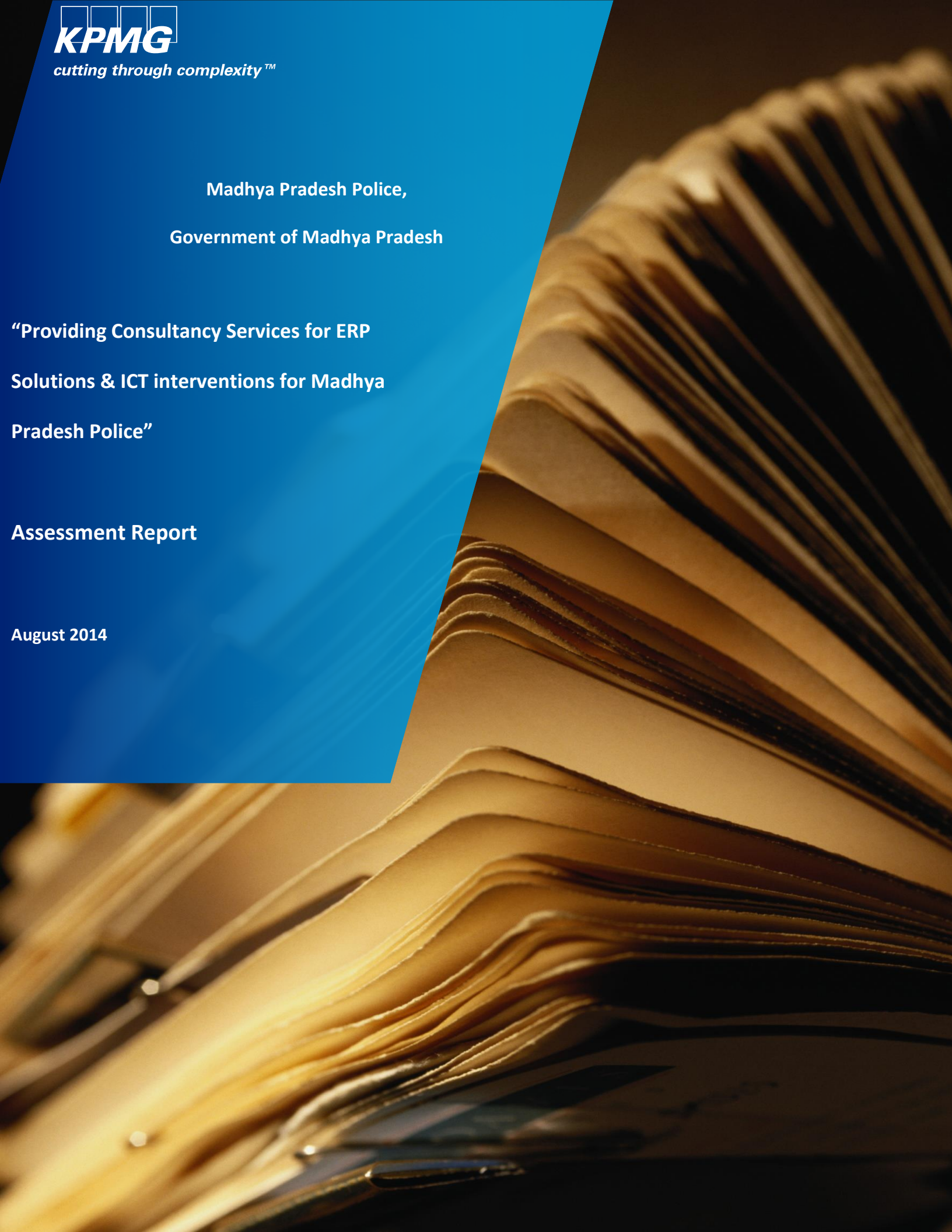# KPMG

cutting through complexity ™

Madhya Pradesh Police,

Government of Madhya Pradesh

"Providing Consultancy Services for ERP Solutions & ICT interventions for Madhya Pradesh Police"

Assessment Report

August 2014

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1. Executive Summary

1.1 About the Project

With a view to strengthening the State Police Department to discharge its statutory responsibilities taking benefit of Enterprise Resource Planning (ERP) Solution and Information & Communication Technology Intervention Strategy, implementation of various components and projects envisaged / identified in strategy, it is proposed to hire services of reputed, professional and competent Consultant agency to work as State ERP and ICT Projects Consultant to provide the expertise and required operational support to prepare DPR, RFP for enlistment of System Integrators, Solution Providers, vendors, service providers and Project Management and monitoring consultant.

The entire project is conceptualized in following stages:

a. Study the existing work flow, information flow process and practices, infrastructure, resources and ongoing IT initiatives and projects of MP Police, undertake need assessment for ICT intervention in its day to day operations (other than crime investigation and records pertaining to that), and preparation of detailed project reports (DPRs) for such suitable projects as shall meet the above objectives.

b. Design of RFP for selection of System Integrator(s) for implementation of various components of Project, preparation of various reports related to activities and timelines for their completion and selection of vendors.

1.2 Report Objective and Methodology

As part of the project an assessment study is to be conducted with an objective of assessing current **challenges** faced by various MP Police branches/ offices and their key **expectations** from the project.

During this study, meetings with officials from the following thirty five branches/offices of MP Police were conducted in consultation with MP Police, Telecom Head Quarter:

1. Administration(Accounts)
2. Administration(Personnel)
3. Anusuchit Janjati Kalyan (AJK)
4. Crime Investigation Department (CID)
5. Complaint
6. Crime against Women
7. Integrated Police Training Center – Bhauri
8. Intelligence
9. Medico Legal Institute
10. Planning

11. Planning Estate
12. Police Training and Research Institute (PTRI)
13. Provisioning
14. Radio (Telecom)
15. Railways Police Head Quarter
16. Recruitment and Selection
17. Regional Forensic Science Lab (RFSL), Bhopal
18. Rustamji Armed Police Training College (RAPTC), Indore
19. Law & Order and Security
20. Special Armed Forces Head Quarter(SAF), Bhopal
21. Twenty Fifth Battalion SAF, Bhopal
22. Police Training School Motor Transport
23. Police Officers' Mess, Bhopal
24. Special Task Force (STF), Bhopal
25. State Crime Record Bureau (SCRB)
26. Training
27. Press
28. Welfare
29. Zonal Inspector General of Police (IGP) Office, Bhopal
30. Superintendent of Police (SP) Office, Bhopal
31. Additional Superintendent of Police (ASP), Bhopal
32. City Superintendent of Police (CSP), Bhopal
33. Police Station, T.T. Nagar, Bhopal
34. Traffic Police Station, Bhopal
35. Traffic Control Room, Bhopal

During these meetings information for **'As Is'** report and assessment study was collected. In addition, inputs and comments from KPMG Domain Experts (retired senior most officers of MP Police) were also incorporated.

The **challenges** identified as the result of the study have been broadly divided into four categories viz. **People, Process, Policy and Technology,** which are the key elements of any organization. Such an approach is to enable the MP Police Department to have a holistic approach while catering to various challenges and to identify core problem areas which may be eliminated altogether or subdued substantially through an ICT initiative.

This report would help in developing an integrated approach towards ICT initiatives to generate synergy and optimum utilization of available funds instead of having such initiatives in isolation in different branches of the Madhya Pradesh Police Department which may be sometimes working in cross purposes in the absence of any adequately thought of convergence strategy.

2.0 About MP Police

Madhya Pradesh State Police setup by State Government of Madhya Pradesh owes its constitution and legitimacy to **Entry 1**(**Public Order**) and **Entry 2**(**Police**) of **List II (State List)** in the **Seventh Schedule** to the Constitution of India (**Article 246**).

The **Police Act, 1861,** the mother statute which governs setting of M.P. Police, appointment of its officers, their duties and responsibilities as well as powers conferred upon them to discharge their responsibilities under **Section 3** of the Police Act, 1861. The **superintendence** of the police throughout the **general police district** (State of Madhya Pradesh) shall vest in and shall be exercised by the State Government (through Home Department). According to **Section 2** of the Police Act 1861, the entire police establishment under the State Govt. of Madhya Pradesh shall be deemed to be one police force. It shall be formally enrolled and shall consist of such number of offices, and men and shall be constituted in such a manner, as shall from time to time, be ordered by the State Government.

Police Act, 1861, enacted during the British regime in pursuance to the recommendation of **First Police Commission of India**1860 to sub serve the interests of the colonial power has become overdue for replacement to incorporate the aspirations of citizens and society in a free republic &democratic setup. Hon'ble Supreme court of India has issued some directions to all the state and Union of India in their order of September 2006 in WP(Civil) 310/1996 **Prakash Singh & Others V/S Union of India & Others** to introduce certain specific additional provisions in the Police Act 1861. Accordingly, the process of redrafting of a new Police Act incorporating directions of Hon'ble Supreme Court and other such measures, as shall revise the provisions of existing Police Act to bring them in line with the democratic aspirations of society has since been initiated.

