POLICE REFORMS IN SOUTH ASIA

A Rapid Evidence Map

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Rapid Evidence Mapping: Police Reforms in South Asia

<u>"Police reform is acknowledged as a pivotal element in the development of a stable democracy" [1]</u>

I.   Introduction

An efficient and skilled police force are crucial for maintaining law and order, and ensuring safety, and security of citizens, and contribute significantly to economic development and overall human welfare. Unfortunately, many countries are often unable to enforce good governance and are faced with an inefficient, corrupt and unskilled police force that contributes to negative public perceptions, public distrust in police legitimacy and deteriorating police-community relations that directly impact public safety.

Institutional deficiencies, poorly defined roles and responsibilities, insufficient capacity, stressful work environment, political interference, cumbersome procedures, poor selection and training processes, inadequate monitoring, lack of accountability, inadequate investigative capabilities and poor infrastructure are some of the reasons often cited for inefficient police services and require directed interventions in the form of 'Police reforms'.

The focus of this Rapid Evidence Map (REM) is to understand nature and types of police reform measures and interventions initiated by various South Asian countries, comprising of India, Nepal, Pakistan, Bangladesh, Afghanistan and Myanmar. As all the countries in the region have turned democratic, policing and police reforms in South Asia stand at a very critical juncture. While there are common stories around state of policing that is riddled with politicization and partisan behaviors, corruption, inefficiency, brutality and widespread unpopularity among masses is also the least reformed agency of the government. Year after year, the police department comes out on the top of Transparency International report as the most corrupt and unpopular government department. Given the critical importance of policing, ensuring general peace and stability and fostering and sustaining economic growth, the imperative of reforming police organizations in the South Asian region is self-explanatory.

Considering South Asia is a widely diverse region with countries in different stages of development and nation-building, reform in some context can be grossly misunderstood than the other. Further, given there is greater chances of mixing up reforms with routine administrative actions, research exercise of this nature needs to define what one understands by reform. **By reform here, we mean the tangible steps (based on global benchmarking) comprising constitutional, legal, infrastructural/technological and administrative changes including major procedural overhauling intended to make the police force to improve their functioning with the broader objectives of enhancing law and order situation, public safety and positive regards of people and society. Thus, reform would entail changes and transformation in its recruitment, transfer, promotion, accountability structures and boosting in terms of training and capacity building, infrastructure, grievance redressal mechanisms, involvement of civil society in oversight among others.**

These reforms include overhaul in legislative and administrative reforms, police infrastructural and facilities, technological advancement, public-police relationship, skill development and capacity building

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[1] The Role of Capacity-Building in Police Reform- http://www.osce.org/kosovo/19789?download=true

of police personnel, internal monitoring and evaluation systems, and human resource reforms to improve the police administration, working conditions and motivation levels of police officers.

REM Objective

The core objective of the evidence mapping exercise (REM) is to collate and understand the evidences for Police reforms/interventions and map them to the outcomes achieved in South Asian region countries covering India, Pakistan, Bangladesh, Nepal, Afghanistan and Sri Lanka.

Methodology

The PICOS and research briefing for mapping evidence pertaining to police reforms in South Asia was developed in 2016 as per discussions with South Asia Research Hub (SARH-DFID). Through a cursory search and screening of studies on websites such as GSDRC and CHRI, the research briefing proposed a set of intervention categories and outcome categories to be represented in the map. Thereafter, as we undertook a systematic search for evidence based on inclusion criteria developed from the PICOS framework, we were able to identify missing interventions categories and include them in the framework. These were discussed with the sector expert and relevant feedback was incorporated.

Through our search strategy, we endeavored to develop a systematic and replicable process enabling future researchers to add and update the evidence base without duplicating efforts.

Our search strategy involved the following four types of search efforts:

1. Searching various evidence databases

2. Searching relevant websites

3. Reference harvesting of eligible studies and previous reviews (described in next section)

4. Contacting policing experts and authors of eligible studies for feedback and input, wherever possible

Snowballing based on citations in articles identified through the systematic search produced was undertaken to identify additional relevant articles. This process was not undertaken systematically and discretion was used in selecting only the articles that appear most promising in terms of relevance and quality. Experts in the field were also consulted in an attempt to ensure that we capture as much of the relevant literature that meets the inclusion criteria as possible.

We searched for variations of terms related to police reforms like; police reforms, law enforcement, security, crime, public safety and violence amongst others. In each bibliographic and academic databases, we performed the search through customized Boolean search strings using "AND" and "OR" operators. Wherever available, we tried to screen out studies using filters for geographical location, topic, and publication year. Also wherever applicable we selected peer reviewed reports from the academic databases. A complete list of the searched resources and search terms is available in Section 2.

