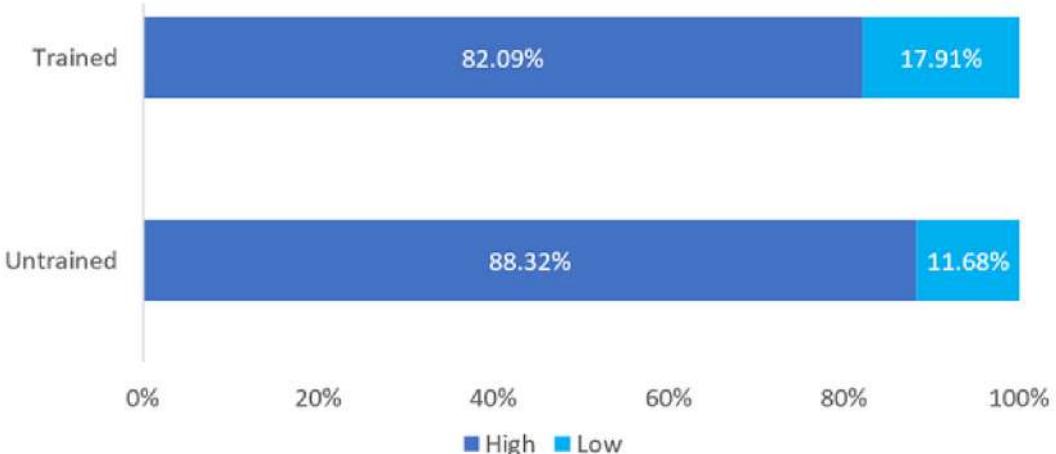


Figure 7: Degree of Awareness Initiatives taken by Police Personnel

It was observed that the police stations with untrained police personnel (88.32%) have a higher degree of awareness initiatives than the police stations with trained police personnel (82.09%) by a margin of 6.23%.

6. Degree of Community Engagement

The level of collaboration of the police department with the citizens leads to a better understanding of the wants of the people and shines a light on the department's public image. Hence, a study to understand the extent to which the police department makes it easy for community members to provide input and collaborate with the community becomes vital.

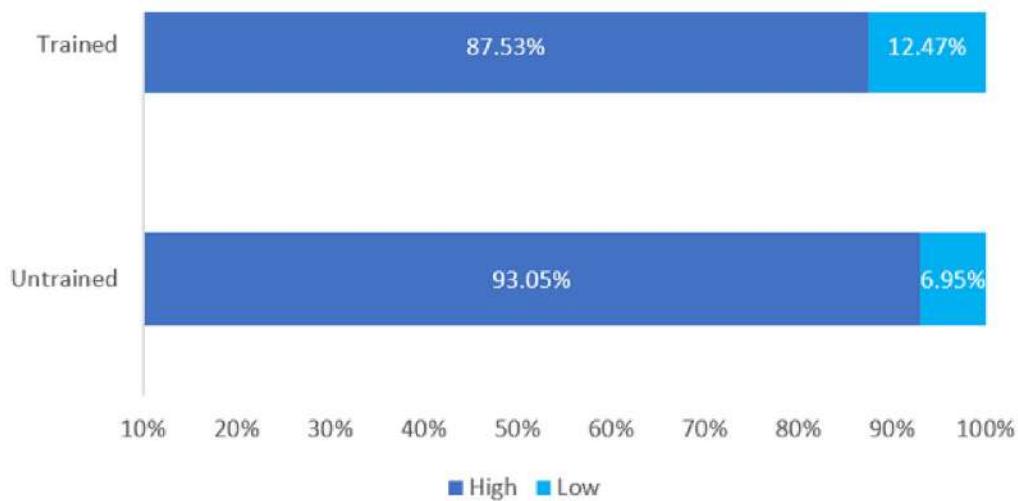


Figure 8: Degree of Community Engagement by Police Personnel

As represented in *Figure 9*, the police stations with untrained police personnel (93.05%) recorded a higher degree of community engagement than the police stations with trained police personnel (87.53%) by a margin of 5.52%

B. Police Self-Perception Survey

The study included self-perception surveys of policepersons and the sample size consisted of 7 police personnel per police station, out of which 5 were constables and 2 were Key Informants (ASIs/SIs/Inspectors). The survey was covered under 21 parameters.

1. Self Assessment regarding the training

The trained personnel in the division of Kashmir were interviewed to garner an understanding of the post-training impact.

It was observed that all of the interviewed trained police personnel claimed that the training had motivated them to serve the citizens better. Moreover, 75% of the police personnel rated "Outstanding" when asked to rate the training received by them, while the remaining 25%, rated the training as "Very Good".



Figure 9: Self Perception of Police Personnel regarding the training

2. Level of Soundness of the police personnel

The police personnel were enquired regarding their disposition in stressful situations. The study gauged their reaction in terms of five parameters, viz a viz Fearless, Assured, Neutral, Hesitant, and Apprehensive.

The data collected summarises that about 93.92% of the police personnel (83.48%, Fearless and 10.44%, Assured) highlighted that they are equipped to handle stressful situations.

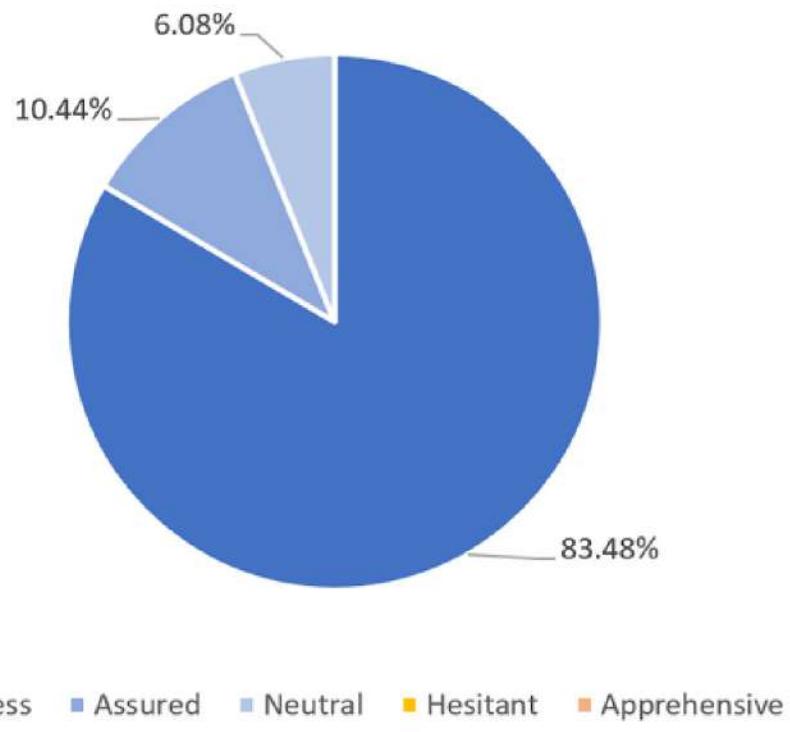


Figure 10: Self Perception of Police Personnel in stressful situations

3. Self Assessment in terms of citizens comfort level

The deployed police personnel were asked to self-assess the level of comfort felt by the citizens in reaching out to the police in case of an incident. The responses were gauged in terms of five parameters, viz a viz Fearless, Assured, Neutral, Hesitant, Apprehensive

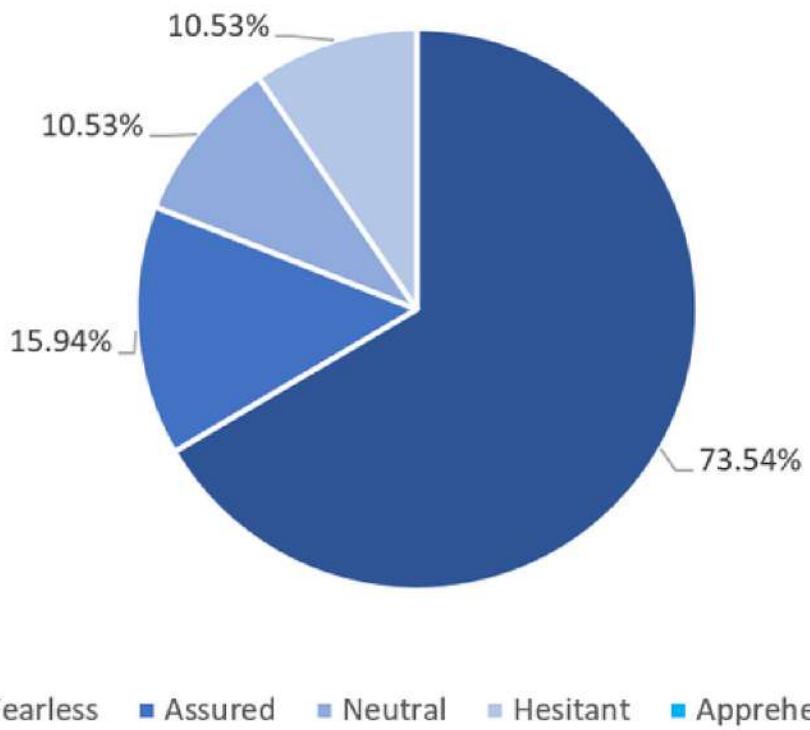


Figure 11: Self Perception of Police Personnel regarding comfort level of citizens

When asked about the comfort level of citizens, majority of the police personnel (89.48%, 73.54%+15.94%) felt that the citizens are comfortable in approaching the police station in case of an incident.

IN-DEPTH ANALYSIS

I) Jammu Division

A. Citizen Perception Survey (CPS)

A survey was conducted among 698 citizens in the Jammu division, with the criteria of a recent interaction with police personnel for the impact assessment.

The profile of the population sample used for the impact assessment in Jammu has been tabulated below:

On the basis of Age		
Range of Ages	Count of age	Percentage (%)
0-18	25	3.58
19-30	337	48.28
31-60	303	43.41
61-90	33	4.73
Total	698	100

On the basis of Gender		
Gender	Count	Percentage (%)
Male	434	62.18
Female	264	37.82
Total	698	100

On the basis of Education		
Level of Education	Count	Percentage (%)
No Education	22	3
Secondary (10th) grade or less	73	10
Senior Secondary (12th) Pass	75	11
Graduate and higher	528	76
Total	698	100

On the basis of Geographic Area		
Type of Geography	Count	Percentage (%)
Urban	611	88
Rural	87	12
Total	698	100

1. Citizen Perception Score and Gender Analysis

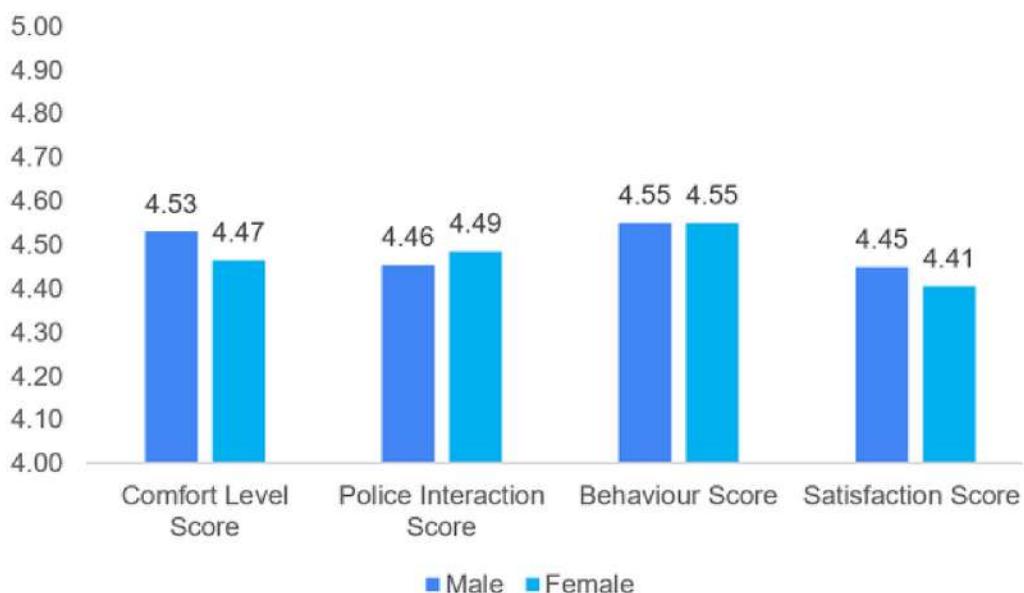


Figure 12: Citizen Perception Score and Gender Analysis in Jammu

When interviewed on different parameters (as mentioned in *Figure 12*), the recorded data portray that on average male citizens rated to be more satisfied when measured across most parameters, except Police Interaction Score, where females gave a higher rating.

On further scrutiny, the data depicts that regardless of gender, the citizens on average seem to be happy with the interaction level, behaviour and overall experience when they got in touch with the police department in case of a situation. (Since (Since scores are greater than 4, which means on average the citizens rated the services "Good")

2. Case Resolution Analysis



Figure 13: Case Resolution in terms of authorization and verification of document cases

As represented in *Figure 13*, in case of cases/complaints pertaining to *authorization and verification of document cases*, case resolution by police stations with trained personnel (89.71%) was observably higher as compared to police stations with untrained personnel (87.18%) by a margin of 2.53%.

When compared to the overall average (Jammu and Kashmir, refer to page 24) for the said parameter, case resolution by police stations with trained personnel in the Jammu division is up by 2.25%. Whereas, case resolution by police stations with untrained personnel is up by 1.91%.

As represented in *Figure 14*, in case of complaints/cases pertaining to *Family Dispute/Domestic Violence*, case resolution by police stations with trained personnel (50%) was relatively higher as compared to police stations with untrained personnel (42.86%) by a margin of 7.14%.

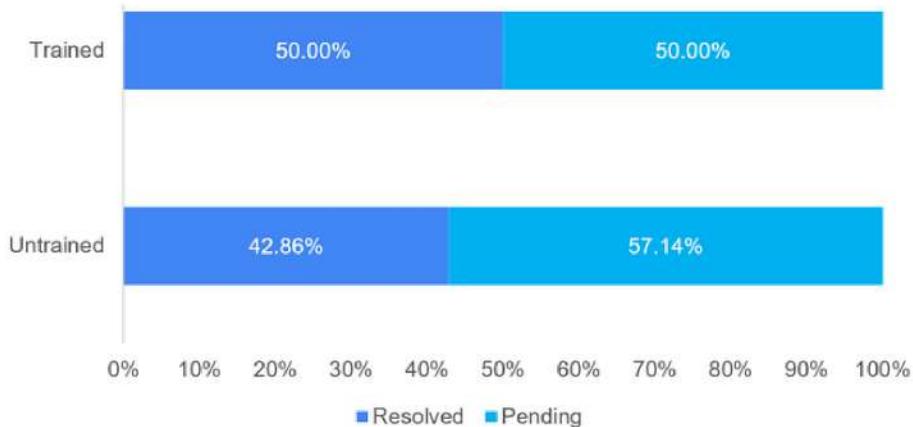


Figure 14: Case Resolution in terms of Family Dispute/Domestic Violence cases

When compared to the overall average (Jammu and Kashmir, refer to page 24) for the said parameter, case resolution by police stations with trained personnel in the Jammu division is lower by 3.41%. Whereas, case resolution by police stations with untrained personnel is lower by 17.46%.

As represented in *Figure 15*, in the case of criminal cases, case resolution by police stations with trained personnel (46.15%) was relatively higher as compared to police stations with trained personnel (25%) by a margin of 21.15%.

