

Ranking of Police Stations 2020



Government of India
Ministry of Home Affairs





Government of India

Ministry of Home Affairs



अमित शाह
AMIT SHAH



गृह मंत्री
भारत

HOME MINISTER
INDIA

MESSAGE

An efficient police system is key to maintenance of internal security and ensuring our freedoms. The police station is the basic unit of the police system in our country. It is the first point of contact for the citizens. Hence it goes without saying that the police station should be citizen-friendly and efficient. In order to incentivize more effective functioning of police stations and bring healthy competition among them, the Ministry of Home Affairs conducts their annual rankings.

In this year's ranking it is worthwhile to note that most of the top-ranked police stations in the country are not located in any metropolitan area. This emphasises the fact that more than resources, it is actually the spirit of service and responsiveness that helps in prevention and control of crime.

I express my pleasure on timely completion of this exercise by the Ministry during the pandemic and congratulate each officer and staff of the best police stations for their hard work and dedication. I believe that they will continue to discharge their duties with the same spirit and become a role model for others.

A handwritten signature in black ink, which appears to read "Amit Shah".

जी. किशन रेड्डी
G. KISHAN REDDY



गृह राज्य मंत्री
भारत सरकार
MINISTER OF STATE FOR
HOME AFFAIRS
GOVERNMENT OF INDIA

MESSAGE

An effective Police force is essential to ensure protection of citizens and enforcement of their rights. We have a well-established police system in the country but there is always a scope for improvement. It is a continuous endeavour to bring reforms in the functioning of police.

The annual ranking of police stations is an exercise to contribute to bring improvements in the functioning of police. On the one hand it encourages hard working police personnel and others to keep motivated and on the other hand it exhibits a high level of satisfaction and trust in police by citizens.

Such ranking also provides a picture of the state of physical infrastructure, resources and deficiencies at the level of police stations. The annual exercise of ranking of police stations, therefore, works as a constant guide for more improvements.

I congratulate all the officials of the top-ranked police stations and hope that all police stations of the country will emulate their example and contribute in serving the nation with full devotion.

(G. KISHAN REDDY)

AJAY BHALLA, IAS



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



Message

As times have changed and new challenges have emerged, our police system has also undergone various reforms. Modernising our police forces in infrastructure and approach have been our priority. The annual survey of the best police stations reflects our priority. The annual evaluation of police stations in India recognises hard work of our police personnel, encourages our police force and also provides a feedback on many aspects of policing in the country for future guidance.

2. The survey conducted this year was distinctive as it took place during the pandemic period of Covid-19 after taking all precautions. Its success is owed to co-operation from all the State Governments. This year a new parameter "missing persons, unidentified found persons and unidentified dead bodies" was added for evaluation of police stations. The survey was conducted by a third party with senior officers of the division supervising the exercise. It focused on performance of police station in criminal justice system, availability of infrastructure, approachability and feedback from citizens.

3. I believe this survey will be valuable for all the stakeholders concerned.

4. I take this opportunity to congratulate and convey my best wishes to all the officials of the top-ranked police stations.



(Ajay Bhalla)

Place: New Delhi

Dated: 25.11.2020

विवेक भारद्वाज, आई.ए.एस.
VIVEK BHARADWAJ, IAS

अपर सचिव

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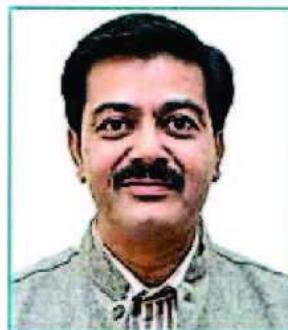


भारत सरकार
गृह मंत्रालय

GOVERNMENT OF INDIA
MINISTRY OF HOME AFFAIRS

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MESSAGE

A survey of the best Police Stations of the country is an essential part of police reforms. Police Stations are the first point of contact for the citizens with not only the police but also with governance itself and this becomes a measure of the Government's effectiveness. It is for this reason that courteous behavior, registration of crimes and their unbiased investigation leading to filing of charge-sheets are an essential part of all Police Stations not only of the best.

2. This year's survey was conducted under challenging circumstances. It was difficult to access Police Stations located in remote areas during the Corona pandemic due to various restrictions on movement. The survey was conducted in accordance with all the relevant Government guidelines. Another challenge was the election being conducted in an eastern State. It is for this reason that everyone who contributed to the success of the survey of the best Police Stations this year deserves appreciation.

3. An important part of the survey is the response of the citizens to policing. A large part of the citizens surveyed refused to answer questions on the functioning of the police. This is not only a matter of concern, but should also constitute an agenda for the police brass. It is rightly said that it is trust not fear which is the bedrock of governance. Another important finding of the survey relates to the workload of an average police station. It is quite revealing to note that law and order situations occur within a Thana's jurisdiction only infrequently.

4. I wish to utilize this occasion to congratulate the officers and staff of the best Police Stations in the country and hope that all Police Stations shall be worthy of such an honour in the near future.

Vivek Bharadwaj
(Vivek Bharadwaj)

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Introduction

"By SMART Policing, I mean

S - Sensitive & Strict;

M - Modern with mobility;

A - Alert & Accountable;

R - Reliable & Responsive;

T - Trained & Techno-savvy."

-Shri Narendra Modi,

Hon'ble Prime Minister of India

The Hon'ble Prime Minister Sh. Narendra Modi during the 49th Annual Conference of Directors General and Inspectors-General of Police at Guwahati on November 30, 2014 spoke about the SMART Police and introduced the concept with an acronym among the primary objectives of the police.

In 2015 at the DGP/IGPs Conference at Kutch, Gujarat hon'ble prime minister directed the Ministry of Home Affairs to formulate a scheme to identify, recognize and rank the best Police Stations in the country.

Ministry of Home Affairs subsequently took the initiative and made it an annual affair to rank the best police stations in the country based on various parameters, setting the stage for a healthy competitive spirit within the police stations across various states and districts thereby encouraging better governance at the grass root level.

The scheme lays considerable focus on various aspects of a Police Station such as the basic amenities for visitors, waiting for the area, toilets, drinking water, receptionist whom the visitors can meet; Restroom for constables, including a separate room for women constables; Natural lighting and ventilation, solar lighting, energy saving features; CCTNS(Crime and Criminal Tracking Networks and Systems),

CCTV, Safe & Secure Armoury, Record Room, Communication Room for wireless, computers etc; Automated kiosks for filing of complaints by the public with a back-end system for tracking follow up action.

The evaluation and ranking of each of the police station is based on

-assessment of citizens' perception,

-crime detection and prevention,

-maintenance of law and order and;

-adaptability to Crime and Criminal Tracking Networks and Systems(CCTNS).

The Police Modernization Division of the Ministry of Home Affairs entrusted **Grant Thornton Bharat LLP** with the responsibility of shortlisting and conducting the evaluation of top police stations in the country for the year 2020.



Evaluation Process & Scoring Matrix



Evaluation Process

Two Stage Process

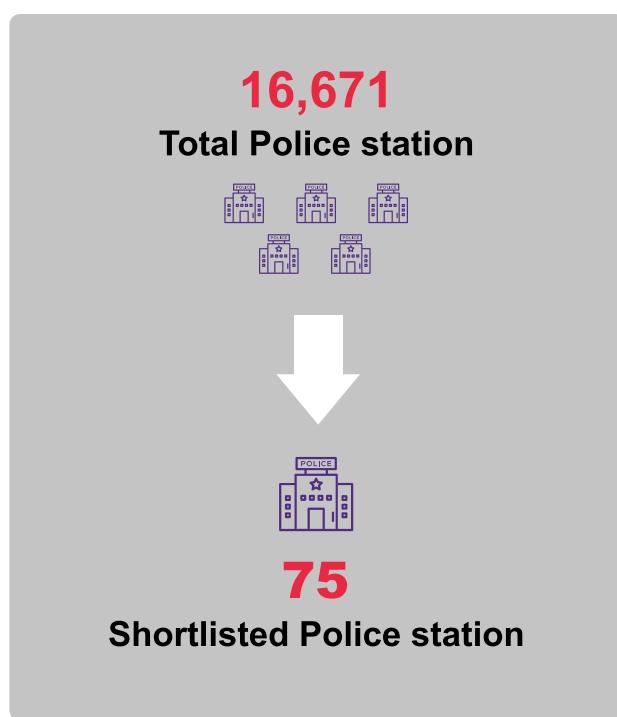
With a total of 16,671 police stations in counting, it was a challenging task to select police stations for survey. An innovative evaluation process is formulated to uncover the noticeable efforts and performance of the staff at each police station. The process is comprehensive but is exercised with utmost caution to recognize the actual performer.

Stage 1 – Shortlisting of Police Stations

The objective of this stage was to shortlist the top performing police stations based on the data that was available with National Crime Record Bureau (NCRB) for following categories:

- Crime against Women,
- Property Offence,
- Crime Against Weaker Section.

This year additional parameters of missing persons, unidentified found persons and unidentified dead bodies has also been added to the list of parameters to shortlist police stations.



(*Shortlisted Police station details mentioned at Annexure A*)

Top performing police stations were shortlisted for survey. Number of police stations selected for each state is as under:-

Parameter	Number
States with More than 750 Police Station	3
States with less than 750 Police Stations	2
Delhi	2
Union Territories	1

Shortlisting: Weighted Average

Crime Against Women	Number of charge sheet generated out of total FIRs registered 70% weightage	Number of charge sheet generated out of total FIRs registered within 60 days 30% weightage
Property Offences		
Crime Against Weaker Section	Number of charge sheet generated out of total FIRs registered 60% weightage	Number of charge sheet generated out of total FIRs registered within 60 days 40% weightage
Missing Persons		
Unidentified Found Persons		Number of Cases registered and photograph uploaded in CCTNS.
Unidentified Dead Bodies		

Stage 2 – Shortlisting of Police Stations

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

Part A (80% Weightage)

Performance Measurement

The process identifies 19 parameters to evaluate the standards of service delivery and techniques of improvement in policing. The data on each parameter is collected from various Police Stations and further verified against the data provided by the NCRB. The parameters are listed as follows:

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. Trapped by ACB
8. Suspension
9. Crime against women
10. Disposal of old cases
11. Police Officers behaviour
12. Crime against weaker section
13. Verification
14. Road Safety
15. Conviction
16. Malkhana
17. Pendency
18. Community Reach
19. False Entry

(Performance matrix details at Annexure B)

Part B (20 % Weightage)

Infrastructure and Citizens feedback

Infrastructure of Police Station & Approachability

80%

The primary surveys conducted were aimed at gathering the data related to availability of physical infrastructure and its upkeep at the Police Stations, the behavioural patterns of the staff deployed at the Police Stations that interact with the Public, Data collected on multiple fronts through these primary surveys were qualitative and quantitative in nature. In order to collect this data and maintain the data security and accuracy, a specified app was created for the sole purpose of this data collection. Each entry into the app during the data collection process was centrally monitored on a real-time basis to ensure course correction by the auditors of Grant Thornton Bharat LLP.

Citizen Feedback

20%

To understand the real impact of Policing in an area and People's perception about the security forces, citizens feedback plays a vital role to measure the performance of policing in any area, therefore sample size of 4056 respondents from 60 people at each shortlisted location was also surveyed. Data is collected from respondents from different areas like

- People leaving Police Station-10,
- People in the nearby market place-25 ,
- People living in nearby residential areas-25.

(Questions appended at Annexure C)

(Questions appended at Annexure D)

Final Score Calculation

A fair scoring matrix is of paramount importance for unbiased ranking. The scoring matrix devised considers positive marks for decent performance and negative marks for under-performance for defined parameters. The matrix is expected to provide equal opportunity to all the police stations to perform better and score higher, ultimately leading to better service delivery to the citizens.

Score of Part A

Positive Marks for good performance and negative marks for low performance.

Crime Based Parameter (1-8)

Performance Based Parameter (9-19)

Score of Part B

Each survey question gives marks for good performance and no marks for bad performance.

Infrastructure & Approachability

Total Points after Linear Transformation
(score in each category multiplied by respective number of points)

Number of IPC Registrations

Score: T1

Total of score under each head

Score: T2

Total Scores for Questions

Score: T4

T1 + T2
Linear Transformation on the scale of 1-100

Score: T3

Linear Transformation of T4 on the scale of 1-100

Score: T5

Final Score = (80% of T3) X (20% of T5)

* Section 1-8 are normalized by dividing the number of points scored by number of IPC registrations

Execution of the Survey



Selection of Surveyors & Training



To conduct this task, there was a need for a task force that understood the importance of the work & displayed professionalism. Therefore, identification and shortlisting of team of 70 expert surveyors was done based on the following criteria:-

- Individual performance of the surveyor for the assignments,
- Overall experience of the survey and
- The number of government projects surveyor has completed.