We completed the search in each identified source and collated all shortlisted studies for three levels of screening- tittle, abstract and full-text. The screening was done based on the inclusion and exclusion criteria presented in Table 1. The screening was undertaken by two reviewers and all disagreements on inclusion and/or exclusion were resolved through discussion. We did not restrict the study design to only impact evaluations but included any qualitative or quantitative research studies, systematic reviews, journal articles or reports which elaborated or analyzed the different types of police reform interventions, their delivery or intended impact.

In case of systematic reviews, we specially searched systematic review specific databases of the EPPI-Centre, Cochrane Library, Campbell library and 3ie evidence Library. We screened systematic reviews and included the same based on the inclusion criteria.

Report Structure

Section 2 of the report features the scope of this Rapid Evidence Map. In section 3, we present the results of the search and screening, as well as an analysis of the main characteristics of the evidence base. Section 4 concludes and discusses implications of the REM.

II.   Scope of the Rapid Evidence Map

This section provides clear specifications of the inclusion criteria, keywords, search strings and data sources, thereby enabling future researchers to add and update the evidence base without duplicating efforts. [2]

Databases and search strings

S. No.	Database	Search Criteria	Primary Search terms used	Subject/Publication	Field Search	Hits
1.	ProQuest	Advanced search	• Police reform • Security	• Report • Scholarly Journal • Article • Case study • Working Paper • Publications	Abstract	2281
2.	Econlit	Advanced search	• Police reform • Security	• Report • Scholarly Journal • Article • Case study • Working Paper • Publications	Abstract	475
3.	Jstor	Advanced search	• Police reform • Security	• Report • Scholarly Journal • Article • Case study • Working Paper • Publications	Abstract	871
4.	Sage	Advanced search	• Police reform • Security	• Report • Scholarly Journal • Article • Case study • Working Paper • Publications	Abstract	73
5.	World Bank		• Police reform • Security	• Report • Scholarly Journal • Article • Case study • Working Paper • Publications	Key words	51
6.	DFID- R4D	Search	• Police reform • Security	• Report • Scholarly Journal • Article • Case study	Key words	23

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[2] This map does not focus on Gender dimension of Police Reforms as a systematic review on Gender Responsive Police covers this topic on detail and we wanted to avoid any duplication of efforts.

#	Source	Search	Topics	Document types	Search method	Count
				• Working Paper • Publications		
7.	GSDRC		• Police reform • Security	• Report • Scholarly Journal Article • Case study • Working Paper • Publications	Key words	150
8.	CHRI	Search	• Police reform • Security	• Reports	Key words	67
9.	3ie	Search	• Police reform • Security	• Impact evaluation • Systematic review • Published working papers • Journal Article	Keywords	8
10.	Research papers from Journals of Police Academies (for example Indian Police Journal) of South Asian Countries	Search	• Police reforms and Initiatives • Security	• Impact evaluation • Published working papers • Journal Articles	Keywords	50
11.	Miscellaneous	Search	• Police reforms • Security			487

Inclusion and Exclusion criteria

Our search strategy included published and unpublished literature available between 2005 and 2017. The geographic location of studies from South Asian countries included India, Pakistan, Bangladesh, Nepal, Sri Lanka, Myanmar, and Afghanistan as per our discussion with DFID.

Details of the inclusion and exclusion criteria are presented in Table 1 below.

Table 1 Inclusion and Exclusion Criteria for screening

Categories	Inclusion criteria	Exclusion criteria
Geographical location	South Asia Region including- India, Pakistan, Bangladesh, Nepal, Sri Lanka, and Maldives	Not including South Asian context nor at least one south Asian country
Language	English	Not in English,
Title	Complete title	Title incomplete or missing
Publication date	2005-Till date	Pre-2005
Publication format	Journal articles, working papers, other academic research, evaluations, discussion papers Reports/study of police commission of respective countries, judiciary/court appointed reports, scholarly reports, impact assessment studies- case study by think tanks and research organization, reports by multilateral NGOs, donor agencies and international bodies like	Other (e.g. book, design manuals, operational documents, descriptions of programmes, process reviews, project reports, guidelines)

	Crisis Group, Human Rights Watch, Amnesty International, Police Academies Journals	
Aim of study	Investigating impact of an intervention classified as Police reforms	Not investigating impact of intervention classified as police reforms
Study design	Primary empirical research (quantitative OR qualitative) OR systematic reviews OR research providing impact of key interventions classified as Police reforms To develop a broad map of different type of interventions and their effect on intended areas of improvement	EITHER lacking explanation of methodology OR secondary literature review OR theoretical

Conceptual Framework

Interventions categories

The approach used to develop the framework relied on categorizing several interventions based on their intended impact and the level.