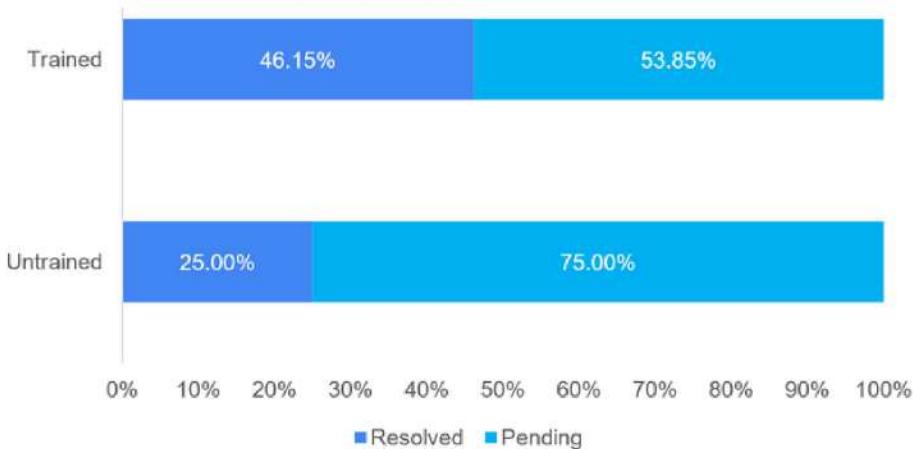


Figure 15: Case Resolution in terms of Criminal Cases

When compared to the overall average (Jammu and Kashmir, refer to page 24) for the said parameter, case resolution by police stations with trained personnel in the Jammu division, is lower by 1.93%. Whereas, case resolution by police stations with untrained personnel is lower by 20.83%.

3. Degree of Awareness Initiatives



Figure 16: Degree of Awareness Initiatives taken by Police Personnel

As represented in *Figure 16*, Awareness Initiatives conducted by police stations with untrained personnel (88.12%) were relatively higher as compared to police stations with trained personnel (83.19%) by a margin of 4.93%.

When compared with the overall average (Jammu and Kashmir, refer to page 26), awareness initiatives taken by police stations with trained police personnel in Jammu division was higher by 6.51%. Meanwhile, for police stations with untrained police personnel, it was lower by 6.57%.

4. Degree of Community Engagement



Figure 17: Degree of Community Engagement by Police Personnel

As represented in *Figure 17*, Community Engagement was reported to be higher in areas with untrained personnel (92.20%) as compared to trained personnel (87.39%) by a margin of 4.81%. When compared with the overall average (Jammu and Kashmir, refer to page 26), the degree of community engagement in areas with untrained police personnel in the Jammu Division was lower by 0.14%. Meanwhile, for police stations with trained police personnel, it was lower by 0.85%.

B. Police Self-Perception Survey

A survey was conducted covering 4 stations and 27 police personnel across the division of Jammu. With the objective of understanding the self-perception of the deployed police to assess the impact of the training held under Mission Karmayogi. The assessment was executed to unveil the existing gaps and bring improvement with regard to citizen-centric services.

1. Self Assessment regarding the training

When interviewed, all the trained police personnel were satisfied with the training and responded that the training motivated them to serve citizens better.



Figure 18: Self Perception of Police Personnel regarding the training

2. Level of Soundness of the Police Personnel

The police personnel were enquired regarding their disposition in stressful situations. The assessment gauged their reaction in terms of five parameters, viz a viz Fearless, Assured, Neutral, Hesitant, and Apprehensive.

Over 82% responded 'Fearless', 10% for 'Assured', 6% for 'Neutral', and 0% for both 'Hesitant' and 'Apprehensive'.

It can be concluded that most police personnel in the Jammu division are mindful and fearless in extremely stressful situations.

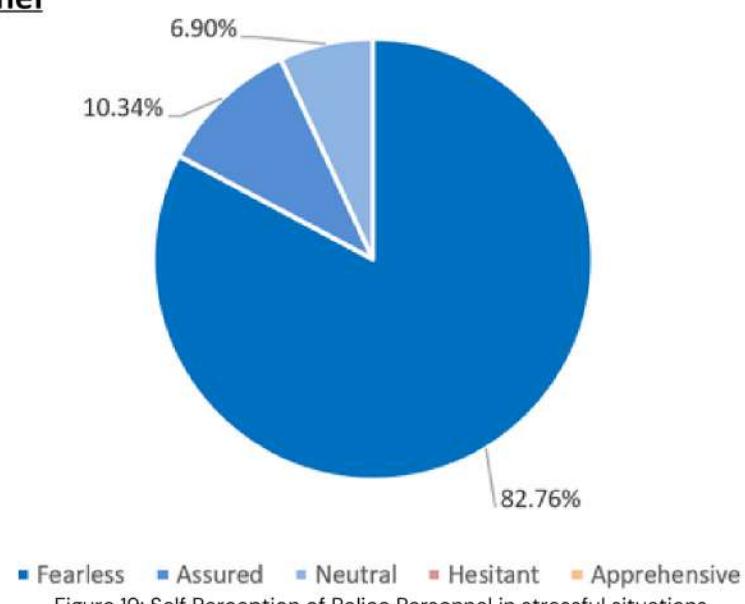


Figure 19: Self Perception of Police Personnel in stressful situations

3. Self Assessment of the Citizen-Police Interaction

The deployed police personnels were asked to self-assess the level of comfort felt by the citizens in reaching out to police in case of an incident. The responses of the police personnel were gauged in terms of five parameters, viz a viz Fearless, Assured, Neutral, Hesitant, Apprehensive

Over 68% responded 'Fearless', 17% for 'Assured', 6% for 'Neutral', 6% for 'Hesitant' and none for 'Apprehensive'.

It can be concluded from the findings that more than half of the deployed police personnel responded that the citizens in the Jammu division are fearless in terms of approaching police in case of an incident.

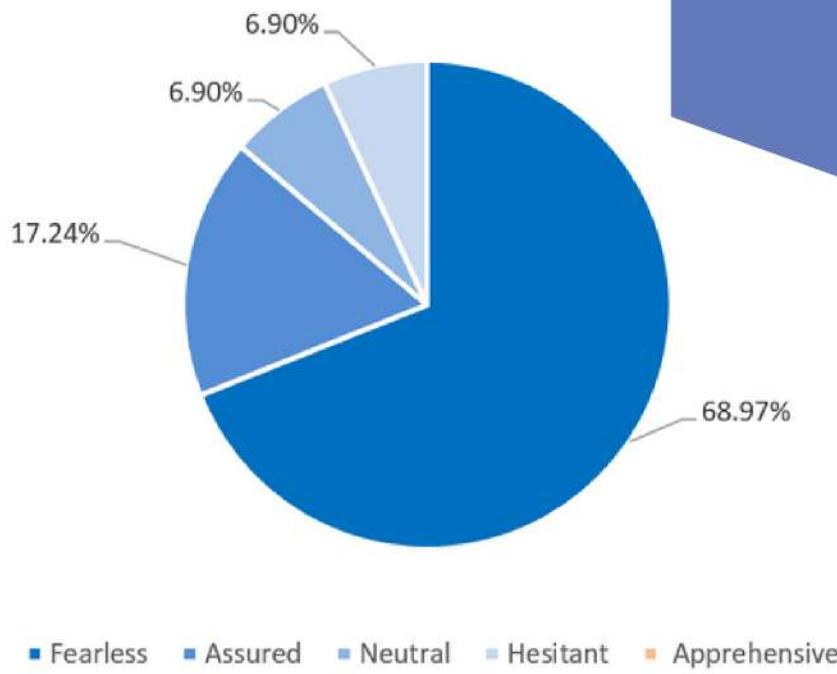
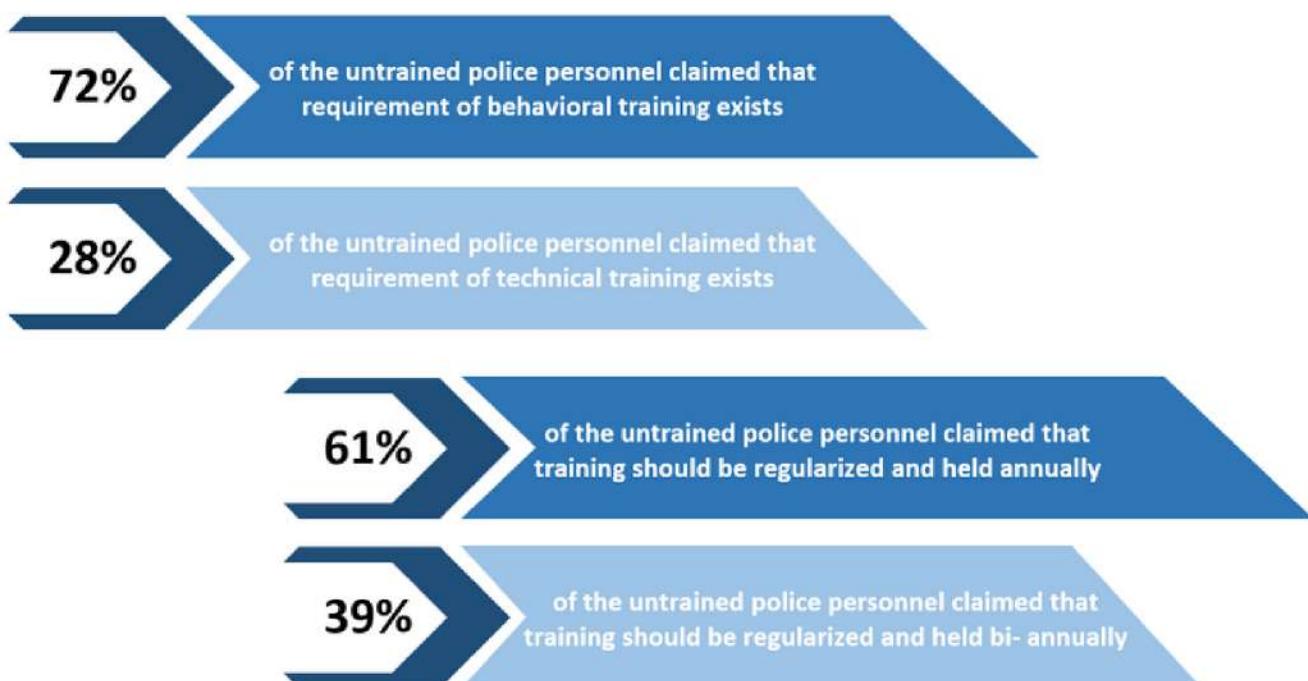


Figure 20: Self Perception of Police Personnel regarding comfort level of citizens

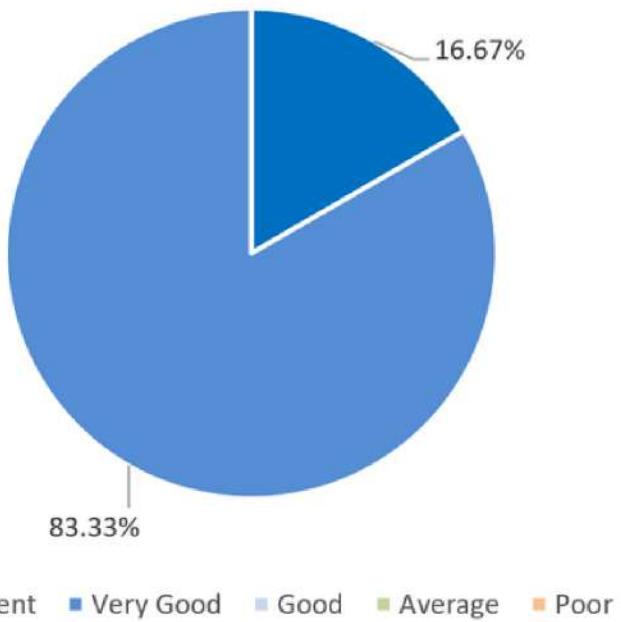
4. Self Assessment of the Untrained Police Personnel

The untrained or yet-to-be trained police personnels were asked to provide insights on the training requirements based on their stations in Jammu division. The outcome of the assessment are mentioned below:



5. Self Assessment in terms of Engagement Level and Initiative Drive

The Key Informants (ASIs/SIs/Inspectors) in Kashmir division were interviewed and asked to assess the trained police personnel on their level of voluntary engagement in providing quality services to the complainants. The responses were recorded across five standards, viz a viz Excellent, Very Good, Good, Average and Poor.



The data depicts that 16.67% of key informants responded 'Excellent', whereas 83.33% responded "Very Good".

It can be concluded from the findings that the drive to voluntarily engage in providing quality services to the complainants is high among trained police personnel.

Figure 21: Self Perception of Key informants regarding trained personnel

II) Kashmir Division

A. Citizen Perception Survey (CPS)

The survey was conducted among 772 citizens in the division of Kashmir, with the criteria of a recent interaction with police personnel for the impact assessment.

The profile of the population sample used for the impact assessment in Kashmir has been tabulated below:

On the basis of Age		
Range of Ages	Count of age	Percentage (%)
0-18	19	2.46
19-30	320	41.45
31-60	370	47.93
61-90	63	8.16
Total	772	100

On the basis of Gender		
Gender	Count	Percentage (%)
Male	586	75.91
Female	186	24.09
Total	772	100

On the basis of Education		
Level of Education	Count	Percentage (%)
No Education	119	15
Secondary (10th) grade or less	193	25
Senior Secondary (12th) Pass	178	23
Graduate and higher	282	37
Total	772	100

On the basis of Geographic Area		
Type of Geography	Count	Percentage (%)
Urban	274	35
Rural	498	65
Total	772	100

1. Citizen Perception Score and Gender Analysis

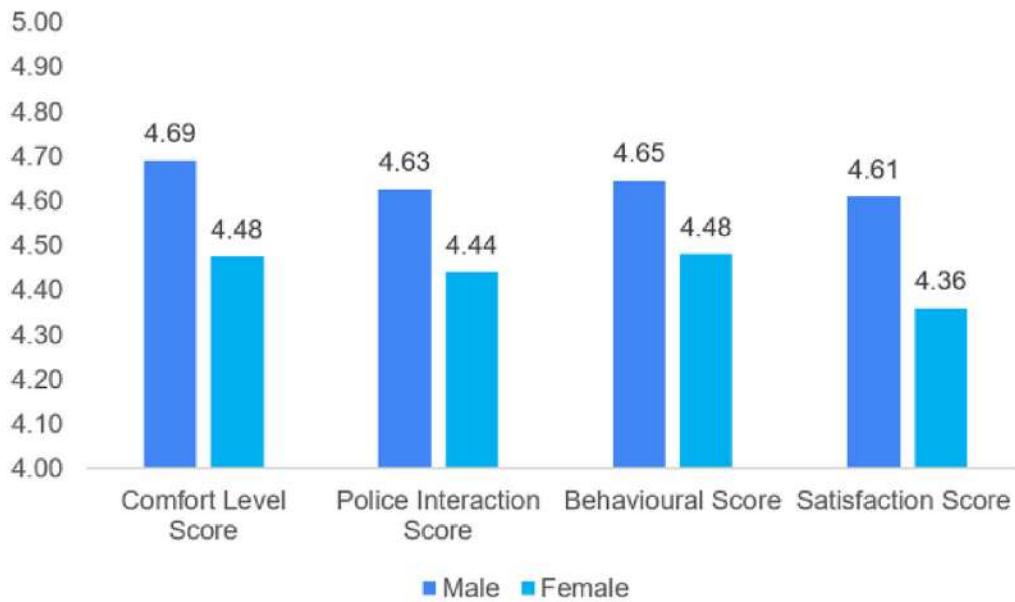


Figure 22: Citizen Perception Score and Gender Analysis in Kashmir

Male citizens were found to be more satisfied with the services than females when asked to rate across the four parameters regarding their interaction with police personnel in the Kashmir division as depicted in *Figure 22*. (for more details on the aforementioned parameters, refer to page 23)

On further scrutiny, it is observed that the females rated the overall experience i.e. satisfaction score, lower than the other parameters.

Overall, the scores across all the parameters reflected the satisfaction of citizens regardless of gender. (Since scores are greater than 4, which means on average the citizens rated the services "Good".)

