Ranking of
Police Stations 2019

Editorial Use Only

Government of India

Ministry of Home Affairs

अमित शाह
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सत्यमेव जयते

गृह मंत्री
भारत
HOME MINISTER
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MESSAGE

The annual ranking of Police Stations is eagerly awaited by the country and specially the police forces. It gives an insight into the functioning of the police and provides valuable inputs to formulation of public policy in the wider realm of internal security.

I have noticed that a vast majority of the police stations short-listed from the thousands of police stations in the country are police stations located in small towns and rural areas. This is also true for those police stations which have been ranked among the top 10. This indicates that while availability of resources is important, more important is the dedication and sincerity of our police personnel to prevent & control the crime and serve the nation.

I take this opportunity to acknowledge the exemplary work being done by the constabulary and congratulate the SHOs and men of the top ranked police stations. I am sure they will be the shining example to all the members of the police forces.

(Amit Shah)

जी. किशन रेड्डी
G. KISHAN REDDY

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HOME AFFAIRS
GOVERNMENT OF INDIA**

M E S S A G E

The police is one of the oldest institutions of governance. While the need for reforms in the functioning of the police has been deeply felt, reforms have been few and far between.

The annual ranking of Police Stations is an attempt to spur reforms in the functioning of the police by indentifying the best amongst them which can be role models to the rest of the forces.

An important component of the Annual Survey is citizen's feedback. Thousands of people in the hinterland have been surveyed to assess the functioning of the police. Their responses shall form an important input in policy formulation at the national level.
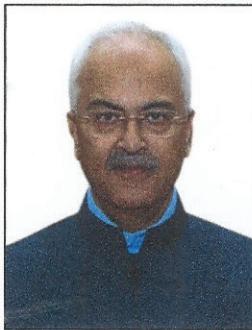
I congratulate top ranked police stations of the country and implore other police stations to follow their example to achieve better citizen satisfaction.

(G. Kishan Reddy)

2nd December, 2019
New Delhi

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AJAY BHALLA, IAS

गृह सचिव
Home Secretary
भारत सरकार
Government of India
North Block,
New Delhi

29th November, 2019
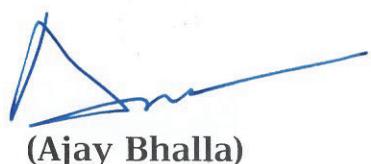
Message

      While the origin of a force to maintain public order is as old as government itself, modern policing in India traces its origin to the Police Act of 1861.

2.   A modern nation needs a modern police force with not only modern tools but also one which functions with a modern outlook along with transparency and accountability to the society. The annual survey of police stations in India seeks to identify police stations which can be a role model in this respect.

3.   All the States of the Union have enthusiastically participated in this year's survey. The objectivity of the exercise has been ensured by the extensive use of the CCTNS database and on ground survey conducted by a third party agency. The survey on citizen's interface has also been revamped to better reflect the concerns of the citizenry. I am sure this year's survey shall be useful to the Government, the academia and also the practitioners.

4.   I take this opportunity to convey my best wishes to the officers and men of the top ranked police stations.

(Ajay Bhalla)

Contents

Ranking Process and Scoring Matrix

Introduction

Performance measurement is an essential exercise in any organization for evaluation of service delivery and identification of techniques for improvement. It is commonly accepted management principle that what gets measured gets done. The Government of India has in the recent years utilized Performance Measurement to effectively generate a sense of competition amongst States through the Ease of Business Rankings and between cities through the Swachh Survekshan etc. This has led to more effective public delivery of services and greater citizen satisfaction. The same principle needs to be extended to the police also. The performance of different police forces in India needs to be evaluated so that good work is recognized and the deficiencies are flagged and improved upon.

The foundation of the Police is the Police Station. It ensures public order, does investigation of crimes and performs innumerable other tasks. The Police Station is also the primary point of communication between the citizen and the police. A Police Station should be clean and welcoming for the citizens so that they can approach it with no inhibitions or fear to register their complaints and grievances. It should also meet the operational and welfare needs of the personnel stationed there.

This summarized report reflects the directions of the Hon'ble Prime Minister while addressing the DsGP during the 2015 Conference in Kutch, Gujarat. He had directed that parameters should be laid down for grading Police Stations and assessing their performance based on feedback. A scheme was accordingly formulated with the approval of the Hon'ble Home Minister to identify and recognize the ten best Police Stations of the country and also the best Police Station in a particular State or Union Territory. The criteria for choosing the best Police Stations in the country was primarily their performance in crime prevention, investigation and disposal of cases, crime detection, community policing and maintenance of law and order. A weightage of 20% was also given to the infrastructure of the Police Stations and the citizen's feedback on the performance of the police personnel of the Police Station.

The Police Modernization Division of the Ministry of Home Affairs shortlisted the Police Stations from all over India for the survey. The purpose of conducting this survey year after year is to establish a system for performance measurement and additionally to inculcate the habit to utilize and maintain the data on CCTNS (Crime and Criminal Tracking Network and System) regularly by all Police Stations.

The responsibility for execution of the survey was given to Grant Thornton to ensure objectivity. A detailed methodology for the survey was prepared by incorporating assessment of performance in controlling crime, infrastructure and citizen feedback based on the template developed by BPR&D. The data and responses of the survey were taken on a customized tech application with geo-tagged and time stamped photographs ensuring accuracy of the survey which were analyzed along with data of the performance on crime prevention & control for the final evaluation.

Ranking- Two Step Process

Step I: Shortlisting of top Police Stations

The objective of the project was to rank the top 10 Police Stations out of 15,579 Police Stations in the country through data analysis, direct observation and public feedback.

The ranking process commenced with shortlisting of the best performing Police Stations, in each state. CCTNS (Crime and Criminal Tracking System Network) data for, the number of cases registered; number of cases charge sheeted; and number of cases charge sheeted within 60 days; were collected for the following crime categories.

- Property offence
- Crime against women
- Crime against weaker sections

Weighted Average was then calculated (shown in the figure on the right) to select top performing Police Stations from each state. Number of Police Stations from each state comprise of:

- Three from each State with more than 750 Police Stations
- Two from all other States and Delhi
- One from each Union Territory

If the weighted average was the same for two or more Police Stations, then all such Police Stations were selected for the next stage.

STEP I- SHORTLISTING

Weighted Average for each State

Crime Against Women / Property Offences	Cases Charge sheeted/ Number of Cases **70%**	Cases Charge Sheeted in 60 days/ Number of cases **30%**
Crime Against Weaker Section	Cases Charge Sheeted/ Number of cases **60%**	Cases Charge Sheeted in 60 days/Number of cases **40%**

State with > 750PS **3 each**	UT **1 each**	All States + Delhi **2 each**

79 PS

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79 Police Stations were selected for next stage of the ranking process

**15,579 Police Stations**

79 Police Stations
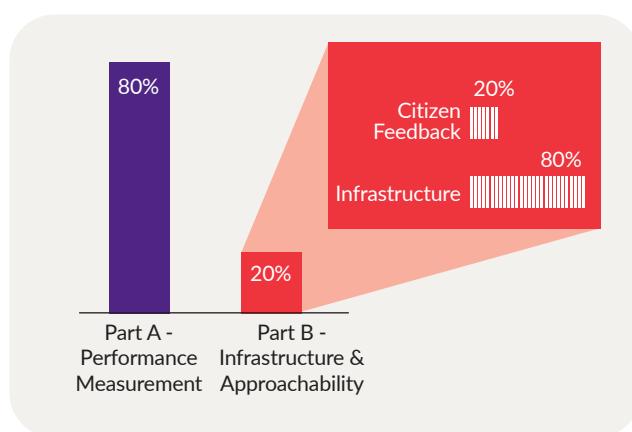
Step II: Survey

The Survey design is based on the **Note on Performance measurement** by BPR&D which comprises of two parts

Part A

19 parameters were identified to evaluate the standards of service delivery and identify techniques of improvement in policing. This data on each parameter is collected from Police Stations and verified with data from NCRB. The parameters broadly include the following aspects of policing.

STEP II- SURVEY DESIGN

1. Crime prevention and proactive measures
2. Execution
3. Disposal of cases
4. Law and Order
5. Minor Acts like RPGO, Excise, NDPS and Arms acts
6. Cases under case officer scheme
7. Community outreach
8. Pendency
9. Crime against women
10. Disposal of old cases
11. Police Officers behaviour
12. Crime against weaker section
13. Verification
14. Road Safety

This part constitutes 80% of weightage in overall scoring

*Explanation of formula and Linear Transformation at Annexure B

Part B

a. Infrastructure of Police Station & approachability of personnel: The study involved direct observation of the state & maintenance of infrastructure and behaviour of police personnel at selected Police Stations. Quantitative and qualitative data were collected on the data collection tool by the auditors of **Grant Thornton India LLP.** (Questions listed in Annexure C)

b. Citizen Feedback: A sample size of **5,461 respondents**, covering approximately **60 people** at each shortlisted location, were approached. Respondents from different areas were surveyed to obtain data pertaining to the satisfaction level of the community. These locations included (Questions listed in Annexure D)

1 People leaving Police Station- 10 numbers
2 People in the nearby marketplace- 25 numbers
3 People living in nearby residential areas- 25 numbers

This part constitutes 20% of weightage in overall scoring.