Madhya Pradesh Police with a strength of **around one Lakh** in all ranks spread over entire state of area **3.08 Lakh** sq. km., is the **principal law enforcement agency**.

Prevention of crime and disorder are the two principal responsibilities of state police according to Police Act 1861. The "**mission statement**" of M.P. Police aims:

(a) to enforce rule of law

(b) to ensure safety and security of people

(c) to prevent and detect crime

(d) to attain high standard of professional excellence to ensure quality service   to citizens

(e) To uphold the fundamental rights and other rights in general and weaker sections (SC/St/children/women/mentally and physically challenged) in particular.

(f) to promote efficiency and effectiveness of policing through proactive community participation and with the application of innovative cutting edge technology

(g) to promote welfare of police personnel especially at the level of junior ranks(SI/ASI/HC/Const.) in order to raise their overall morale and commitment to duty in service of society.

Madhya Pradesh Police has adopted its **motto** as "देशभक्ति. जनसेवा"which is the guiding light for performance of duties for excellence by police personnel in all ranks.

To achieve the various objectives set out in the **"mission statement"** state police organization has been divided into various **territorial units** (Zones, Ranges, Districts, sub-divisions and police stations) and **functional units** at the Head Quarter and in the field like Narcotics, AJK, CID, CAW, STF, ATS, Hawk Force, SAF Battalions, Telecom, SCRB, Training, Intelligence, Administration, Planning, Provisioning, Complaints, Police Reforms etc.

The functioning of police is broadly regulated by **Police Act 1861** while various procedures required to be followed are prescribed by the **Criminal Procedure Code 1973, Indian Evidence Act 1872**and other **Special and Local Laws** enacted by the Union Parliament and State legislature. Day to day functioning of the Police in various territorial and functional/specialized units is also guided by the M.P. Police Regulations.

M.P. Police has also been empowered with certain salutary provisions of law for crime prevention and curbing/ eliminating the menace of dacoit gangs and their crimes of kidnapping for ransom in the especially enacted statutes namely **Madhya Pradesh Rajya Suraksha Adhiniyam 1990 and M.P.Dakaiti Prabhavit Kshetra Adihiniyam 1981**(applicable to notified areas only) respectively.

In addition to Police Act and other major criminal laws regulating the functioning and operations of Police, Madhya Pradesh State has enacted **M.P. SAF Act 1974** to create **Special Armed Force Battalions (21 Bns)**whose units aid the civil police in maintenance of public order, VIP security and crime prevention/detection duties.

To promote **community participation** in the policing functions in the State, M.P. State has brought on the statute book the **M.P. Nagar and Gram Raksha Samiti Act, 1999.** Provisions of this Act provide an institutionalized framework for active and useful '**Police Public Partnership**' to achieve the major objects of the policing i.e. maintenance of Public Order, prevention and detection of crime, communal harmony and safety & security of weaker sections of society through active cooperation between police and public.

To promote policing on scientific lines state has created forensic service facilities with the setting up of **Forensic Science Lab, Regional FSL, and State examiner of Q.D.** to provide excellent technical support from forensic science.

The State Govt. has been providing solid moral and material support to the Police Department to improve the quality of police service to the citizens by strengthening the police force in term of much needed additional police posts and infrastructure.

Modernization of Police Scheme, started in collaboration with Union Govt. has contributed very significantly to the modernization of M.P. Police in terms of infrastructure, training facilities and welfare of the police personnel. In continuation of this supporting approach State Govt. has approved further strengthening of State Police through an in-depth study by a professional consultancy of high repute to prepare Detailed Project Report (DPR) for the **Enterprise Resource Planning (ERP) and intervention of ICT** besides commissioning of a well-equipped **Dial 100** facility for citizens in need of police assistance and **CCTV surveillance** to enhance safety and security and to improve **traffic management** in Cities, Towns and Highways. Work is in progress to finalize these projects and to commission them expeditiously.

Police Department in Madhya Pradesh state is a well-structured and hierarchical organization. **Section 2**of the Police Act 1861 empowers the State Government to constitute one police force throughout the **General Police District** (covering entire territory of the state) with such number of offices and men, and it shall be constituted in such manner, as shall from time to time be ordered by the State Government. Accordingly, the **State Government of Madhya Pradesh has constituted Police Force in the State with following ranks:**

S. No.	Rank	Number
1	Director General of Police(DGP)(The Head of State Police Force)	1
2	Director General/ Special Director General of Police	5
3	Additional Director General of Police(ADGP)	41
4	Inspector General of Police(IGP)	44
5	Deputy Inspector General of Police(DIG)	16
6	Superintendent of Police/ Commandant/Assistant Inspector General of Police(SP/CO/AIG)	92
7	Additional Superintendent of Police/ Deputy Commandant(ASP/DC)	191
8	Deputy Superintendent of Police/Assistant Commandant(DSP/AC)	848
9	Inspector	1,958
10	Sub Inspector(SI)	7,533

11	Assistant Sub Inspector(ASI)	9,011
12	Head Constable (Head Const.)	18,586
13	Constable(Const.)	59,693
Ministerial Staff		
14	Reporter/ Senior Stenographer	57
15	Subedar/ UDC/Head Clerk	213
16	Subedar Steno	375
17	Subedar accountant	218
18	Sub Inspector (M)	679
19	ASI (M)	1516
20	Head Const.(M)	132
21	Const.(M)	350

(Source: Statistical Data 2013 – Madhya Pradesh Police)

The **ministerial ranks** in the Police organization were combatized by the state government in 1968 exercising powers under the Police Act 1861 i.e. the clerical/office workers like lower division clerks, upper division clerks, accountants, stenographers etc. were given ranks as that of the executive police officers (Constable, Head Constable, Assistant Sub Inspector, Sub inspector etc.).

The **Prosecution Branch**, earlier part of Police Head Quarter, was gradually separated from police department after the enactment of new Code of Criminal Procedure, 1973, a separate Directorate of Prosecution has been mandated to be setup by the state government under the administrative control of **state Home Department** (Inserted by **Act 25 of 2005**, S.4(**w.e.f. 23-6-2006**))

The hierarchical structure and current strength of M.P. Police is as depicted below:
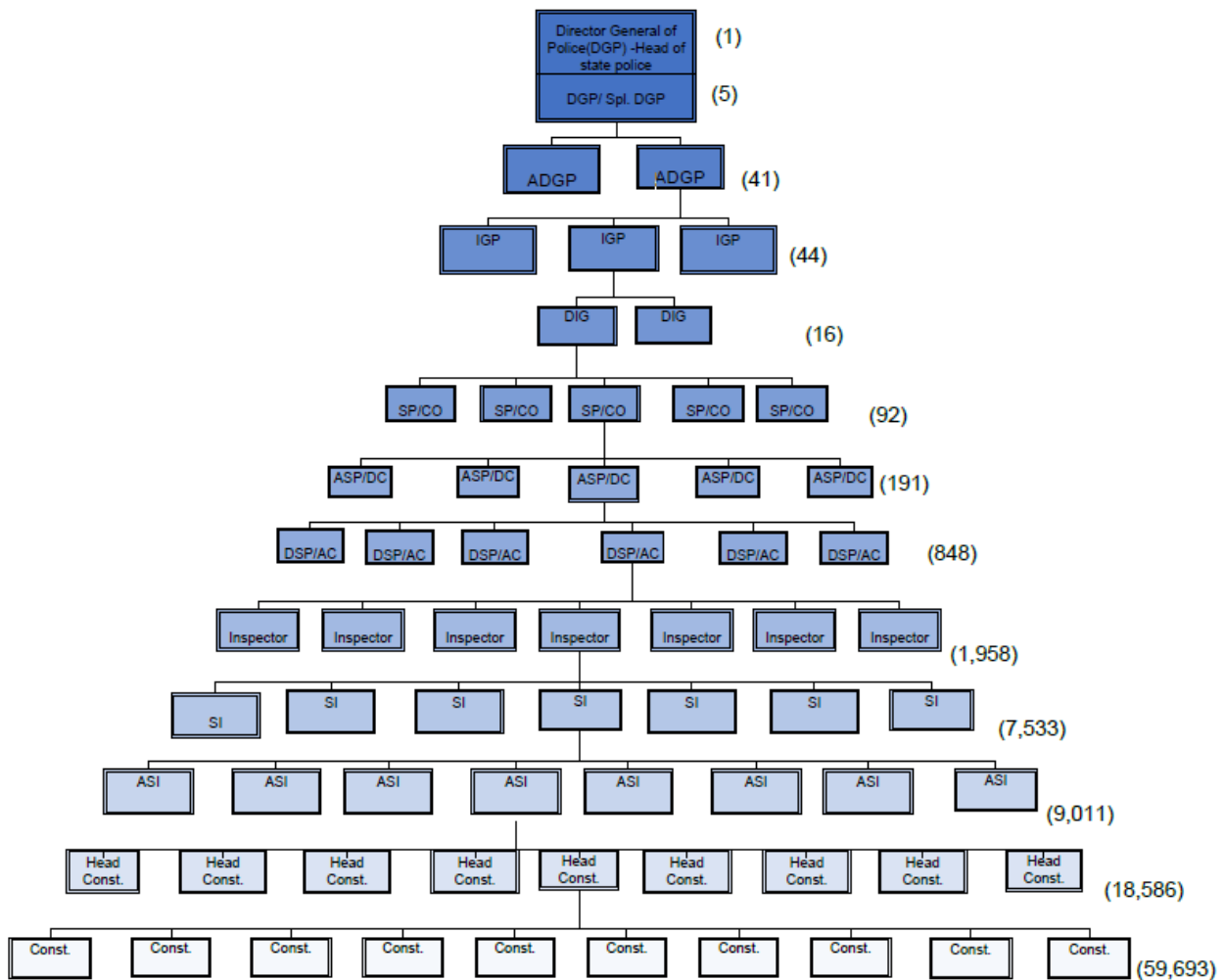
Section 4 of the Police Act 1861 prescribes that the administration of the Police throughout a general police district shall be vested in an officer to be styled the **Inspector General of Police** (**the post of IGP has been re-designated as DGP**), and in such Deputy Inspector Generals and Assistant Inspector Generals as the State Government shall deem fit.