2. Citizens comfort in reaching out to Police Station

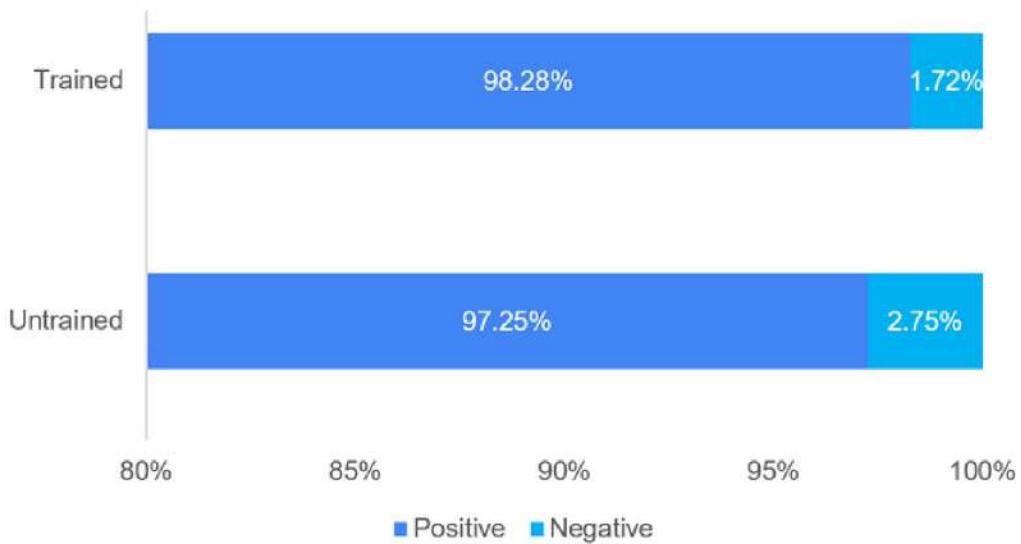


Figure 23: Comfort Level Analysis in Kashmir

As observed in *Figure 23*, citizens felt more comfortable in reaching out to the police stations with trained personnel (98.28%) as compared to the police stations with untrained police personnel (97.25%) in the Kashmir division. The parity being of about 1.03%.

3. Case Resolution

Data representative of the different categories of cases or complaints registered with the police department and their status along with the comparison post-training as per citizen survey has been provided below:

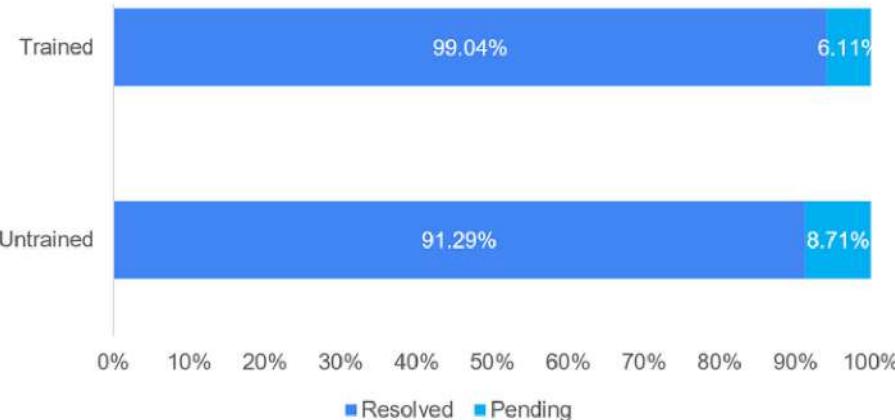
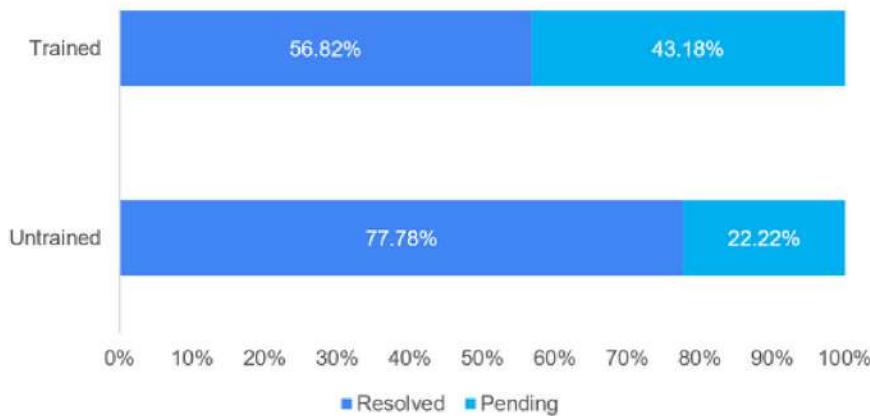


Figure 24: Status of authorization and verification of document cases

When compared to the overall average (Jammu and Kashmir, refer to page 24) for the said parameter, case resolution by police stations with trained personnel in the Kashmir division is up by 7.08%. Whereas, case resolution by police stations with untrained personnel is up by 2.2%.

As represented in *Figure 24*, in case of cases/complaints pertaining to *authorization and verification of document cases*, case resolution by police stations with trained personnel (99.04%) was observably higher as compared to police stations with untrained personnel (91.29%) by a margin of 7.75%.

As represented in *Figure 25*, in case of complaints/cases pertaining to *Family Dispute/Domestic Violence*, case resolution by police stations with untrained personnel (77.78%) was relatively higher as compared to police stations with trained personnel (56.82%) by a margin of 20.96% .



Family Dispute/Domestic Violence			
	Resolved	Pending	Total
Trained	25	19	44
Untrained	28	8	36

Table 4: Status of Family Dispute/Domestic Violence cases

When compared to the overall average (Jammu and Kashmir, refer to page 24) for the said parameter, case resolution by police stations with trained personnel in the Kashmir division is higher by 3.41%. Whereas, case resolution by police stations with untrained personnel is higher by 17.46%.

Due to the higher number of cases in the police stations with trained personnel (*Table 4*), the overall percentage of cases resolved comes to be lower than that of police stations with untrained personnel.

As represented in *Figure 26*, in the case of criminal cases, case resolution by police stations with untrained personnel (66.67%) was relatively higher compared to police stations with trained personnel (50%) by a margin of 16.67%. The number of criminal cases by status is represented in *Table 4*.

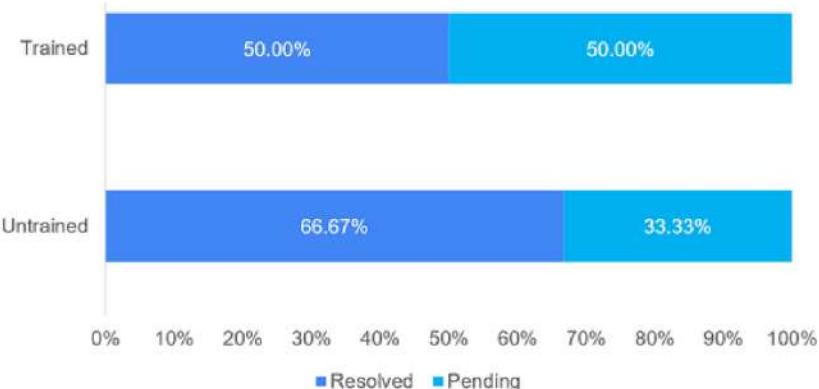


Figure 26: Status of Criminal Cases

Criminal Case			
	Resolved	Pending	Total
Trained	2	2	4
Untrained	2	1	3

Table 5: Status of Criminal Cases

When compared to the overall average (Jammu and Kashmir, refer to page 24) for the said parameter, case resolution by police stations with trained personnel in the Kashmir division, is higher by 3.41%. Whereas, case resolution by police stations with untrained personnel is higher by 17.46%.

Due to the low number of criminal cases registered in the respective police stations (*Table 5*), the parity between police stations with untrained police personnel and police stations with trained police personnel is considerably higher.

4. Degree of Awareness Initiatives

The Police department is responsible towards its citizens with regard to educating and inculcating awareness associated with citizen safety. A high frequency of such initiatives fosters a safer and citizen-friendly environment.



Figure 27: Degree of Awareness Initiatives taken by Police Personnel

As represented in *Figure 27*, Awareness Initiatives conducted by police stations (88.60%) with trained personnel were relatively higher as compared to police stations with untrained personnel (81.75%) by a margin of 6.85%.

When compared with the overall average (Jammu and Kashmir, refer to page 26), awareness initiatives taken by police stations with trained police personnel in Kashmir division was higher by 6.51%. Meanwhile, for police stations with untrained police personnel, it was lower by 6.57%.

5. Degree of Community Engagement

The Police department is responsible towards its citizens with regard to last-mile connection and holistic growth of the community, catering to their needs and safety requirement. A staunch degree of community engagement results in a robust and seamless relationship.



Figure 28: Degree of Community Engagement by Police Personnel

As represented in *Figure 28*, Community Engagement was reported to be higher in areas with untrained personnel (94.30%) as compared to trained personnel (87.57%) by a margin of 6.73%. When compared with the overall average (Jammu and Kashmir, refer to page 26), the degree of community engagement in areas with untrained police personnel in the Kashmir Division was higher by 1.25%. Meanwhile, for police stations with trained police personnel, it was higher by 0.04%.

B. Police Self-Perception Survey

A survey was conducted covering 4 stations and 29 police personnel across the division of Kashmir. With the objective of understanding the self-perception of the deployed police to assess the impact of the training held under Mission Karmayogi. The assessment was executed to unveil the existing gaps and bring improvement with regard to citizen-centric services.

1. Self Assessment regarding the training

When interviewed, all the trained police personnel were satisfied with the training and responded that the training motivated them to serve citizens better.

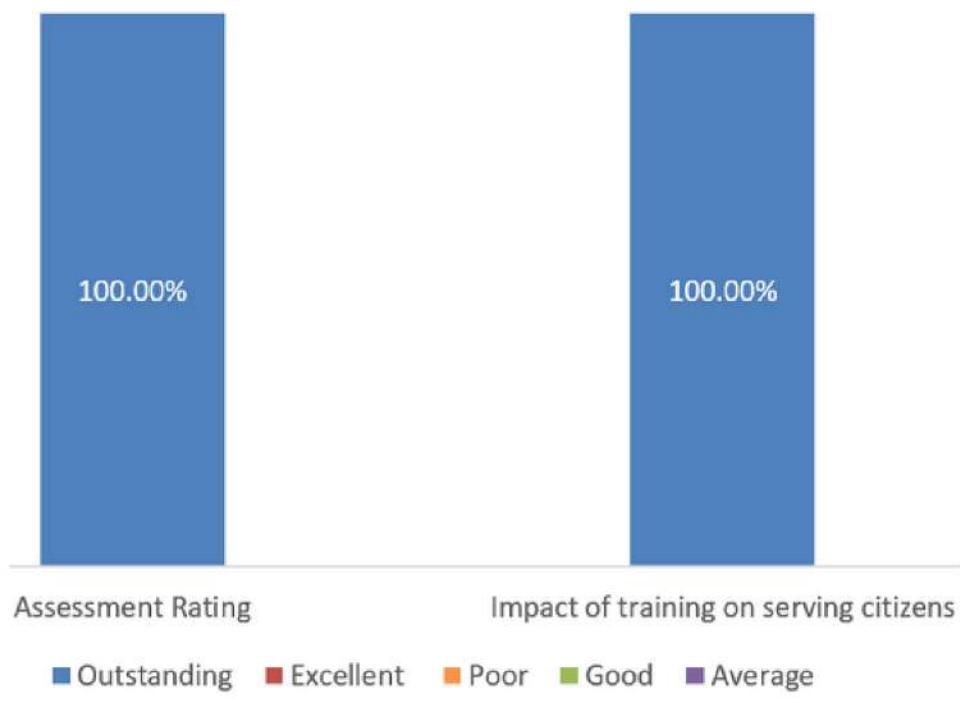


Figure 29: Self Perception of Police Personnel regarding the training

2. Level of Soundness of the Police Personnel

The police personnel were enquired regarding their disposition in stressful situations. The assessment gauged their reaction in terms of five parameters, viz a viz Fearless, Assured, Neutral, Hesitant, and Apprehensive.

Over 84% responded 'Fearless', 10% for 'Assured', 5% for 'Neutral' and none for "Hesitant" & "Apprehensive".

It can be concluded that most police personnel in the Kashmir division are mindful and fearless in extremely stressful situations.

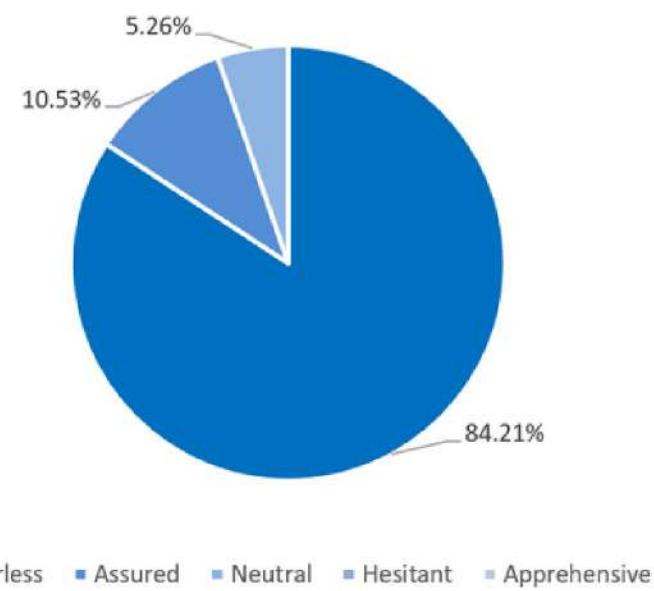
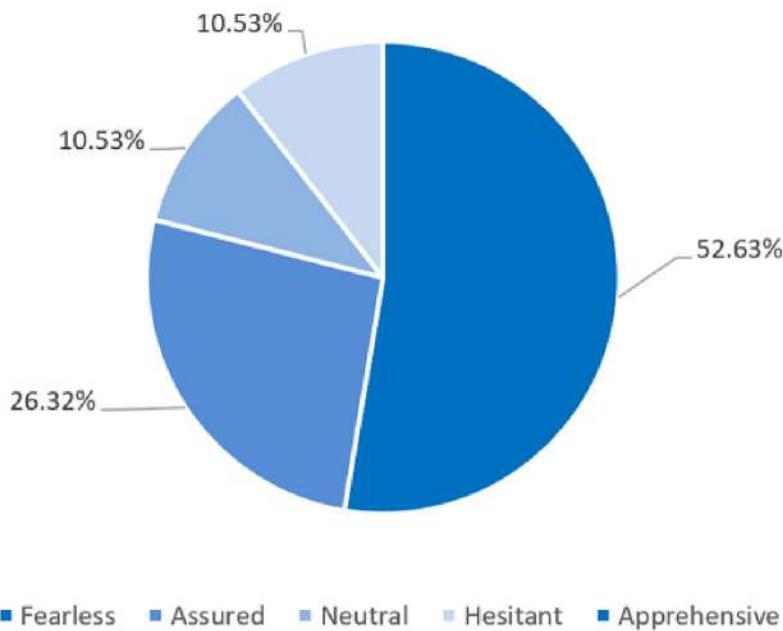


Figure 30: Self Perception of Police Personnel in stressful situations

3. Self Assessment of the Citizen-Police Interaction

The deployed police personnel were asked to self-assess the level of comfort felt by the citizens in reaching out to police in case of an incident. The responses of the police personnel were gauged in terms of five parameters, viz a viz Fearless, Assured, Neutral, Hesitant, Apprehensive



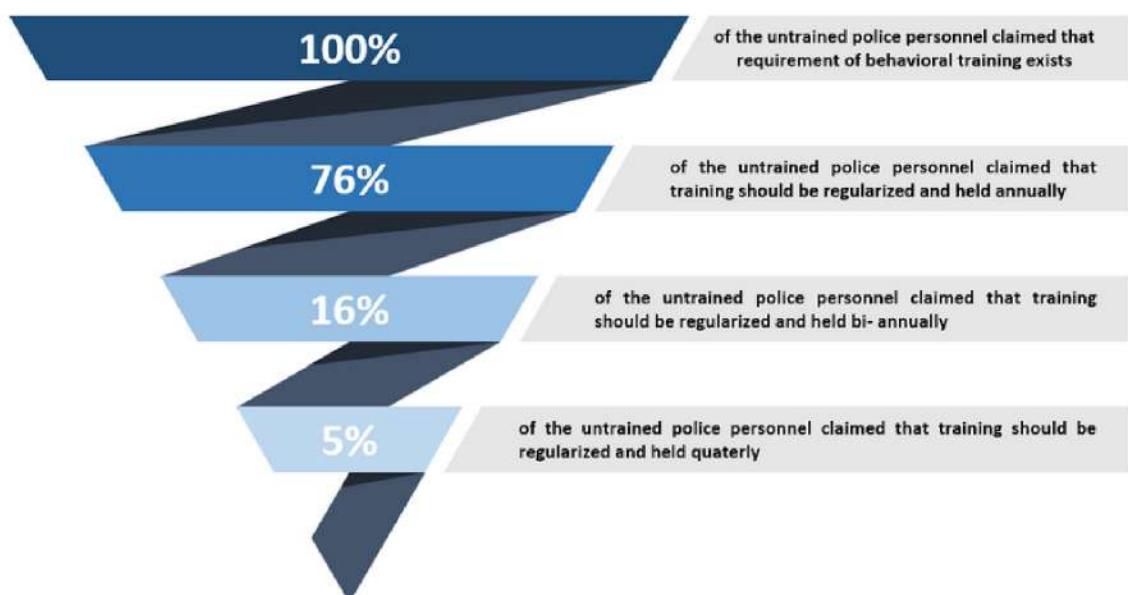
Over 52% responded 'Fearless', 26% for 'Assured', 10% for 'Neutral', 10% for 'Hesitant' and none for 'Apprehensive'.