FINAL SCORE CALCULATION

Scores from Part A

Scores were calculated with positive marks for good performance and negative marks for under- performance.
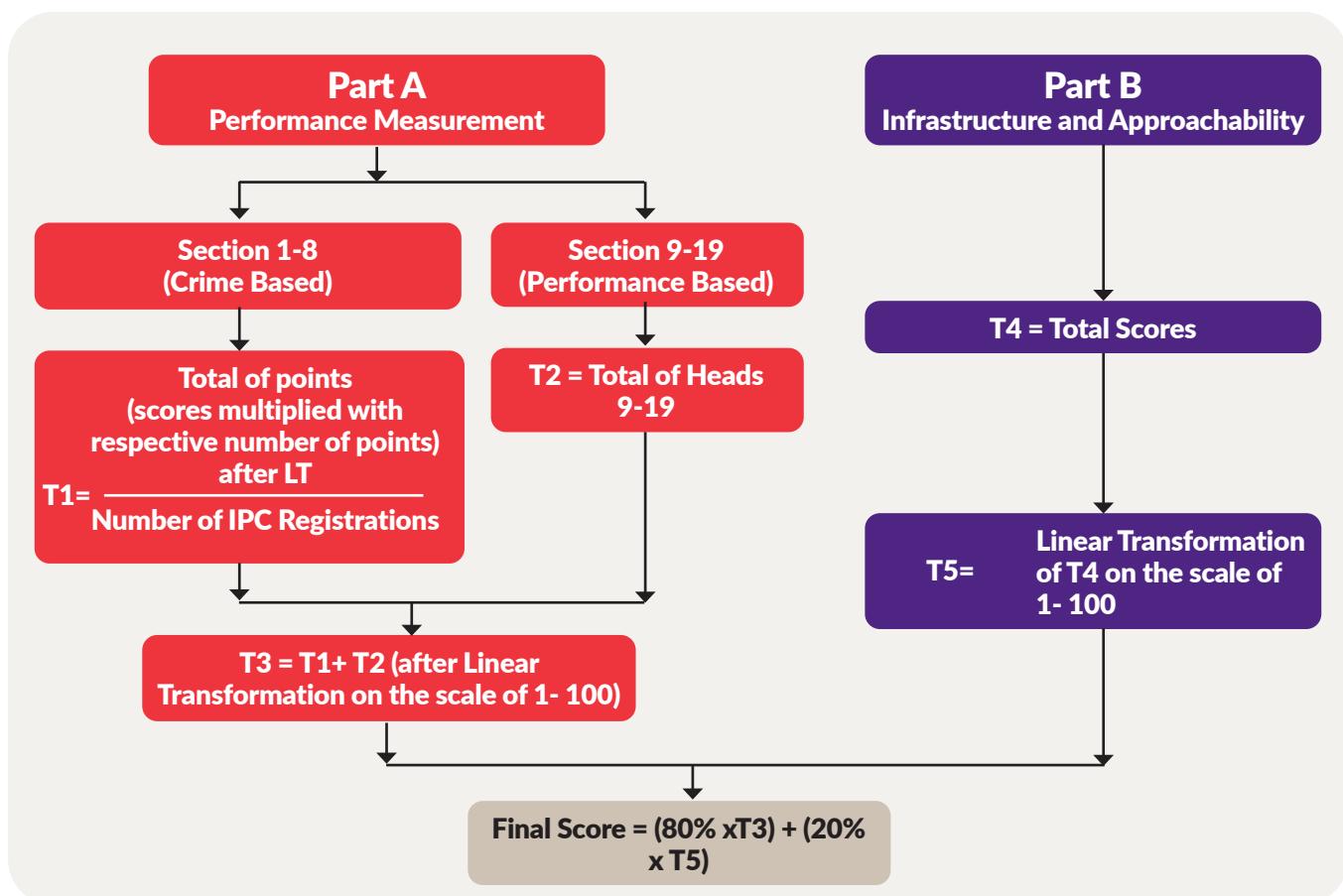
The scores for Part A, (Performance Measurement) were calculated as shown in the table below.

Scores from Part B

The survey questions were given marks for good performance and no marks for bad performance. These are linearly transformed* and then added to get the final scores for the Part B, (Infrastructure & maintenance and citizen's feedback)

Final Score

Final scores were arrived at through weighted average, with 80% to part A scores and 20% to Part B scores.

Part A
Performance Measurement

Part B
Infrastructure and Approachability

Section 1-8
(Crime Based)

Section 9-19
(Performance Based)

T4 = Total Scores

$$T1 = \frac{\text{Total of points (scores multiplied with respective number of points) after LT}}{\text{Number of IPC Registrations}}$$

T2 = Total of Heads 9-19

T5 = **Linear Transformation of T4 on the scale of 1- 100**

T3 = T1+ T2 (after Linear Transformation on the scale of 1- 100)

Final Score = (80% xT3) + (20% x T5)

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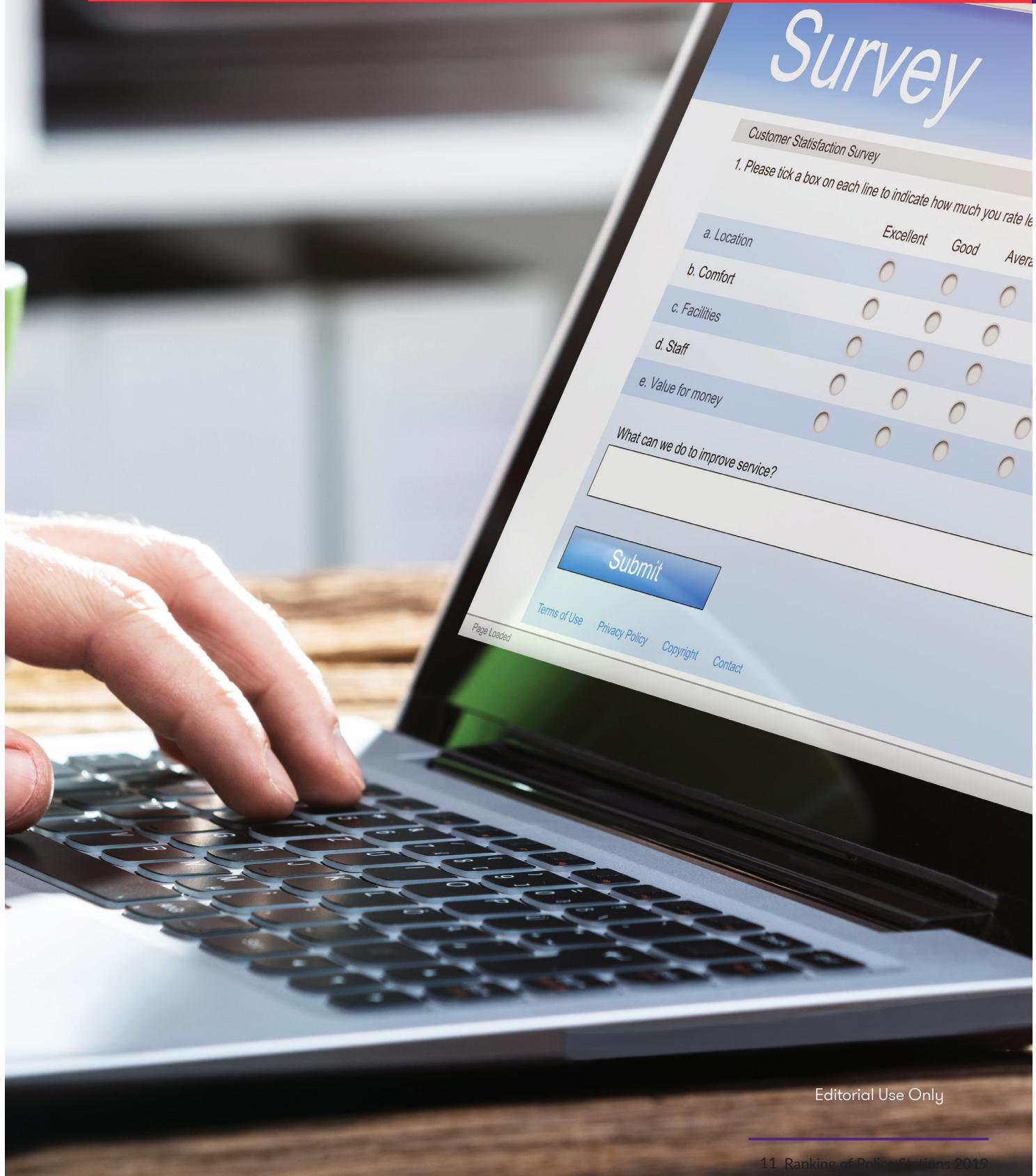
* Explanation of formula and Linear Transformation at Annexure B