Different ranks in the police organization are filled up through recruitment rules specific to the rank/post. Accordingly, police officers from the rank of Const. to Deputy SP are filled up through direct recruitment or promotions by officers as authorized/ specified in the relevant rules.

The different police posts in the organization are divided into following broad role based categories:

(a) General duty (for investigation, law and order, security, training and misc. duties)

(b) Ministerial (support staff in offices)

(c) Technical (Radio, MT, Arms maintenance etc.)

(d) Special Branch (collection and collation of intelligence inputs for State government, police, keeping DEF units on alert on matters relating to law and order, security etc.)

(e) State Crime Record Bureau (Computerization of crime records and some aid to investigation services)

(f) State Examiner of Questioned Documents, Photo, FSL (scientific staff for assistance in investigations)

(g) Special Armed Force (support to DEF on law and order and armed police ops, providing manpower for Special Ops, Motor transport, Dog Squad, Mounted squad, Band Squads VIP security, Arms maintenance, orderly duties.)

(h) Traffic (part of DEF but dedicated to traffic regulation and enforcement)

Induction process- Top management of force is in the hands of IPS officers who are selected by the **Union Public Service Commission** and appointed by the Govt. of India and allocated to state as per **IPS (Cadre Allocation) Rules**. As on date a total of 291 IPS officers are approved for the State of Madhya Pradesh in different ranks from ASP to DGP. Some 30% of these are promoted from the rank of DSP.

The direct recruit Deputy SP are selected by the **MP Public Service Commission** and appointed by the State Govt. These officers hold most of the middle rank in functional capacity. 50% of these officers are promoted from the rank of Sub Inspectors or equivalent.

Majority of the staff is recruited at the rank of Constables. Some 15% of these have opportunity to rise up to the rank of ASI and sometimes up to the rank of SI or even Inspectors.

The above mentioned **senior duty ranks** in the top/middle management are as shown in the following table:

S. No.	Rank	Number
1	DGP	1
2	DGP/Spl DGP	5
3	ADG	41
4	IG	44
5	DIG	16
6	SP/CO/SRP	92
7	Addl. SP/Dy. CO	191

The Police organization in the state is divided into **Head Quarter** and **Field Units**. This division is based on **functional** and **territorial** requirements. The **functional units** are part of the Police Headquarter and each of them is headed by a senior officer of the rank of Addl DG/IG of Police.

The **functional branches** at the Police Headquarters, headed by an ADG/IG of Police, are responsible for planning, monitoring and supervising programs and activities assigned to their branch throughout the state through their functional and field offices, as part of the DGP setup. Police Head Quarters, headed by the DGP, is the **nodal link** between the State Govt. and police organization/establishment in the State.

2.1 Duties & responsibilities of the Police organization

Duties and responsibilities of the police organization in the State are mandated in the **Police Act 1861** and various central and state laws as well as directions issued by the constitutional courts (Supreme Court of India and State High Court) and various statutory commissions. It essentially boils down to a whole gamut of instructions/ directions/ guidelines/orders to be implemented/ enforced by the police organization to afford and promote rule of law in the state. This mandate of duties and responsibilities can be broadly sub-divided into following categories:

(a) Prevention and detection of crime

(b) Maintenance of public order and prevention of disorder

(c) Protection of weaker sections especially members of SC, ST, women, children, physically and mentally challenges persons

(d) Traffic management

(e) Security and safety of vital installations and protected persons

(f) Coordination and cooperation with different departments and agencies in the state to attain synergy against the law breakers in the overall process of enforcement activities.

(g) Making well-coordinated and connected efforts to ensure filing of charge sheet in the court in the criminal cases after thorough investigation and pursuing the same for their expeditious disposal.

2.2 Key pre-requisites for the effective and efficient discharge of responsibilities

To discharge responsibilities and duties mentioned above, the police organization needs to plan for and translate into action following initiatives to prepare the organization for efficient and effective performance in service of the people.

(a) Scientific **assessment of human resources** to perform the assigned/expected tasks.

(b) **Capacity building** of human resources to perform their duties professionally par excellence. It involves analyzing **job description** of various posts and the requisite skills needed to perform these well. It requires designing of appropriate basic and in service **training programs** for various ranks of the Police Officers to be administered at the time of induction, Pre-promotion and at periodical intervals to equip and update the manpower with necessary knowledge and professional skills to discharge their statutory and non-statutory duties to the satisfaction of all the stakeholders in policing system.

(c) Designing and erecting **infrastructure** to accommodate and operate various field and Headquarter units/ functions in commensurate with the scope and reach of their functional and operational parameters of duties. This will also necessitate innovation and up-gradation of existing infrastructure which falls short of prescribed standards.

(d) Creating infrastructure to provide **technical support** to the executive arm of police organization (Field Police units, namely Police Station, Sub-division, SP office, CID, narcotics, AJK, CAW branches etc.). This will require strengthening of existing State Forensic Science Lab, Regional FSL, scene of crime mobiles, S.E.Q.D., F.P. bureau etc. and setting up of new facilities to undertake testing and analysis of total number of items and material seized from the scene of crime for their evidentiary value, within very reasonable span of time. This, in turn, shall ensure real time value

addition from the forensic support services to the quality of investigation of cases and their success rate in the court.

(e) In continuation to strengthening of forensic science testing and analyzing ability, they will be needed to setup **new testing and analysis units** to take on the increasingly formidable challenges from the field of **cyber-crime**, threat to **environment and DNA related aspects/issues**.

(f) The quality of investigation into complicated criminal cases and those involving hither to unknown and unconventional **modus operandi** and magnitude of potential damage likely to be caused by such new breed of crime, will require in-depth study of these crimes and preparation of very well thought **of plans of action and standard operating procedure (SOP)** to investigate and prepare fail safe cases against the offenders. These SOPs/ Plans of action shall provide valuable and timely guidance to investigating officers located in even in the remotest corner of the state.

(g) Revolution in the field of IT, Communication and social media has enhanced **escalation potential of crime** occurring in one corner of the state or even out of the state to impact and consequently provoke/ incite people in other parts to rise in arms against that specific crime and create significant L/O situation to be tackled by the police in jurisdictions well beyond the jurisdiction in which crime has actually taken place. Therefore, well thought and coordinated action shall be required to be taken in various parts of the state to maintain public order.

This essentially boils down to availability of **reliable and adequate communication, remote sensing and mobility facilities** with the police organization to formulate an effective and prompt response from different police units. Therefore, equipping of the field units with such number of communication and mobility facility (gadgets and vehicles etc.) as shall be commensurate with the field level requirements as discussed below:

1. An effective and economical handling of situation requiring police intervention with the arrival of police party within very reasonable time after being informed. If it is of utmost importance that a **Police Call Center** type institution with adequate manpower and mobility resources at their disposal is set up and operated round the clock by well-equipped and well trained police officers to meet the needs of the situation proactively to the satisfaction of all the stake holders. **Dial 100 Service** is proposed to be commissioned with a **Centralized Command Center** (acting as **Call Center**). It will be manned by professionally trained staff working on 24*7 basis in shifts and a network of police vans hosting an optimally sized police party located at vantage locations all over the state. Operating on the **Computerized Aided Dispatch (CAD) System** it will perform the role of **first respondent** for police

intervention to provide necessary help to the requesting individual in time of emergency and to prevent escalation of the situation into a serious Law & Order problem. To ensure its efficacy as **first respondent** from police organization the **response time** to any call received for police assistance in the call center for the arrival of PCR van should not exceed 10 minutes in cities and 30 minutes in the rural area. **This Dial 100 service has great potential not only for prevention of crime to a significant extent but for also positive image building of police organization among the people.**

2. The constraints on the capacity of the state to increase the manpower strength of Police organization make it imperative that police organization adopts **cutting edge technology** to act as **force multiplier** in the overall scheme of providing cost effective and quality policing to the society. Advance level communication, connectivity, equipment and appropriate vehicles providing mobility and camera surveillance through network of IP cameras can provide valuable force multiplier effect to the policing activities. **CCTV surveillance** is being planned for the state in phases which will be of immense help in preventing and detecting crime as well as for post incident management task.