It can be concluded from the findings that more than half of the deployed police personnel responded that the citizens are comfortable in terms of approaching police in case of an incident.

Figure 31: Self Perception of Police Personnel regarding comfort level of citizens

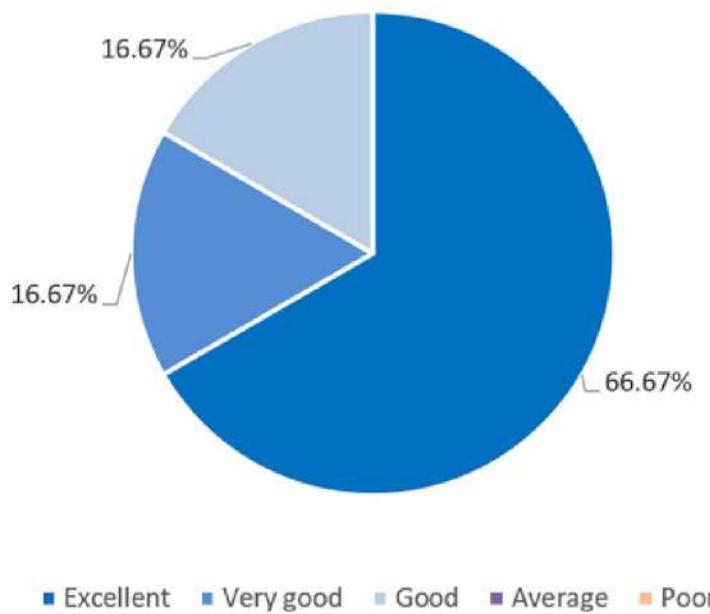
4. Self Assessment of the Untrained Police Personnel

The untrained or yet-to-be-trained police personnel were asked to provide insights on the training requirements based on their stations in the Kashmir division. The outcome of the assessment are mentioned below:



5. Self Assessment in terms of Engagement Level and Initiative Drive

The Key Informants (ASIs/SIs/Inspectors) were interviewed and asked to assess the trained police personnel on their level of voluntary engagement in providing quality services to the complainants. The responses were recorded across five standards, viz a viz Excellent, Very Good, Good, Average and Poor.



The data depicts that 66.67% of key informants responded 'Outstanding', whereas 16.67% responded "Very Good" and 16.67% responded "Good".

It can be concluded from the findings that the drive to voluntarily engage in providing quality services to the complainants is high among trained police personnel.

Figure 32: Perception of Key Informants regarding the trained personnel

SUCCESS STORIES OF JAMMU AND KASHMIR

SUCCESS STORIES OF JAMMU AND KASHMIR

1. SHRI MANZOOR AH WANI (HC): PS ACHABAL

The police personnel shared a story regarding a pending case of the wife of a retired Army official. The Army official had nominated his sister as the nominee instead of his wife, an unintentional mistake leading to significant financial hardships for his wife. Her pension and gratuity came to a halt, burdening the already impoverished family. However, the police personnel's intervention guided the family in approaching the court and obtaining necessary documents. With his expertise and assistance in the case, the procedure was expedited and helped ensure restoration of the wife's rights.



SHRI MANZOOR AH WANI

2. SHRI HARCHARAN JEET SINGH (HC): PS KOKERNAG

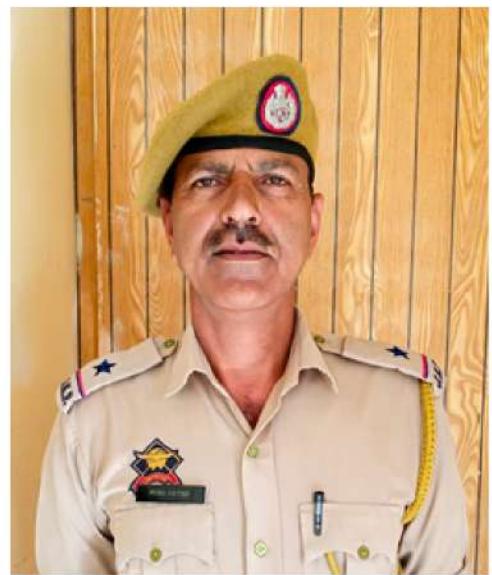


SHRI HARCHARAN JEET SINGH

The police personnel recalled a case of a militant's brother involved in aiding a militant outfit. The constable decided to call him at the police station and offered him counselling over a cup of tea. Soon after few sessions, the individual admitted of conceiving a negative perception towards the police and his transformation reflected in the abandonment of the path of militancy and adopting civilized lifestyle. The officer's innovative and soft approach eventually changed the person's notorious behavior. The approach demonstrated the effectiveness of compassion for bringing about positive changes.

3. SHRI JAVAID AHMAD (ASI): PS PARIMPORA

The police personnel narrates an encounter of a challenging blind murder case, during his posting in Saddar police station. A dead body with multiple signs of violence was found, suggestive of a heinous crime. Due to lack of evidence, it became a dead-end case. Enduringly, after two months, a person came to the station to report of a theft and violence incident. The civilian lamented about three men who had attacked and robbed him of his cash and ATM cards. Suddenly, the officer notices the marks on his body were like the blind murder case's victim. Furthermore, he described one of the perpetrators with pierced earrings, which coincided with the heinous murder case as well. The search operations were conducted, leading the team to the discovery of a suspicious car with three men. The profiles of these three men were like the suspects, and the guy with pierced earrings was found. The suspects were taken into custody for questioning, and subsequently the suspects confessed their involvement in both the cases.



SHRI JAVAID AHMAD

4. SHRI BEEDHI SINGH (HC): PS BAHU FORT



SHRI BEEDHI SINGH

The police constable shared a story about a domestic violence case. The woman stated to the policeman that she was being refused permission to reside with her husband since she had two daughters. The policeman summoned the wife and the husband, along with the members of their respective families, to the police station. In an effort to address the matter, the officer also consulted the head of the nearby village and a member of the local community. Eventually, the police officer registered a FIR against the husband and his family members. Among the twelve individuals implicated in the case, one of them had a relative who held a position as a magistrate. This relative contacted the officer's supervisor, requesting the removal of some members from the case. However, the police officer, despite facing pressure, refused to compromise and unjustly remove any individuals involved as the case was already in court. Instead, the constable suggested attempting a compromise at the ground level by calling both parties involved. The case is still pending in the court.

5. SHRI LATEEF AH WANI (HC): PS GANDHI NAGAR



SHRI LATEEF AH WANI

The police officer recounted of a case that had been reported at the police station, involving a theft. A house was robbed of all valuable goods like gold, cash and other items, leaving the owners to anguish over the loss. A prompt investigation was launched by the official, shortly leading to the discovery of some evidence, such as footprints left behind at the crime scene. In addition, with the help of installed CCTVs in the locality, the retrievable footage was able to generate a recognizable facial image of one of the thieves. Soon afterwards, the gathered evidence was taken into account and the police was able to successfully identify and apprehend one of the suspects. Ensuing the detainment, the thief was lured into assisting the police in lieu of a quick release. A triumphant resolve of the case was achieved as eleven more individuals, involved in the same, were caught and imprisoned expeditiously.

6. SHRIMATI SAROJAN KUMARI (HC): PS NAGROTA

The female constable shared a story about a domestic violence case of a woman whose husband worked as a driver. She claimed that she suffered violence and was being refused permission to reside with him and meet her son. The policeman summoned the wife and the husband, along with the members of their respective families, to the police station. In an effort to address the matter, the constable consulted the head of the nearby village and a member of the local community and decided to counsel the husband about his wife's rights.

Eventually, the frequent counseling sessions and the compassion of bringing about change, the head constable changed the husband's perspective and saved a life.



SHRIMATI SAROJAN KUMARI

FEEDBACK OF POLICE PERSONNEL

FEEDBACK OF POLICE PERSONNEL

Shri Rafiq Ahmad (SHO) PS Achabal

The SHO of the Achabal police station acknowledged that the public support to the police has a massive scope of improvement. The main shortcomings highlighted were shortage of investigating and trained officers. These contribute towards an increase in a number of cases that eventually decrease the rate of resolution of cases. Additionally, the SHO mentioned that due to inadequate education and lack of proper training of many Special Police Officers (SPOs) mistakes are likely to happen. Furthermore, the absence of technological resources in the police station causes further delays in the settlement of cases.



SHRI RAFIQ AHMAD (Leftmost) with his team and QCI members

Shri Asif Mustafa (SHO) PS Kokernag

The SHO of the Kokernag police station highlighted several challenges faced by them. Firstly, police station's jurisdiction covers a large area, often posing difficulties in effective management of the entire region. Secondly, lack of training among the police personnel lowers their performance. Furthermore, there is a shortage of trained officials suitable for specific roles, leading to a mismatch in responsibilities. This gets compounded by the unavailability of personnel with expertise, burdening the police station. Additionally, inadequate accommodation and inventory further hamper their operations. The shortage of vehicles and challenging terrain, such as mountains, makes it difficult for police personnel to reach all areas promptly.



SHRI ASIF MUSTAFA (Center) with QCI members

Furthermore, it is observed that there is a need to enhance community participation in investigations, as there appears to be a general reluctance among the public to actively engage in criminal cases. People are generally unwilling to dedicate their time as witnesses for a case.

Shri Shiv Dev Singh(SHO) PS Bahu Fort



SHRI SHIV DEV SINGH (2nd from the left) with his team and QCI members

The SHO of Bahu Fort would like more training for police officers because he believes it is good for both the department and the officers. He asserts that public support for the police should improve, and that can happen only if police officers are kind and sympathetic towards people they serve. He believes that every department officer, regardless of position, should receive such training.

Shri Pankaj Sharma(SHO) PS Gandhi Nagar

The SHO of the Gandhi Nagar police station said that the public's perception towards the police is not as favourable as required. According to him the main reason for this was lack of awareness and lack of trained officers in the station. The officers need to be trained so that their behavior towards citizens becomes more compatible. This will help to develop good relationships with the public which will help to get more support from the citizens. The SHO also said this training should be included in the induction program for the newly appointed officers.



SHRI PANKAJ SHARMA (2nd from the left) with his team and QCI members

Shri Manzoor Ah Wani (HC): PS Achabal

We should understand the importance of fostering trust and a positive relationship between the police force and citizens. We must note that building this trust can help overcome any apprehension that some individuals may have towards the police, ensuring a more inclusive and cohesive society. By nurturing a sense of community engagement and actively involving citizens, we can create an environment where individuals feel connected to the police. Additionally, it is essential to address any concerns regarding safety and security, reassuring citizens that their well-being is a top priority. The officer also highlights that they need more operational techniques based trainings which will help them perform efficiently on field.



SHRI MANZOOR AH WANI (2nd from the right) with his team and QCI members

Shri Wasim Ahmed Shah(SHO) PS Mattan



SHRI WASIM AHMED (2nd from the left) with his team and QCI members

The SHO of the Mattan police station emphasized the need for providing training to officials of all ranks, instead of limiting it to lower-ranked personnel. He highlighted the shortage of investigating officers within the department, as not all police personnel can handle investigative cases effectively in a comprehensive manner.

Shri Vishav Pratap (SHO) PS Nagrota

The SHO of Nagrota police station emphasizes the importance of providing training to newly recruited government officials, enabling them to apply the acquired skills effectively from the first day itself. Furthermore, the SHO wishes that the existing challenges, such as a shortage of essential resources like vehicles, which hinder their ability to handle emergency situations are addressed. He also expresses optimism that training can have a positive impact on the officials, thereby contributing to the overall improvement of the police personnel's public image.



SHRI VISHAV PRATAP (5th from the right) with his team and QCI members

Shri Mohinder Singh(SI) City Jammu



SHRI MOHINDER SINGH (Leftmost) with his team and QCI members

According to the SI of City Jammu Police station, the relationship between the police and citizens in their jurisdiction has consistently been positive. The police officials, from lower-ranking officers to higher-ranking ones, demonstrate a commendable level of dedication and professionalism in their interactions with the public. The SI further emphasizes the positive impact of training programs, noting that they have brought about significant improvements in the behavior of officials over time. In light of this progress, the SI recommends conducting such training initiatives at least once a year, involving every official, as a means to further enhance their skills and foster continued positive engagement with the community.

Shri Afroz Ah Najar (SI) PS Bijbehara

The SI of the Bijbehara police station acknowledges certain challenges that affect operational efficiency, such as the shortage of available vehicles and inventory. To improve overall performance, it is crucial to prioritize periodic training, particularly focusing on enhancing the behavior and technological skills of lower-ranked officials. The SI highlights that such training is essential to mitigate any deficiencies that may hinder their effectiveness in fulfilling their roles. Increased engagement of community holds the key to a much more profound relationship of police and citizens.



SHRI AFROZ AH NAJAR (2nd from the left) with his team and QCI members

Shri Harcharan Jeet Singh (HC): PS Kokernag



SHRI HARCHARAN JEET SINGH (3rd from the left) with his team and QCI members

The HC at Kokernag Police Station stated that coping with the police job is remarkably a challenging task, that keeps you away from loved ones. Kashmir struggles constantly with severe weather conditions causing unique policing predicaments. The police personnel stresses the demanding nature of the job, such as round-the-clock service availability and frequent patrolling in high-risk areas during the night.

Each militant encounter brought them perilously close to death, yet they persevere as civilian safety is held as a priority. Motivation is drawn from reminiscing about their families and children as they work lengthy, midnight shifts. The police personnel expressed his preference of dialogue and discussion over accusing individuals during interrogations.

Also, they noted that cases which require court's intervention, a shift of responsibility and jurisdiction materializes and yet the burden of criticism and public outrage befalls on the police.

FOCUSED GROUP DISCUSSIONS

FOCUSED GROUP DISCUSSIONS IN JAMMU

FGD OVERVIEW FOR PS GANDHI NAGAR

Citizens have expressed some areas of concern regarding their interactions with the police force. They have conveyed a need for enhanced cooperation between police personnel and citizens. One major concern raised is the process of filing complaints. It is largely believed that the identity of the parties involved impacts the procedure that needs to be followed. There is a strong consensus that this needs to be addressed.

People have shared their perspectives on certain aspects of their interactions with police officials, highlighting areas of potential improvement. They have expressed instances where they felt there could be more emphasis on fostering positive communication and understanding. In some cases, citizens have mentioned feeling uncomfortable due to the legality involved. Some citizens believe that if there is more awareness about rights in society, it will be better for the police too and make them more approachable. In terms of safety, citizens have suggested that there is a need for increased police presence in their vicinity to effectively address and deter criminal activities.