I.   **Legislative and Administrative reforms**

Police forces have the authority to exercise force to enforce laws and maintain law and order but in many cases this power is misused. There is a need to check against such abuse of power by adopting appropriate safeguards through legislative and administrative reforms. These reforms range from accountability of the police to the political executive, internal accountability to senior police officers, and independent police oversight authorities.

Some examples of such reforms are; enactment of acts such as organized Crimes Act or a single police act for the country; distribution of responsibilities between center and state; measures regarding registration of crimes; changes in criminal procedure and evidence systems; setting up authorities, strengthening state machinery and linking prosecution with police .[3]

II.   **Infrastructure and Technological advancement**

Access to technology has the potential to transform police work and increase efficiency. The advent of always-connected smartphones and tablets, backed by access to large amounts of public and police-specific data, means that there is potential for officers to be better informed and make better use of their time than before. Further, such technological advancements need to be supported by adequate infrastructure in terms of a strong communication support, state-of-art or modern weapons, and a high degree of mobility. Reforms are needed to ensure that police force is equipped with efficient technology and the right infrastructure to make most it.

III.   **Public-police relations**

Supportive and cooperative police public relations are essential in delivering effective policing. However, in many cases, the general public perception of the police is that of corruption and inefficiency. There are different types of initiatives to improve public's perception such as outreach with citizen groups/ youth clubs/ NGO; voluntary social works like blood donation camps/ disaster responses/ book-clothes donation and effective grievances redressal mechanism. One of the ways of addressing this challenge is

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[3] http://niti.gov.in/writereaddata/files/document_publication/Strengthening-Police-Force.pdf
http://www.prsindia.org/uploads/media/Analytical%20Report/Police%20Reforms%20in%20India.pdf

through the community policing model. Community policing requires the police to work with the community for prevention and detection of crime, maintenance of public order, and resolving local conflicts, with the objective of providing a better quality of life and sense of security. It may include patrolling by the police for non-emergency interactions with the public, actively soliciting requests for service not involving criminal matters, community based crime prevention and creating mechanisms for grassroots feedback from the community.[4]

IV. **Capacity building and skill development**

Capacity-building within police reforms can take place at individual, group or organizational level, but should proceed on the basis of a strategic plan developed with the aim of reforming police force. The main instruments of capacity-building are discussed – provision of material support; technical training; monitoring, advising and mentoring; emphasis on mid-career training and progression, and stress management and training on stress coping methods. Five areas in which police capacity-building can provide support: policing services; enabling services; policy formulation on policing; accountability and governance; and stakeholder engagement.

Table 2 presents the broad intervention categories used for this REM.

Table 2 Intervention Categories

I.	**Legislative and Administrative reforms**
LA1	Reforms and Enactment of New Police Acts
LA2	New interventions related to operational autonomy (freedom from political interference)
LA3	Practicing and upholding human rights for police personnel
LA4	Recruitments of police personnel
LA5	Salary of police personnel
LA6	Enhancing accountability and transparency
LA7	Streamlining of recruitment process
LA8	Streamlining transfers and promotions
LA9	Judicious police resource allocation
LA10	Utilization of non-lethal tools for riot control
LA11	Legislative reforms relating to custodial violence
LA12	Internal Monitoring and Evaluation Systems
II.	**Infrastructure and Technological advancement**
IT1	Modernizing Police Station and police infrastructure
IT2	Modernizing technology for strengthening crime record tracking system
IT3	Technological scaling of modern police tools - arms/ammunitions/communication gadgets etc.
IT4	Using modern tools for vigilant corruption hunting
IT5	Modernization in forensics
IT6	Technological scaling to combat cyber menace
IT7	Innovation in detection and prevention and investigation of economic offences
III.	**Public-police relations**
PP1	Community Policing
PP2	Regular interaction and coordination with citizen groups/ youth clubs/ NGO
PP3	Building trust with citizens through participation in voluntary social works like blood donation camps/ disaster responses/ book-clothes donation etc.
PP4	Behavioral and attitudinal change
PP5	Use of social media in enforcement and advocacy
IV.	**Capacity building and skill development**
CB1	Technical Trainings
CB2	Emphasis on mid-career training and progression,