Assumptions

- Section 1-8 are normalized by dividing the number of points scored by number of IPC registrations
- LT: Linear Transformation

Execution of the Survey

Execution of the Survey

A survey was conducted to collect insights on the identified parameters for the shortlisted Police Stations. The questionnaire was designed after exhaustive brainstorming on understanding of the objectives and expected outcomes. Technology was used to capture responses, and analyze feedback in real time. The survey was planned and executed in three phases:

Pilot Survey

A pilot survey was conducted at three selected Police Stations to understand the behaviour of respondents, test and reformulate queries if needed, and plan strategy to get maximum insights. A cross-section of Police Stations were chosen ranging from urban, semi urban and rural. These Police Stations were:

- Punjab, Chandigarh, Sector 19
- Uttar Pradesh, Etah, Rijor
- Maharashtra, Nanded, Umri

Training of the Auditors

Post establishing the attributes of the survey, a team of 57 expert auditors was engaged.

A series of trainings were conducted to share the objective of the study, insights from the pilot survey, and engagement of respondents. The auditors were also trained on process to motivate respondents to share the information candidly and honestly, by being vocal about how secure their responses will be as well as how will the answers be utilized.

Additional Secretory, MHA, with his team including Director, PMII and Under Secretary, PMII also conducted one such session at **Grant Thornton India LLP** office to share experiences with the auditors, to provide guidance on encouraging respondents to share objective, unbiased information truthfully.

On-Ground Survey
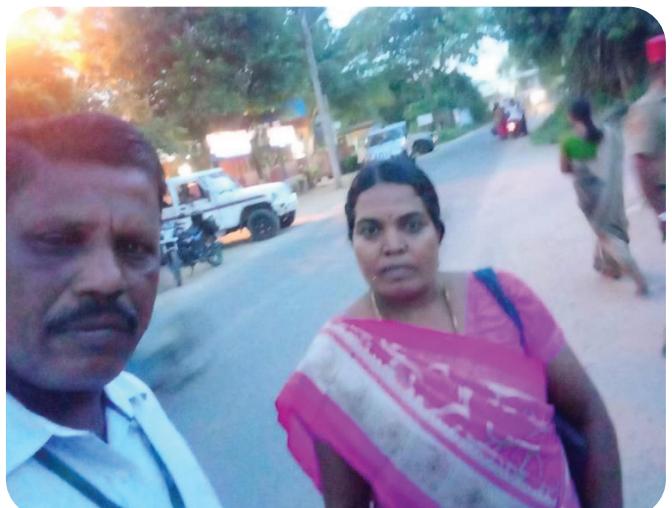
The survey was conducted from 07 Oct 2019 to 25 Oct 2019 covering 79 Police Stations all across India.

5,461 people were surveyed, covering **60 people** from each location at the following areas.

- People leaving Police Station – 10 number
- People from the nearby market – 25 number
- People from nearby residential area – 25 number

To maintain the authenticity and consistency of the data, results were captured on an indigenously developed app to ensure no loss of data.

This feedback from the respondents, was shared in real-time with the analytics team for appropriate and timely monitoring. As and when any data mismatch or data skipping was observed, necessary actions were taken in real-time. Photographs were taken with Geo tag and time stamp for record purpose.

Observations

1. Assumptions

Sample of 5,461 people has been considered. 62% people responded and registered, rest 38% did not register to respond due to their negative perception and not taken into account

For the final rank, scoring is calculated as illustrated below. If the total score is same for two or more Police Stations, then the Police Station with better public feedback score is ranked above

The sections or facilities (like ramp, coolers etc) that are not available due to genuine reasons (like Police Stations at ground floor, or at a cold location), due consideration has been given while calculating the score for satisfaction level of infrastructure maintenance and upkeep
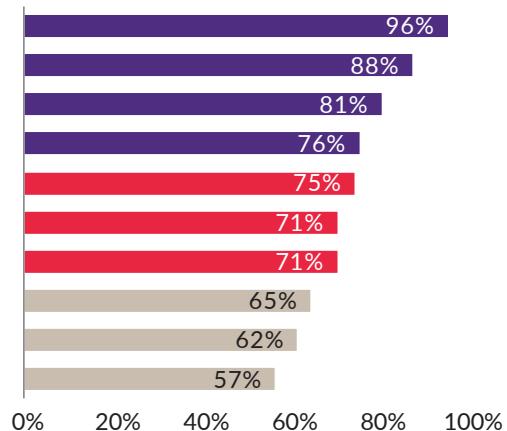
For any Police Station under head 1-8, if there is a mismatch, of more than 80%, between the data provided by Police Station and the data provided by NCRB; and public feedback falls in the last 10 ranking, then the scores are normalized

2. Infrastructure and Approachability

Grant Thornton India LLP, conducted on the ground survey for 79 shortlisted Police Stations for state of infrastructure, it's maintenance & upkeep, cleanliness and approachability of police officers. Approachability and behaviour of police officers, tops the bar with 96% positive response. However, cleanliness, safety and other facilities(fitness equipment, pantry etc) need significant improvement. It needs to be kept in mind that these are some of our best Police Stations.
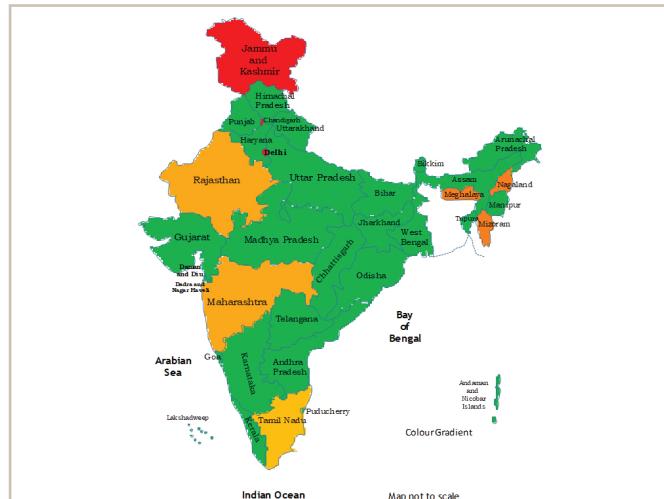
Direct Observation Status