(h) Keeping in view the ongoing needs of infrastructure creation, up gradation, substitution to prevent getting obsolete and renovation of facilities as well as vehicles, gadgets (equipment), Weaponry, Anti riots items etc. it will be necessary to study and lay down **standards and norms** for the holding of aforesaid items by the field police units to perform their duties most professionally and satisfactorily.

(i) The ever increasing consciousness about their human and legal rights has intensified an in-depth scrutiny of police action not only in the conventional courts but also various statutory commissions and tribunals **(SC/ ST/Minorities/ Women/ Child Commissions** etc.**).** All of them take very serious view of any police lapse in their conduct with the citizens coming in contact with them while in conflict with law or in a situation needing police assistance. Therefore, it is imperative that all the police officers are equipped with enough knowledge of law and procedures in their various activities while dealing with the citizens in conflict with law or in a need of police assistance. Separation of prosecution using from police organization has deprived police officers, especially field level police officers from valuable and timely advice from the law officers while formulating police response in various situations. The second **Administrative Reforms Commission** in the **Fifth Report** covering **"Public Order"** has underlined this serious handicap with Police organization and has made some valuable remedial recommendations. The same propose to create and to institutionalize an in-house legal advice/opinion seeking facility to the police officers on appropriate subjects/ issues and in appropriate

situations so that their official actions are duly supported by the relevant legal provisions/ advice. These arrangements need to be brought into existence without further delay.

(j) The police investigation comes under criticism very often for failure of prosecution case in the court. This is partly due to some **defects in the investigation** and partly due to **unsatisfactory pleadings made by the prosecution** which is no longer a part of police organization. The existing arrangements between the police and prosecution shall need review to achieve higher success rate in prosecution cases and to ensure justice to the victims of crime and overall strengthening of overall social defense mechanism.

(k) Police officers remain on duty **24 hours in all 7 days of a week** to perform their mandatory tasks related to safety and security of the citizens and protecting as well as maintenance of the public order. It is very common that individual police officer shall hardly be getting enough time for rest and recuperation and quality time with their family. This certainly tells upon their **physical, emotional and mental health**. To keep their **morale and physical fitness** high in order to ensure expected level of professional performance in service of citizens it is imperative that the organization designs and implements very well thought of schemes to promote their and particularly their **families' welfare needs**. But for this it will be very difficult to attract and retain good quality citizens to Police organization mandated to discharge such responsibilities as are of utmost importance for the sound socio-economic and political health of the society.

2.3 Code of Conduct for Police officers

Police as the **principal law enforcement agency** of the state has inherently coercive power which it should be using in appropriate situations in discharge of their duties/ responsibilities during their day to day working. **It is one thing to have authority to exercise certain powers but it is very important another thing if the incident of the use of power/ force by the police was justified in that specific situation on the basis of adequate and logical facts and circumstances warranting use of the same.** The image of the police organization as well as that of State Govt. depends to a large extent on the manner (**just or unjust**) in which the use of power/ force is frequently resolved to by the field police functionaries. This has been taken note of even in the annual **IGPs Conference**, organized by the Intelligence Bureau (IB), MHA New Delhi in their 1960 session. The conference made recommendation to have distinct and specific '**Code of Conduct for Police men'** for faithful observation while discharging their duties. The same was evolved by this conference and has since been adopted to raise the ethical standards of police services and to raise its

professional standing. Code of conduct of police man in India has also found its place in police manuals of various states. Some of the edicts for conduct (illustrative) are given below:

(a) The Police must bear faithful **allegiance to the Constitution of India** and respect and uphold the rights of the citizens as guaranteed by it.

(b) The police are essentially a law enforcing agency. They should **not question** the propriety or necessity of any duly enacted law. They should **enforce the law** firmly and impartially, without fear or favor, malice or vindictiveness.

(c) The police should **recognize and respect the limitations of their powers and functions.** They should not usurp or even seem to **usurp** the functions of the **judiciary** and sit in judgment on cases. Nor should they **avenge** individuals and punish guilty.

(d) In securing the observance of law or in maintaining order, the police should use the **methods of persuasion, advice and warning**. Should these fail, and application of force becomes inevitable, only the **absolute minimum** required in the circumstances should be used.

(e) The primary duty of the police is **to prevent crime and disorder** and the police must recognize that the test of their efficiency is the absence of both and not the visible evidence of police of police action in dealing with them.

(f) The police shall always place **duty before self**, should remain calm and good humored whatever be the dangerous or provocation and should be ready to sacrifice their lives in protecting those of others.

(g) The police should always be **courteous and well-mannered**; they should be dependable and unattached; they should possess dignity and courage; and should **cultivate character and the trust of people**.

These are qualities which people want to see in the police. Each of them is necessary and without them the police can never make any good impression on the people.

(h) **Integrity of the highest order** is the fundamental basis of the prestige of the police. Recognizing this, the police must keep their **private lives** scrupulously clean, develop, self-restraint and be truthful and honest in thought and deed, in both personal and official life, so that the public may regard them as **exemplary citizens.**

All the officers and men in any police organization in the state have to conduct themselves in consistent with this code of conduct while discharging their official duties.

3.0 Assessment

Against the aforesaid background of MP Police Organization, respecting its statutory and non-statutory responsibilities and duties, a broad **survey** of working of **35 functional Branches/offices of Police Head Quarters and field units** has been conducted to understand the challenges being faced by Police force in the discharge of the responsibilities assigned to them. Broad findings/ preliminary assessment of the study is given in the succeeding paras.

Awareness of Charter of duties assigned to the Branch

The officers and staff exhibited excellent comprehension of responsibilities and functions of their individual Branch. Quite a number of Branches are there not as a well thought out process but as an ad hoc reaction either to accommodate a particular senior officer or to adjust growing number of officers at senior level. Resultantly at some places either charter of duties is not clear or there is staff of disproportionate rank or strength to do the job.

Adequacy or inadequacy of manpower resources allocated to the individual Branch to discharge their responsibilities satisfactorily-

General perception about the authorized strength to various Branches/ offices vis-a-vis the quantum of work expected to be done them is summarized as under:

(a) It is **not commensurate** with their actual workload under different heads of their charter of duties/ responsibilities/ functions. Additionally there is always demand for more and more manpower particularly at senior level to facilitate more promotion but there is no revision of original duty charter for these senior ranks. So number of supervisors keep increasing.

(b) The available staff is not very well equipped with the requisite **professional knowledge and skills** to perform within stipulated timelines. It requires in depth study of job description and requisite skillsets to accomplish that job as a 'professional' with minimum supervision so that department can formulate its induction, and training strategies.

(c) Most of the Branch have very little or no technical / ICT assistance to perform or learn the job in short period to respond to the challenges that an officer finds himself /herself in when he /she joins PHQ on any assignment. Result is that one learns by seeing the performance of seniors, subordinates colleagues, previous noting on files. In most of the Branches there is even no awareness / availability of about secretarial practices handbook. Very few Branches have compilation / compendium of circulars /orders/ notifications. Investigation branches do not maintain summary books of latest judgment of Supreme Court or High Court on the issues relevant to their job.

(d) The **turnover rate** of the key rank officers (DSP / ASP / AIG) from the Branch is abnormally high. That amounts to **very short tenure** to the individual officer being posted in the Branch. This shortness of tenure in the Branch coupled with their inadequate training to perform the jobs in the Branch with expected professional finesse tells upon the quality of their output. It also **burdens** the Head of Branch with additional responsibility to vet each and every document minutely before approval lest some mistake should go un-noticed in the letter/*note-sheet*/proposal to the PHQ, other offices and the State Government and delay the process of decision making.