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[4] http://www.prsindia.org/uploads/media/Analytical%20Report/Police%20Reforms%20in%20India.pdf

CB3	Stress Management and training on stress coping methods
CB4	Regular conduct of needs assessment survey
CB5	Soft skill training

Outcome categories

The evidence base is concentrated around outcome changes surrounding the following three categories:

I. **Police and Institutional outcomes**

This segment captures the changes in Institutional and organizational setup of police force as a result of targeted interventions. The key changes are seen in terms of administrative efficiency and procedural ease of the existing complex setup. It also captures checking of external political Interventions in internal police matters as well as movement towards a more transparent and accountable system. At individual level, the target is improvement in work life conditions and living standards of policemen. Also, outcome zone captures improved skills and efficiency in terms of enhanced professionalism.

II. **Societal outcomes**

This segment details the changes arising for the society as a whole in terms of improved public perception about police institution. With interventions targeted at building trust in the society, the first and foremost outcome category is public acceptance of community policing. This strengthens up the police public relationship. Another category considered here is sensitisation of police towards minorities and vulnerable including women, children and elderly.

III. **Crime & violence outcomes**

Crime specific outcome categories range from reduced crime rate statistics to a quicker and efficient clearance of existing cases. A shift to modern technology helps in better criminal data management and real time tracking of crime cases. Effective interventions are captured through improved law and order situation.

Table 3 lists the broad outcome categories that form the columns of the REM.

Table 3 Outcome Categories

Police and Institutional Outcome	
P1	Administrative Efficiency
P2	Custodial Violence
P3	Operational Freedom and political interference
P4	Job satisfaction
P5	Knowledge, skill and insight
P6	Mental, physical health and quality of life
P7	Transparency and accountability
P8	Procedural Efficiency
Social Outcome	
S1	Acceptance of Community Policing
S2	Public perception of police
S3	Sensitisation towards minorities & vulnerable
S4	Corruption perception index
S5	Police-public communication and relations
Crime and violence outcome	
C1	Criminal data management
C2	Clearance of crime cases
C3	Crime detection rate
C4	Crime rate

C5	Law and order situation

III. Findings

The results of the search strategy (4436 total hits) were screened at the level of title, abstract and full text by 3 reviewers. Any differences were resolved through discussion. Finally, based on the inclusion criteria and full-text screening of 180 studies, only 64 studies were included in the map. Figure 1 provides the search and screening results.

Figure 1 Search and Screening results

4436 search results from databases and websites

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251 records screened at title and abstract level after duplicates removed

↓

180 records screened at full-text level
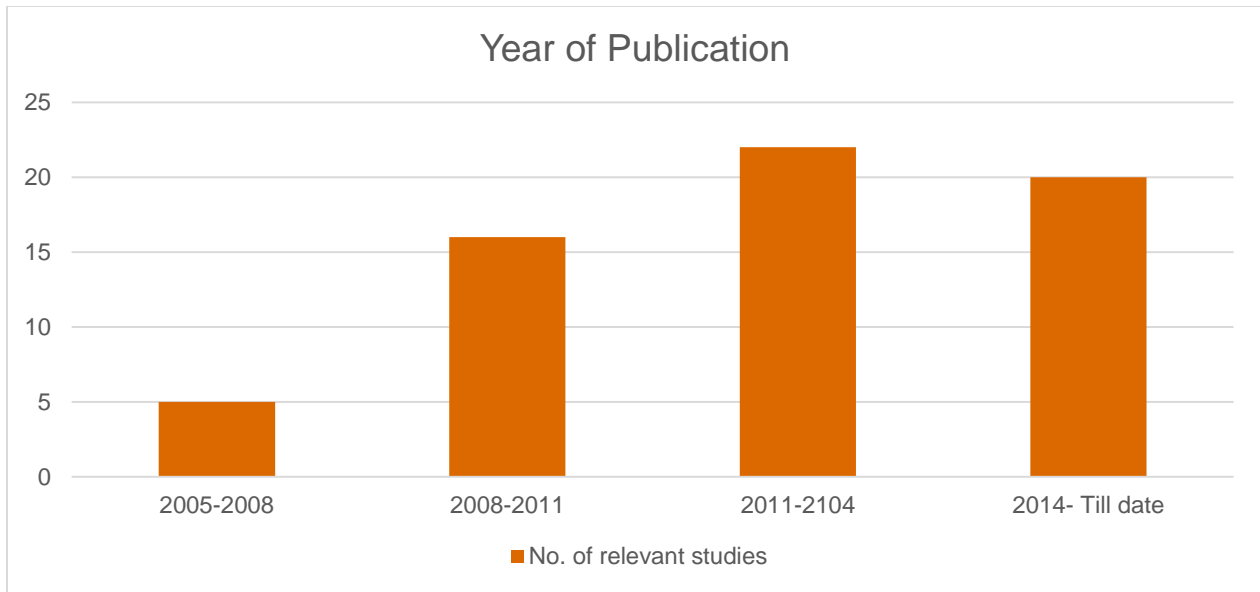
↓