Post identification of the team, in-depth training of these surveyors was conducted. Since, the country and the world at large have been experiencing challenging times with the COVID-19 being declared a pandemic, online training was conducted and lockdown guidelines were followed without affecting the work.

The surveyors of **Grant Thornton Bharat LLP** were instructed to conduct the survey with the utmost professionalism, diligence and maintain social distancing. The surveyors were strictly instructed to observe the COVID-19 guidelines.

Proper social distancing, sanitization and wearing of masks were ensured at all the times.

Additionally, a certification test of all the surveyors was also conducted to assess the level of understanding after the training sessions were completed. To ease the process of data collection and survey, the training of the surveyors was also conducted in the regional languages of various areas such as Marathi, Tamil, Telugu, Khasi, etc. The survey questionnaire was also translated into various languages, ensuring that the data sets collected are not lost in translation.

Execution of the Survey



The execution of this survey rested in the hands of the team of qualified surveyors that was prepared after a careful selection and training process.

Given that the survey was to be conducted across all states and UTs in the country, the entire spread of the survey area was divided into various zones. Accordingly, the survey teams based on their language proficiency and regional familiarity were divided each zone had coordinators and each surveyor had 1-2 police stations for survey.

To bring perspective to the surveys conducted, following important steps were followed:

- Details of the SHO's, SPs and DGP's of the police stations to be surveyed were collected from web resources & NCRB data,
- Survey execution plan was prepared for conducting surveys,
- Police station's surveys were conducted with minimum notification time to capture actual results,

- The surveyors were instructed to carry the company identification card and authorized letter by Ministry of Home affairs.

The surveyor clicked the pictures with respect to the requirement of the survey exercise and the questionnaire requirements. The surveyor interviewed the police personnel, citizens from the residential areas, and various markets, and the people leaving the police stations. Approximately, 4056 were interviewed in total. An approximate of 60 citizen feedback/surveys were conducted corresponding to each police station. The data was collected on inhouse application of **Grant Thornton Bharat LLP** to maintain the authenticity.



Survey Outcomes

Charts

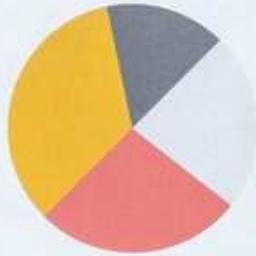
Line Charts

Pie Charts

Bar Chart



Pie Chart



25 %

50 %

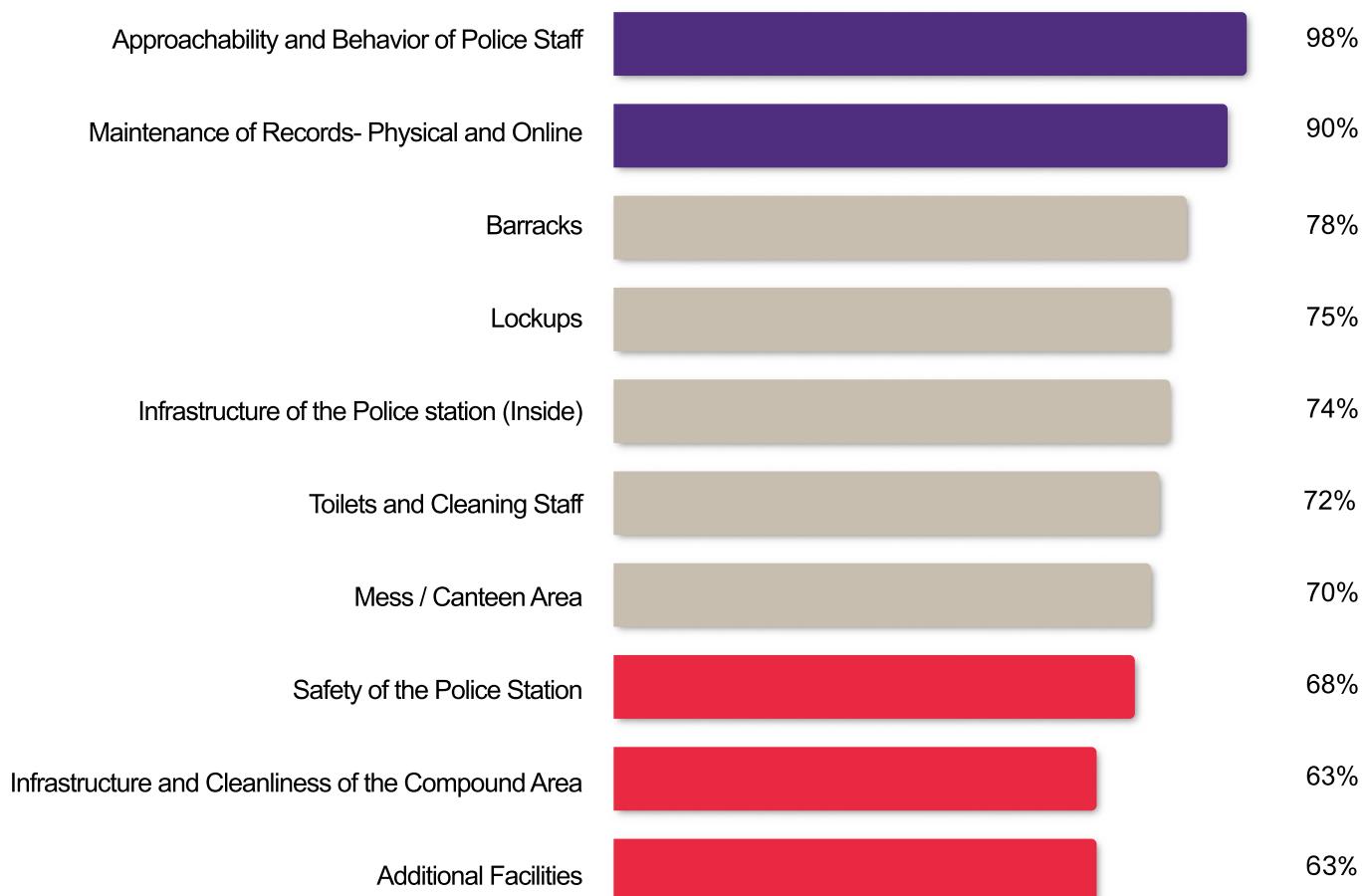
75 %



Survey: Infrastructure and Approachability

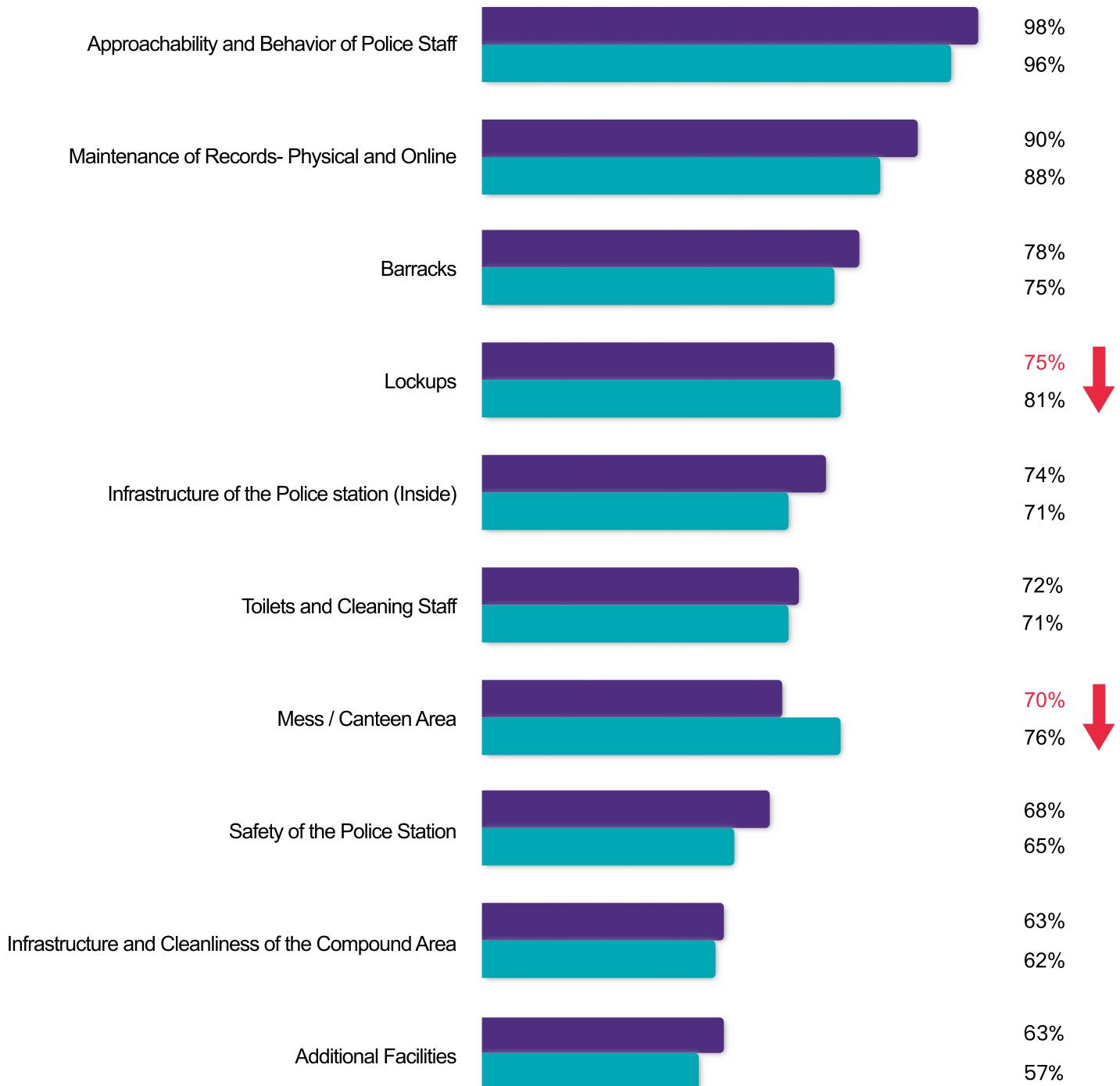
A survey for shortlisted police stations was carried out by [Grant Thornton Bharat LLP](#) to observe maintenance and upkeep of infrastructure along with behavior and approachability of Police Officers. Police stations scored positive feedback on approachability & maintenance of records. However, police stations need improvement on additional facilities, cleanliness & safety of the compound area. . While comparing the overall performance of 79 police stations of 2019 against 75 police stations of 2020, it was observed that scores of all the criteria except Mess/Canteen Area & Lockups have remarkably improved.