Category	Value
Approachability of police	96%
Records upkeep	88%
Lockups	81%
Mess and canteen area	76%
Barracks	75%
Toilets and cleaning staff	71%
Infrastructure and cleanliness of the inside area	71%
Safety of police station (Compound wall/CCTV)	65%
Infrastructure and cleanliness of the compound area	62%
Additional facilites (Fitness equipment, Pantry etc)	57%
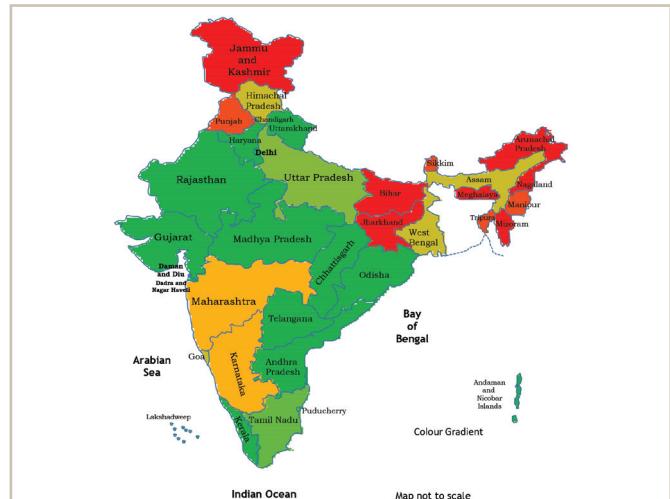
State-wise status of Infrastructure and Approachability*
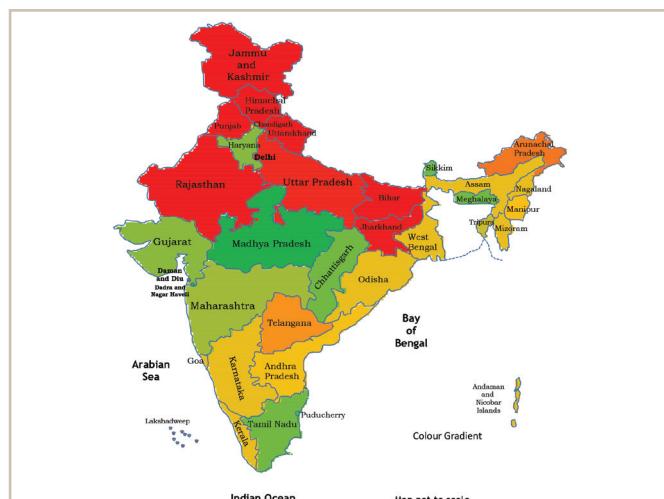
Approachability
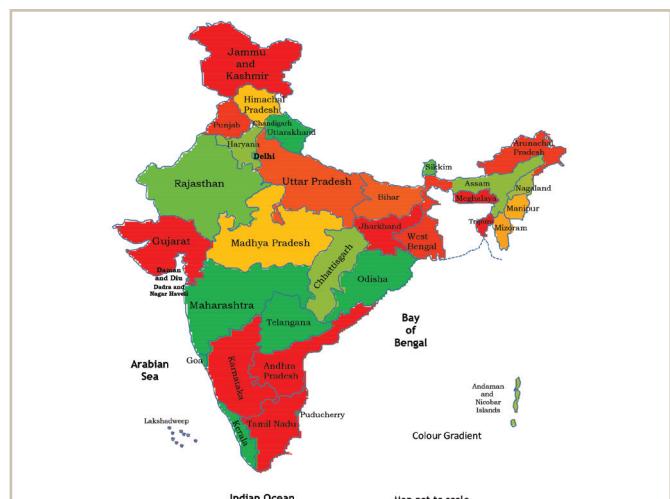
Records upkeep
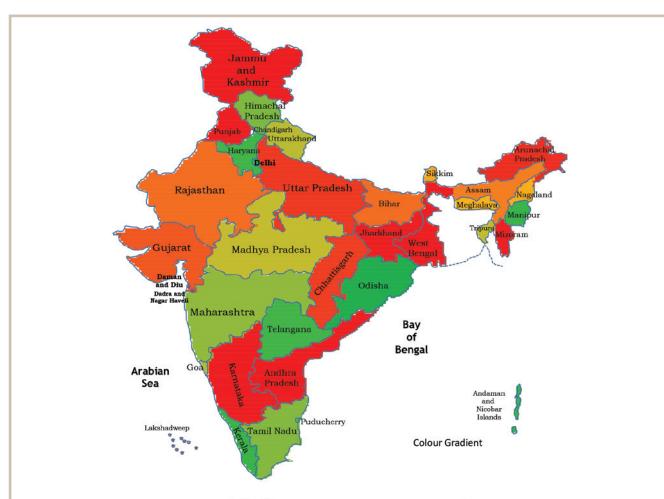
Lockups
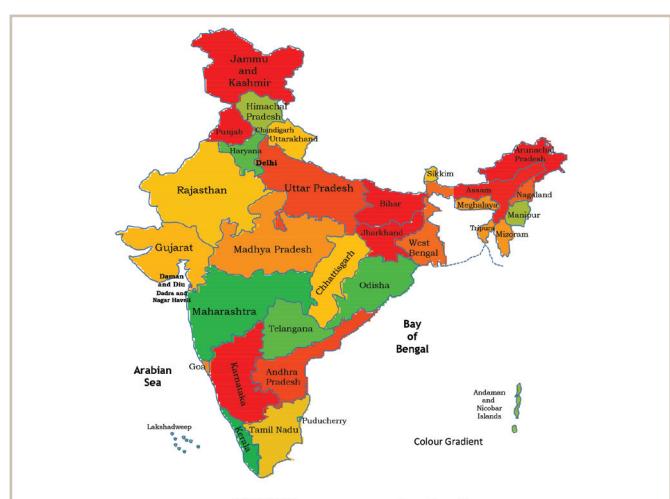
Mess and Canteen Area

Barracks
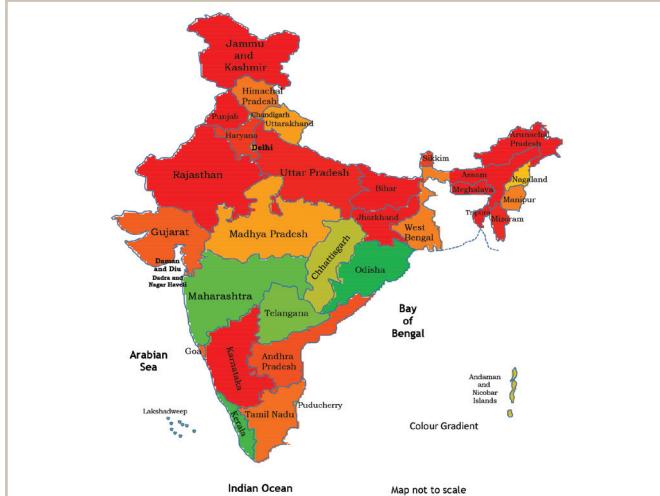
Toilets and Cleaning Staff
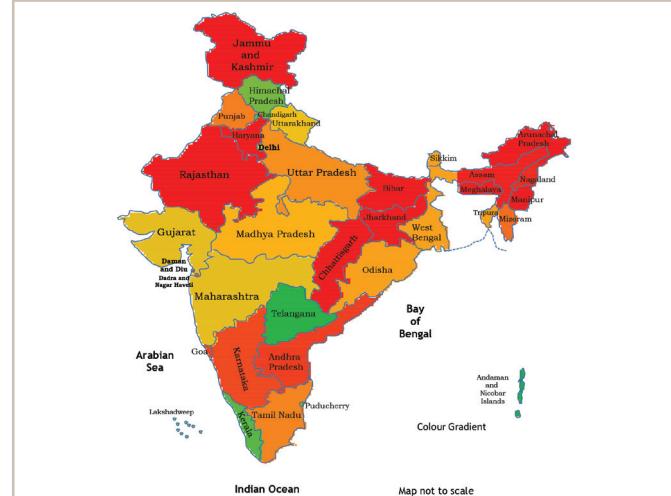
*Indicative in nature

Good   Need improvement   Bad
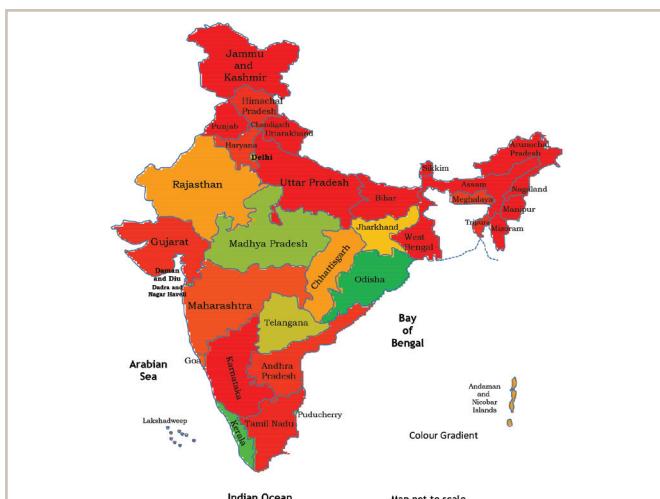
Infrastructure and Cleanliness (Inside)
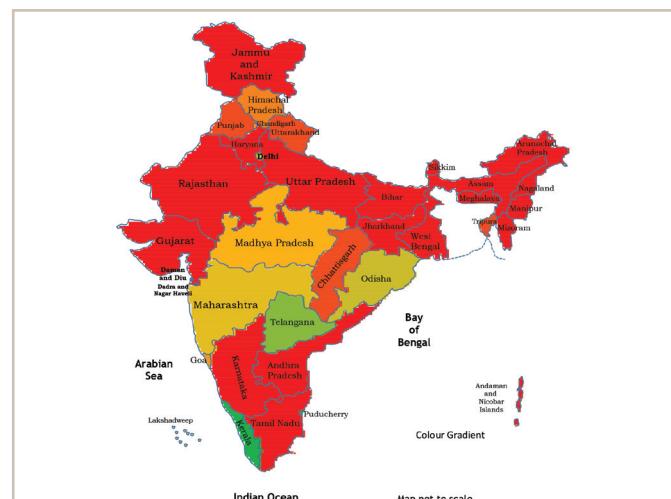
Safety of Police Station