The **frequent transfers** of officers in the Head Quarters Branches seriously impacts their learning of such **skills and acquisition of knowledge** as are required for their capacity building in performing the duties of the Branch in consistence with the expected **professional standard of quality.**

To secure reasonable tenure to a police officer at individual post, state Govt in compliance with the directions of Hon'ble Supreme Court has setup **Police Establishment Board** in PHQ to consider and decide transfers of police officers from time to time. Directions of Hon'ble Supreme Court has been issued especially in respect to police officers posted in field police units (**police stations, sub divisions, districts** etc.) therefore the length of tenure in **field police units** has improved significantly in field level postings but the same is not being applied to the **police units other than field police units (read DEF)** owing to the **priority** required to be given to fill up field level vacancies and **overall significant vacancy position** in the organization. To remedy the existing situation competent authority may review the current policy on this subject with a view to striking and appropriate b between the staffing needs of the Headquarter (functional) Branches and the field police units against their sanctioned/ authorized strength.

(e) The **vacancy level** in some of the Branch is **quite significant**. The available officers are routinely deputed to the field/ districts to aid the district police administrator in **law and order duties on all major festivals, public rallies, VVIP visits** etc. SAF units are woefully short of officers.

(f) Inadequacy of staff coupled with their frequent deployment on law and order duties in other jurisdiction, deprives the officers from availing their entitled leave for rest and recuperation and to meet their family and social obligations. This problem is encountered more seriously by officers who are posted in the field units and Armed units.

(g) During interactions with police officers across the ranks it emerged that police organization of Madhya Pradesh has created multiple layers of supervision of the work of the junior officers. It was disclosed that about 50 years before there were only two supervisors for each category usually-SI and Head constable for

constables, SP and DSP /CI for SI/SHO, IG and DIG for District SP, Reserve Inspector and Head clerk for ministerial staff and like. However presently there are 6 to 7 supervisors for each category. Most of the middle rank supervisors act (including choice of not to act) according to the style and direction of senior most supervisor. The situation has arisen because there are no internal work distribution orders and responsibility manuals for various ranks / posts within the department. The most glaring example is that department has about 40 ADGs and none of them have any financial powers as per Delegation of Financial rules, hence all the proposals of financial sanctions, if beyond the powers of IG /DIG/ SP go to DGP where most of the decisions are routine and for right decision making he is heavily dependent on the Provisioning Branch. For proposals form field units, supervision of provisioning branch is even difficult. In the Branches IG and DIG have no well-defined roles, responsibilities and answerabilities. Therefore, decentralization of administrative and financial powers deserves to be reconsidered to lend all the layers of supervisory officers with such administrative and financial powers as are consistent with their responsibilities and accountabilities.

(h) As per circulars --------

To record performance appraisal report (PAR) in tune with the aforesaid guidelines/ instructions it is imperative that the reporting/ reviewing and accepting authority has easy access to the performance details and grading of the officers being reported upon. However no such database has either been compiled and made easily accessible to the reporting and accepting authority to record their assessment of the officers concerned objectively. This process/ practice in turn dilutes the value of APRs as an effective tool to assess suitability of an officer in matters related to promotions, postings, transfers, deputation etc.

While above practices and procedures can be reviewed for more infirmed and objective recording of remarks, the process can be facilitated by use of IT solution in the maintenance and management of APRs records. Department suffers from serious problem of general environment of promotion to mediocrity and tolerance for under performance and even non-performance. While rewarding A (by coveted postings, premature promotions etc.) performance cannot be accepted from B. Most of the performance appraisal reports (ACRs) are categorized as 'B' (kha) i.e. good since it is benchmark for promotion to higher rank. More than 90% APRs are categorized as 'B' by reporting officers and dittoed (I agree) by reviewing and accepting authorities. The problem with senior officers is that they do not have any database on performance to justify their comment in case of representation by the affected subordinates.

The above factors regarding the net availability of manpower resources impact the functioning of Branch significantly both quantitatively and qualitatively.

Business Processes

(a) The business being transacted in different branches of police organization has been found **largely reaction oriented.** Most of the time the junior level officer puts up the receipt (document received) of document to the senior officials on file with or without background or lateral **references.** This deprives the senior officer from the benefit of past analysis and recommended course of action and decision taken there on the issue raised in the document.

(b) There is large quantum of work repetitive or clerical in nature but in the absence of automation, number of employees / officers remain engaged in mundane work with little or no time for planning and strategizing the job of the branch.

(c) The extent of in-depth analysis of the issues/points coming up for discussion and decision depends on the **initiative taken by the senior officers** to whom the file is submitted for final views of the branch. His contribution is influenced by his past experience and exposure to similar issues under the state govt. or central govt. or both. In the absence of same he finds himself handicapped in dealing with the file expeditiously.

(d) **Monitoring system** for follow up action on different references received and put in the process scrutiny and initiative of processing with or without getting input from the branches is not working satisfactorily. Generally, the senior officers make note of important cases for follow-up action within the expected time. There is no system for getting the received *daak* put up before the senior officers through files for their expeditious and time bound disposal.

(e) The **lack of institutional memory** handicaps the officers getting posted to the branch in making their contribution to the issues/ subject well informed by the past events related to the issue under consideration.

(f) The tendency was also observed that everybody **wants to involve his next senior officer** for decision making in the issue concerned in spite of the fact that he may be competent to take a final decision there on. This is primarily due to lack of relevant information/decision which have been taken into branch in the past after due consideration. This handicap also makes him unsure as to the view which has to be taken and playing safe he pushes the file above and in the process the decision making gets prolonged and inordinately delayed.

(g) **Analytical description of various issues and necessary data base required to support** that analysis process was also generally not maintained in the branch. This

deprives the present incumbent of the post at junior and senior level from getting valuable guidance while formulating the views objectively for the issue concerned.

(h) Owing to the **initiatives of top management level offices** important subjects/ documents like parliament question, assembly question, Supreme Court/ High Court matter, VVIP references etc. are being **monitored,** as failure to do so will generally lead to receipt of reminder or notices from other offices or Courts. However, monitoring system for the references received across various categories has huge scope for more responsive treatment.

3.1 Problem Areas

Problem Areas/ Challenges identified during interaction with the offices and staff across the 35 offices/branches studied have been categorized into below four heads:

(a) People

(b) Process

(c) Policy

(d) Technology

A total of 86 problem areas identified, are as follows:

S. No.	Branch/ Office	Challenge	Type of Problem
1	Administration - Accounts	No tracking of payment status of submitted TA, Medical bills	Technology
		No tracking of payment status of invoices raised by vendors	Technology
		Duplicity of data entry	Technology
		Follow up with PWD/Police housing board for no dues	Policy
		Auditing manual financial statement is a very tedious	Technology
2	Administration - Personnel	Tedious *Note-sheet* related work	Process
		Difficulty in reviewing service record for gradation list preparation	Technology
		Referring to Leave register in case of an application is a tedious job	Technology
		Current vacancy and posting position is not available at section	People

| S. No.	Branch/ Office	Challenge	Type of Problem
3	Anusuchit Janjati Kalyan (AJK)	Inadequate number of computers impacts the efficiency of work	Technology
		Verification of victim as SC/ST category	Process
4	Crime Investigation Department (CID)	On-paper communication takes much time	People
		Tracking of *Note-sheet*	Technology
		IT project implemented by the Branch are weakened by poor IT Infrastructure	Technology
5	Complaint	Multiple copies of complaints leading to multiplicity of actions	Process
		Difficulty in retrieving information from manual records	Technology
6	Crime against Women	Inadequate number of women police stations	Policy
		Daily status reports are sent manually which results in loss of precious time	Technology
		No wireless set connectivity at Dial 1090 call center	Process
7	Integrated Police Training Center – Bhauri	Maintenance of hostel has been currently outsourced which puts additional burden on Hostel warden and Deficiency of faculty due to remoteness of Center	Policy
		Updating leave records and service record is a tedious process	Technology
8	Intelligence	Note-sheet movement takes much time	People
		Lack of reliable sources	Policy
9	Medico-Legal	It is a separate department under Home department (not under MP Police) leading to sub-optimal coordination	Policy
		Government Hospitals/ Public health centers (PHCs) which also do Medico-legal work are under Health department leading to limited sharing to information and coordination	Policy
		No record of autopsies done across the state	Process
10	Planning - Estate	Tracking of budget utilization and project monitoring	Technology

S. No.	Branch/ Office	Challenge	Type of Problem
		Manual information reports are sent by units and compiling this information is a laborious job	Process
11	Planning	Current application does not allow to raise demand in case additional budget is required	Technology
		Better reports on Budget utilization under various heads	Technology
12	Police Training and Research Institute (PTRI)	Paper based notices take time to reach field officers	Technology
13	Provisioning	Manual reports are sent which may lead to challenges in setting up accountability in case of accidents	People
		As the records are maintained manually, monitoring of inventory is a Challenge	Technology
14	Telecommunication	Preparing Monthly equipment report (MER) is a manually prepared which is a laborious task	Technology
		Reporting of Budget utilization under various heads	Technology
		Inventory information is not available in real-time	Technology
		Tracking of *note-sheet* is a challenge	Technology
15	Railways	The reconciliation of accounts and recovery of the share of expenditure is a major task	Policy
		Better format of card pass is required, currently a letter is issued	Process
16	Recruitment and Selection	Medical test procedures may include some anomalies	People
		Assessment of manpower required tends to be endless for a huge department like MP Police	Technology
		Some candidates tend to use unfair means to get selected	People
17	Regional Forensic	Low Staff	Policy
		More mobile units are needed	Policy