64 records included and coded
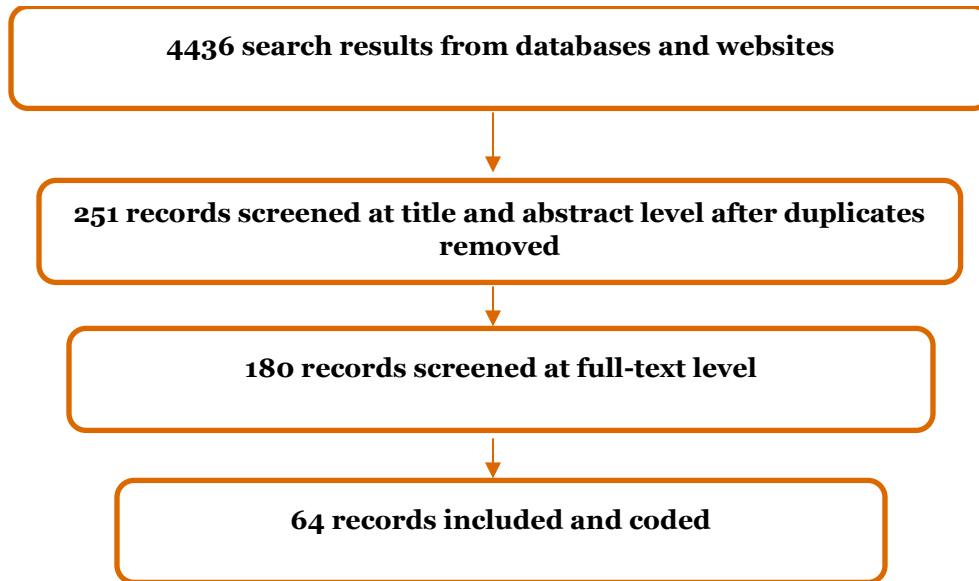
After coding all included studies identified through the search and screening process, we mapped them under the REM framework. Table 1Table 5 shows the evidence map for studies included after title, abstract and full-text screening. On the map, each number refers to the number of studies that capture the link between a particular intervention category for each outcome category. This generates multiple occurrence of evidences across the map. This happens because each study can be represented in several cells, as these studies may evaluate more than one intervention and multiple outcomes. However, it must be stressed that the map only shows where the evidence is, not what the evidence says. In fact, studies under each cell can provide evidence supporting a positive, negative or null effect of the intervention on a given outcome, given the context and implementation specifics. The map provides easy access to this evidence, and a more detailed look at studies included in a cell would allow the reader to better understand the circumstances under which the interventions seems to work better or not.

Key findings of the REM exercise

Evidence base by publication year

Evidences obtained for Police Interventions are very recent spanning a little over the last decade **(2005 onwards).** We managed to collate maximum number of evidences for the period post 2011. Out of the 64 studies identified, the oldest were published in 2005 while the most recent one considered got published in 2017. Figure 2 depicts the trend in publication of the evidences considered.

Evidence base by countries considered

Figure 3 depicts the geographical distribution of the evidences in terms of countries of reference. Based upon our Inclusion criteria covering the South Asian region, we have mapped the Police Interventions across the following six countries: India, Pakistan, Bangladesh, Nepal, Sri Lanka and Afghanistan. About 42% of the evidences are collated in reference to interventions revolving around the Indian Police Force. Limited evidence was found pertaining to Police reforms experiments in Nepal and Sri Lanka.