Performance of Shortlisted Police Stations on Infrastructure & Approachability Criteria



Comparison of 2019 vs 2020 on Infrastructure & Approachability Criteria

■ 2019 ■ 2020



State Wise Performance: Top 10 States

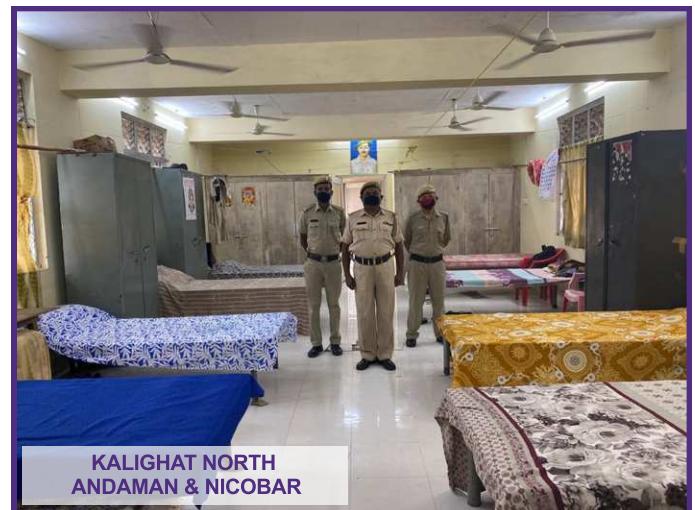
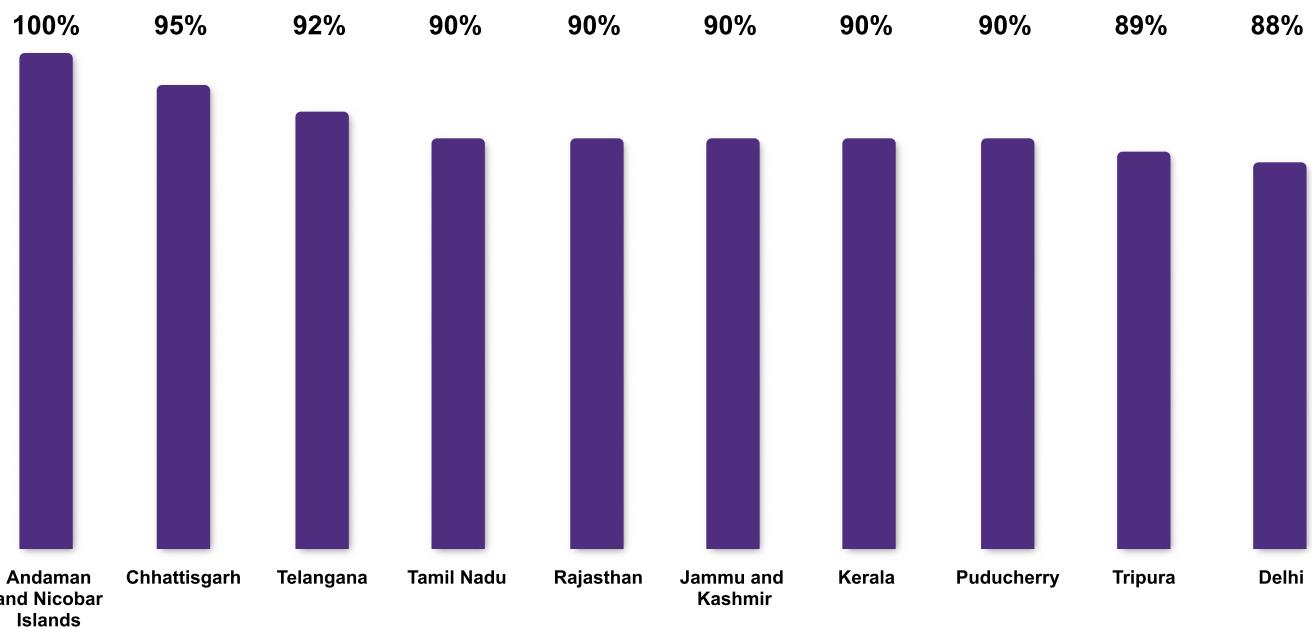
Approachability & Behaviour of Police Staff and Maintenance of Records

Out of all States & UT's, 31 scored 100% in approachability and behaviour criteria. The police staff was well dressed, attentive towards public, courteous & polite with complainant. Therefore, this criteria tops the bar with 98% score.

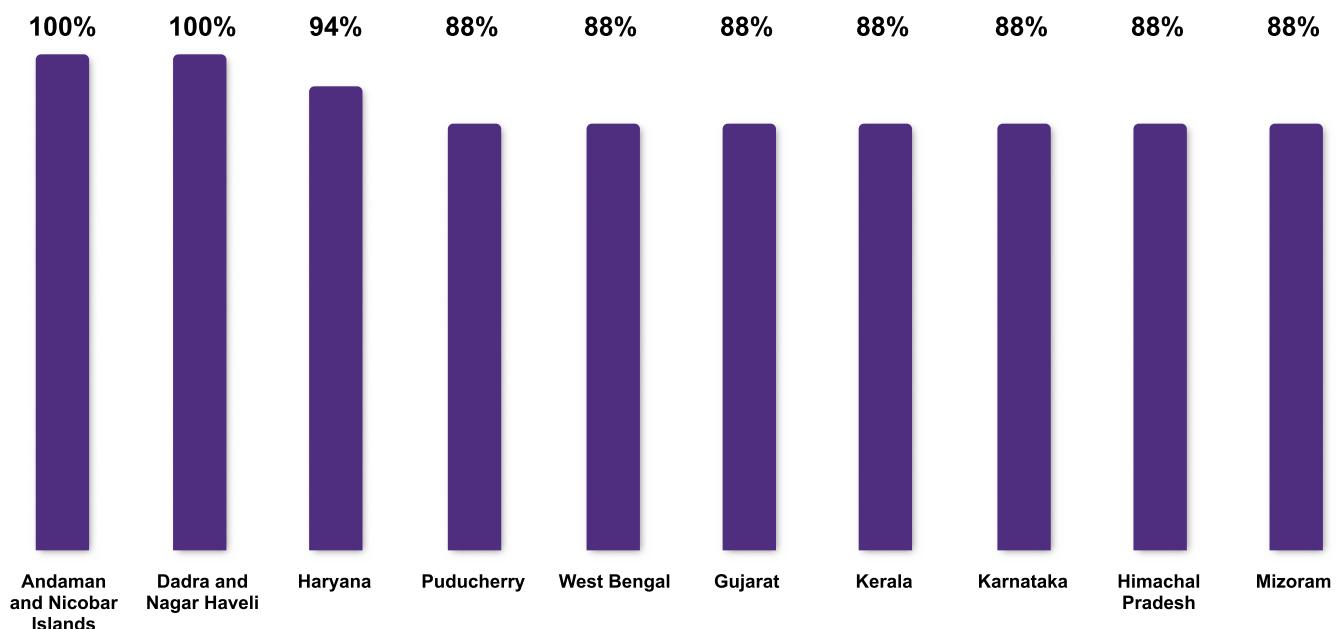
Records of 13 States and UT's were labelled properly and maintained with hard cover and therefore this criterion stands as second-best performing criteria with 90% score.



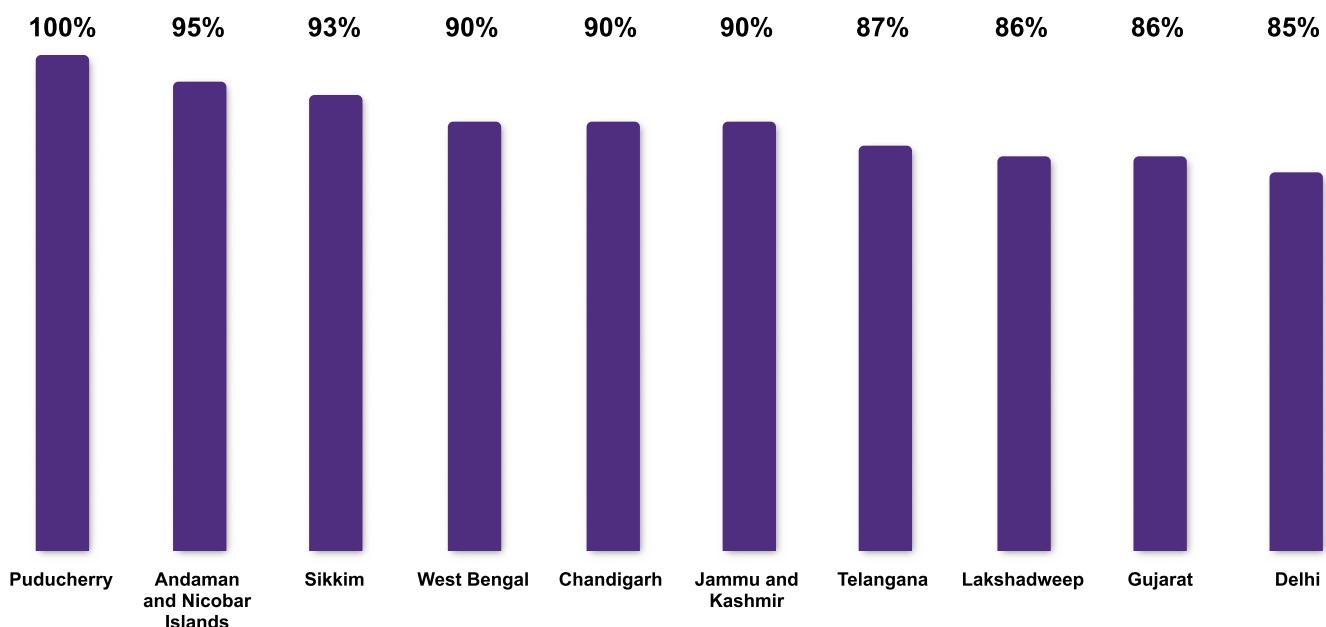
Barracks



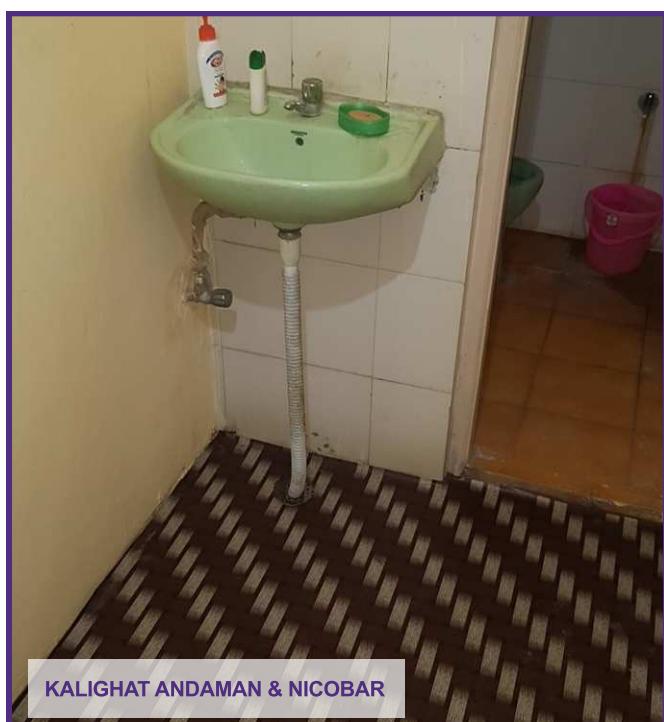
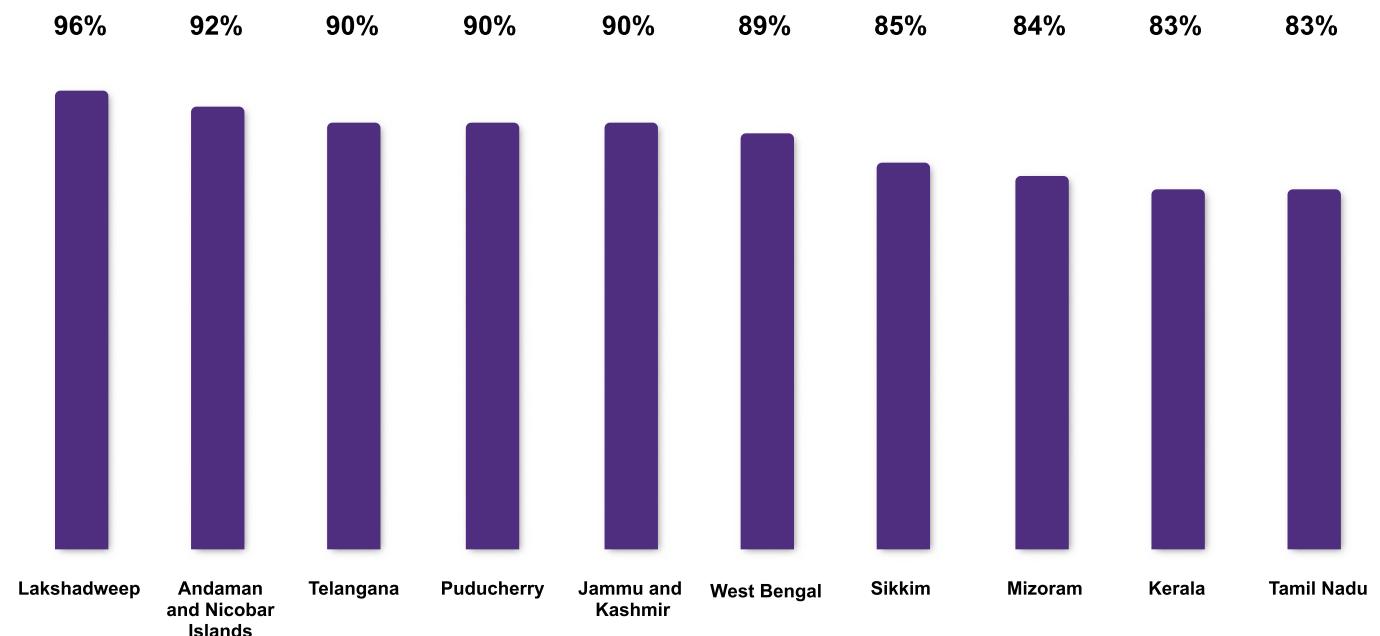
Lockups