FGD at PS GANDHI NAGAR

Attendees: Sahil Gupta, Vasu Gupta, Ravi Devi, Harsh Chaudhary, Anshul Gupta, Anshul Mahajan, Rasagay Tandon, Vasu Malik, Sanjay Sharma, Hemant Tyagi

The citizens of Gandhi Nagar have expressed their desire for a more transparent and accessible police system, particularly in terms of information availability. They have suggested that streamlining the day to day processes would greatly benefit efficiency and convenience for both, the police and the citizens.

In their interactions with police officials, citizens have highlighted the significance of respectful and supportive behavior. They emphasize that a welcoming and empathetic approach would alleviate the nervousness of the common man, creating a more conducive environment for individuals to seek assistance.

Many citizens believe that by implementing awareness campaigns and educational initiatives, the police force can bridge the knowledge gap and encourage citizens' active participation. Furthermore, citizens have expressed their willingness to assist the police, provided their identities remain anonymous.

FGD OVERVIEW FOR PS BAHU FORT

The civilians at Police Station Bahu Fort have voiced concerns regarding the handling of some cases, expressing a desire for improved diligence and efficiency in addressing these incidents. Furthermore, some citizens have highlighted extended response times, indicating a need for more prompt and timely actions by the authorities. The locals voiced their dissatisfaction about the handling of drugs-related cases.

Initially, civilians hesitated to approach the police due to lack of awareness and information. However, the arrival of a new generation of police officers has brought about significant changes in their behavior. Despite this positive shift, there remains bridge of trust that needs to be built. During interactions with the public, it was noted that female individuals were highly pleased with the respectful and mature handling of domestic abuse cases by the police officers at Police Station Bahu Fort. Regular evaluation and refinement of procedures can further contribute to the improvement of response times and overall service quality. Improving the image of police officers is contingent upon upholding the highest standards of ethics .

Timely and professional behavior would contribute to building trust and improving their reputation. Anonymity was agreed upon by all citizens for security reasons. The strength of the police was recognized in their commitment to serving the community regardless of religion, caste, or gender. Moreover, people acknowledged the favorable behavior of the Bahu Fort police, highlighting it as a strength of the force. Many citizens think that improving trust requires the police to proactively engage with the community and communicate transparently about their efforts to enhance responsiveness.



FGD at PS BAHU FORT

Attendees: Rahul Mani, Joginder Singh, Naveen Kumar, Seeta Sharma, Aman Deep Kumar, Gh. Nasi, L.J Raina, Simran Jeet Kumar

Open dialogue, community outreach programs, and regular feedback mechanisms can help bridge the gap and further solidify the trust in the police force. Overall, Police Station Bahu Fort has witnessed a mixed experience, with room for improvement in various areas such as professionalism, timely actions, and strict enforcement against certain local crimes.

FGD OVERVIEW FOR PS NAGROTA

The relationship between civilians and the police at Police Station Nagrota has been excellent, which develops a healthy and respectful environment. With time, the transparency and the ease of approaching the police have improved as per locals. The police official starting from a lower rank to higher rank officials possess good behavior towards citizens.



FGD at PS NAGROTA

Attendees: Manoj Sharma, Kuldeep Sharma, Raj Kumar, Surender Kumar, Nazir Ah, Neeraj Sharma, Jasmeet Singh, Omprakash Tiwari, Rakesh Singh

The residents of this area have good faith in the system, knowing that the local law enforcement will take care of their problems. The citizens don't find any barrier while reaching out to the police station as the police personnel in their area have been always good to them. Citizens claim that they have never observed any biases being implemented in the system. They carry out their duties in accordance with the law without ever asking about a person's social or cultural background.

The residents of Nagrota are unaware of community policing, and when they were made aware of it, they responded favorably. They will assist the police authorities if asked, not just by the police, but also by themselves. They merely requested that their identity be kept secret when providing information to the authorities. According to their perspective, the police system in their area has always been effective, thus the locals of this police station hold the force in very high regard.

The citizens in this area have a positive attitude towards approaching the police station. They have faith in the system that they will get justice there instead of going to court. According to the locals, there are enough police officers in the region, and they are doing an excellent job as they are strict regarding the social issues. When compared to earlier police systems, the present ones are far more effective because they have access to more technologies. When it comes to the accessibility of information, the residents of this area perceive the system as being open and transparent.

FGD OVERVIEW FOR PS JAMMU CITY

At Jammu City Thana, relations between residents and police have greatly improved, fostering a positive and polite environment. The attitude of police officers towards locals has improved recently. The present generation of police officers, especially those at lower ranks, have strong educational backgrounds and are responsible for this development. When individuals go to the police station, their belief is that the police will handle their issues and try to find solutions. In general, residents think that everyone who works at the police station is extremely professional in their dealings.

The citizens applauded the approach and neutrality of the police which helps the people come to them with no nervousness. Previously there have been some instances of ignorance but slowly the citizens now feel there inbuilt belief that their issues will be noted and heard. Even though there is room for improvement in many domains, the performance of police is largely found commendable. The police's dedication to helping the community, regardless of gender, caste, or religion, is what makes them effective.



FGD at PS JAMMU CITY

Attendees: Ajay Gupta, Arshit Mahajan, Ravinder Kumar, Amit Gupta, Vicky Gupta, Anil Gupta, Rajeev Mahajan, Manohar Verma, Amarjeet Singh, Sahil Sharma, Shankar Singh, Praveen Singh, Shareef Ahmad, Prakash Sharma

The JandK Police Department is applauded by the public for its officers' commitment to helping civilians in difficult circumstances. Residents have suggested community involvement, drug awareness campaigns, and other approaches to better fight such evils of society. Citizens largely believe that through better communication, the police can improve their image in society. This will help to build better trust and make society safer to live in. Citizens here believe that it's not just the duty of the police to uphold the law. Surprisingly, The locals here went on to highlight that if their anonymity is secured and they are given ample training regarding law and rights, they too would love to go a mile extra to make society safer.

FGD PARAMETERS COMPARISON

S.No	Parameters	PS Gandhi Nagar	PS Bahu Fort	PS Nagrota	PS Jammu City
1.	Experience with the police officers in the past 6 months?	The experience with the police from last six months was not as favourable as it was expected	The civilians had a hard time with the police officials. There is room for improvement in domains like professionalism	The interactions with the police officials from past 6 months has been excellent as police officials resolve their disputes in a time bound manner	The relationship between civilians and police has substantially improved, producing a healthy and respectful environment. This transformation is due to the fact that the current generation of police officers, are aware and well qualified
2.	Reluctance in approaching police for complaints?	People of Gandhi Nagar station faced some problems as they felt the police can improve the approachability	The locals faced some problems while approaching to police station. They believed more trust is required	The citizens do not find any problem while approaching to the police station	When residents tried to approach the police, they encountered some difficulties. Their concerns were professionalism and timely action

S.No	Parameters	PS Gandhi Nagar	PS Bahu fort	PS Nagrota	PS Jammu City
3.	Prefer anonymity when approaching police?	Citizens feel safer when kept anonymous	They want to remain anonymous	The locals prefer anonymity	People believe being anonymous is best for all
4.	Trust in the system	The Citizens do largely believe that a lot of work needs to be done to build the trust in the system	Majority of citizens possess full faith in their own police authority that their issues will be resolved in a time bound manner	People trust and have good faith in the police department	The police here has good trust from the society
5.	Do you notice biasness in the system?	Majority of people do not notice any biases in the system. They believe that the system operates fairly without any favoritism or prejudice	A significant number of people do not detect any bias within the system. They firmly believe that the system operates justly, without favoritism or prejudice	Most people don't perceive any bias in the system. They believe it treats everyone fairly and without any prejudice	The locals majorly believe that the system upholds the values & ethics and works without any biases

S.No	Parameters	PS Gandhi Nagar	PS Bahu fort	PS Nagrota	PS Jammu City
6.	Suggestions to overcome systemic weaknesses?	The public wants more approachable police which feels easy to communicate to	More community engagement and more focus on improvement the efficiency is suggested. A dedicated focus on local issues like drugs is also felt necessary	Citizens are satisfied that things are systematic at their Police Station. Their major requirement is that more educated officers should be deployed to handle cases	Locals have proposed community engagement, drug mitigation awareness initiatives, and other measures to address the system weakness
7.	Main barrier when approaching police?	The society feels that a better transparent and neutral process / framework need to be implemented so both the parties are considered equal	The people sometimes face problems regarding the primary procedures and want it to be streamlined	The locals do not find any problem while approaching to the police station	When residents tried to approach the police, they feel distant and unsure about their voices being heard. More trust building initiatives are required
8.	Willing to assist police if asked?	The citizens are always willing to help police but only if their identity is kept anonymous	People are generally inclined to support the police, but they prefer to do so anonymously	Citizens are willing to help law enforcement, but only if their identity is protected and undisclosed	Given that they remain anonymous, the people are ready to assist

S.No	Parameters	PS Gandhi Nagar	PS Bahu fort	PS Nagrota	PS Jammu City
9.	Transparency	Citizens find a a good room of improvement in the current system	Citizens found the system not as transparent as they would want. Clear communication is required	Citizens found the system transparent as the police officials always helped them by providing the information	Citizens found the system not as transparent as they would want
10.	Community involvement	The Police officials make meetings with the presidents of colony and other members to over come the various issues like drugs and many more	The citizens would like more modes of involvement as they believe the present level of involvement needs to be improved	The Police here involves people to aware and save future of their young generation. The role of police has been excellent in organising awareness camps	The police officials do involve the community but frequency needs to be increased massively

FOCUSED GROUP DISCUSSIONS IN KASHMIR

FGD OVERVIEW FOR PS MATTAN

The citizens, residing under the jurisdiction of Mattan Police Station, shared their feedback with regard to their experiences with the stationed police personnel. Mostly, the responses resonated positively in terms of the gauged parameters, such as professionalism, promptness, and sensitivity. It was discerned that citizens felt a significant positive shift in the police officials' behavior, post their training. Particularly, it was brought to the attention of the efforts made by the Station House Officer (SHO), and was highly revered for his honesty and hard work. It appeared that citizens felt more positive with respect to approaching and reporting a case at the police station.

Also, the shared stories highlighted the roles of SHO and the department, with regard to counselling and reforms brought on amongst the youth, particularly in cases like drug abuse and rash driving. The cordial and congenial attitude of police officials has facilitated transformations without adversely affecting their social lives.

The identifiable strengths of the present police force, as claimed by the citizens, attributes to their ability in forging trustful relationships with different sections of society, their efforts in maintaining communal harmony, and promptness in redressal of citizens' complaints. Lack of identifiable weaknesses in the present policing system reflects the trust and faith of their citizens. With regards to Community Policing, regular coordination between the Mohalla Committees and the police station was present.



FGD at PS MATTAN

Attendees: Hilal Ahmad Khan, Javaid Saleem Mir Majid, Hilal Ahmad Ganie, Faisal Mushtaq, Mohd Ashraf Khan, Shabir Ahmad, Mohd Ashraf Hajaam, Mohd Younus Wani, Javaid Iqbal, Farooq Ahmad Bhat, Gh Hassan, Irshad Ah Bhat, Habbibullah, Jabeer Ahmad, Mohd Ayub Khan, Towseef Nabi, Gh Mohideen, Mohd Ashraf Wani

As suggested by the citizens, the societal image of the police can be improved by enhancing employment opportunities for the youth, which ultimately reduces their vulnerability to drug abuse and associated criminal activities. Increased involvement of the locals in the workforce can forge positive connections and trust within the community. Overall, past barriers that existed in terms of public-police interaction has significantly improved over the years. The citizens have more trust with regards to the resolution provided by the police authorities, and opines of the system being proficient, open, and transparent.

FGD OVERVIEW FOR PS BIJBEHARA

The citizens, residing under the jurisdiction of Bijbehara Police Station, shared their feedback with regard to their experiences with the stationed police personnel. In general, the response communicated the cordial, people-friendly and approachable conduct of the policemen, instilling trust and confidence in the community. An apprehensive outlook of the citizens due to past experiences persisted. However, professionalism and ethical conduct have successfully progressed along the right lines. Also, the shared stories highlighted the resolution of a recurrent problem of traffic jams, managed efficiently by the concerned Station House Officer (SHO). A significant reduction in the occurrence of accidents was witnessed.

The citizens discerned that the present strengths of the police force lie in the timely disbursal of clearances and in duty-bound resolution efforts. However, identifiable weaknesses in policing reflected the inefficiency of the police in combating the issue of drug abuse amongst the youth. Inadequacies in sensitive manners often lead to the distortion of the image and stir outrage in the community. The citizens urged immediate interventions and enhanced efforts to tackle and eradicate drug abuse in youth. With regard to effective communication, police are perceived as highly approachable and cooperative. Community outreach programs, involving local Auqaf Committees, resulted in increased collaboration and the removal of social stigmas.



As suggested by the citizens, mediating swift actions against drug peddling and delivering justice by ensuring culprits get punished, especially for repeated offenders, to recover trust deficits. Predominantly, timely resolution and trust deficit appear to be the barriers while approaching the police, whilst increasingly cordial and amicable approaches have fostered a positive atmosphere and transparency in the system.

FGD at PS BIJBEHARA

Attendees: Mehraj U Din, Khursheed Ah Dar, Bashir Ah, Manzoor Ah, Gh Ah Khan, Mohd Ayub Dar, Showkat, Shameema Akhter, Dilshad, Kulsum

FGD OVERVIEW FOR PS BIJBEHARA

The citizens, residing under the jurisdiction of Achabal Police Station, shared their feedback with regard to their experiences with the stationed police personnel. In general, the response communicated improvement in police-citizen relationships, adhering to sensitive and cordial attitudes. Provisions for training and educational support attributes to the enhancement of professionalism. The citizen's attitude towards approaching the police for reporting an issue has remoulded and they no longer anticipate adversities. Also, the shared stories highlighted pivotal roles in corresponding issues such as the recovery of borrowed money, and the implementation of online verification systems. Such additions have facilitated a seamless citizen experience.

The identifiable strengths of the present police force, as claimed by the citizens, attributes to empowerment of the police taskforce, enabling faster and effective resolutions. However, presently identifiable weaknesses are recognized in the inability to eradicate drug addiction resulting in deteriorated state of the youth and compromised status of women safety.



FGD at PS ACHABAL

Attendees: Haji Ghulam Mohd, Gh Hassan Dar, Owais Mukhtar, Muzzafar Ahmad, Mohd Akbar Beigh, Sheeraza, Shabnum, Masroor Ah, Ab Rashid Bhat, Sheeraza, Basit Ashraf, Manzoor Ah Shah, Reyaz Ah, Bilal Ah, Nadeem Nazir, Bashir Ah

With regards to Community Policing, regular coordination was maintained with Mohalla Committees. Successively it has resulted in timely resolution of caseload, and works as preventive measures to unlawful activities. In addition, Thana Diwas is celebrated for improving and addressing public-police relations and citizen grievances, respectively.

As suggested by the citizens, the societal image of the police can be improved with proactive anti-drug measures to effectively curb the existing problem. Citizens are not reluctant when approaching the police. Trust in the resolve of the police was observed as no complaints of bribery or mental agony was received. An open and transparent system is fostered, particularly with regards to accessibility of information.

FGD OVERVIEW FOR PS KOKERNAG

The citizens, residing under the jurisdiction of Kokernag Police Station, shared their feedback with regard to their experiences with the stationed police personnel. In general, the response conveyed professionalism, dedication, and responsiveness. Citizens felt approaching the police for case registration has progressively enhanced.

Also, citizen-based stories underline the strides made during emergencies such as action-promptness, and their contributions exceeding their mandated role. The identifiable strengths of the present police force, as per the citizens, attributes to the efficient handling of tasks within the bounds of the law. In contrast, the identifiable weaknesses are recognized as the lacking awareness generation to eradicate drug problems.