S. No.	Branch/ Office	Challenge	Type of Problem
	Science Lab (RFSL)		
18	Rustamji Armed Police Training College (RAPTC)	Annual subscription fee of Equestrian Federation of India (EFI) is not paid in a timely manner due to which RAPTC is not able to participate in equestrian games	Process
		Document verification tends be a tough task	Process
19	Security	District Magistrate (DM) is also notified in case of adverse report which extends the processing time unnecessarily	Process
		Tip movement takes much time	Technology
		No full-proof tracking of movement of Pak/ Bangladeshi citizens	Process
20	Special Armed Forces (SAF) HQ	Limited communication channels for movement of Company(ies)	Technology
		Gradation list preparation tends to be a tedious job	Technology
		Stock registers updating is problematic specially in case of weapon damage	People
21	SAF - 25th Battalion	No tracking of submitted TA/ Medical bills etc.	Technology
		Limited options for complaining in case of poor facilities during Deployment	People
22	Police Training School - Motor Transport	Payment to suppliers/ vendors takes much time	Process
23	Police Officer's Mess	Managing events/functions on large scale	People
24	Special Task Force (STF)	Record updation whenever information is received related to suspicious person	Technology
		High Profile cases	People
		Gang working in huge network	Process
		Connection with underworld	People
25		Limited capability at ground level for reporting	People

S. No.	Branch/ Office	Challenge	Type of Problem
	State Crime Record Bureau (SCRB)	Website not able to do a proper partial search	Technology
		Fingerprinting database is restricted to respective district	Technology
26	Training	Coordinating with various training schools	People
		Security of examination papers	Process
		Coding/decoding of answer sheets is a tedious process	Technology
		Training nomination/ cancellation from Units	Technology
27	Press	Modernization of equipment/technology used	Technology
		Confidentiality is to be maintained	People
28	Welfare	Too much manual documentation for different funds	Process
		Difficulty in tracking the application status	Technology
29	IG Office	Multiple copies of same complaint submitted by different parties	Technology
30	SP Office	Multiple copies of same complaint submitted by different parties	Technology
		The inspections are conducted in small intervals which leaves limited time for corrective measures	Policy
		There is no check on proper inspection of all important heads	Process
31	Addl. SP Office	Going through *Rojnamchas* of thanas can be a time consuming process	Technology
		Limited check on corrective action taken	Process
32	CSP Office	Going through *Rojnamchas* of thanas can be a time consuming process	Technology
		Limited check on corrective action taken	Process
33	Police Station	Maintenance and review of registers tends to be a laborious task	Process
		Difficulty in extraction of required information from large pile of Information	Technology
34		Shortage of Manpower	Policy

S. No.	Branch/ Office	Challenge	Type of Problem
	Traffic Police Station	Challan related documentation demands much valuable time of traffic personnel	Technology
35	Traffic Control Room	eChallans are not accepted in judicial court	Policy
		Cameras don't have features like ANPR and RLVD etc.	Technology
		Inability to track vehicles through CCTV cameras	Technology

The category wise breakup of the challenges and some of the major challenges within the each category are as depicted below:
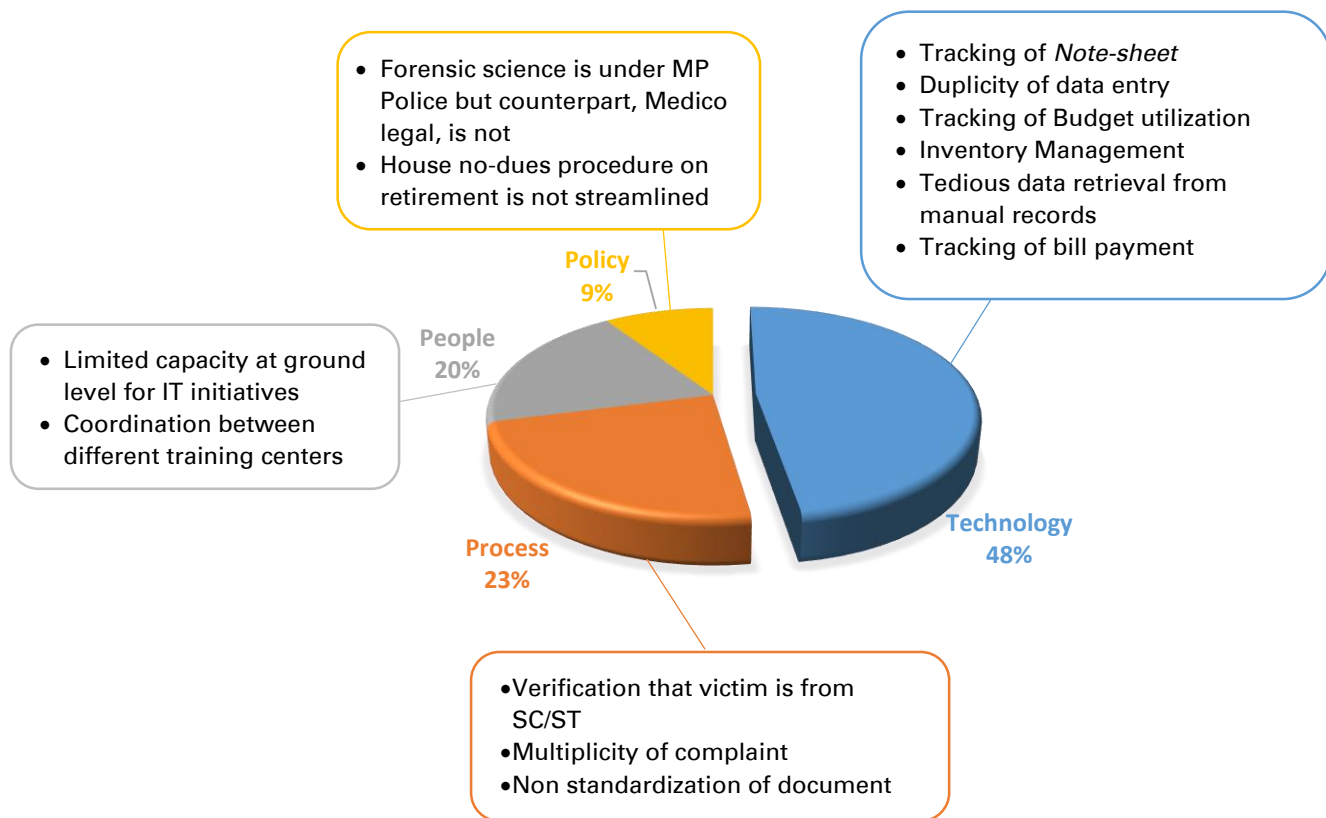
As depicted in the chart, almost half of the challenges identified are technology related and can satisfactorily be dealt with through an appropriate ICT intervention initiative. In addition, some of the process related challenges may be subdued if not eliminated altogether through the same.

As an outcome of the study, following **key challenges** were identified in the current use of IT in police organization:

(a) Excessive duplication of data entry

(b) Unorganized data storage and consequent difficulty in Data retrieval

(c) Tracking of intra and inter branch movement of document/*note-sheet*

(d) *Institutional memory or knowledge repository;*

(e) *Continuance of century old tendency of highly supervised and 'directed' system impeding learning, confidence, responsibility taking and decision making at appropriate level.*

The above factors significantly impact adversely the process of well informed decision making in the individual branch and organization as a whole.

Key expectations from the Project identified, essentially aimed at promoting good governance, are as follows:

(a) Preparation of user friendly (short and crisp) and easy accessibility to police officers of subjects, illustrative of and not limited to, such guidelines, checklists, Standard Operating Procedures, important instructions, circulars, forms and formats and statutory provisions (updated at regular interval) as are applicable to different aspects/steps of policing like disciplinary proceedings, personnel, welfare, financial rules and practices, powers, roles and responsibilities for each rank, instances where subordinate is expected to take instructions from senior officers and like subjects on the organization website for reference and application in their day to day working in the field and administration offices.

(b) Preparation of user friendly (short and crisp) and uploading of guidelines, statutory provisions, advisories, respecting subjects, illustrative of and not limited to, like traffic rules/violation, arrest, bail, police verification for grant of license, employment, passport, domestic help and other similar citizen services, crime prevention and falling victim to fraudsters/ cheats, user friendly application forms and formats, grievances against police, contact numbers of grievance redressal officers, all helplines and different police stations/offices, career in police, police community partnership programs.