Figure 3: Evidence base by country
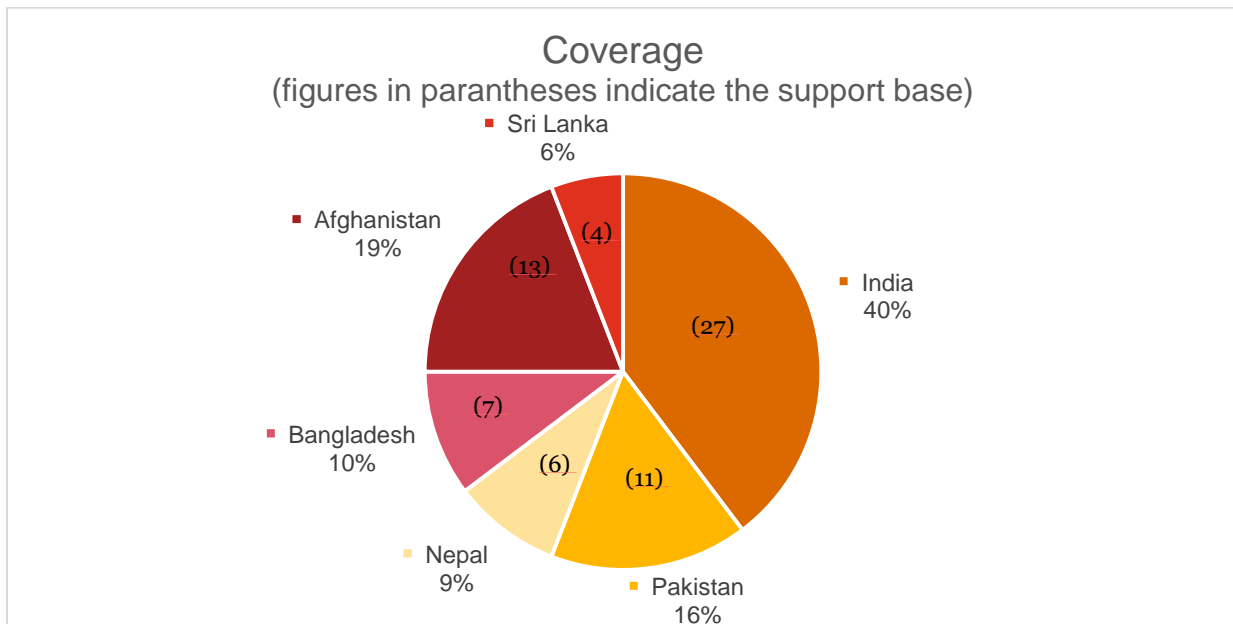
Evidence base by Intervention categories

Among the evidences considered, there is a clear indication of dominance of Legislative and Administrative reforms over other types of Police Interventions. We could also find sufficient evidence for interventio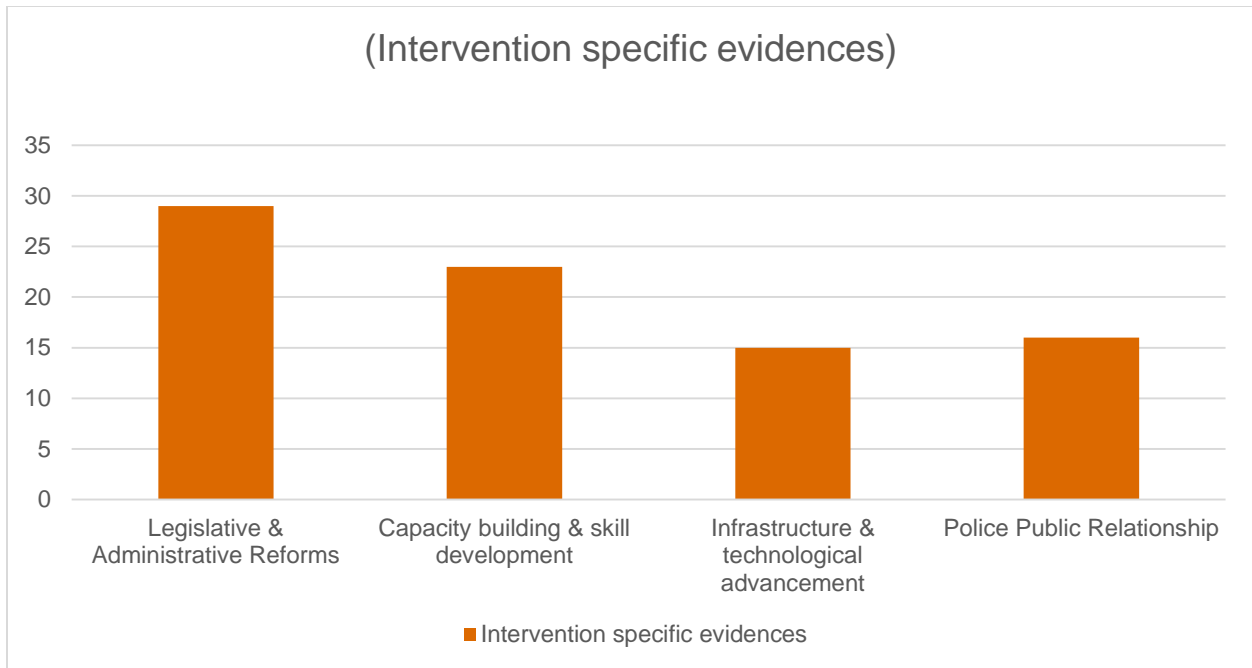ns targeted at capacity building and skill trainings of police personnel. Figure 4 shows the evidence base by Intervention categories. As many of the studies discussed more than one intervention, there are multiple overlapping in the below categorization:

Figure 4: Evidence base by Intervention categories

(Intervention specific evidences)

Evidence base by Outcome categories

Figure 5 summarizes the evidence base in terms of outcomes reported. We found many studies/ reports that dealt with achieving more than one desired outcomes with one or more specific interventions. This justifies the overlapping seen in the figure below. We have briefed the outcomes reported under three broad categories. As shown in Figure 5, a number of interventions resulted in outcomes under Police and Institutional category. Each of these categories are further categorised into several Intervention specific outcomes.

Combining the evidences by Intervention and outcome categories together, Table 4 illustrates the category support matrix indicating strength of the map generated.

Table 4: Category support matrix

Category	Evidence base (In absolute numbers)	Evidence base (% out of 64 final studies)
Intervention		
Legislative and administrative reforms	29	45%
Capacity building and skill development	23	36%
Infrastructure and technological advancement	15	23%
Police Public relationship	16	25%
Outcome		
Police and Institutional outcomes	36	56%
Societal outcomes	15	23%
Crime and violence outcomes	24	37.5%

IV. Conclusion

This study finds sufficiently strong evidences for police Interventions and its desired outcome attained. From all that we could find, some of the key highlighters are the following:

➤ **Police Operational autonomy**

Among the major administrative and legislative reforms, there is a large concentration of studies describing new interventions leading to operational autonomy, i.e. freedom from external political interference. With the aforesaid reforms and new Police Acts, there is a definite movement towards a clean and transparent police organisation. There seems a strong linkage of legislative reforms with administrative and procedural efficiency like ease in registering new complaints.

➤ **Transparency & Accountability**

Checking for accountability and transparency also helps in combating corruption. Streamlining of recruitment and transfers within the organization have got a direct and strong impact on job satisfaction among the policemen.

➤ **Policing resources and police personnel**

We also find evidences for judicious utilization of police resources resulting in efficient management and administration. At the individual level, physical and mental health of policemen is directly impacted by stress management training and skill enhancement interventions. Regular conduct of need assessment surveys also helps in improving the working conditions for the police personnel. Emphasis on mid-career training and progression improves the work dedication and sincerity among the policemen. We find a large number of evidences for efficiency of modern tools and technology in checking crime statistics. Upgradation to latest technology, modern vigilant tools and equipment, mechanised crime record tracking database helps in quicker clearing of existing crime cases as well as a reduction in crime rate.

➤ **Police – Public bond**

Interventions targeted at promoting community policing and enhancing police public interactions seems successful in changing public perception about police. It also results in greater police public communication. There seems a clear cut impact of attitudinal and behavioral changes among Police force on public perception about them. We find evidences for specific trust building interventions in the form of voluntary police participation in social works like blood donation camps, refugee relief camps. It is also found that Police personnel get indulged in regular interaction with community groups and NGOs helping in building trust and support.

Gaps in evidence

Systematic reviews specific online libraries such as 3ie, Campbell, Cochrane EPPI-Centre, Evidence Journal Environment, and database were searched using key words like 'police' and 'security' to find published systematic review level evidence on police reforms. There were approximately 25 hits from these databases. Most of the systematic reviews were excluded from our evidence map as they were largely based on primary studies from high-income countries and did not meet the inclusion criteria. However, 2 reports were found to be relevant under our inclusion criteria and have been added to the map.[5] Some of the key noticeable gaps in evidences are highlighted below:

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[5]
EI026:https://www.campbellcollaboration.org/media/k2/attachments/Higginson_Gangs_Preventive_Interventions_Review.pdf
EI027: http://www.3ieimpact.org/media/filer_public/2015/10/01/policing_interventions_review.pdf

- We could not find sufficient and strong evidence for recruitment related interventions for Police personnel under the Legislative and Administrative reforms category, wherein majority of the evidence base was concentrated.
- We also found that instances of evidences were weak for legislative reforms related to custodial violence.
- Going by the Infrastructural & technological advancement window, it is observed that there is an acute shortage of references indicating interventions in the area of checking cybercrime and implementation of efficient technologies to combat cyber menace.
- We could not find strong evidences for Police Interventions in detection, prevention and investigations of Economic offences.
- There is a wide gap in evidences for usage of social media in enforcement and advocacy.