FGDs at PS KOKERNAG

Attendees: Bilal Ah, Gh Mohideen Nazir Ah, Mehboob Ah Saradar, Mithoo, Showkat Ah Bhat, Syed Mohd Ashraf, Syed Mudassir Ah, Javaid Ah Rather, Fayaz Ahmad, Mohd Aqib, Yasir Ahmad Sheikh, Ashiq Hussain Khatana, Gh Mohideen Bhat, Abdul Ghani Wani, Gh Hassan Sheikh

With regards to Community Policing, close collaboration was maintained by the police with local community organizations. The stationed inspector engaged with local Auqaf committees and other leaders, to increase relevancy and interest of public-state subjects.

As suggested by the citizens, the image of the police can be improved by inculcating effective communication, and collaborative community work. Efforts should be directed to foster a friendly and facilitative environment. It is suggested to work on transparency and case-resolve time to garner trust. Barriers in the system encompassing mistrust and miscommunication should be rectified for the seamless functioning of the system.

FGD PARAMETER COMPARISON

S.No	Parameters	PS Mattan	PS Bijbehara	PS Achabal	PS Kokernag
1.	Experience with the police officers in the past 6 months?	The overall experience with the police has been positive, with professional handling of criminal and verification cases. No instances of bribery were reported, and citizens were comfortable during their interactions	Citizens had a positive experience with police officials, who have been friendly and approachable, fostering trust and confidence in the community	Improved citizen-police relationship due to enhanced education and qualifications of police officials. Citizens now view officers as knowledgeable professionals, fostering confidence and trust	Feedback of citizen was positive as Police officers were responsive and respectful towards their citizens
2.	Reluctance in approaching police for complaints?	There was no hesitation while approaching police authorities for resolution of complaints	The citizens feel confident in seeking the assistance of police authorities whenever they required it	The locals here have faith and trust in the police department that their concerns will be handled properly by them	People believe in the importance of reporting any complaints or issues to the police so that they can take appropriate action and address them

S.No	Parameters	PS Mattan	PS Bijbehara	PS Achabal	PS Kokernag
3.	Prefer anonymity when approaching police?	Citizens willingly approach police, trust in confidentiality and seek justice actively	Yes, Citizens would like to see more trust building initiatives first to not prefer anonymity	Citizens trust the police and do not wish to remain anonymous	Initially, people preferred anonymity but now more individuals are comfortable about disclosing their identity when approaching the police
4.	Trust in the system	People have good faith in the police for resolving their issues	The citizens holds immense trust in the police system that their issues and complaints will be resolved in optimum time	Locals hold faith in the current police system that their issues will be resolved without facing any difficulty	The society holds immense trust in the police system and believe that their issues will be addressed in a time bound manner. This was due to the fact that the police personnel now are well qualified
5.	Do you notice biases in the system?	Majority of people do not notice any biases in the system. They believe that the system operates fairly without favoritism or prejudice	Most people do not notice any such biases present in the system	They have confidence in the system's ability to treat everyone fairly	There were some instances in the past, but now things have improved a lot

S.No	Parameters	PS Mattan	PS Bijbehara	PS Achabal	PS Kokernag
6.	Suggestions to overcome systemic weaknesses?	Majority of the individuals shared that the police department is functioning effectively and efficiently	Swift action against drug peddling and harsh imprisonment along with building trust	Strong action against local issues like drugs and continuous learning approach of the police personnel	Citizens suggest community engagement, drug awareness drives and organizing youth sports events
7.	Willing to assist police if asked?	Locals are willing to assist if kept anonymous	People will help only if kept anonymous	Always willing to help police but only if their identity is kept hidden	Ready to help if anonymity is a given
8.	Main barrier when approaching police?	Citizens would like to see more efficient and impartial investigative procedures to ensure the present reluctance is reduced	People often worry about the neutrality of the process & system regarding sensitive issues	Locals do not find any problem while approaching to the police station	Initially there were some cases of neglect, but now things are improving. Yet, the people feel there is a lot of room for improvement in domains like approachability

S.No	Parameters	PS Mattan	PS Bijbehara	PS Achabal	PS Kokernag
9.	Transparency	Citizens find the system improving slowly but still a long way to go in domains like information access & approachability	The locals found the system not as transparent as they would like it to be	The residents found the system transparent as they police always helped them by providing the information	People are not satisfied with the current status & would want more transparency
10.	Community involvement	The Police officials make meetings with the presidents of colony and other members to over come the local issues	People would like more community involvement to help assist the system identify and solve the regional problems	The department always involves people in awareness initiatives. The role of police has been excellent as they do more public involvement through various means	The police officials needs to improve on involving people through any awareness camp, events or any public interactions

CPS FEEDBACK FOR LOW RATINGS

S.No	Parameters	Jammu	Kashmir
1.	How comfortable are you in reaching out to police, in case of a problem?	<p>The general perception among the public is that their issues are sometimes overlooked due to lengthy procedures. There have been instances where the conduct of police officers was criticized for having not so friendly attitude. It is believed that some complaints remain unresolved for extended periods. Criticisms have been expressed regarding the language and behavior of police officers. Furthermore, there are concerns about the need for improved facilities for women at police stations</p>	<p>Citizens expressed a feeling of apprehension and lack of trust towards the police. Their interaction was not satisfactory as their problems were not properly heard, and behavior was not appropriate. Due to past negative experiences, some people feel rel to visit police stations. Additionally, there have been allegations that the police may not always take matters seriously and handle cases in the most responsible manner</p>
2.	How would you rate your interaction with the police?	<p>The citizens expressed concerns about their dealings with the police on several occasions. They believed that the police were ineffective and made questions that did not appear to be relevant to the case while not making an adequate effort to investigate the actual matter. At one instance the SHO placed the onus of responsibility on the party at fault, which may be interpreted as a lack of backing from the relevant police authority. Due to these experiences, people believe that their complaints might not get resolved and take an unnecessary amount of time</p>	<p>The citizens expressed a less than ideal experience with the police as they consider their behavior as rude or offensive. There is a general sense of dissatisfaction with the police's conduct, as some individuals felt that their concerns were not properly addressed and encountered behavior that was described as less than pleasant towards both them and their families. The overall interaction with the police is described as less satisfactory</p>

S.No	Parameters	Jammu	Kashmir
3.	How was the behavior of the police personnel?	<p>The citizens expressed their frustration with the perceived lack of assistance from the police, particularly for regular people. Some individuals felt that the police often blame citizens instead of actively working towards resolving the problem. Overall, the behavior of the police has been termed as less satisfactory</p>	<p>The citizens have expressed their dissatisfaction with the behavior of the police personnel. Additionally, there have been instances where the response time has been longer than desired, and some individuals feel that their concerns were not properly addressed. In certain cases, there were reports of the police exhibiting behavior that was less than courteous towards both the individual and their family members</p>
4.	How will you rate your overall experience with the police?	<p>The citizens described the experience as challenging and frustrating with a perceived lack of effort in resolving cases. The paperwork and reporting processes coupled with limited action have been a source of frustration. At one instance, there was a delay in submitting the FIR, and the case is still pending, contributing to a negative perception of the overall experience</p>	<p>The overall experience with the police as shared by the citizens has been less than satisfactory. There is a sense of frustration with the perceived lack of assistance and the absence of a proper response. Some individuals have described the behavior of the police as unpleasant. Consequently, these negative experiences have led to a diminished belief and faith in the police system</p>

S.No	Parameters	Jammu	Kashmir
5.	To what extent does your Police officer develop awareness initiatives for society relating to safety and security (e.g., for residents, organizations, and groups)?	<p>Some of the residents voiced their belief that police officers might not always put the needs of regular people first or actively participate in societal advancement. Regarding police-led awareness initiatives and programmes, they noted that there is room for development. Additionally, some people think that the police could improve their efforts and initiatives in this area in order to better serve the needs and welfare of the community</p>	<p>The locals highlighted that they would appreciate the police taking more proactive measures and actively engaging in initiatives for the betterment of society. However, there seems to be a lack of awareness and information about the specific programs or initiatives undertaken by the police station or department</p>
6.	To what extent does your police officer make it easy for community members to provide input and collaborate (e.g., comments, suggestions, and concerns)?	<p>The citizens expressed their concerns regarding the perceived lack of concern and attentiveness from the police. Due to a prevailing social stigma, some individuals hesitate to engage with the police, fearing potential mental stress. Furthermore, there is a belief that the police may not always listen attentively about their concerns. As a result, there is a general lack of confidence and willingness among the public to interact or provide inputs to the police</p>	<p>The citizens have raised a concern regarding the need for the police to communicate more courteously and foster public trust. They feel that this is important because it influences people's willingness to provide information. Moreover, there is a general fear among the public that their voices may not be heard by the police</p>

LIMITATIONS OF THE STUDY

LIMITATIONS OF THE STUDY

- Due to the occurrence of a national event and official priorities that coincided with the timeline of the study, there were delays in inter-departmental communications and collection of data.
- In the case of some sensitive cases, respondents may have felt uncomfortable providing answers regarding the nature of the topics discussed. Additionally, they may have lacked the ability to provide logical reasoning for their responses due to various factors.
- It was observed that in certain instances, a compact proportion of married women displayed reluctance to personally participate in the survey, their husbands or other relative that accompanies them answered on their behalf, this may have introduced bias or incomplete perspectives.
- The availability of trained personnel was limited, which hindered the ability to conduct a comprehensive analysis.
- There was a shortage of trained female police personnel relative to the requirements of the survey, impacting the representation of women's perspectives and experiences within the study.

CONCLUSION

CONCLUSION

The assessment revealed anticipated outcomes, as a positive trend of change was observed post-collation of data points from the citizen perception survey, police perception survey, key informant interviews, and focused group discussions. The points of reference have been stated below:

- Across the UT, the citizens showed a general pattern of satisfaction, on average a score greater than 4 out of 5 was recorded when measured across comfort level, police interaction, the behavior of the police personnel, and the overall experience of the citizens.
- More than 90% of the citizens observed a pattern of positive behavioral change in the trained police personnel.
- The data revealed a higher percentage of case resolution by police stations with trained police personnel in case of complaints/cases pertaining to authorization and verification of documents and criminal cases when compared with police stations with untrained police personnel.
- All the interviewed trained police personnel agreed that the training motivated them to serve the citizens better.
- The Key informants (ASIs/SIs/Inspectors) interviewed revealed that there is a high degree of voluntary engagement in providing quality services to the citizens by the trained police personnel.
- As an outcome of focused ground discussions, it was observed that while a majority of the locals find the new initiatives effective, a common suggestion would be the increased community engagement & simplifying the process a common man faces. Measures like awareness drives regarding the rights of the people, and streamlining the process of filing complaints/FIR can go miles to cover the gap that is perceived by people.
- In certain locations, the image of the police has been negatively affected by past interactions, resulting in a sense of disconnection and hesitancy among individuals to engage with law enforcement. While training efforts have contributed to some improvements, there remains an opportunity for further enhancement through trust-building exercises and awareness campaigns.
- The people suggested a dedicated focus drive on the local issues in which they are willing to participate as part of community policing on the condition of responders' anonymity. They believe that doing so will help the police identify & act faster on the local issues.

WAY FORWARD

WAY FORWARD

1. The overall span of the training could be designed around a 3+2 day module: The training program can be divided into a series of modules that span over three days, entailing behavioral as well as technological training, followed by two additional days dedicated to practical exercises and assessments. This structure allows for a comprehensive and well-rounded training experience while ensuring that participants have enough time to absorb the information and practice their skills. Regional languages can be incorporated into the training sessions to ensure better understanding and communication.
2. To increase overall efficiency, multiple officials with the most public interaction can be trained at each police station, enabling the entire station to benefit from the training.
3. It is crucial to extend the training program to the entire police staff, beyond just the constabulary level, including Inspector level officers and Munshis, to promote professional development across all ranks and to ensure a cohesive approach to professional development.
4. To address gender disparities, the training program can prioritize training a higher number of female police staff, promoting inclusivity and gender equality within the force.
5. Follow-up sessions, conducted online, can be implemented to reinforce prior knowledge and facilitate continuous learning. The sessions can be conducted in person annually and online every 6-9 months to reinforce and retain prior knowledge.
6. By organizing the training sessions within the respective UTs or states, the longer commutes can be minimized, allowing participants to attend without significant disruption to their regular duties.
7. In sensitive areas, the training program can be extended to include other branches, such as Traffic Police and Armed Police to ensure comprehensive skill development across different units.

ANNEXURE

Police Perception Questionnaire

A Police Perception survey was curated in both English and Hindi language in order to determine the impact of the 'Mission Karmayogi Policeperson Training Program' via analyzing the perspectives of police persons and the citizens. The questionnaire was based on the various sub-parameters namely Demographic, Training, Thinking and behavior, Case resolution, Peer relations, Trust building, Technology usage, Problem-solving initiatives and suggestions.

Table: Police Perception Survey Questionnaire

Police Personnel Survey			
S.No	Sub-Parameters	Questions	Options
1	Demographic	Name	
2		Rank	Inspector SI ADDL SI Constable Head Constable
3		Contact Number	
4		Name of the police station	
5		District	
6		Did you attend the training under Mission Karmayogi? क्या आपने मिशन कर्मयोगी के तहत प्रशिक्षण लिया था?	Yes No
If Question 6 is No			
7	Training	Would you like any training to be conducted for the department? क्या आप चाहते हैं कि विभाग के लिए कोई प्रशिक्षण आयोजित किया जाए?	Yes No
		If yes, then in what aspects should the training be conducted? यदि हाँ, तो किन पहलुओं पर प्रशिक्षण आयोजित किया जाना चाहिए?	Technological training Behavioural training Other, specify
		For technological training, what aspects should be included, specify. तकनीकी प्रशिक्षण के लिए, किन पहलुओं को शामिल किया जाना चाहिए, स्पष्ट करें।	
		According to you for behavioural training, which of the following skills should the training include?	Trust Building Leadership Power to serve Time Management

		आपके अनुसार व्यवहारिक प्रशिक्षण के लिए निम्नलिखित में से किन कार्यक्रमों को प्रशिक्षण में शामिल किया जाना चाहिए?	Being positive
8		What was the date of your training?	
		आपका प्रशिक्षण किस तिथि को हुआ था?	
9		What did you like most about the training?	
		आपको प्रशिक्षण में क्या सबसे ज्यादा पसंद आया?	Teaching Methods Content Interactive Sessions Behavioural Aspect Other, specify
10	Training	How would you rate the training? (with 1 being the lowest and 5 being the highest)	5 4 3 2 1
		आप प्रशिक्षण को कितना रेट करेंगे? (1 सबसे कम और 5 सबसे ज्यादा)	
		If rated 1 or 2, explain why?	
		यदि 1 या 2 की रेटिंग दी गई है, तो कृपया इसका कारण बताएं।	
11	Thinking & Behaviour	How much did the training motivate you to serve the citizens? (with 1 being the lowest and 5 being the highest)	5 4 3 2 1
		प्रशिक्षण ने आपको नागरिकों की सेवा करने के लिए कितना प्रेरित किया? (1 सबसे कम और 5 सबसे ज्यादा)	
		If rated 1 or 2, explain why?	
		यदि 1 या 2 की रेटिंग दी गई है, तो कृपया इसका कारण बताएं।	
		Common Questions for Trained & Untrained	
12		In your opinion, how comfortable are citizens in reaching out to police in case of any incident? (with 1 being the lowest and 5 being the highest)	5 4 3 2 1
		आपके अनुसार, किसी भी घटना के मामले में पुलिस से संपर्क करने में नागरिक कितना सहज महसूस करते हैं? (1 सबसे कम और 5 सबसे ज्यादा)	
		If rated 1 or 2, explain why?	
13	Thinking & Behaviour	How would you rate yourself in an extremely stressful situation? (with 1 being the lowest and 5 being the highest)	5 4 3 2 1
		आप अपने आपको किसी अत्यंत तनावपूर्ण स्थिति में कितना रेट करेंगे? (1 सबसे कम और 5 सबसे ज्यादा)	
		If rated 1 or 2, explain why?	
		यदि 1 या 2 की रेटिंग दी गई है, तो कृपया इसका कारण बताएं।	
14		How would you rate your level of motivation during long/night shifts? (with 1 being the lowest and 5 being the highest)	5 4 3 2 1
		लंबी शिफ्ट/रात की शिफ्ट के दौरान आप अपने प्रेरणा के स्तर को कितना रेट करेंगे? (1 सबसे कम और 5 सबसे ज्यादा)	
		If rated 1 or 2, explain why?	
		यदि 1 या 2 की रेटिंग दी गई है, तो कृपया इसका कारण बताएं।	