Infrastructure and Cleanliness (External)
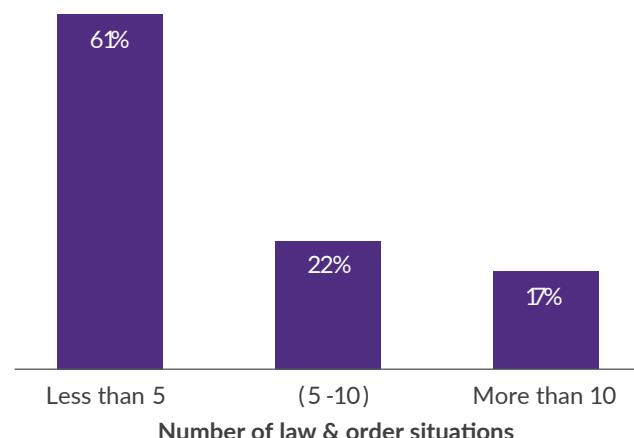
Additional Facilities

Number of Law and Order Situations

To assess the workload of Police Stations we asked the number of law and order situations which occurred in a particular month for each Police Station. Only 28% Police Stations mentioned responded. Out of 28% responses number of law and order situations is as shown below

Number of law & order situations
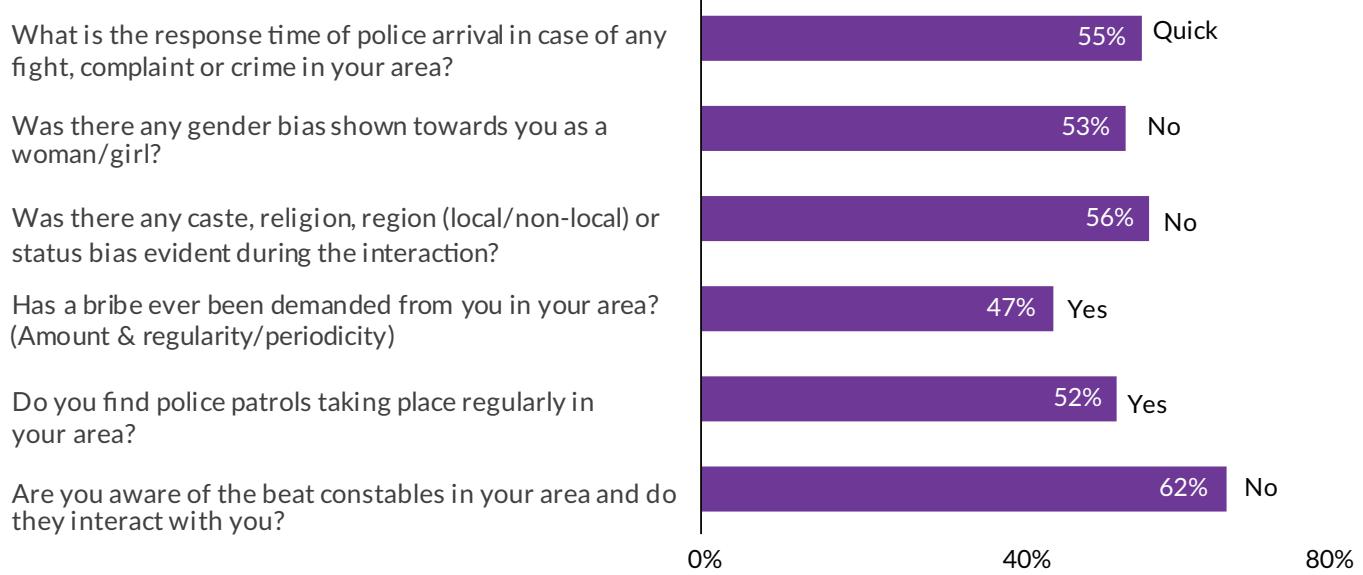
3. Public Feedback

People in Nearby Residential Area
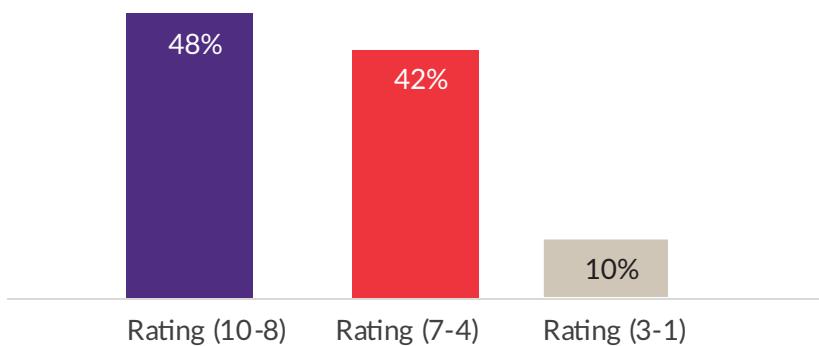
At each location, 25 respondents were surveyed from nearby residential area on the following criteria

People in nearby residential area

Question	
What is the response time of police arrival in case of any fight, complaint or crime in your area?	55% Quick
Was there any gender bias shown towards you as a woman/girl?	53% No
Was there any caste, religion, region (local/non-local) or status bias evident during the interaction?	56% No
Has a bribe ever been demanded from you in your area? (Amount & regularity/periodicity)	47% Yes
Do you find police patrols taking place regularly in your area?	52% Yes
Are you aware of the beat constables in your area and do they interact with you?	62% No

Note: Considered Police reaching within 30 minutes as Quick

How safe do you feel in your area?
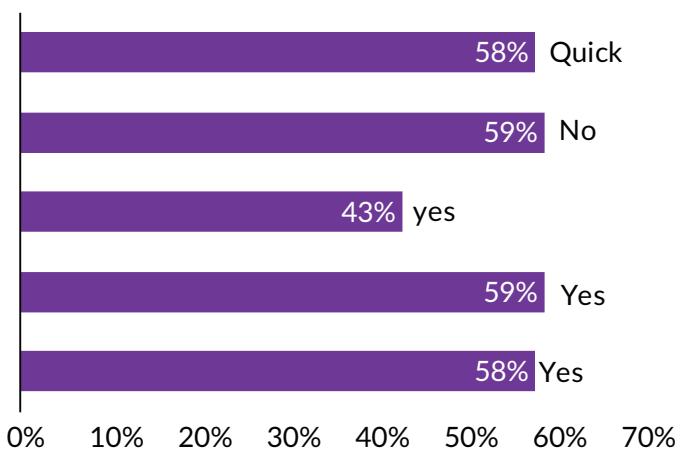
Rating (10-8)	Rating (7-4)	Rating (3-1)
48%	42%	10%

Note: On a scale of 1 - 10 where 1 represents the lowest marks and 10 represents the highest marks.

People in Nearby Market

We surveyed about 25 people in the market, under each shortlisted Police Station to assess the satisfaction level of the people in the market.

People in market

What is the reaction time for the police to arrive in your areaafter the reporting of a crime?
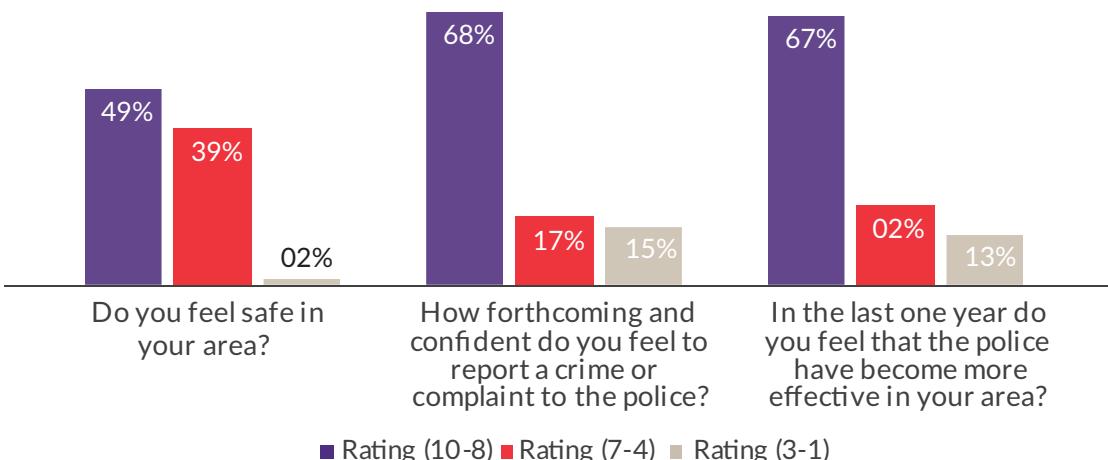
Was there any caste, religion, region (local/non-local) or statusbias evident during the interaction?

Has a bribe ever been demanded from you in your area?(Amount & regularity/periodicity)

Does the police keep your area under physical surveillance?

Is the police active in resolving crimes in your area?