Further, analysing the mapping structure by the Police-Public Relationships Interventions, We could not find relevant studies targeting modernisation of forensics and effective dealing with public gatherings. The evidence base is concentrated around outcomes related to Police and Institutional changes. However, even within this broad categorisation, we could not find specific evidences relating to custodial violence. Similarly there is a low density of studies around attitudinal changes of policemen seen in terms of sensitisation towards minorities and vulnerable.

Table 5 shows the evidence map for studies included after title, abstract and full-text screening. On the map, each number refers to the number of studies that capture the link between a particular intervention category for each outcome category. This generates multiple occurrence of evidences across the map. This happens because each study can be represented in several cells, as these studies may evaluate more than one intervention and multiple outcomes. However, it must be stressed that the map only shows where the evidence is, not what the evidence says. In fact, studies under each cell can provide evidence supporting a positive, negative or null effect of the intervention on a given outcome, given the context and implementation specifics. The map provides easy access to this evidence, and a more detailed look at studies included in a cell would allow the reader to better understand the circumstances under which the interventions seems to work better or not.

Table 5 Police Reforms- Screenshot of Evidence Map

		OUTCOMES																		
		Police and Institutional Outcome								Societal Outcome					Crime and violence outcome				
		P1	P2	P3	P4	P5	P6	P7	P8	S1	S2	S3	S4	S5	C1	C2	C3	C4	C5
Legislative and Administrative Reforms	LA1	4	-	4	-	-	-	3	-	-	-	-	-	-	-	2	1	3	2
	LA2	4	-	4	1	1	-	3	-	-	-	-	-	-	-	-	-	1	2
	LA3	-	-	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-
	LA4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	2	1
	LA5	-	-	-	1	2	1	-	1	-	1	-	2	-	-	-	-	-	-
	LA6	2	-	1	1	-	-	6	-	-	1	-	4	-	1	2	3	5	
	LA7:	2	-	-	2	1	-	1	-	-	-	-	-	-	-	-	-	-	-
	LA8:	2	-	-	1	2	-	3	-	-	-	-	-	-	-	-	-	-	-
	LA9:	1	-	-	-	-	-	-	-	-	-	1	-	-	-	3	1	3	3
	LA10:	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
	LA11	1	-	-	-	1	-	-	2	-	-	-	-	-	-	-	-	-	-
	LA12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Category	Code																		
Infrastructure & Technological Advancement	IT1:	4	-	1	-	3	-	-	1	-	-	-	-	-	2	2	4	6	5
	IT2	2	-	-	-	1	-	-	-	-	-	-	-	-	4	2	4	3	4
	IT3:	3	-	-	-	-	-	-	2	-	-	-	-	-	3	2	5	4	6
	IT4:	-	-	-	-	-	-	1	-	-	1	-	3	-	-	-	-	-	-
	IT5:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	IT6:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	IT7:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1	1
Police Public Relationships	PP1:	1	-	-	-	2	-	-	-	7	7	1	-	6	-	-	-	1	3
	PP2	-	-	-	-	-	-	-	-	2	3	1	-	4	-	-	-	-	1
	PP3	2	-	-	-	-	-	-	-	1	2	1	-	3	-	-	-	-	1
	PP4	-	-	-	1	1	-	-	2	-	-	-	-	-	-	1	-	-	-
	PP5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Capacity Building and Skill development	CB1	3	-	-	2	3	-	-	1	-	-	1	-	-	1	2	-	-	-
	CB2	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
	CB3	-	-	-	4	1	5	-	-	-	-	-	-	-	-	-	-	-	-
	CB4	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	CB5	2	-	-	2	6	-	-	2	-	2	-	-	1	-	3	1	-	1

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EI.01 Gupta, M., Chandra, B., & Gupta, M. (2014). A framework of intelligent decision support system for Indian police. Journal of Enterprise Information Management, 27(5), 512-540. doi:10.1108/jeim-10-2012-0073

EI.02 Rai, R. K. (2012). A participatory action research training initiative to improve police effectiveness. Action Research, 10(3), 225-243. doi:10.1177/1476750312439901

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