		Do you think there should be an additional training for the following vulnerable groups :- a. People with learning disabilities b. People with mental health problems c. Senior Citizen d. Women e. Children (with 1 being the disagreed and 5 being the most agreed)	5 4 3 2 1
15		क्या आपको लगता है कि निम्नलिखित कमज़ोर वर्गों के लिए एक अतिरिक्त प्रशिक्षण होना चाहिए: a. सीखने में असमर्थता वाले लोग b. मानसिक स्वास्थ्य समस्याओं वाले लोग c. वरिष्ठ नागरिक d. महिलाएं e. बच्चे (1 असहमति को दर्शाते हुए और 5 सर्वाधिक सहमति को दर्शाते हुए)	
		if rated 1 or 2, explain why? यदि 1 या 2 की रेटिंग दी गई है, तो कृपया इसका कारण बताए।	
		How many cases have been closed in the last year?	
16	Case Resolution	पिछले वर्ष कितने मामले बंद किए गए हैं?	
		How many FIRs have been charge sheeted?	
		कितनी एकआईआर चार्जशीट की गई है?	
17	Peer Relationship	How often do you take advice or suggestions from your peers/ seniors/ juniors to handle tough situations?	Always Oftenly Sometimes Rarely Never
18	Trust Building	कठिन परिस्थितियों को संभालने के लिए आप कितनी बार अपने साथियों/सीनियरों/जूनियरों से सलाह या सुझाव लेते हैं?	हमेशा अक्सर कभी-कभी शायद ही कभी कभी नहीं Treat with respect Quick response time Resolution of issues Trust Building Others, specify सम्मानपूर्वक व्यवहार त्वरित प्राप्तिक्रिया मामला का समाधान विश्वास निर्माण अन्य, स्पष्ट करे
		What steps do you take as an individual police officer to ensure a good relationship with the citizens?	
19		एक पुलिस अधिकारी के रूप में, नागरिकों के साथ अच्छे संबंध सुनिश्चित करने के लिए आपने व्यक्तिगत तौर पर कौन से कदम उठाये हैं?	
	Technology Usage	What is the frequency of technology usage in your department?	Always Oftenly Sometimes Rarely Never हमेशा अक्सर कभी-कभी शायद ही कभी कभी नहीं
20		आपके विभाग में प्रौद्योगिकी/ तकनीक के उपयोग की प्रीरक्षी क्या है?	
		What kind of tech tools do you use in daily operations? (CONDITIONAL if not chosen 'never')	
		आप ट्रैनिंग औपरेशन में कौन से प्रकार के तकनीकी उपकरणों का उपयोग करते हैं? (CONDITIONAL, यदि ऊपर 'कभी नहीं' नहीं चुना गया है)	
		Do you think tech training is required for the department?	Yes

	Technology Usage	क्या आपको लगता है कि विभाग के लिए तकनीकी प्रशिक्षण की आवश्यकता है?	No हाँ नहीं
		If yes, What do you think should be the frequency of the tech training?	
		अगर हाँ, तो तकनीकी प्रशिक्षण कितनी बार होनी चाहिए?	
		Share an incident where you came up with a new idea to solve a problem (Focus on Karmayogi- Self actualisation & personal growth) OPTIONAL	
21	Problem Solving/ Initiative	ऐसी कोई घटना साझा करें जिसमें आप किसी समस्या को हल करने के लिए एक नया विवार/नया सोच लेकर आए हों। (वैकल्पिक)	
		Do you think this training (Mission Karmayogi) will change the way you work?	Yes No
22	Suggestions	क्या ये प्रशिक्षण (मिशन कर्मयोगी) आपके काम करने के तरीकों में बदलाव लाएगा?	Can't say हाँ नहीं
		Should these training session be organised frequently?	कह नहीं सकते
23		क्या इन प्रशिक्षण सत्रों को बार-बार आयोजित किया जाना चाहिए?	Yes No May be हाँ नहीं
		If yes, how frequently	Yearly Quarterly Bi - Annually
24		अगर हाँ, तो कब-कब	Annually तिमाही वर्ष में दो बार वर्ष में एक बार

Citizen Perception questionnaire

A Citizen Perception survey was curated in both English and Hindi language in order to analyse the overall interaction of citizens with the police department. The questionnaire was based on the various sub-parameters namely Demographic, Interaction, Satisfaction and Community involvement.

Table: Citizen Perception Survey Questionnaire

Citizen Perception Survey			
Sr. No	Sub-Parameters	Question	Options
1	Demographic	Name	
2		नाम	
3		Age	
4		आयु	
5		Gender	
6		लिंग	
7		District	
8		ज़िला	
9		Urban/Rural	
10		ग्रामीण/शहरी	
11		Contact Number	
12		संपर्क नं.	
13		Education level (highest degree completed)	Uneducated 10th grade or less High School (12th) Pass Graduate and higher आशाधृत
14		शिक्षा स्तर (उच्चतम डिग्री पूर्ण)	10वीं कक्षा या उससे कम हाई स्कूल पास सातक और उससे ज्यादा
15		How long have you been living in this region?	Less than 1 year 1-5 years 6-10 years 10 years and above
16		आप क्षेत्र में कितने समय से रहे हैं?	
17	Interaction	How comfortable are you in reaching out to police, in case of a problem? (with 1 being Never to 5 being very frequently)	5 4 3 2 1
18		किसी समस्या के मामले में आप पुलिस से संपर्क करने में	
19		If rated 1 or 2, explain why? अगर रेटिंग 1 या 2 है, तो बताएं क्यों?	

	Interaction	In the last year, have you or any of your family member had any kind of contact with the police?	Yes
			No
		पिछले एक साल में क्या आपने या आपके परिवार के किसी सदस्य ने किसी भी प्रकार का संपर्क पुलिस के साथ किया है?	Aaa
			Na
11		Did you have to visit the police क्या आपको पुलिस स्टेशन जाना पड़ा?	Yes
12		If yes, did you visit the police station in the last 6 यदि हाँ, तो पिछले 6 महीनों में आप पुलिस स्टेशन गए हैं?	No
		What was the reason for the interaction?	Yes
			No
13			Crime Case
			Authorization, verification of documents

Family Disputes/Domestic violence

Other, specify

बातचीत का कारण क्या था?

आपराधिक मामला

दस्तावेजों को जाच

पारिवारिक विवाद/घरेलू हिसाब

अन्य, स्पष्ट करें

	Satisfaction	How would you rate your interaction with the police? (with 1 being bad and 5 being excellent)	5
		आप पुलिस के साथ अपनी बातचीत का मूल्यांकन कैसे करेंगे? (1 खराब होने और 5 उल्लंघन होने के साथ)	4
		If rated 1 or 2, explain why? अगर रोटेंगे 1 या 2 हैं, तो बताएं क्यों?	3
		Was your complaint resolved?	2
		क्या आपकी शिकायत का समाधान हुआ?	1
14			Yes
			No
15			5
			4
16		How was the behaviour of the police personnel? (with 1 being very rude and 5 being very polite)	3
		पुलिस कामयों का व्यवहार कैसा था? (1 खराब होने और 5 उल्लंघन होने के साथ)	2
		If rated 1 or 2, explain why? अगर रोटेंगे 1 या 2 हैं, तो बताएं क्यों?	1

	Community Involvement	Have you interacted with the police department in the last year?	Yes
		क्या आपने पिछले एक साल में पुलिस विभाग के साथ	No
		Do you feel there's a positive change in the behaviour of police personnel in the last year?	Yes
		क्या आपको लगता है कि पिछले एक साल में पुलिस	No
17		How will you rate your overall experience with the police? (with 1 being very unsatisfied to 5 being	5
18		आप पुलिस के साथ अपने समग्र अनुभव का कैसे रेट करेंगे? (1 बहुत असन्तुष्ट होने के साथ, 5 बहुत सन्तुष्ट होने के साथ)	4
		If rated 1 or 2, explain why? अगर रोटेंगे 1 या 2 हैं, तो बताएं क्यों?	3
19			2
			1
20		To what extent does your Police officer develop awareness initiatives for society relating to safety and security (e.g., for residents, organizations, and groups)? (with 1 being not at all to 5 being To a great extent)	5
		आपके पुलिस अधिकारी समाज के सुरक्षा संबंधित	4
		If rated 1 or 2, explain why? अगर रोटेंगे 1 या 2 हैं, तो बताएं क्यों?	3
			2
21		To what extent does your police officer make it easy for community members to provide input & collaborate (e.g., comments, suggestions, and concerns)? (with 1 being not at all to 5 being To	1
		आपका पुलिस अधिकारी समुदाय के सदस्यों के लिए	5
		If rated 1 or 2, explain why? यदि 1 या 2 को रोटेंगे दो गई हैं, तो कृपया इसका कारण	4
			3
			2
			1

Key Informant Interview (Trained and Untrained)

A KII(trained and untrained) survey was curated in English, Kashmiri and Urdu language to measure the usefulness, impact, and overall interaction of the citizens and the police personnel. The questionnaire was based on the various sub-parameters namely Demographic, Behavioural aspect, Ownership initiative, Citizen perception, Impact of training program, Thinking and behaviour, Problem solving, Initiative, Peer relationship and Interaction.

Table: KII(trained) Survey Questionnaire

KII (Trained)			
S.No.	Sub-Parameters	Questions	Options
1	Demographic (جغرافی)	Name	
2		Rank	
3		Contact Number	
4		Name of the police station	
5		District	
6	Behavioural Aspect (فرمکیت کا پلے)	How do you think the trained constables have benefitted from the training? (with 1 being negative and 5 being positive)	5 4 3 2 1
		Tohi kya chuv basaan tarbiyat waalim constablan kotha faide chu aamul emm training wajah seti.	
		اپ کے حوالے میں تربیت پاٹھ کا نسلیوں کو تربیت سے کیا مفائد ہوئے؟ [منفی اور 5 مثبت ہوئے کے ساتھ 1]	
		If rated 1 or 2, explain why? Agar ratings 1 ya 2 the, kath buniyad paeth che yeh ratings aamich deni	
		اگر درجہ پتھری 1 یا 2 ہے، تو وضاحت کروں کہ کیوں؟	
		Are constables/police personnel empathetic towards complainants with language barriers?	Always Very Often Occasionally Rarely مکمل بہت اکثر کافی کھوہ شکل و غایرہ
		Yeman shikayat manz zabani henz rukavat che, kya teman shikayat paeth cha avan hamardari havni constablan zaeryi	
		کیا کاٹسالیل ایوانس ایکار زبان کی رکاوتوں والے شکایت کنندگان کی سمت پر مبتدا ہیں؟	
8	Ownership /Initiative /Problem Solving (ستکت)	Do you think that the trained constables are now voluntarily engaged in providing quality services to the complainants? (with 1 being disagreed and 5 being most agreed)	5 4 3 2 1
		Tooh chuwaa baasa tarbiyat yafta constable/yeman constablan training aayi din temi chi we shikayat karin waaleen godnik nish asal paeth pesh eva?	
		کیا اپ سمجھتے ہیں کہ تربیت پاٹھ کا نسلیوں اپ رہا کاراٹہ طور پر شکایت کنندگان کو معاون خدمات فراہم کرنے میں مصروف ہیں؟ [منفی ہوئے اور 5 مثبت ہوئے کے ساتھ 1]	
		If rated 1 or 2, explain why? Agar ratings 1 ya 2 the, kath buniyad paeth che yeh ratings aamich deni	
		اگر درجہ پتھری 1 یا 2 ہے، تو وضاحت کروں کہ کیوں؟	
9	Citizen Perception	Have you received any positive feedback for constables from citizens post the training program?	Yes No
		Training Deni paeth milava tohe kha asal feedback constablan khaetir	

		کیا آپ کو تربیتی بروگرام کے بعد شکریوں کی طرف میں کامسلیبلز کے لئے کوئی مثبت رائے ملی ہے؟	
10	Impact of Training Program (تربیتی بروگرام کے نتائج)	How far did the training program enable constables to understand the complainants better? (with 1 being negative and 5 being positive)	5 4 3 2 1
		Constable yus training ayi deni, taem training kotha madad kor eman shikayat samajna manz تربیتی بروگرام لئے کس حد تک کامسلیبلوں کو شکریت کنندگان کو پر فتوں پر سمجھنے کے قابل ہے؟ (1 مغلل اور 5 مثبت بروگرام ساتھ)	
		If rated 1 or 2, explain why? Agar ratings 1 ya 2 che, kath buniyad paeth che yeh ratings aamich deni	
		اگر درجہ پندتی 1 یا 2 ہے، تو وضاحت کریں کہ کیونکے کیونکے	
11	Thinking & Behaviour (فکر اور بہaviour)	How do you find the behaviour of constables towards the following vulnerable groups a. Women b. Specially Abled c. SC/ST/OBC d. LGBTQ e. Senior Citizens (with 1 being negative and 5 being positive)	5 4 3 2 1
		Toeh kyuth chu baasymut constabilen hund bartaav yemen lookan saet a. Zani b. Mizoor shakhs c. SC/ST/OBC d. LGBTQ e. Buzang shakhs ب کو درج ذیل کھنڈر گروپوں ساتھ کامسلیبلز کا روپہ کہتے معلوم ہوئا ہے۔ 2 خواتین ب خصوصی طور پر قابل c SC/ST/OBC d LGBTQ e بزرگ شوہر 3 مغلل اور 5 مثبت بروگرام ساتھ	
		If rated 1 or 2, explain why? Agar ratings 1 ya 2 che, kath buniyad paeth che yeh ratings aamich deni	
		اگر درجہ پندتی 1 یا 2 ہے، تو وضاحت کریں کہ کیونکے کیونکے	
		Have you observed positive discussions taking place among the constables post the training program? (with 1 being disagreed and 5 being most agreed)	5 4 3 2 1
		Training deni path baseva tohe ki constable che panven asal gufta gua karan	

12	Problem Solving (مسئلہ حل کرنا)	<p>کیا آپ تربیتی بروگرام کے بعد کاٹسالیباؤن کے درمیان مثبت ہاتھ چیز کا مشاہدہ کیا ہے؟ (1 سے منافق تھیں اور 5 سب سے زیادہ منافق تھیں)</p> <p>If rated 1 or 2, explain why? Agar ratings 1 ya 2 che, kath buniyad paeth che yeh ratings aamich deni</p> <p>اگر درجہ بندی 1 یا 2 ہے، تو وضاحت کریں کہ کیوں؟</p>	
13	Initiative (انجمن)	<p>Have you received voluntary feedback about the training program from the constables post training?</p>	<p>Yes</p> <p>No</p>
		<p>Toeh chuwa training program mutaliq constable oral feedback dyutmut?</p> <p>کیا آپ کو تربیت کے بعد کاٹسالیباؤن سے تربیتی بروگرام کے بارے میں روظاگارانہ رائے مل ہے؟</p> <p>If yes, please specify the area and nature of feedback.</p> <p>Agar hasa, toeh wanju feedback kemi hisaabuk os?</p> <p>اگر ہے، تو پریا کرم تاثرات کے علاقہ اور نوعیت کی وضاحت کریں.</p>	
14	Peer relationship (بھر پر رشتہ)	<p>How often do the constables feel unrestricted / enthusiastic/ responsible to reach out to the senior police officials for any help /guidance/ positive discussions about any issue/case ?</p>	<p>Always</p> <p>Very Often</p> <p>Occasionally</p> <p>Rarely</p> <p>بہو شدہ</p> <p>بہت اکثر</p> <p>کمپنی کیہاں</p> <p>ٹھلا و تاہر ہیں</p>
		<p>Kaex kaal pat chi constable zeethen afsaran nish waata maddad/guidance mujoob kuni case mutaliq?</p> <p>کاٹسالیب کاہل ہارے لگام مخصوص کر لیں، کسی بھی معاملہ / کوئی کے ہارے میں کسی بھی مدد / گوئی / امداد ہاتھ چیز کے لئے سینکڑا یوں ایس حکام تک پہنچنے کے لئے ای یورجوس / جہے دارے</p>	
15		<p>Do you think that the task assigned to the constables reach a timely completion? (Focused on Professional delivery)</p>	<p>Yes</p> <p>No</p> <p>Sometimes</p>
		<p>Toeh chuwa baasa yus daftari kaem constables din chi eva, se chi tim waqtas andar andar khatam diva karith?</p> <p>کیا آپ سمجھتے ہیں کہ کاٹسالیباؤن کو جو کام سونپا گیا ہے وہ بروافت تکمیل کو پہنچتا ہے؟ (یویشہ وراثہ ترسیل بر توجہ میکوں)</p>	
		<p>What are the suggested areas for improving the training program with respect to the following?</p> <ol style="list-style-type: none"> Methodology of Training Mode of Training Behavioural Aspect of Constables Curriculum 	