58% Quick
59% No
43% yes
59% Yes
58% Yes

0% 10% 20% 30% 40% 50% 60% 70%

Note: Considered Police reaching within 30 minutes as Quick

	Do you feel safe in your area?	How forthcoming and confident do you feel to report a crime or complaint to the police?	In the last one year do you feel that the police have become more effective in your area?
Rating (10-8)	49%	68%	67%
Rating (7-4)	39%	17%	02%
Rating (3-1)	02%	15%	13%

■ Rating (10-8) ■ Rating (7-4) ■ Rating (3-1)

Note: On a scale of 1 - 10 where 1 represents the lowest marks and 10 represents the highest marks.

People Leaving the Police Station

We surveyed about 10 people leaving/ visiting each shortlisted Police Station, to assess the behaviour of the police officers with the visitors.

People leaving the Police Station

Question	
Was there any gender bias shown towards you as a woman/girl?	92% No
Was there any demand for a bribe by the police?	91% No
Was there any caste, religion, region (local/outsider) or status bias evident during the interaction?	98% No
Was there any attempt at watering down/diluting/compromising the fir/complaint?	32% Yes
Was the policeman wearing name plate on himself?	96% Yes
Was a copy of the complaint given to you?	83% Yes
In case of a woman complainant was there a policewoman in the police station to help with the complaint?	62% Yes
Could you file your FIR/complaint?	90% Yes

How easy or difficult was the process?

Rating (10-8)	Rating (7-4)	Rating (3-1)
72%	18%	10%

Note: On a scale of 1 - 10 where 1 represents the lowest marks and 10 represents the highest marks.

4. Other Observations

Best Practices: Some of the best practices that were noticed in top 79 Police Stations of the country are:
- Identification of a Pradhan in the market who acts as a SPOC (Single Point of Contact) for everyone to interact with Police results in quick response time of police.
- Regular interaction of Beat constables with people raises satisfaction level and shortens the response time
- Adoption of system like Saanjh Kendra which involves mediation by non-police senior citizens prevents law and order situations
- Updated websites with details of local police officers and quick action on the on-line complaints

Citizen's feedback: At various places, people suggested certain practices that may improve the perception of the Police in the country
- Separate crime registration counters/centres away from Police Stations
- Citizen grievance mobile app for easy registration of complaint, grievances and suggestions, this indicates lack of awareness of existing applications
- Centralized call centre engaging non police persons for handling the issues before they go to police
- Need to change Police culture to that of service provider rather than a weilder of power and authority through appropriate training
- More focus on community policing
- Training for Emergency response
- Need to shift the focus from elite to the common man

Infrastructure maintenance and upkeep: Most of the Police Stations had basic amenities like drinking water, water in toilets, small pantry, etc., however, the cleanliness of the area, toilets, mess and barracks were far from the acceptable standards and need a lot of attention.

Response from Public: People in general were reluctant to share their feedback on their interaction with the Police. It was understood that this was perhaps because of fear of reprisal and negative observations about its functioning.

Dial 100 Services: At several places, people were unable to connect to DIAL 100/112 telephone number, and the Police was unable to reach to the location of the incident. Women respondents faced difficulty because of lack of information on Women helpline numbers.

Women Respondents: Since most of the shortlisted Police Stations were in the Tier 6 cities, therefore women complainants and the respondents were limited. In addition, women complainants or respondents were generally accompanied with men folk, therefore their opinions may have been influenced.

Police Perception: The performance of the police is found to be better under surveillance (in the Police Station) than outside in the market or residential areas, as observed from question on behaviour, corruption, and discrimination on the basis of caste, gender and religion.

Law and Order Situations: Only 28% of the Police Stations responded to the question on number of law and order situations in a month. Out of these, 83% of them stated that less than 10 law and order situations occurred in their jurisdiction during the month. This is indicative of the work load in a Police Station.

Communication Gaps: Numerous communications were shared with the Police Stations about the survey, however the same was not communicated to the authorities concerned at the Police Stations. Therefore, it may be considered that communication channels between the offices is not effective and needs improvement.

22 Ranking of Police Stations 2019

Ranking of Police Stations

Ranking

1st Rank
Aberdeen (Andaman & Nicobar Islands)
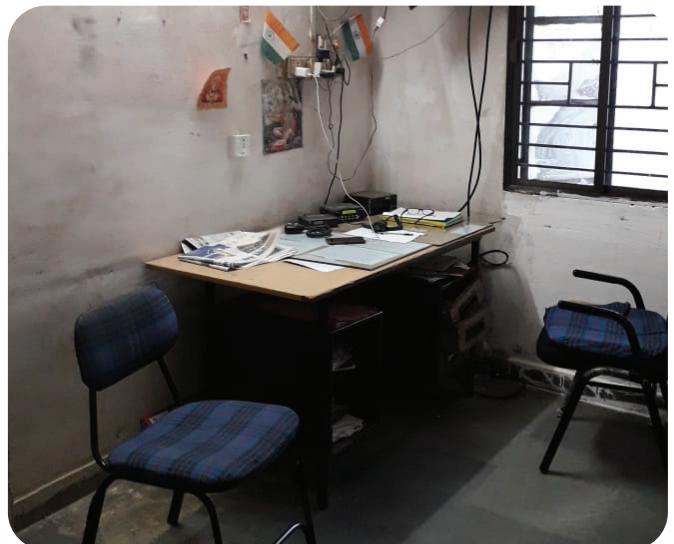
OFFICE OF THE STATION HOUSE OFFICER
POLICE STATION ABERDEEN

" सेवा ही हमारा कर्तव्य है "
'HELP US TO HELP YOU'

STRENGTH	INSP	SI	ASI	HC	PC	LPC	HG(X)+HG(V)	FC	FS
SANCTION	01	09	05	25	69	-	-	01	01
PRESENT	02	10	03	21	48	41	15	9	02	01
SHORTAGE	-	-	-02	04	-	21	-	-	-	-

COMPARATIVE CRIME STATEMENT

YEAR	2017	2018	2019 till date
IPC CASES	172	197	119
EXCISE CASES	510	514	468
NDPS ACT	05	10	33
OTHER L&S LAW	09	11	28
POCSO ACT 2012			11
	696	732	641

2nd Rank
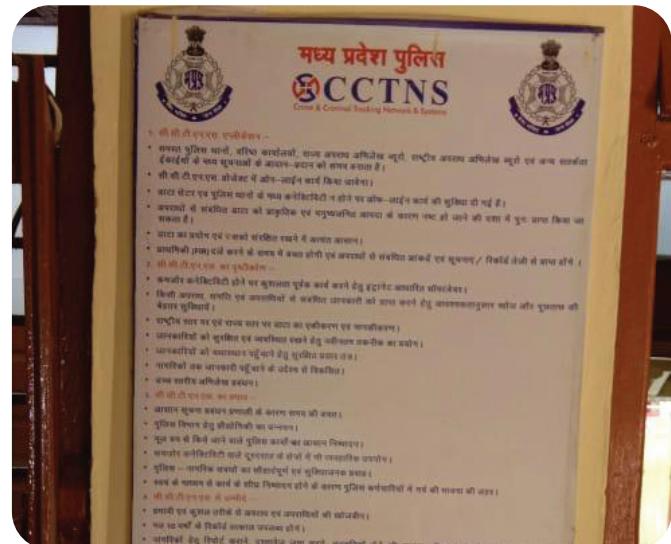
Balasinor (Gujarat)

3rd Rank
AJK Burhanpur (Madhya Pradesh)

Top 10 Police Station

State	District	Police Station	Ranking
Andaman & Nicobar Islands	Andaman	Aberdeen	1
Gujarat	Mahisagar	Balasinor	2
Madhya Pradesh	Burhanpur	Ajk Burhanpur	3
Tamil Nadu	Theni	AWPS - Theni	4
Arunachal Pradesh	Dibang Valley	Anini	5
Delhi	South West District	Baba Haridas Nagar, Dwarka	6
Rajasthan	Jhalawar	Bakani	7
Telangana	Karimnagar	Choppadandi (M)	8
Goa	North Goa	Bicholim	9
Madhya Pradesh	Sheopur	Bargawa	10

State Toppers

State	District	Police Station
Andaman & Nicobar Islands	Andaman	Aberdeen
Andhra Pradesh	Godavari West	Jeelugumilli
Arunachal Pradesh	Dibang Valley	Anini
Assam	Goalpara	Dhupdhara
Bihar	Nalanda	Rajgir
Chandigarh	Chandigarh	PS Sector 19
Chhattisgarh	Kabirdham (Kawardha)	Bodla
Dadra & Nagar Haveli	Dadra & Nagar Haveli	Khanvel
Daman & Diu	Diu Dist	Diu
Delhi	South West District	Baba Haridas Nagar, Dwarka
Goa	North Goa	Bicholim
Gujarat	Mahisagar	Balasinor
Haryana	Panipat	Panipat Sadar
Himachal Pradesh	Hamirpur	Nadaun
J&K	Rajouri	Sunderbani
Jharkhand	Lohardaga	Mahila
Karnataka	Raichur	Gabbur
Kerala	Thrissur City	Ollur