(c) Real-time data retrieval

(d) Significant reduction in duplication of data entry

(e) Flawless centralized storage/repository of data/ information

(f) Automation of *note-sheet* movement and consequent efficient and expeditious decision making process

3.2 Current Use of IT

It has been observed that:-

(a) **Desktop computers** are available at all the Branches/ offices mostly right up to **stenographers ad dealing clerks.**

(b) **Laptops**, pen drives, scanners, printers etc. are also generally available with the **senior officers**.

(c) **Internet connectivity** has been made available at selected branches in **silos** through **broadband** connection. SCRB server has also provided intranet and internet connectivity to whole PHQ.

(d) Systematic **Local Area Network** (LAN) and **Wide Area Network** (WAN) are although available but suffers from maintenance and reliability issues hence are underutilized and office to office broadband is preferred medium.

(e) **Centralized State Finance Management System** (**C-SFSM**), an application provided by Treasury Department is being used at Administrative offices for payment of salary, TA/ Medical bills, GPF/DPF deductions etc.

(f) **Personnel Information Systems** (**PIS**) has been developed by SCRB which is expected to have Information of all the personnel of MP Police. The system is being prepared since last 5-7 years but still to take shape. For transfer posting proposals a rudimentary system at Admin Branch is functioning. Efforts are being made to update the software and database but the cost and pace of keeping database update at all times requires relook into the whole strategy.

(g) CID has setup a website **http://cid.mppolice.gov.in/**which showcases updates regarding JAB cases, missing persons and un-identified dead bodies. In addition, it has a functionality of statistical analysis of crime across the state.

(h) Police Telecom Head Quarters have initiated projects like Dial 100, CCTV and ERP to improve upon the functioning of Police.

(i) **CCIS and CIPA** use applications for reporting. NCRB website is accessed for vehicle verification. SCRB has also launched a web based tool with URL: **http://mail.mppolice.gov.in/**. The application with name "**Zimbra**" provides email service for MP Police Personnel.

(j) Available networks are not generally being put to use **for exchange of notes** for **comments and approval**.

(k) **SCRB** is provided for with computer/ IT equipment because their functioning is essentially dependent on IT enabled services.

(I) The officers and staff especially at the junior level and those who are older in age and service are **not conversant** with IT operations. Also, they are reluctant/hesitant to pick up the necessary skills to various IT application gainfully in transaction of business in their branch /office. Generally services of such newly recruited constables as are **well versed in IT usage**, are being availed of to attend to the limited computer related operations in their branch/office.

(m) The desktop computers are being used mostly for **word processing** (MS PowerPoint, MS Word etc.)

(n) The currently available IT infrastructure in various Branches/ offices has the potential to make data processing more **efficient and effective through data mining, analytics** etc. This potential is not being realized for which deficit in tech savvy manpower capacity in terms of IT usage is one of reasons.

(o) SCRB is also implementing **Crime and Criminal Tracking Network System (CCTNS)** project in collaboration and overall coordination with NCRB (MHA, Government of India). This will help to capture records of crime and criminal right from Police Station level and its storage in the server which will facilitate access to this data to all the police stations and other specified police officers in the country and in successful investigation of criminal cases.

(p) Prior to commencement of Crime and Criminal Tracking Network Systems (CCTNS) project, crime and criminal cases are being covered **under Common Integrated Police Application** (CIPA). However, due to its limited scope and reach to cover the subject comprehensively its further expansion to the uncovered police units has since been discontinued.

4.0 Scope for ICT intervention

The existing application of IT does not provide significant assistance in office automation and resultant improvement in efficiency largely at the junior level and to varying extent at supervisory level also by way of –

(a) Availability of Standard Operating Procedures (SOPs) evolved and hosted on the departmental website for guidance in the investigation of various categories of criminal cases.

(b) Preparing and hosting of Standard Check Lists on departmental website, of such steps and safeguards pertaining to the tasks like search of premises and persons,

arrest of accused persons, conducting searches including search of scene of crime, effecting arrests, undertaking inquest, seizing, seizing articles from the scene of crime; effecting recovery of property connected with crime and recovery of property u/s 27 of Evidence Act etc. as are required to be observed to ensure legally flawless performance of such important tasks.

(c) Similarly no Standard Operating Procedures (SOPs)are evolved and hosted on the departmental website to forward questioned articles to FSL for testing and analysis; preparing application for police/Judicial remand; proforma of Limitations to file appeals and revision against different orders passed by the Courts for the guidance of and use by the field police investigators .

(d) Different aspects of police action, as found documented by them on record, on scrutiny by the judicial court and various **commissions/committees has come to adverse notice for violation of the legal provisions** either in form or in content. Courts and commissions have underlined the same in their judgments/ findings/recommendations for necessary action against those responsible for these faults and to prevent their recurrence in the future. Important points of such case laws/orders need to be prepared in short, crisp and easy to understand language in the form of guidelines suitably titled such as "**Common Defects in Investigation – How to avoid the same?**" and be uploaded on the website of Police organization for ready reference for the guidance of and compliance with by the Police officers dealing with analogous situations in the field and in investigation related branches.

(e) Different steps in Police actions like arrest, bail, search etc. are required to follow certain **prescribed formats** for their documentation. All such forms and formats prescribed under various statutory and executive instructions should be prepared and be made available for field officers for use by uploading the same on departmental website.

(f) To promote highly professional and effective police organization which is at the same time also friendly to the people in general and users of police services in particular, the police website should also be uploaded with **thoughtfully, imaginatively and professionally prepared material.** It necessarily involves preparation of user friendly (short and crisp) and uploading of guidelines, statutory provisions, advisories, respecting subjects, **illustrative of and not limited to**, like traffic rules/violation, arrest, bail, police verification for grant of license, employment, passport, domestic help and other similar citizen services, crime prevention and falling victim to fraudsters/ cheats, user friendly application forms and formats, grievances against police, contact numbers of grievance redressal officers, all helplines and different police stations/offices, career in police, police community partnership programs.

(g) Preparation and availability of such **Checklists/ Standard Operating Procedures (SOPs)/ Guidelines/Forms and Profoma** will contribute very significantly to the overall improvement in the quality of investigation and success rate of cases in courts.

For example **Checklists/ Standard Operating Procedures (SOPs)/ Guidelines/Forms and Profoma** in the formats given in the succeeding paras. These can be prepared and uploaded on the departmental website for easy access by the field level IOs and their supervisory officers to prevent defects in the investigation and their fatal impact on the success of the case in the court. Some such illustrative subject specific **Checklists/ Standard Operating Procedures (SOPs)/ Guidelines/Forms and Profoma** are given in Annexure:

(I) **Check List for Recovery under Section 27 of the Evidence Act (Against a disclosure statement)**

This is an important basis of recovery making out a case of conscious possession against accused. The confessional statement of accused made to Police Officer leading to the recovery of a fact is relevant under Section 27 of the Evidence Act. The following, however, are some of the pre-requisites –

a) The person interrogated must be an accused of an offense.

b) Such person shall be in police custody

(II) **SOP For Action against Absconders**

Some illustrative points of the SOP are given below:

a) *Who is an absconder.-* A person, who is accused of a cognizable offence and against whom the officer-in-charge considers that there is a sufficient evidence to justify his arrest, and is concealing himself so that there is significant evidence to justify his arrest, and is concealing himself so that his arrest could not be effected is known as a absconder.

b) Once all the efforts made by police to arrest the absconding accused have failed, the Court having jurisdiction to take cognizance of the offence committed should be requested to issue a warrant of arrest of such absconder. In the application police officer should mention the relatives, friends or associates who he can visit and the places of his probable abodes.

(III) **SOP For Action against proclaimed offender**

Some important points included in the SOP are mentioned below:

a) An incomplete charge-sheet (challan) should be prepared and submitted in the Court under Section173, Cr. P.C and Court may be requested to record the evidences in the absence of the absconder as provided in Section 299, Cr. P.C.

b) After completing the necessary documentation work, the court should be requested to attach the property of the absconder and to pass orders for sale of property of perishable nature and regarding the live-stock etc. to appoint a receiver. If it thinks it is expedient.

c) The proclamation order should be got published in the police *gazette* or in the criminal intelligence *gazettes*, with photograph etc., if available.

(IV) **Guidelines For Arrest of Drunken person**

a) Some of the salient guidelines are as under. A When he appears in a road, street or thoroughfare, in a town or notified area to which Section 34 of Police Act, 1861 applies, and he behaves so as to cause obstruction, inconvenience, annoyance, risk, danger or damage to residents and passengers;

b) When a person travelling by railway is in a state of intoxication under Section 120, 131 of Railways Act.