16	Interaction (تعامل)	<p>kuman kuman cheexan mutaliq pazi traing program manz behtari gasin?</p> <p>a. training hund taur tareeq b. kath modas manz gasi training gasin c. taur tareeq constablen hund d. Curriculum</p>	
		<p>مندرجہ ذیل کے حوالے سے تربیتی بروگرام کو بہتر بنانے کے لیے تجویز کردہ شعبی کیا ہیں؟</p> <p>a تربیت کا طریقہ کار b مودہ آف تریننگ c کانسٹیبیلوں کے طرز عمل کا بہلو d نصاب</p>	
17		Do you think the training was helpful ?	<p>Yes</p> <p>No</p>
		Kya ye Training cha faedamandh?	
18		کیا آپ کو لگتا ہے کہ تربیت مددگار نہیں؟	
		If yes, what should be the frequency of the training session?	<p>Annually</p> <p>Bi-Annually</p> <p>Quarterly</p> <p>Monthly</p>
		اگر بہلے، تربیتی سیشن کی تعداد کیا ہوئی تھی؟	<p>wariyas menz aki lati</p> <p>wariyas menz 2 lati</p> <p>wariyas menz 3 lati</p> <p>reti patt reti</p>
			<p>سالانہ</p> <p>دو سالانہ</p> <p>سہ ماہی</p> <p>ہماں</p>

Table: KII(Untrained) Survey Questionnaire

KII (Untrained)			
S.No.	Sub-Parameters	Questions	Options
1	Demographic (ایمیٹری)	Name	
2		Rank	
3		Contact Number	
4		Name of the police station	
5		District	
6	Initiative (اپنے)	Do you think trainings are required for the police constables for varied aspects?	Yes No
		kya tuhi chuvaa basaan police constablan khatir che training zaroori alag alag siptan menz?	
		کیا آپ کے خیال میں پولیس کالسٹیبلوں کے لئے مختلف پہلووں کے لئے تربیت کی ضرورت ہے؟	
		If yes, please specify the area and nature of training. Agr manaan chuv, telli weniv kath imtalik tel kemi hirsabech training gassl aasain	
		اگر ہاں، تو بہاہ کرم تربیت کے علاوہ اور نوعیت کی وضاحت کروں۔	
		If yes, what should be the frequency of the training session?	Annually Bi-Annually Always wariyas menz 1 lati wariyas menz 2 lati hamesh
		Agr manan chuv, telli weniv kotha time patt gassl training aasain	سالانہ دو سالانہ ہمیشہ
8	Behavioral (ہر تکار)	اگر ہاں، تو تربیت سیشن کی تعداد کیا ہوئی جائیں؟	
9		Are constables/police personnel empathetic towards complainants with language barriers?	Always Very Often Occasionally Rarely Hamesh Waryah lati Kuni saat Zaah بہمیں بہت اکثر کمیں کمیا شاذ و نادر ہیں
		kya constable/police weal cha samjhan temin lukan henz complaint yemin kenh alag zubaan che asaan	
		کیا کالسٹیبل/پولیس اہلکار زبان کے رکاوتوں والے شکایت کنندگان کے لئے تباہی کے لئے مدد کر سکتے ہیں؟	
	Do you think that the constables are voluntarily engaged in providing quality services to the complainants? (with 1 being disagreed and 5 being most agreed)		5
			4
			3
			2

			1
10	Ownership /Problem Solving (امتیت)	<p>kya tuhi chuva basaan constable chu asel peth tuhund complaint hund tasdeek karaan</p> <p>کیا آپ سمجھئے ہیں کہ کالسٹبل رضاکارانہ طور پر شکایت کنندگان کو معیاری خدمات فراہم کرنے میں مصروف ہیں؟ (1 سے متعلق نہیں اور 5 سب سے زیادہ متعلق ہے)</p> <p>If rated 1 or 2, explain why? Agar ratings 1 ya 2 che, kath buniyad paeth che yeh ratings aamich deni</p> <p>اگر درجہ بندی 1 یا 2 ہے، تو وضاحت کریں کہ کیوں؟</p>	
11	Thinking & Behaviour (سرج اور اخلاق)	<p>How do you find the behaviour of constables towards the following vulnerable groups a. Women b. Specially Abled c. SC/ST/OBC d. LGBTQ e. Senior Citizens (with 1 being negative and 5 being positive)</p> <p>Toeh kyuth chu baasyamut constable hund bartaav yemen lookan saet a. Zani b. Mazoor shakhs c. SC/ST/OBC d. LGBTQ e. Buzang shakhs</p> <p>آپ کو درج ذیل کھڑکیوں کے ساتھ کالسٹبل کا رویہ کہتے معلوم ہوتا ہے۔ d. خواتین b. خصوصی طور پر قابل c. SC/ST/OBC d. LGBTQ e. بڑگی شہری 1) منفی اور 5) مثبت ہوئے کے ساتھ)</p>	5 4 3 2 1
12	Initiative (عمل)	<p>Have you received voluntary opinions/feedback about any training sessions from the constables?</p> <p>Toeh chuwa training program mutualiq constable oral feedback dyutmut?</p> <p>کیا آپ نے کالسٹبلوں سے کسی تربیل سیشن کے بارے میں رضاکارانہ دال/فہمی بیک حاصل کیا ہے؟</p> <p>If yes, please specify the area and nature of feedback.</p> <p>Agr manaan chuv, telli weniv kath mutualik tel kemi hisabech training gassi aasin</p> <p>اگر ہاں، تو بہاء کرم تالرات کے علاقہ اور نوعیت کی وضاحت کریں۔</p>	Yes No
		<p>How often do the constables feel unrestricted / enthusiastic/ responsible to reach out to the senior police officials for any help /guidance/ positive discussions about any issue/case ?</p>	Always Very Often Occasionally Rarely

13	Peer relationship (بم عصر رشنہ)	Kaex kaal pat chi constable zeethen afsaran nish waata madad/guidance mujoob kuni case mutaliq?	Hamesh Waryah lati Kuni saat Zaah پہمیشہ بہت اکثر کہیں کیہاں شاذ و نادر پی
		کانسٹیبل کتنی بار پہ لگام محسوس کرتے ہیں۔ کسی بھی معاملے/کیس کے بارے میں کسی بھی مدد/رینمانی/مثبت بات چیت کے لیے سینٹر پولیس حکام تک پہنچنے کے لیے / برجوش / ذمہ دار ہیں؟	
14	Interaction (تعامل)	Do you think that the task assigned to the constables reach a timely completion? (Focused on Professional delivery)	Yes No Sometimes Aa Naa Kuni saat
		Toeh chuwa baasa yus daftari kaem constablen din chi eva, se chi tim waqtas andar andar khatam diva karith?	
		کیا آپ سمجھتے ہیں کہ کانسٹیبلوں کو جو کام سونیا گیا ہے وہ بروقت تکمیل کو پہنچتا ہے؟ (بیشہ ورانہ نرسیل پر توجہ مرکوز)	

Focused Group Discussions (FGDs)

FGDs survey questionnaire was curated in English, Kashmiri and Urdu. FGDs were carried out at all the 8 Police Stations to gauge the general perception of citizens about the police. The survey was done on various sub- parameters like Behavioural aspect, Thinking and behaviour, Citizens perception, Issues, Strength and weaknesses, biases, transparency, trust, barrier and community involvement.

Table: FGDs Survey Questionnaire

Focus Group Discussions			
S.NO.	Sub Parameters	Questions	Follow-Up Questions
1	Behavioural Aspect (مُلْزِعِ عمل کا پہلو)	How has been your experience with police officers in the past 6 months?	Did citizen-police interaction become better, worse, or did not experience any difference?
		Tuhund iyuth tajrub chi roodmut police afsaran saet patmyo sheyo raeto paeth?	Tuhund experience yus rood police walen saet, se govaloh khot doh asal kin kharab yaa kaahen faraq basavyu ne toeh?
		میں پولیس افسران کے ساتھ آپ کا تجربہ کیا ہے؟ گزشتہ 6 ماہ میں؟	کیا شہری اور پولیس کا رابطہ بہتر ہوا؟ پہنچ، یا کسی فرق کا تجربہ نہیں کیا؟
2	Thinking & Behaviour (سچ اور ہرگز)	What is the initial thought that occurs to you when approaching the police station to report an issue?	
		Toeh kya chu gondyuk khayal eewa yeli toeh police thanas manz chu panni maslich shikayat kmanvni gsa?	
		پہلے سچ کا یہ چو اپ کے 3 ہوں میں آپ یہ جس کسی مسئلے کی اخلاق دھنے کے لئے تعلق پانچ رہے ہیں؟	
3	Citizen Perception (شہری ادراک)	Do you face issues with any specific rank of police personnel?	
		Toeh maa chuu kaah dikat eva kuni khaas police afsar ohde saet?	
		کیا آپ کو پولیس اہلکار کے کسی مخصوص رینک کے ساتھ مسئلہ کا مامنا ہے؟	
4	Citizen Perception (شہری ادراک)	Do you have positive/negative stories in approaching the police?	The stories can be of first account or third-party experience
		Toeh chuwa kaah asal ya kharab daleel policas saet wabaste?	Yi daleel haeki yaa tahenz aasit yaa yus toeh boozmex aasoy kaansi nish?
		کیا آپ کے پاس مثبت/منفی کیا تجربہ ہے؟ پولیس کے پاس جانے؟	کہ تجربہ بہل جا تیسرے کی بڑے سکنی ہے۔
5		Is the police presence adequate in your neighborhood?	Yes No
		Tahandi aend paek chaa polich nigrani theekh te setha?	
		کیا آپ کے بڑوس میں پولیس کی موجودگی مناسب ہے؟	
		Do you hesitate while approaching police authorities for	If yes, why so? Agar haa telli kyaazi? How can image of police be improved in eyes of citizens? پولیس کی انکھوں میں شہریوں کی اچھی کیسی بہت بڑے سکنی ہے؟ Tahandi imtabiq kith paeth haeki policuk kirdar badith samajas mnz? What kind of problems do you generally face while approaching the police? آپ کو عام طور پر کس قسم کے مسئلہ کا مامنا کرونا پڑتا ہے۔ پولیس کی باتیں پوچھنے میں چوڑا ہے؟ Toeh kya kya misibar chu aam tor eva yeli toeh policas nish chu gasa?

6	Issues (مسائل)	resolution of complaints/Issues?	<p>Do you feel there is a lack of general information while approaching the police station? کیا آپ محسوس کر رہے ہیں کہ پولیس سے رابطہ کرنے وقت عام معلومات کی کمی ہے؟</p> <p>Toeh chuwa baasa id lookan darmiyan chi galat fehmi policas nish gasnas?</p>
			<p>Do you want to remain anonymous while approaching the police? کیا آپ پولیس کے پاس جانے کے لیے گفتام رہنا چاہتے ہیں؟</p> <p>Toeh chuwa weka panin pehchan chupanas yelli toeh policas nish chu gsa?</p>
			<p>What do you think is the biggest barrier while reaching out to the police? آپ کے خیال میں سب سے بڑی رکاوٹ کیا ہے پولیس تک پہنچنے پر؟</p>
		<p>Toeh chuwa hiraas kara panni masle mujuub policas nish gasnas?</p> <p>کیا آپ شکایات/مسائل کے حل کے لیے پولیس حکام سے رجوع کرنے پوچھنے لیے ہیں؟</p>	<p>Tahandi mutabiq sanyo khot baed rukawat kya chi eva policas nish gasnas manz?</p>
7	Strength/weakness (مطاقت/کمزوری)	Can you identify any strengths/weakness in the present police system? Tahandi mutabiq wekenkis police systemich taaqat te kamzuri kya chi?	<p>Can you suggest any measures to overcome the systemic weakness? Yim kamaori khatam karne khater kya pazi karun tahandi mutabiq?</p>
		<p>کیا آپ پولیس کا موجودہ نظام میں کسی بھی مطاقت/کمزوری کی تشکیلیں دیکھ سکتے ہیں؟</p>	<p>کیا آپ نظامی کمزوری، برواؤنگ کے لیے کوئی اقدامات تجویز کر سکتے ہیں؟</p>
8	Biases (تعصیت)	Do you perceive any specific type of biases being practiced in the system? Toeh chuwa baasa ki systemas mnz chi faraq eeva karne lookan saet?	<p>Ethnic biases in treatment by the police personnel Zaat paat hisaab yaa jaayi hisaab? پولیس کی طرف لائسل تعصیت Impact of personal connections / influence of authority figures Zaati taluqat/badyan afsaran haenz sufarish ذلیل رابطوں کا انر Gender biases Marad/Zanan manzbag faraq eva karne/jinsi faraq cha eeva karne صلفی تعصیت None of the above کوئی نہیں</p>
		<p>کیا آپ محسوس کر رہے ہیں کہ نظام میں کسی خاص قسم کے تعصیت پر عمل کیا جا رہا ہے؟</p>	
9	Transparency (شفافیت)	Do you find the system open and transparent with respect to availability of information? Toeh chuwa system saaf shafaf baasa zaankari/malummat dastlyab assne hisaab?	-
		<p>معلومات کی دستیابی پر کیا آپ سسٹم کو کہلا اور شفاف بنانے پر کامیاب ہیں؟</p>	
	Trust	Do you have trust in the system that your issues will be resolved by police authorities?	

	(پرسہ)	Toeh chuwa bharos systemas paeth ki police afsar karan taehend masayil hal?	-
10		کیا آپ کو سسٹم پر اعتماد ہے کہ آپ کے مسائل بولیس حکام کی طرف سے حل پوں جائے گے	
11	Barrier (رکاوٹ)	What do you think is the biggest barrier while reaching out to the police? Tahandi mutabiq saryo khot baed rukawat kya chi eva policas nish gasnas manz?	-
		آپ کے خیال میں سب سے بڑی رکاوٹ کیا آتی ہے بولیس نک پنچھنے میں؟	
12	Community Involvement (کمیونٹی کی شمولیت)	<p>Do you know about the concept of community policing?</p> <p>Toeh chuwa payi community policing kya gayi?</p> <p>کیا آپ کمیونٹی بولیسنس کے بارے میں جانتے ہیں؟</p>	<p>If yes, what is the condition of community policing in your area?</p> <p>Kis haalat chi community policingich tahendis ilaqs manz?</p> <p>If no, ask followup questions after explaining the concept.</p> <p>اگر پاں، تو آپ کے علاقے میں کمیونٹی بولیسنس کی کیا حالت ہے؟</p> <p>Would you be willing to help police authorities if asked by police?</p> <p>Toeh chuwa razamand polich madad karnas agar police toeh madad mangyo?</p> <p>کیا آپ بولیس کی مدد کرنے کو تیار ہیں؟</p>