State	District	Police Station
Lakshadweep	Lakshadweep	Kadamat Island
Madhya Pradesh	Burhanpur	Ajk Burhanpur
Maharashtra	Jalgaon	Marwad
Manipur	Imphal West	City Police Station
Meghalaya	Khasi Hills East	Laban
Mizoram	Champhai	Khawzawl
Nagaland	Kiphire	Kiphire
Odisha	Sambalpur	Kuchinda
Puducherry	Puducherry	Nettapakkam
Punjab	Sangrur	City Sunam
Rajasthan	Jhalawar	Bakani
Sikkim	East District	Sadar PS
Tamil Nadu	Theni	AWPS - Theni
Telangana	Karimnagar	Choppadandi (M)
Tripura	Belonia	Belonia Women PS
Uttar Pradesh	Etah	Rijor
Uttarakhand	Almora	Chaukhutia
West Bengal	Baruipur	Gosaba

Annexure A

List of Shortlisted Police Stations

State/Ut	District	Police Station
Andaman & Nicobar Islands	Andaman	Aberdeen
Andhra Pradesh	Prakasham	Ongole Town 1
Andhrapradesh	Godavari West	Jeelugumilli
Andhrapradesh	Cuddapah	Proddatur Town 1
Arunachal Pradesh	Dibang Valley	Anini
Arunachal Pradesh	Longding	Kanubari
Assam	Goalpara	Dhupdhara
Assam	Sibsagar	Gaurisagar
Bihar	Patna	Mokama
Bihar	Patna	Dhanarua
Bihar	Nalanda	Rajgir
Chandigarh	Chandigarh	PS Sector 19
Chhattisgarh	Bemetara	Khamharia
Chhattisgarh	Kabirdham (Kawardha)	Bodla
Dadra & Nagar Haveli	Dadra Ngr Haveli	Khanvel
Daman & Diu	Diu Dist	Diu
Delhi	West	Moti Nagar
Delhi	South West Delhi	Baba Haridas Nagar, Dwarka
Goa	South Goa	Maina Curtorim
Goa	North Goa	Bicholim
Gujarat	Mahisagar	Balasinor
Gujarat	Vadodara	Harni
Gujarat	Ahmedabad Rural	Haveli Gaikwad
Gujarat	Surat	Puna
Gujarat	Vadodara	Kishanwadi
Haryana	Karnal	Women Police Station Assand,Karnal
Haryana	Panipat	Panipat Sadar
Himachal Pradesh	Hamirpur	Nadaun
Himachal Pradesh	Mandi	Women Police Station Mandi
J&K	Pd Sopore	Dangi Wacha
J&K	Rajouri	Sunderbani
Jharkhand	Lohardaga	Senha
Jharkhand	Lohardaga	Mahila
Karnataka	Gadag	Mundaragi
Karnataka	Raichur	Gabbur
Karnataka	Vijayapur	Managoli
Kerala	Thrissur City	Ollur
Kerala	Wynad	Sulthanbathery
Lakshadweep	Lakshadweep	Kadamat Island

| State/Ut	District	Police Station
Madhya Pradesh	Katni	Kymore
Madhya Pradesh	Burhanpur	Ajk Burhanpur
Madhya Pradesh	Sheopur	Bargawa
Maharashtra	Jalgaon	Marwad
Maharashtra	Nanded	Umri
Maharashtra	Jalgaon	Zillapeth
Manipur	Imphal West	City Police Station
Manipur	Thoubal	Lilong
Meghalaya	Khasi Hills East	Shella
Meghalaya	Khasi Hills East	Laban
Mizoram	Champhai	Khawzawl
Mizoram	Kolasib	Kolasib
Nagaland	Kohima	Kohima South
Nagaland	Kiphire	Kiphire
Odisha	Sambalpur	Kuchinda
Odisha	Angul	Pallahara
Puducherry	Puducherry	Nettapakkam
Punjab	Sangrur	City Sunam
Punjab	Gurdaspur	Ghuman Kalan
Rajasthan	Jhalawar	Ratlai
Rajasthan	Jhalawar	Bakani
Rajasthan	Bikaner	Panchu
Sikkim	East District	Sadar PS
Sikkim	West District	Sombaria PS
Tamil Nadu	Thirunelveli	Manur
Tamil Nadu	Pudukkottai	Illupur
Tamil Nadu	Nagapattinam	AWPS - Mayiladuthurai
Tamil Nadu	Theni	AWPS - Theni
Telangana	Karimnagar	Choppadandi (M)
Telangana	Rangareddy	Kondur
Telangana	Mahaboobnagar	Koilkonda
Tripura	South	Belonia Women PS
Tripura	South	Santir Bazar
Uttar Pradesh	Bulandshahar	Jahangirpur
Uttar Pradesh	Etah	Rijor
Uttar Pradesh	Hamirpur	Jaria
Uttarakhand	Almora	Chaukhutia
Uttarakhand	Tehri Garhwal	Munikireti
West Bengal	Bankura	Raipur
West Bengal	Baruipur	Gosaba

Annexure B
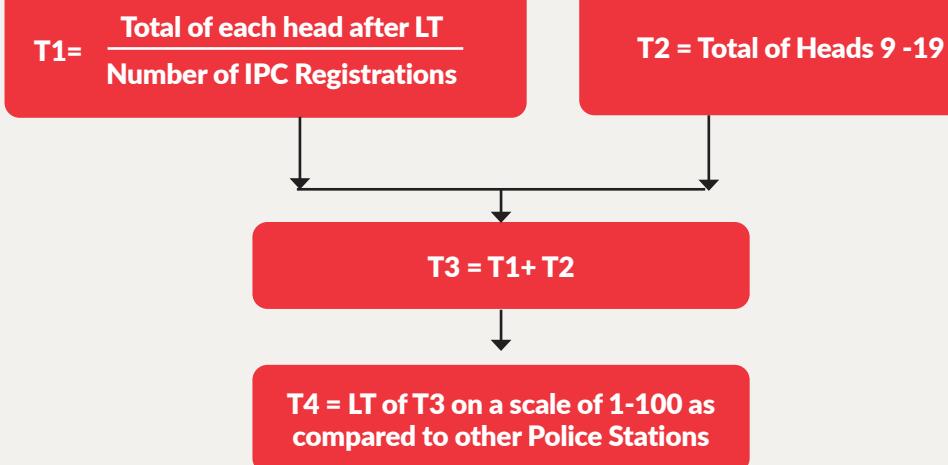
Part A: Performance Matrix Calculation

The total marks for part A was divided into two parts as mentioned below:

Score of Headers 1-8: (T[1]): For every Police Station, the total marks were calculated by addition of values against each head obtained by multiplying the no. of cases under each sub-head with the points (as per the format of BPRD). Each head was transformed linearly on the range as mentioned below

Criteria	Range
Minor Acts	0-20
Preventive Actions	0-20
Execution	0-10
Disposal of Old cases	(-10) – 20
Cases under Case Officer Scheme	(-10) – 20
Law and Order	(-20) – 0
Trap by ACB	(-50) – 0
Suspension	(-10) – 0

Score of Headers 9 -19 (T[2]): For each Police Station total marks was calculated by giving points under headers 9 -19 (as per the format of BPRD) depending on the cases under each sub-head

$$T1 = \frac{\text{Total of each head after LT}}{\text{Number of IPC Registrations}}$$

T2 = Total of Heads 9 -19

T3 = T1+ T2

T4 = LT of T3 on a scale of 1-100 as compared to other Police Stations

[1] Linear Transformation (L.T.) is a process of mapping of the range between maximum and minimum that preserves the operations of addition and multiplication.