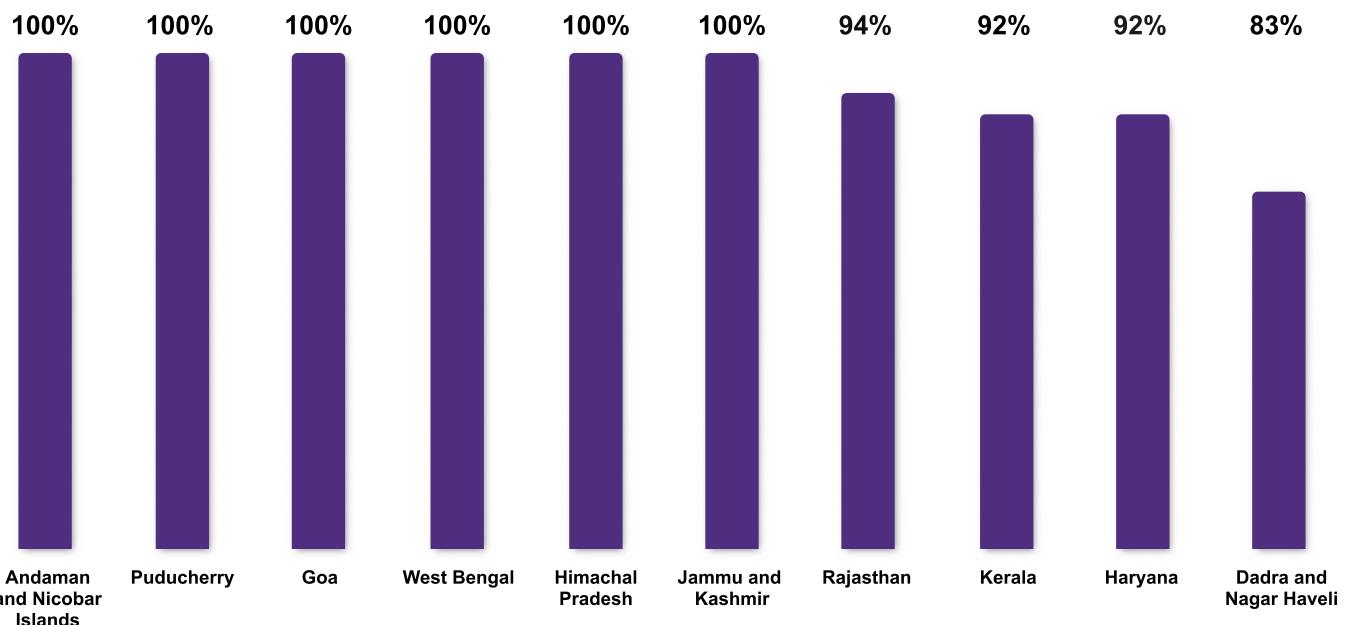
Infrastructure of the Police Station (Inside)



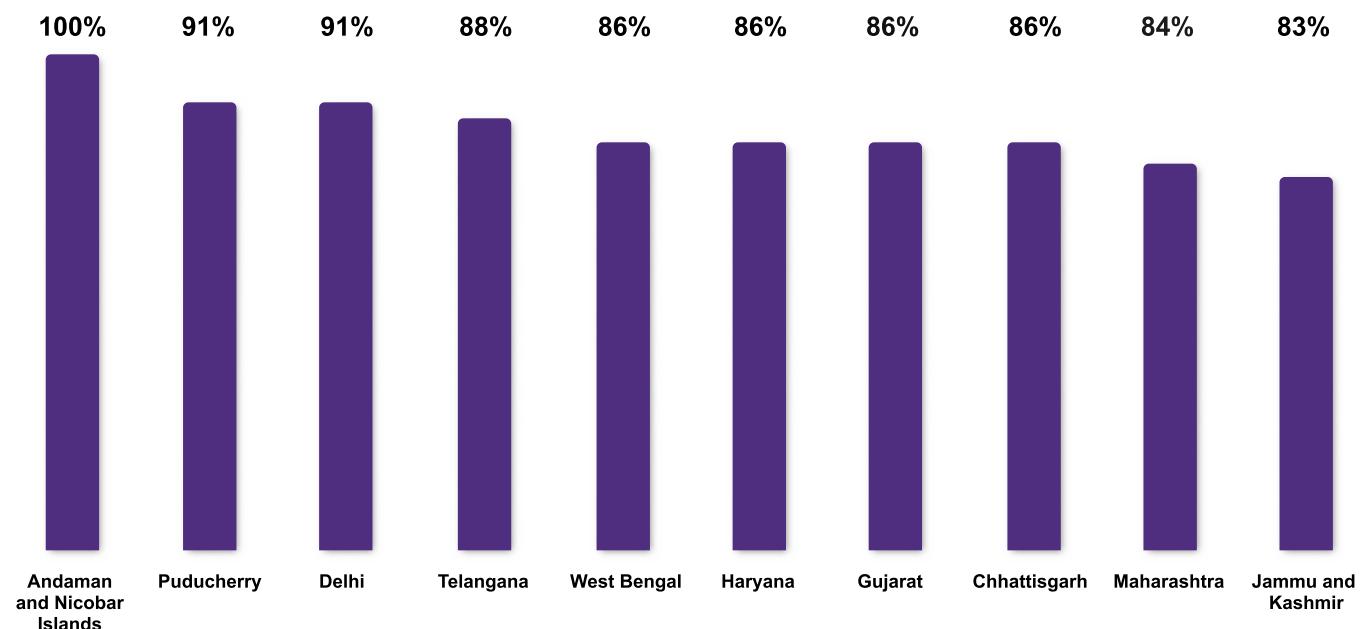
Toilets and Cleaning Staff



Mess & Canteen Area

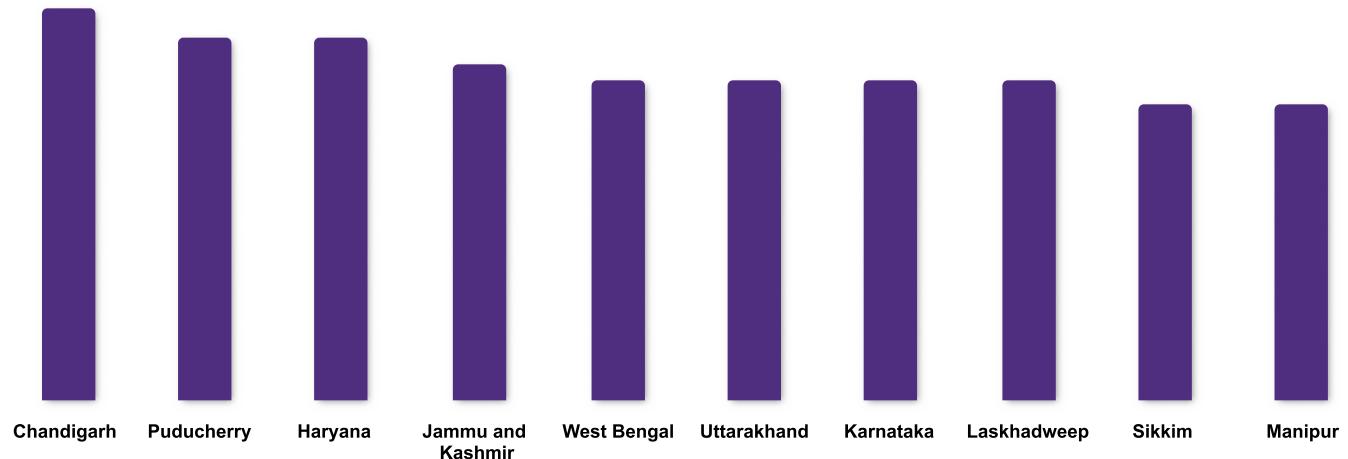


Safety of Police Station

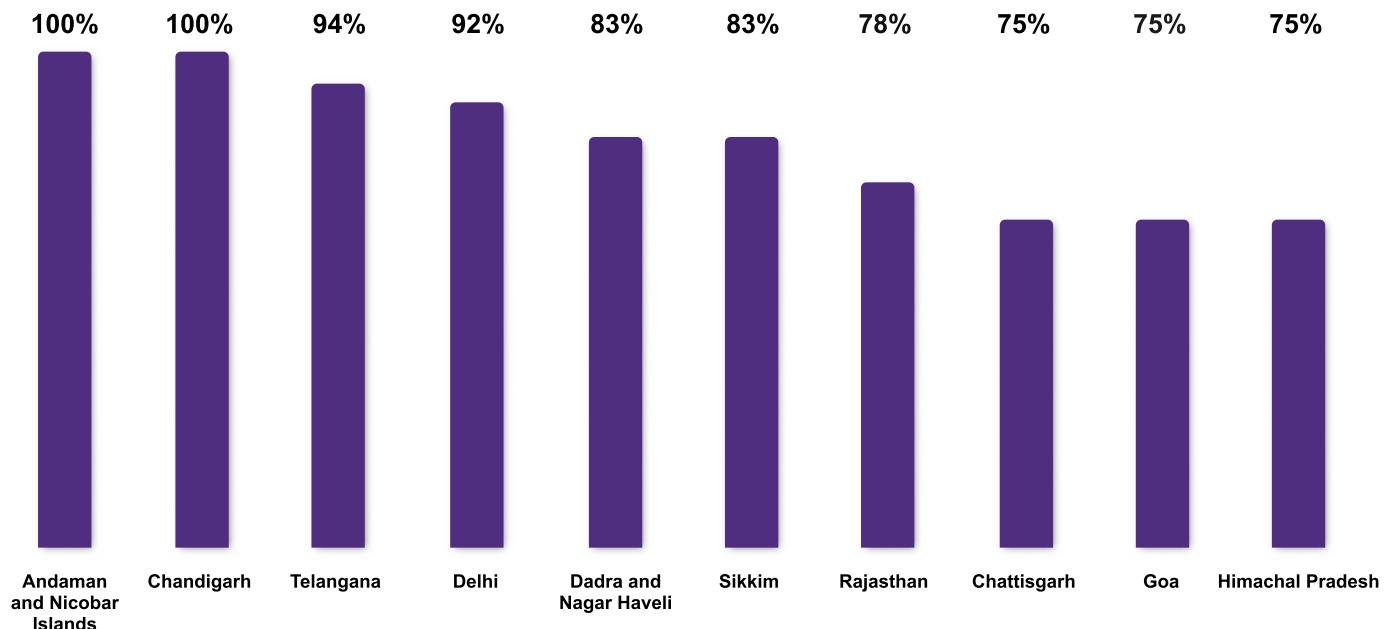


Infrastructure and Cleanliness of Compound Area

85% 82% 82% 79% 77% 77% 77% 73% 73%



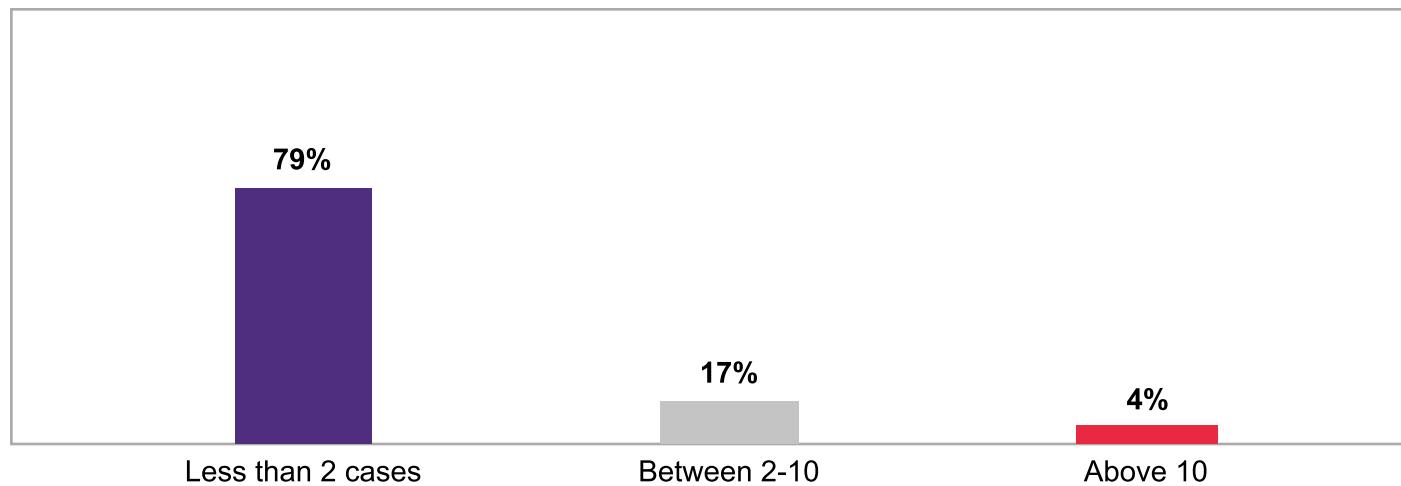
Additional Facilities



Number of Law & Order Cases

To assess the workload of Police Stations we asked the number of law and order situations that S.P & IGP had to attend. Only 32% of the police stations responded. Out of 32% police stations that responded, 96% had less than 10 law and order situations.