(V) **Guidelines For Arrest of persons belonging to Indian Armed Forces**

a) When a person, who belongs to Indian Armed Forces (Army, Air Force and Navy) is arrested, the officer commanding of the unit or the commanding officer of the nearest military, naval or Air force station should immediately be intimated ("unit" includes a regiment, corps, ship, detachment, group, battalion, or company).

(VI) **How to prove possession on ownership in theft cases – Check List**

Some notable checks could be as under:

a) by the receipt of purchase of the property in question;

b) by citing the manufacturer as witness;

(VII) **Essential features of a valid arrest warrant**

A warrant of arrest, in order to be valid, must fulfil some requirements. Some such notable requirements are:

a) It must be in writing

b) It must be signed by the presiding officer of the court issuing the warrant

c) The person to be arrested must be clearly identified in the warrant

It may be noted that an invalid arrest warrant (suffering from any of the above mentioned defects) cannot be executed by the police officers to whom it has been addressed/ endorsed.

SOPs/Check Lists/ Guidelines/ Forms and Proforma can be prepared and hosted on M.P. Police website for such other subjects and issues as shall be needed quite often by the field functionaries of the organization for their guidance during day-to-day discharge of duties.

(h) Similarly the check list and SOP can also be evolved for **supervisory officers to monitor** the progress of cases in the inspection and under trial.

(i) Well drafted, short legal notes can be prepared and uploaded in the department website in a separate section with title like **"Law Digest"**. This will keep field level police officers familiar with and updated with the **legal infirmities** as have fatal impact on the success of police action during investigation and during court trials.

(j) Similar check lists can be prepared for subjects like **Audit, Inspections, stores purchase, and entitlement for leave, LTC, GPF withdrawals, grants for welfare funds,** appointment on compassionate basis and guidelines for transfer/posting requests.

(k) The aforesaid use of IT in the field of investigation, administration, traffic, provisioning and planning shall not only **promote transparency** in business transactions in PHQ and various administrative offices but will also register significant improvement in **overall quality of policing besides boosting the morale of the police men.**

(l) To ensure that material being prepared and uploaded on the M.P. police website is not only of high quality but also user friendly both at the level of junior officers and senior supervisory officers it should be prepared both in Hindi and English.

(m) Enterprise Resource Planning is envisaged to play a pivotal role in improving the efficiency and effectiveness of Police working. Currently, there is excessive duplication of data into multiple data records with limited tracking of inter-branch and intra-branch document movement. To eliminate these issues, an ICT intervention in the form of ERP solution is proposed. Such an ERP solution is expected to provide functionalities, which include:

(I) **Automation of Finance and Accounts business processes**: Such automation would reduce processing cycle, enhance transparency and standardize processes across all Police Units. Senior officials would have increased visibility of the work being done by the office and access to the analytical reporting techniques.

Automation is also expected to reduce training time. In spite of the Centralized State Finance Management System application being used, back office work of Finance and Accounts remains extensively based on human and system interactions, the contextual guidance given by the automation solution would enable quick ramp up for a new back office personnel.

(II) **Automated inventory management**: Automation of inventory management is expected to result in increased efficiency by automating routine tasks ensuring smooth, timely and efficient purchase order execution process. The concerned personnel would be able to find a supplier's transaction history in a matter of few clicks rather than going through all the files and "*Bastas*" manually to fetch this data which in itself is a humungous task.

An automation solution would reduce issues caused by human error. Also, the solution is expected to enhance decision making capabilities of the supervising police officials through data analytics and reporting.

(III) **Online training modules**: Training is a vital component of the MP Police Department. Online training modules are very convenient for the police personnel at all levels who miss trainings at police training schools/Academy/center/institutes due to their professional and personal obligations. They also reduce training costs and improve the Return on Investment (RoI) which is lucrative preposition from the exchequer's point of view. A training material (written, oral and visual) once made can be used repetitively for new/promoted police recruits or refresher trainings. Police personnel may any time access this material for reference on need basis.

(IV) **Computerization/ Automation of Administration processes**: The primary functions of Administration include transfer/posting, promotions, Service records, leaves, ACR maintenance, disbursement of salary, processing of

pension GPF/DPF, advance payment, audit, TA bills, medical bills etc. All of these present substantial scope for an ICT intervention so as to enable automation of current processes. This is expected to streamline the information flow between various sub-braches, sections involved in the functions stated above. The automation would automate file movement, enable police officials to track status of files processed/ being processed by Administration, reduce process cycle time, reduce manual work and errors in processing.

(V) **Real-time information availability through centralized repository of data**: A centralized repository of data would eliminate duplication of data entry which is currently the case. This would not only reduce time spent in data entry which can be used for the core function policing but also removes any issues rising from difference in data records of two police entities.

(VI) **Customized reports as per requirement of various branches so as to enable better decision making**: A lot of manual reports are received by senior officials which take considerable time in transit and may be old. If real time information is retrieved from the system which has updated information at all times, it would result in a more agile decision making process resulting in better functioning of police

(VII) **Enhanced communication system**: Better communication between various branches/ offices of MP Police would enhance decision making system by providing the right information as and when required.

(VIII) **Integration of Investigating units with FSLs to ensure streamlined and transparent scientific reporting:**

(IX) **Performance appraisal of police personnel**: Performance appraisal process drives the police personnel to perform throughout the year. A transparent and efficient appraisal system supported by IT ensures maintenance of Key Results Areas (KRAs) and personnel performance against them.

(X) Integration with Crime and Criminal Tracking Network System (CCTNS)

(n) Certain **Citizen Centric Services** may be enhanced though an ICT intervention in which citizens can get easy access to information and services pertaining to policing. This would not only increase satisfaction level of citizens at large but also decrease unnecessary queue in the police field offices. Some such services to be provided through departmental website may include:

(I) Information of missing persons
(II) Information on lost and found property, deposits, recoveries and claims
(III) FIR enquiries

(IV)   Passport status
 (V)   Unclaimed and abandonment property claims
(VI)   Similar other services

As mentioned in the code of conduct for the police men that *the police should realize that the efficient performance of their duties will be dependent on the extent of **ready co-operation** they receive from the public. This in turn, will depend on their ability to secure **public approval** of their conduct and actions and to earn and **retain public respect and confidence**. The extent to which they succeed in obtaining public co-operation will diminish proportionately the necessity of the use of physical force or compulsion in the discharge of their functions.*

It goes without saying that efficient performance of their duties as a police in respect of tracing of missing persons, passport/ police verification sharing investigation updates etc. shall go long way in securing approval of general public for maintenance of law and order and prevention of crime etc. Thus development and application of innovative IT solution to improve citizen centric services as shown above, shall go a long way to promote police image in the society besides improving overall quality of policing.

5.0 Conclusion

The assessment of the MP Police organization as given above, throws up many well-defined areas that are amenable to ICT intervention to improve the quality of the police service to the people in general besides contributing to the capacity building of human resource in performance of their assigned tasks/ jobs. An appropriate and judicious mix of IT application when introduced in the organization is most likely to benefit it immensely in its activities like investigation management, human resource development, personnel administration, inventory management, strengthening of citizen centric services, monitoring of ongoing projects against cost and time overruns etc.

Last but not the least the enhanced use of IT and IT enabled Services is sure to act as a significant force multiplier in the organization. For example following spin offs can be visualized as a consequence of successful application of IT solution:

 (I)   Reliable data capturing, storage and faster retrieval

 (II)   Decision making getting faster and better informed

(III)   Elimination of duplication of data entry and thereby of saving in time human resource

(IV)   Saving achieved on manpower could be reassigned to staff deficient areas.

(V)   Faster retrieval and ready reference enables better monitoring of the disposal of issues and subjects.

(VI)   Timely mid-course corrections on the strength of periodic and seamless monitoring and review

(VII)   Capacity and confidence building in the field functionaries on the strength of easy online accessibility in real-time to SOPs/ guidelines/ instructions to follow line of action in accordance to extant rules/law/direction etc.

(VIII) Promoting accountability at various levels for time and cost overrun respecting various time bound task assigned

(IX)   Promoting transparency in decision making and thereby securing confidence and approval of all stake holders to the decision making

Thus the proposed IT solutions strategy shall not only see a quantum jump in the quality of data collection, compilation storage and retrieval for well informed decision making thereby raising its quality as well It will also reduce the dependence of the organization on manpower augmentation and will give high ROI to state in comparison to increase in manpower with which government is stuck up with for 30-40 years commitments. This will also enhance the image of the Police in the general public and consequently lead to morale boasting of the police personnel working hither to unrecognized/ inadequately recognized for all their dedication to duty even at the cost of personal comforts on 24*7 basis all through the year.

The available 'Off the shelf' IT solutions, which may be used with suitable customization need to be explored.

ERP applications/solutions would need to be surveyed carefully to identify all such solutions/applications that can meet the specific needs and challenges of MP Police.