Considering using a linear transformation to convert some values having a minimum value 'A' and a maximum value 'B' to a scale of 1-100, then any value supposing 'X' will be transformed to 'x' in the following manner:

$$x = [(X-A)*(100-1)/(B-A)] + 1$$

Annexure C

Part B: Infrastructure and Approachability

Activity	Sub-Topic	Question
Infrastructure and Cleanliness of the Compound Area	Compound Area Cleanliness	Odor- Is there a foul smell present around?
		Liquid waste- Can stagnated water be spotted in the compound area?
		Open Drains- Are there any open drains in the compound area?
		Are dustbins placed in the compound area?
		Are the dustbins separate for wet waste and dry waste?
		Are the dustbins overflowing?
Infrastructure of the Police Station (Inside)	Police Station (Inside) Facilities	Is there a board present for displaying no. of arrests in the last 24 hours?
		Does the Police Station have additional features like child room, Graffiti on walls, special initiatives like public library, Public Gymnasium etc.
		Presence of Waiting Room- Is there a designated waiting room available for common public?
		Women help desk- Does the Police Station have separate Women Help Desk?
		Are there chairs/desks available for the police staff?
		Is the furniture in good condition?
		Is there proper cooling/ heating arrangement in the Police Station?
		Are there separate rooms available for Investigating Officers?
		Is enough cooling/heating facility available in the room?
		Does the room have storage cabinet for files and case files?
		Does the Police Station have separate suspect/witness examination room?
		Does the Police Station have separate wireless and communication room?
		Is Malkhana / Armoury available and locked?
		Does the Police Station have separate conference room?
		Cleanliness- Is there litter around in the Police Station like waste paper, Cigarette bud,Wrappers, Dust etc?
		Cleanliness-Could you notice stains of paan spitting , gutka or bird dropping on the floor, pillars or walls?
		Odor-Could you notice foul smell?
		Walls- Were the walls of the building clean and painted well?
		Dustbins- Is there any dustbins placed in the area?
		Swachh Bharat Abhiyan Activities- Are there Swachh bharat Boarding with warning of anti-littering and open urination / open defecation?
		How is the overall ambiance of Police Station?
Additional Facilities	Facilities	Power Backup- Does the Police Station have power back up system?
		Disabled Friendly Facilities- Is there any ramp available for persons with disabilities
		Does the Police Station have any separate facility for recreational activities / playground /gym?
		Tea /coffee facilities- Are there tea / coffee facilities / pantry services available?
		Drinking Water facilities- Is drinking water available for staff and visitors?
		Drinking Water facilities- Is the drinking water cooling facility/RO/Dispenser maintained and functional?
Toilets and Cleaning Staff	Toilet Amenities & Cleanliness	Does the Police Station have separate toilets for male and female?
		Is running water available in the toilet?
		Is the toilet well-lit?
		Is the toilet ventilated?
		Is the toilet seat area clean without stains, litter or other waste?
		Are there cockroaches or rats in sight in the toilet?
		Is there foul smell in the toilets?

Activity	Sub-Topic	Question
		Is the flush in the washroom functional?
		Are the walls and ceiling clean i.e. no cob web, stains, etc?
		Is there wash basin area present?
		Is soap/hand wash available?
	Housekeeping & Personnel Hygiene	Is there a housekeeping staff appointed for the toilet?
		Attendance of the housekeeping staff maintained?
		Is there daily cleaning check list available?
		Is the housekeeping staff wearing uniform?
		Does housekeeping staff using protective gear or gloves and mask, shoes?
		Does the staff have appropriate cleaning equipment's ie (broom, dust baskets, mop, mop, bucket)?
		Is janitor space available?
Safety of the Police Station	CCTV	Does the Police Station have CCTV cameras?
		Are the total number of cameras present in the Police Station enough to cover the entire area?
		Are the cameras in working condition?
		Does the compound area of the Police Station have CCTV cameras?
		Does the reception area of the Police Station have CCTV cameras?
	Fire Safety	Does the Police Station have the fire extinguishers?
		Are the extinguishers tested timely and working?
		Does the Police Station have fire alarm?
		Does the Police Station have fire safety infrastructure (sand buckets, hose pipes, etc)?
		Is there any assembly area available in the Police Station and being displayed well?
		Are all the wires and switch boards properly covered, secured (concealed conduit or on batten)?
Maintenance of Records - Physical and Online		Are the registers labelled?
		Are the registers hard Cover?
		Are records stored in a sealed cabinet?
		Are the old records maintained online?
		How are the complaints taken?
		Is the internet facility available?
Mess / canteen area		Is the canteen/ mess area available?
		Are the walls and ceiling clean, maintained and free of dampness?
		Does the room have a proper ventilation?
		Does the room have proper lighting?
		Is the mess provided with proper cooling facility?
		Is the floor of the mess clean and maintained?
Barracks	Barracks Cleanliness & Facilities	Are barracks available with the Police Station
		Are the walls and ceiling clean, maintained and free of dampness?
		Are the rooms properly ventilated?
		Are the rooms available with proper lighting?
		Is cooling facility like cooler/AC available in the rooms?
		Is the floor clean and maintained?
		Is the mosquito repellent available and functional in the rooms?
		Are the beds in the barracks clean and well made?
		Is the overall look of barracks good?

Activity	Sub-Topic	Question
	Barrackss Toilet Cleanliness	Are there toilets available for barracks?
		Is the toilet seat area clean i.e. no stains, litter or other waste?
		Are the urinals clean i.e. not stains , litter or other waste?
		Is there foul smell in the toilets?
		Are the walls, ceiling clean, maintained and free of dampness?
		Is running water available in toilet?
		Is the toilet well lit?
		Is the toilet ventilated?
		Is there a flush in the washroom and is it functional?
		Is there any wash basin area present?
		Is there soap/hand wash?

SHO Questionnaire

Expenses- After how many months of placing order, do you receive the stationary items from SP office?

Expenses-Do you get the list of the items as ordered in total?

Expenses- Is there any provision to make request for extra stationary by the Police Station?

Financial Autonomy- Does the Police Station have imprest account system?

Fuel- In how many days of placing order do you receive fuel confirmation/coupons/budget from the SP office?

Do you get fuel requirement received in total as ordered?

For how many days station vehicles remain idle in want to fuel?

Is there any case registered against any police officer during the previous year?

Number of police personnel charged under PC act during last year

Has anyone died during custody in last year?

Number of custodial deaths

Is there any case of escape from police custody during last year?

Number of runaway prisoners form police custody

Vehicles- Number of 4 wheeler sanctioned

Vehicle Number of 4 wheeler functional

Vehicle Number of two wheeler Sanctioned

Vehicles - Number of two wheeler functional

Vehicles- How many vehicles are GPS tagged?

Vehicles- Are the GPS tags functioning?

Vehicles- How many vehicles are RFID tagged?

Vehicles- Are the RFID tags functioning?

IEC/ Community Outreach/ PR activities- Number of events done for the citizens awareness

HR- How many personnel are trained in basic CCTNS and basic daily report online?

HR- How many personnel are trained in basic computer operations?

HR-How many personnel are trained in juvenile justice (Care & protection of children) training?

HR- How many personnel are trained in laws related to crime against women training?

Number of male staff sanctioned for the Police Station

Number of male staff posted in the Police Station

HR-Number of female staff sanctioned for the Police Station

HR- Number of female staff posted for the Police Station

Mess and Barracks- Who cooks the food in the mess?

Mess and barracks- Who provides the facilities for trunks , bed, beddings etc?

Who pays for tea coffee facility and ingredient

How many times in a year does the drinking water facility gets inspected by any agency?

In there a record maintained for history sheeters?

Number of law & order situations in the last one month

Annexure D

Part B: Citizen's Feedback

Feedback	Question
People leaving Police Station	Could you file your FIR/complaint?
	How easy or difficult was the process?
	Have you received confirmation on mobile/phone/through any other on the FIR/complaint?
	Was there any attempt at watering down/diluting/compromising the FIR/complaint?
	Was a copy of the complaint given to you?
	Was the policeman wearing name plate on himself?
	Was there any demand for a bribe by the police?
	In case of a woman complainant Was there a policewoman in the Police Station to help with the complaint?
	Was there any gender bias shown towards you as a woman/girl?
	Was there any caste, religion, region (local/outsider) or status bias evident during the interaction?
People in Residential Areas	Do you find police patrols taking place regularly in your area?
	What is the response time of police arrival in case of any fight, complaint or crime in your area?
	Are you aware of the beat constables in your area and do they interact with you?
	Has a bribe ever been demanded from you in your area? (Amount & regularity/periodicity)
	How safe do you feel in your area?
	Was there any caste, religion, region (local/non-local) or status bias evident during the interaction?
	Was there any gender bias shown towards you as a woman/girl?
People in Market (Shopkeeper)	Does the police keep your area under physical surveillance?
	Are the police active in resolving crimes in your area?
	What is the reaction time for the police to arrive in your area after the reporting of a crime?
	Has a bribe ever been demanded from you in your area? (Amount & regularity/periodicity)
	Do you feel safe in your area?
	In the last year do you feel that the police have become more effective in your area?
	Was there any caste, religion, region (local/non-local) or status bias evident during the interaction?
	How forthcoming and confident do you feel to report a crime or complaint to the police?

Notes

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Government of India

Ministry of Home Affairs