The status of number of law and order cases is illustrated below:-



COMPARATIVE CRIME CHAT OF PS KALIGHAT						
Sl. No.	CRIME HEAD	2016	2017	2018	2019	2020
01.	MURDER	01	-	-	-	-
02.	ATTEMPT TO MURDER	-	-	01	-	-
03.	RAPE	02	-	-	01	01
04.	THEFT	01	-	-	-	-
05.	MOLESTATION	-	-	03	01	01
06.	GRIEVOUS HURT	-	01	01	01	-
07.	SIMPLE HURT	02	01	-	03	03
08.	FATAL ACCIDENT	-	03	-	-	-
09.	SIMPLE ACCIDENT	05	10	19	14	04
10.	KIDNAPPING	-	02	01	01	01
11.	OTHER IPC	04	03	03	-	01
TOTAL IPC		15	20	28	21	11
01.	EXCISE REGULATION	05	142	172	100	43
02.	POCSO	03	03	02	03	09
03.	NDPS	02	-	02	04	02
04.	U.LACT	-	-	-	-	-

COMPARATIVE MV CHALLAN				
YEAR	MV Challan	Amount Realised	Drunken Driving	
2018	2659	443,500	38	
2019	2847	579,950	38	
2020	947	56,500	16	

COMPARATIVE PREVENTIVE CHALLAN				
HEAD	2017	2018	2019	2020
U/S 107/116(3)/151 Cr. PC	02	01	01	01
U/S 107/116(3)/150 Cr. PC	08	42	44	17
U/S 110(g)	01	02	04	-
POLICE ACT/PETTY CASE	33	34	61	24
GAMBLING REGULATION	01	-	02	-

NOTE				
Summons - 13/01/21 - NDPS (Pun Blair)				

Survey: Citizens Feedback

To ascertain the satisfaction level of the people around the shortlisted police stations, Citizen feedback was taken at three locations:-

- 25 people nearby residential area,
- 25 people nearby market,
- 10 people leaving the police station.

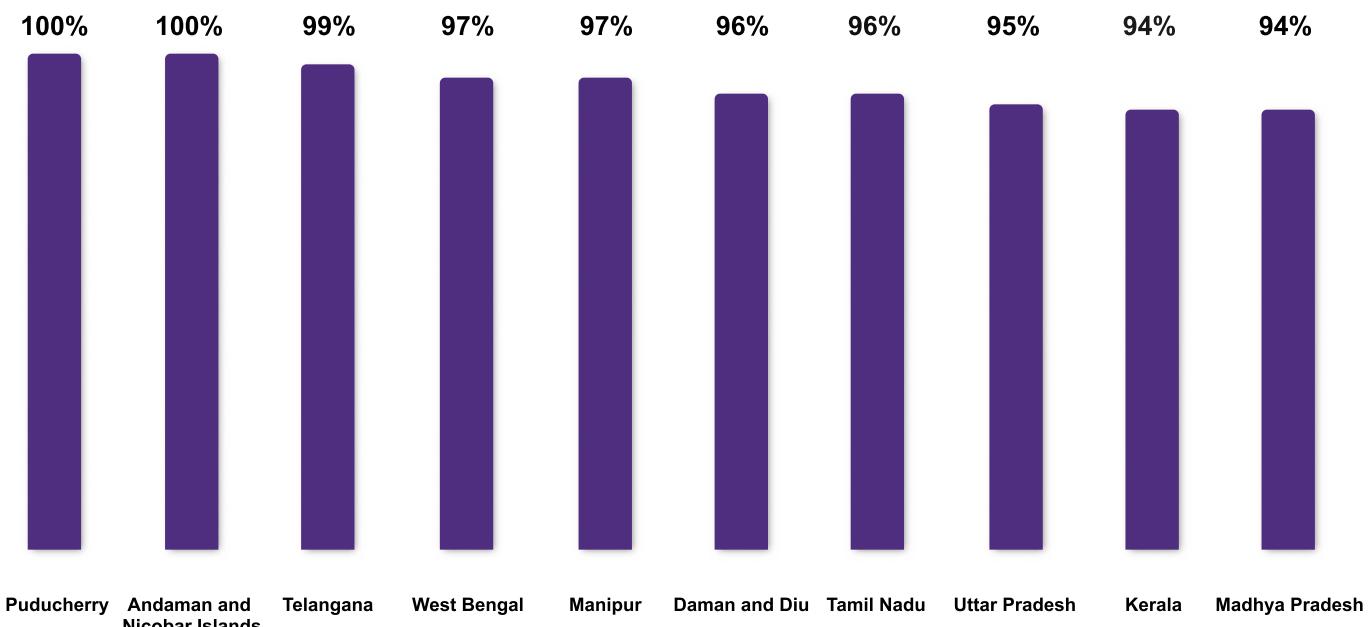
4056 people were surveyed, out of which 71 % responded and registered their responses, and 29% did not register responses.

The insights in the section below are for 71% of the people who responded to the survey.

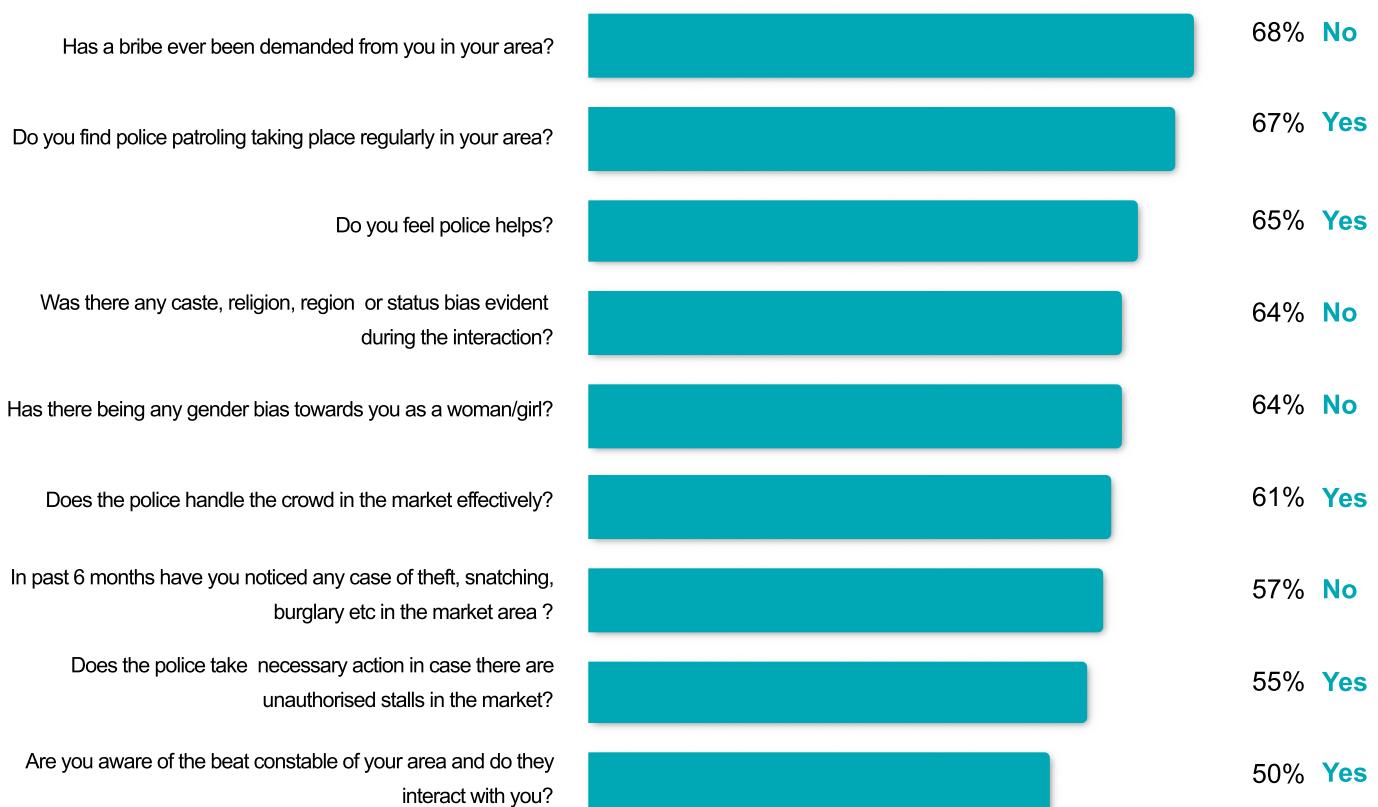


People in Nearby Residential Area

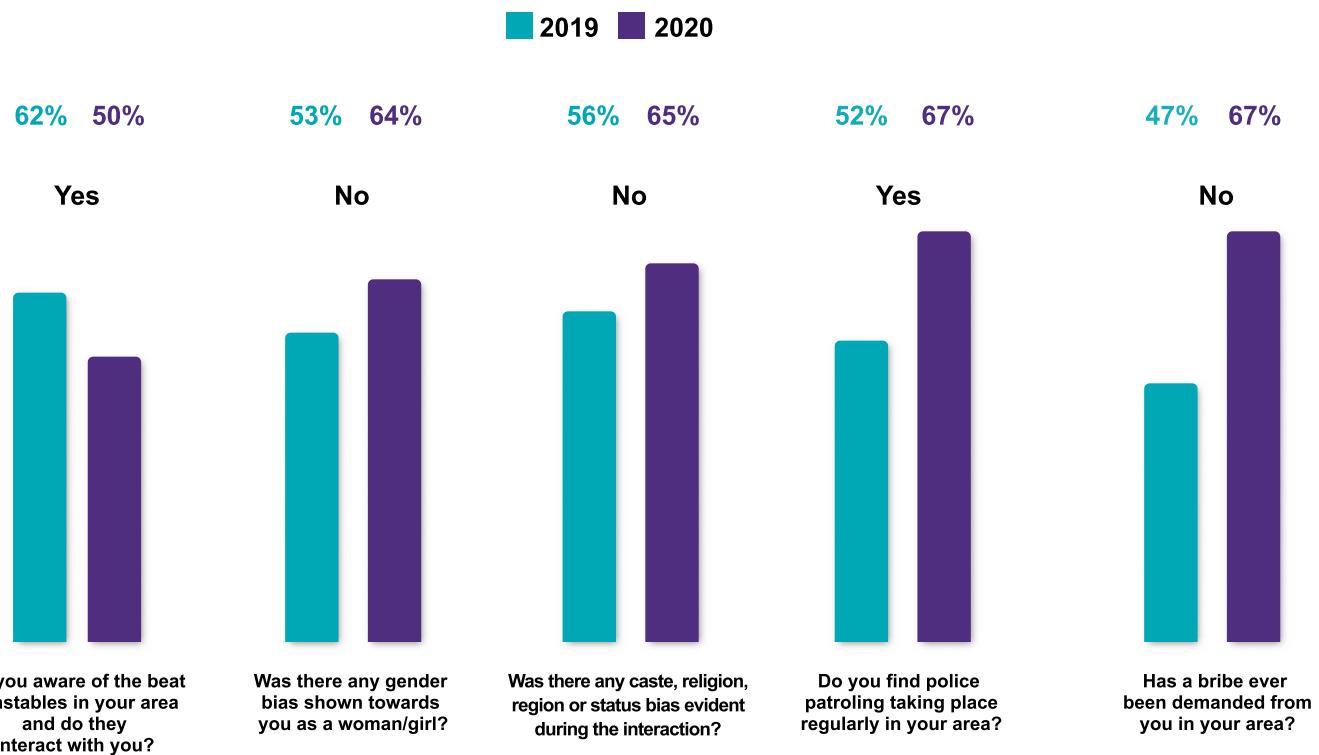
Top 10 performing states



Performance on parameters

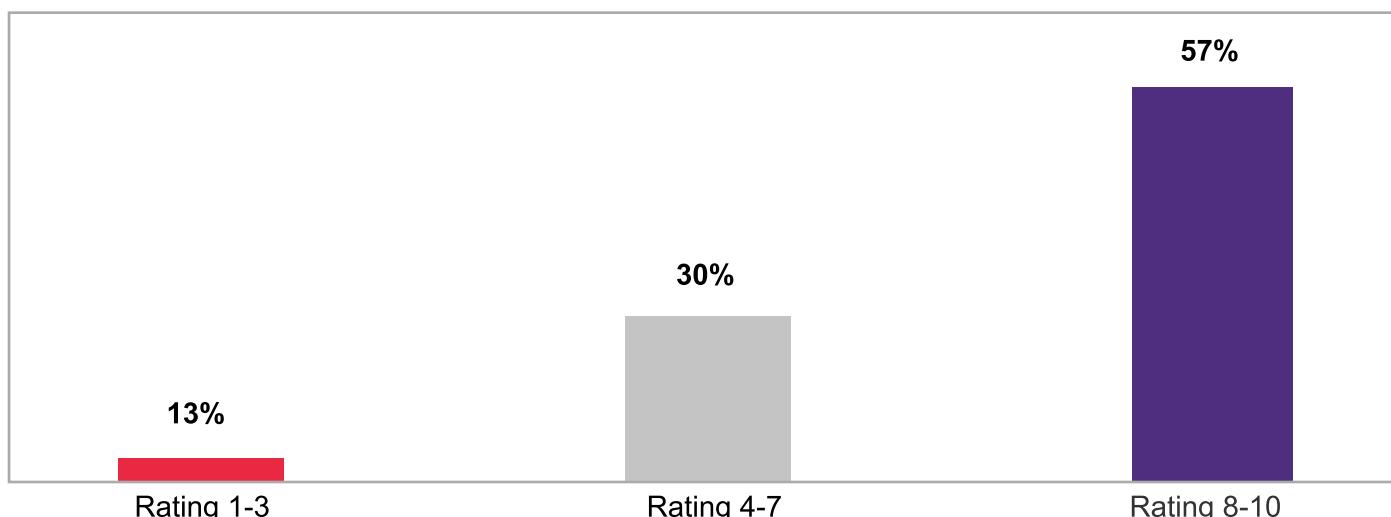


Performance compared to 2019 on similar parameters



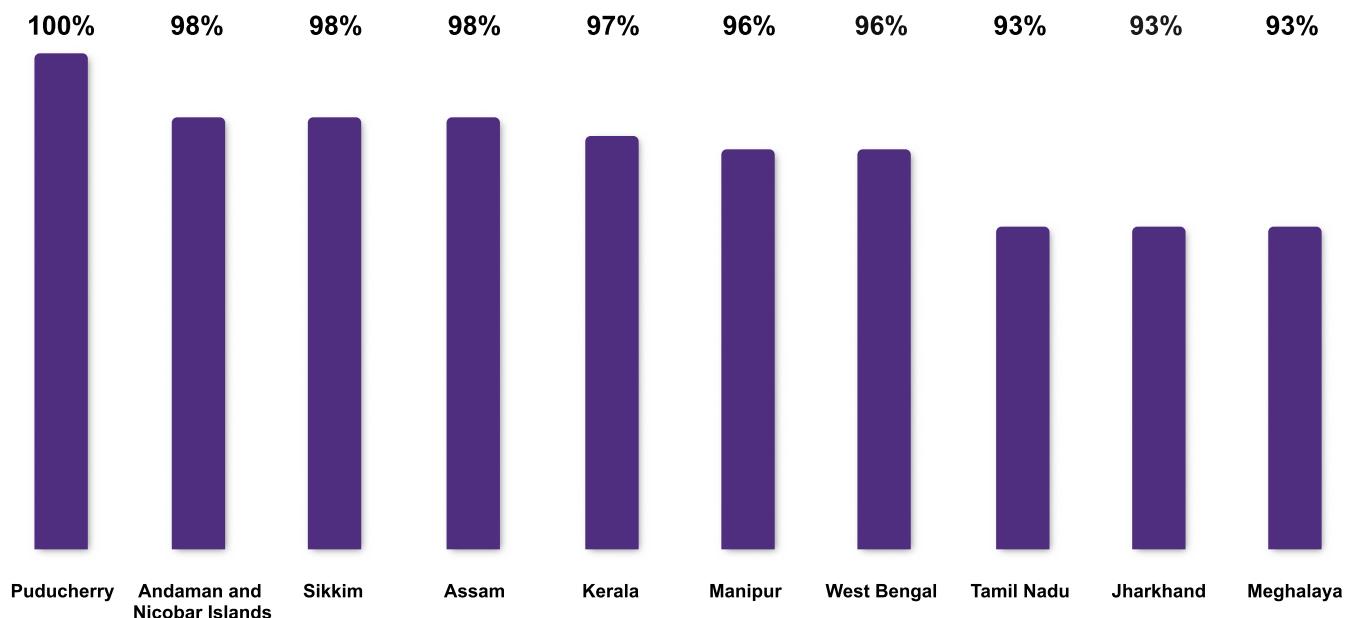
How safe do people feel in the nearby residential area?

When we asked people to rate their experience of feeling safe in the area on the scale of 1 to 10 (10 being the highest), 43% of people rated 1-7

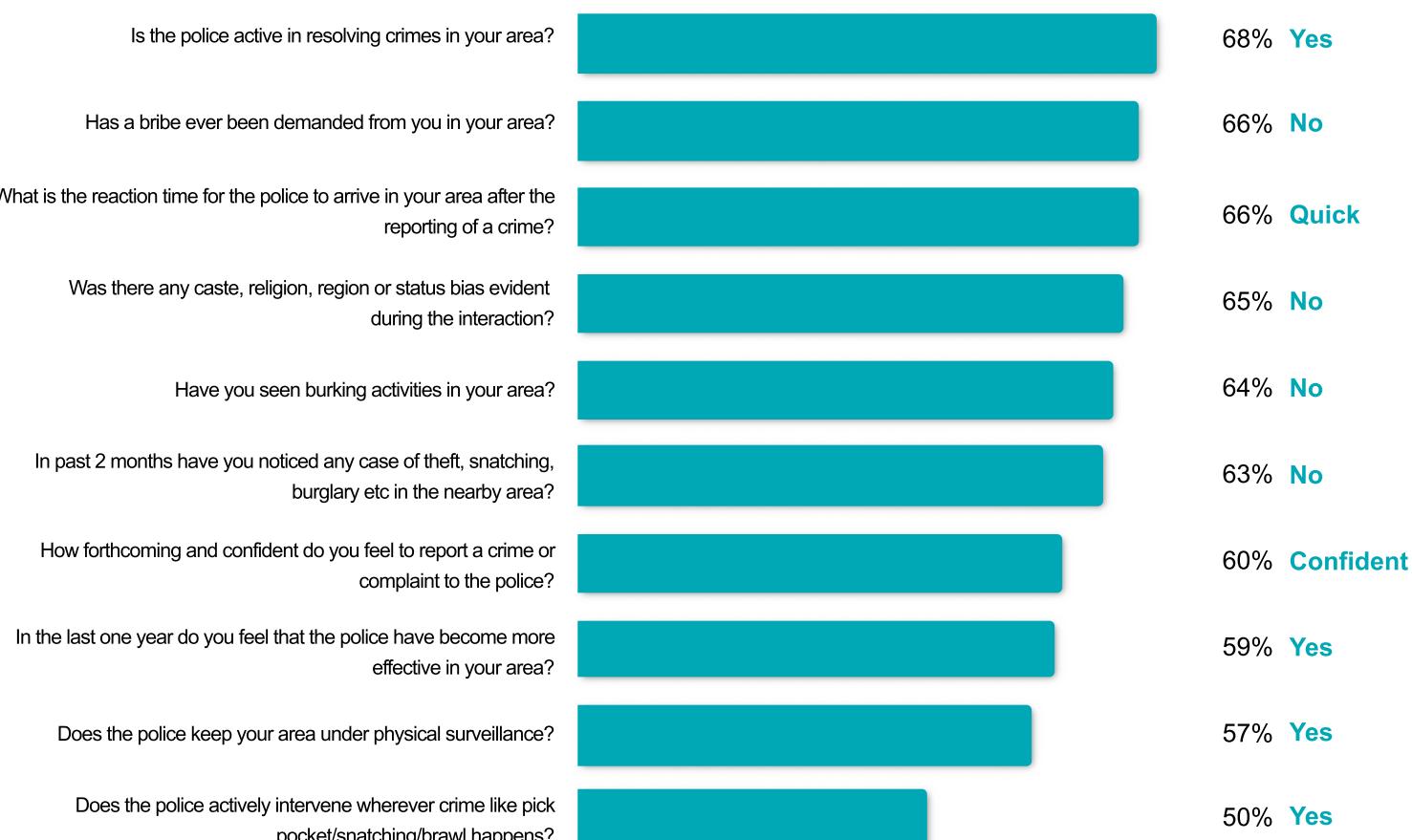


People in Nearby Market

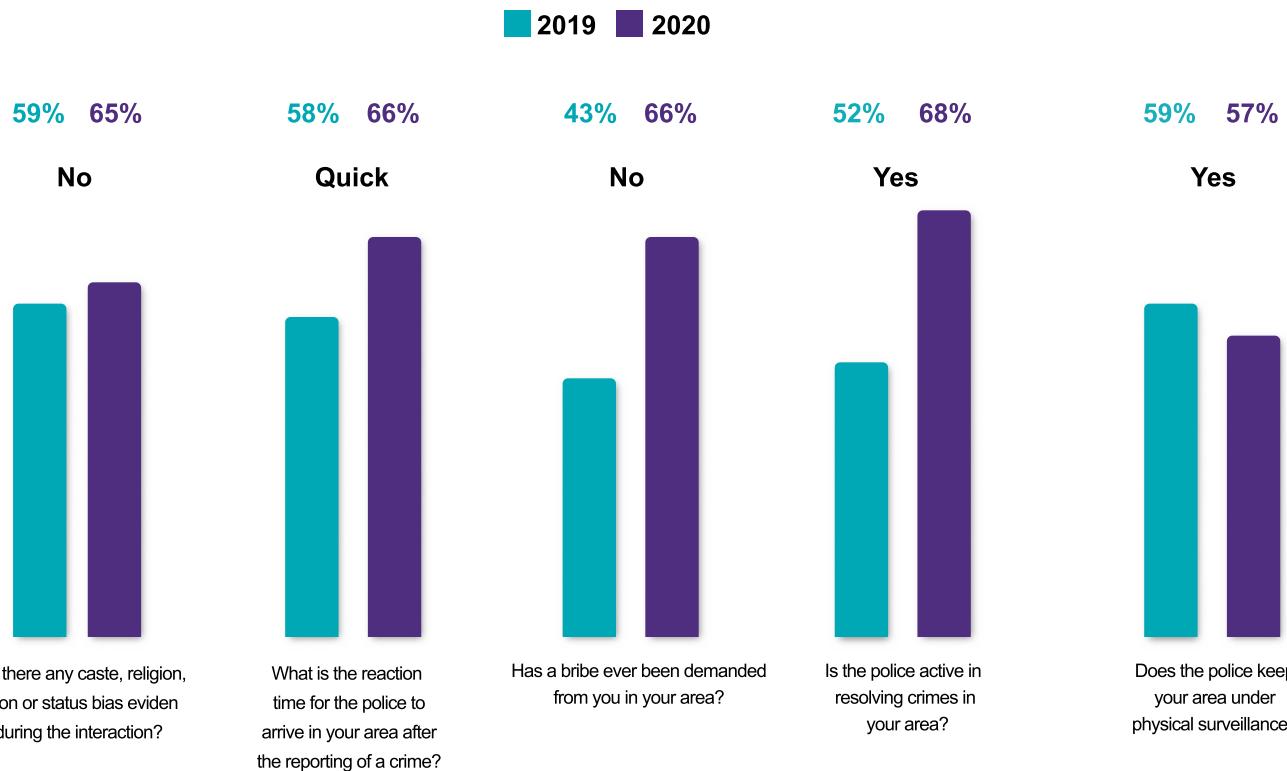
Top 10 performing states



Performance on parameters

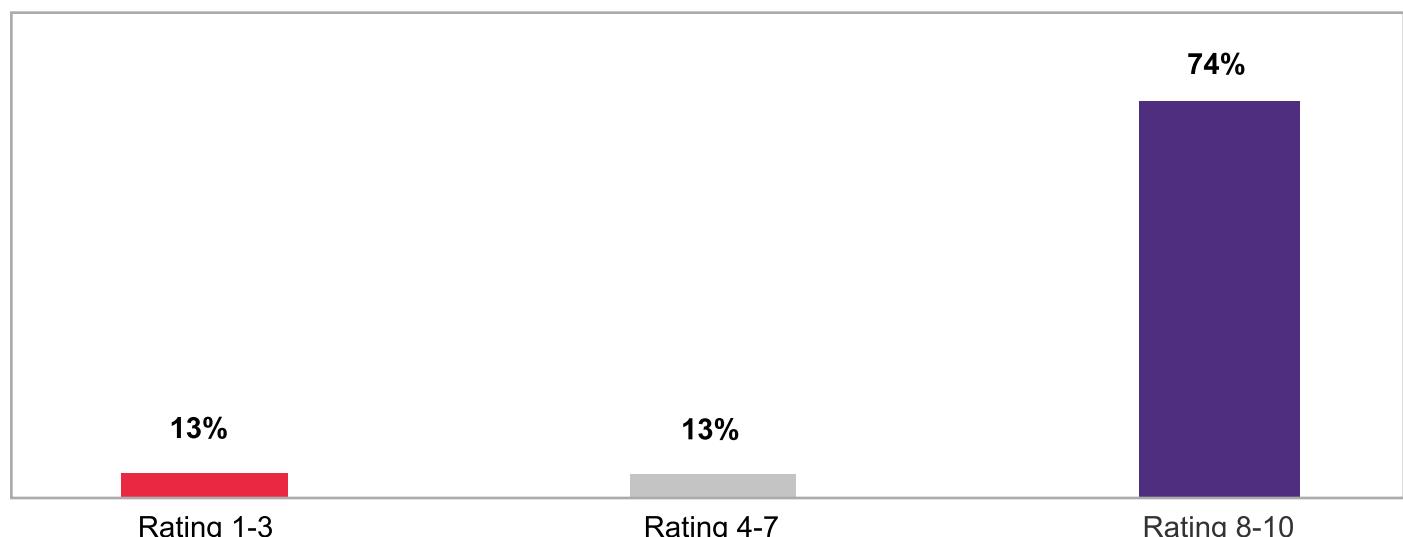


Performance compared to 2019 on similar parameters



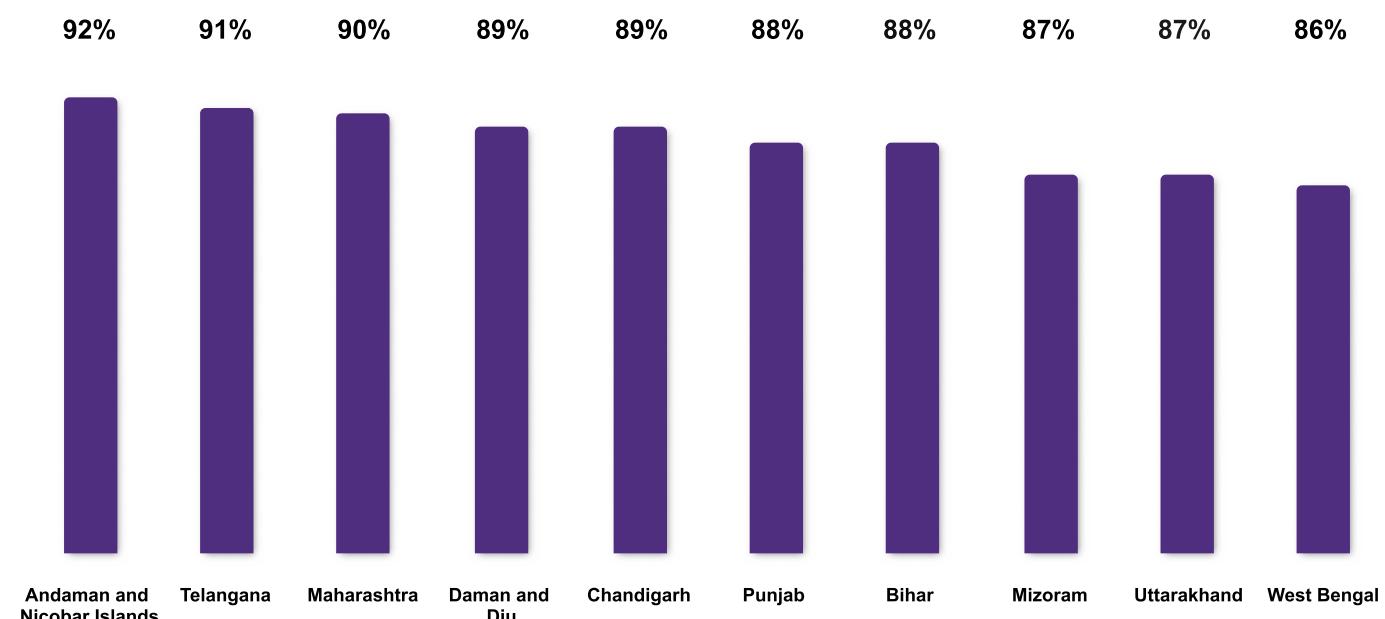
How safe do people feel in the nearby market area?

When we asked people to rate their experience of feeling safe in the area on the scale of 1 to 10 (10 being the highest), 74% of people rated at higher side

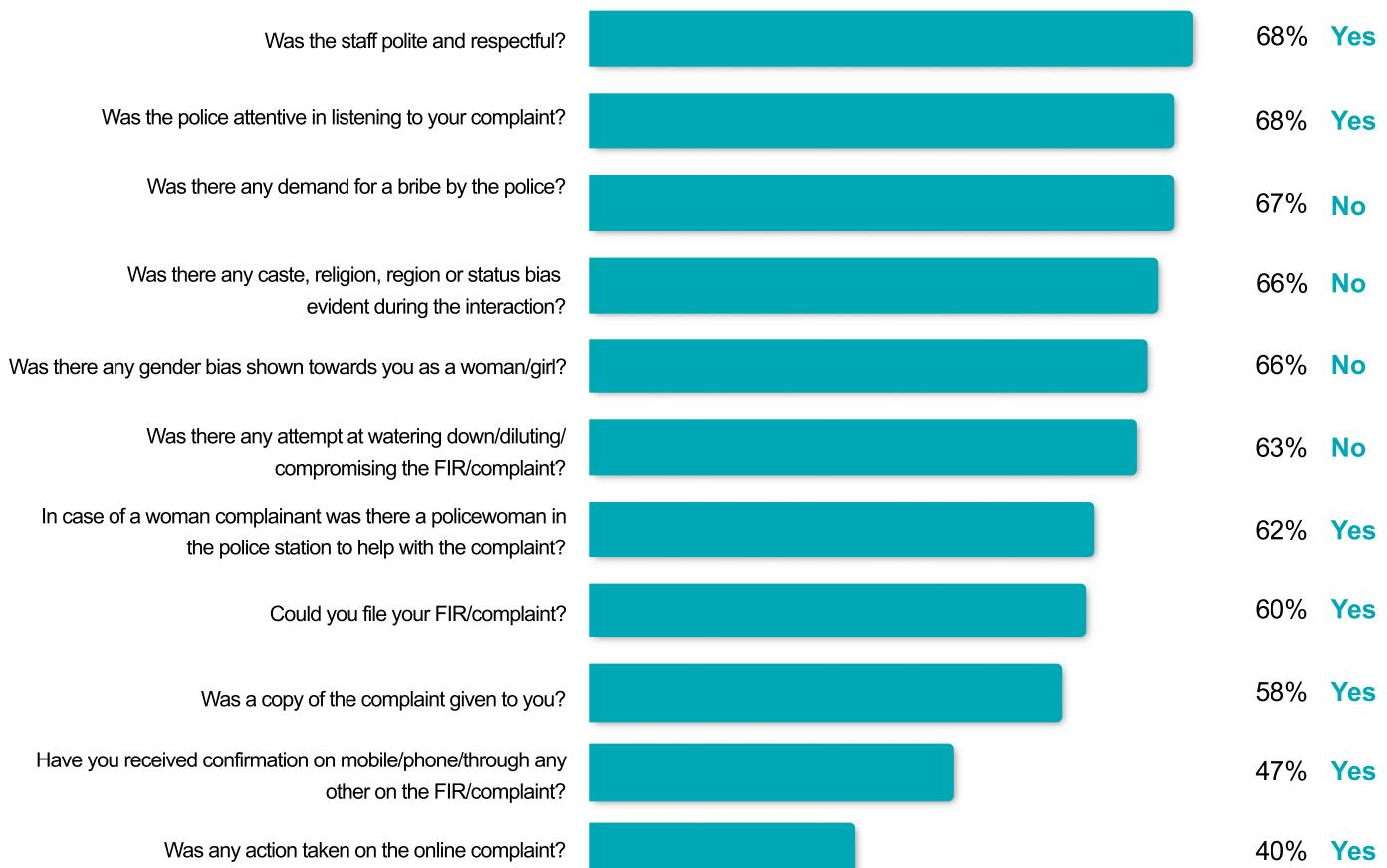


People Leaving Police Station

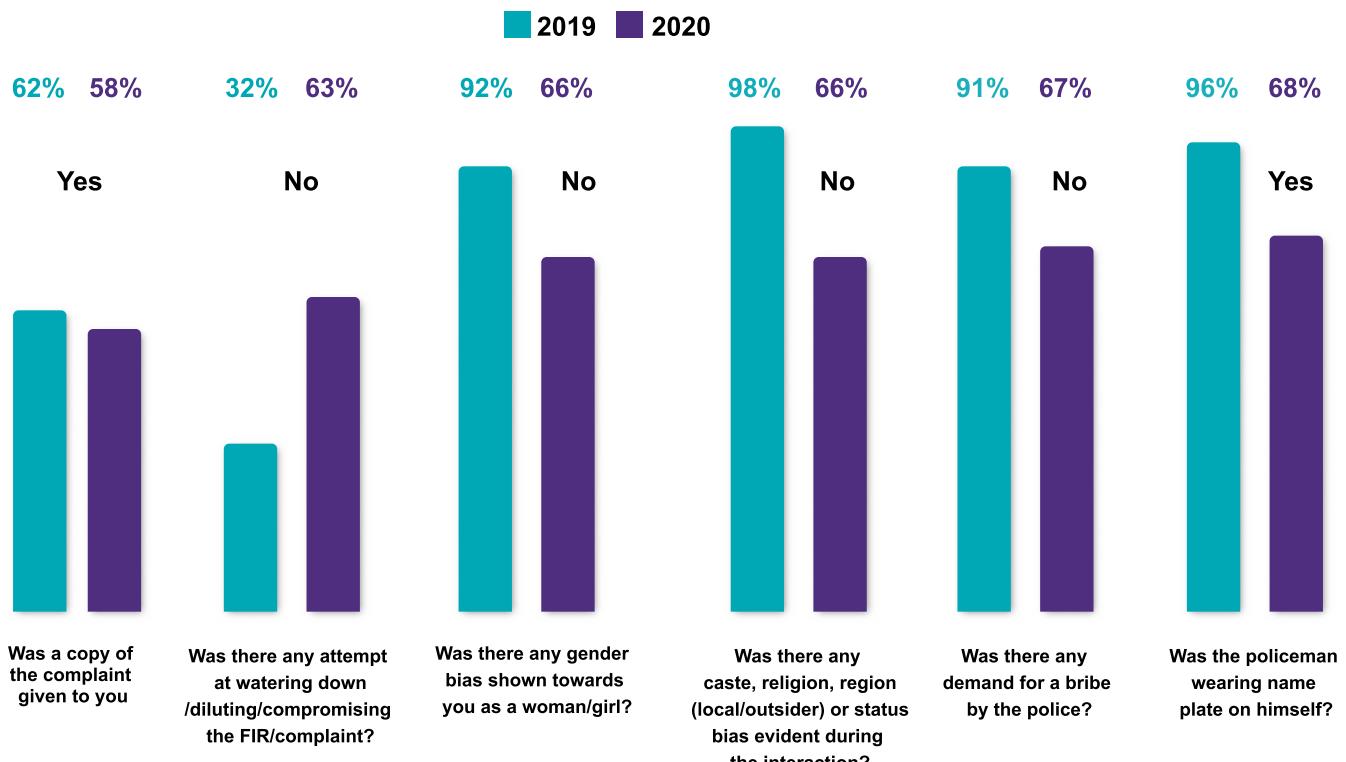
Top 10 performing states



Performance on parameters



Performance compared to 2019 on similar parameters



Assumptions and Key Findings

Assumptions

Standardisation of data and preparation of a calculation model is done through the adoption of few assumptions. These assumptions helped in eliminating ambiguity in data and achieve authentic results.



- If the total score is the same for two or more police stations, then the Police Station with better public feedback score is ranked above.
- There were also few facilities that weren't made available such as Water Coolers, Weather Coolers etc. in locations where they weren't required, like hill stations and other areas where the climatic conditions didn't demand the facility. Due consideration was given while calculating the score for satisfaction level of infrastructure maintenance and upkeep.



Findings

While undertaking the Survey, strict adherence of COVID-19 guidelines was observed by surveyors and similar adherence was witnessed by police staff.

Physical Infrastructure - A Public Friendly & Modern Look



- It was observed that many police stations with comparatively older infrastructure maintained the assets and high level of cleanliness was noticed as opposed to some police stations that were provided with new buildings for their functioning but failed to maintain the cleanliness at the same level.
- More than 10 police stations with older infrastructure performed extremely well on performance measurement (Part A), which made them stand out in the overall ranking.
- **Parking facilities** at 17% of the Police Stations were found to be abysmal.
- **Fire safety** is least attended in the police stations, with **86% of the police stations without fire alarms**.
- 30% of Police Stations maintain basic **fire safety equipment of sand & water buckets, hose-pipes etc.**

- It was also observed that Ramp facility was not available for persons with disabilities in many police stations.
- **Separate conference room** was only available in 39% of the police stations.
- 52% of Police stations did not have any **separate facility** for recreational activities / playground / gym etc.
- Compounds of 63% of the police stations were found to be clean and were well-kept.
- Toilets were found to be available in all the police stations surveyed.
- Cabinets to store physical copies of files and records were available with proper locks and seals.
- Basic furniture like Chairs, tables etc. required for the functioning of the police personals and routine administrative work was found to be available.
- Drinking water facility was available for all the staff and visitors.

Public Feedback- The Core of Improvement

- It was found that the **50% of beat constables did not interact with the public.**
- 45% of the respondents in nearby markets reported that no action has been taken by police against unauthorized stalls in the market.
- **60% of the respondents raised the concern on non-availability of online platform for FIR registration.**
- 60% of the respondents believe that **no action is taken on online complaints**
- 53% of the respondents that were coming out of **police stations did not receive any confirmation via text/SMS/telephone.**
- Only 42 % of the respondents coming out of the police stations received copy of FIR.
- For women complainant, most of the police stations had women police staff available.
- Police staff was polite, respectful and was attentive in listening to the complainants.

Final Ranking



Final Ranking

State	District	Police Station	Ranking
MANIPUR	THOUBAL	NONGPOK SEKMAI	1
TAMIL NADU	SALEM CITY	AWPS - SOORAMANGALAM	2
ARUNACHAL PRADESH	CHANGLANG	KHARSANG	3
CHHATTISGARH	SURAJPUR	JHILMILI (BHAIYA THAN)	4
GOA	SOUTH GOA	SANGUEM	5
ANDAMAN & NICOBAR ISLANDS	NORTH & MIDDLE ANDAMAN	KALIGHAT	6
SIKKIM	EAST DISTRICT	PAKYONG	7
UTTAR PRADESH	MORADABAD	KANTH	8
DADRA & NAGAR HAVELI	DADRA NAGAR HAVELI	KHANVEL	9
TELANGANA	KARIM NAGAR	JAMMIKUNTA TOWN PS	10



Ranking

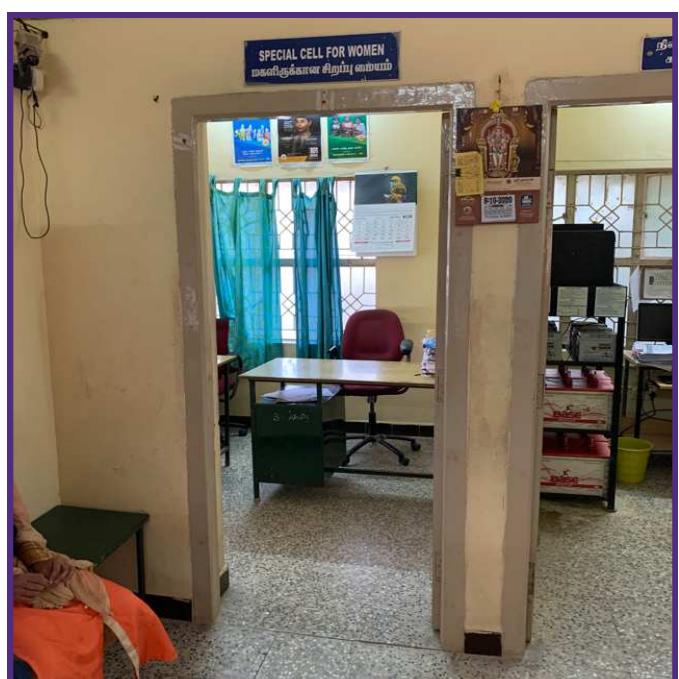
1st Rank

Nongpok Sekmai (Manipur)



2nd Rank

AWPS – SOORAMANGALAM (Tamil Nadu)





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3rd Rank



Kharsang (Arunachal Pradesh)





State Wise Toppers

State	District	Police Station
ANDAMAN & NICOBAR ISLANDS	NORTH & MIDDLE ANDAMAN	KALIGHAT
ANDHRA PRADESH	KURNOOL	PEDDAKADUBUR
ARUNACHAL PRADESH	SIANG WEST	KAMBA
ASSAM	DIMA HASAO	MAHUR
BIHAR	ARWAL	KURTHA
CHANDIGARH	CHANDIGARH	EAST SECTOR 26
CHHATTISGARH	SURAJPUR	JHILMILI (BHAIYA THANA)
DADRA & NAGAR HAVELI	DADRA NAGAR HAVELI	KHANVEL
DAMAN & DIU	DIU DIST	DIU
DELHI	ROHINI	BEGUMPUR
GOA	SOUTH GOA	SANGUEM
GUJARAT	KHEDA	NADIAD RURAL
HARYANA	KARNAL	TARAORI
HIMACHAL PRADESH	SHIMLA	DHALLI
JAMMU & KASHMIR	KATHUA	BILLAWAR
JHARKHAND	GARHWA	DANDAI
KARNATAKA	BIDAR	MARKET PS
KERALA	PALAKKAD	SHORNUR
LADAKH	LEH	LEH
LAKSHADWEEP	LAKSHADWEEP	KADAMAT ISLAND
MADHYA PRADESH	GWALIOR	UTILA
MAHARASHTRA	NAGPUR CITY	TAHSIL
MANIPUR	THOUBAL	NONGPOK SEKMAI
MEGHALAYA	KHASI HILLS EAST	LUMDIENGJRI
MIZORAM	AIZAWL	KULIKAWN
ODISHA	JHARSUGUDA	KOLABIRA
NAGALAND	DIMAPUR	WOMEN POLICE STATION DIMAPUR
PUDUCHERRY	KARAikal	TOWN
PUNJAB	BATHINDA	SADAR RAMPURA
RAJASTHAN	BIKANER	MAHAJAN
SIKKIM	EAST DISTRICT	PAKYONG
TAMIL NADU	SALEM CITY	AWPS - SOORAMANGALAM
TELANGANA	KARIM NAGAR	JAMMIKUNTA TOWN PS
TRIPURA	SEPAHIJALA	BISRAGANJ PS
UTTAR PRADESH	MORADABAD	KANTH
UTTARAKHAND	NAINITAL	HALDWANI
WEST BENGAL	JHARGRAM	GOPIBLAVPUR PS

Annexure A

List of Shortlisted Police Stations for Survey

State	District	Police Station
ANDAMAN & NICOBAR ISLANDS	NORTH & MIDDLE ANDAMAN	KALIGHAT
ANDHRA PRADESH	CHITTOOR	MOLAKALACHERUVU
ANDHRA PRADESH	KURNOOL	PEDDAKADUBUR
ANDHRA PRADESH	VIZIANAGARAM	BADANGI
ARUNACHAL PRADESH	SIANG WEST	KAMBA
ARUNACHAL PRADESH	CHANGLANG	KHARSANG
ASSAM	GOLAGHAT	DERGAON
ASSAM	DIMA HASAO	MAHUR
CHANDIGARH	CHANDIGARH	EAST SECTOR 26
CHHATTISGARH	SURAJPUR	JHILMILI (BHAIYA THANA)
CHHATTISGARH	BALODA BAZAR	BHATAPARA CITY
DADRA & NAGAR HAVELI	DADRA NAGAR HAVELI	KHANVEL
DAMAN & DIU	DIU DIST	DIU
DELHI	CENTRAL	D.B.G. ROAD
DELHI	ROHINI	BEGUMPUR
GOA	SOUTH GOA	SANGUEM
GOA	NORTH GOA	VALPOI
GUJARAT	BHARUCH	UMALLA
GUJARAT	KHEDA	NADIAD RURAL
HARYANA	SONIPAT	GANNAUR
HARYANA	KARNAL	TARAORI
HIMACHAL PRADESH	SHIMLA	DHALLI
HIMACHAL PRADESH	SHIMLA	SHIMLA EAST
JAMMU & KASHMIR	KATHUA	BILLAWAR
JHARKHAND	DHANBAD	BARWADDA
JHARKHAND	GARHWA	DANDAI
KARNATAKA	BIDAR	MARKET PS
KARNATAKA	DAVANAGERE	WOMEN P.S
KARNATAKA	RAICHUR	YERAGERA

State	District	Police Station
KERALA	PALAKKAD	PALGHAT TOWN NORTH
KERALA	PALAKKAD	SHORNUR
LAKSHADWEEP	LAKSHADWEEP	KADAMAT ISLAND
LADAKH	LEH	LEH
MADHYA PRADESH	GWALIOR	UTILA
MADHYA PRADESH	HOSHANGABAD	PACHMARHI
MADHYA PRADESH	JABALPUR	KHITAULA
MAHARASHTRA	DHULE	DHULE CITY
MAHARASHTRA	NAGPUR CITY	TAHSIL
MAHARASHTRA	OSMANABAD	BEMBLI
MANIPUR	BISHENPUR	NAMBOL
MANIPUR	THOUBAL	NONGPOK SEKMAI
MEGHALAYA	KHASI HILLS EAST	LUMDIENGJRI
MEGHALAYA	KHASI HILLS EAST	RYNJAH
MIZORAM	SERCHHIP	NORTH VANLAIPHAI
MIZORAM	AIZawl	KULIKAWN
NAGALAND	DIMAPUR	WOMEN POLICE STATION DIMPUR
NAGALAND	KOHIMA	KOHIMA SOUTH
ODISHA	BALASORE	BASTA
ODISHA	JHARSUGUDA	KOLABIRA
PUDUCHERRY	KARAikal	TOWN
PUNJAB	SANGRUR	CHHAJALI
PUNJAB	BATHINDA	SADAR RAMPURA
RAJASTHAN	BIKANER	MAHAJAN
RAJASTHAN	GANGA NAGAR	CHUNAWADH
RAJASTHAN	GANGA NAGAR	ANUPGARH
SIKKIM	EAST DISTRICT	SADAR PS
SIKKIM	EAST DISTRICT	PAKYONG
TAMIL NADU	VIRUDHUNAGAR	RAJAPALAYAM SOUTH
TAMIL NADU	SALEM CITY	AWPS - SOORAMANGALAM
TAMIL NADU	PERAMBALUR	KUNNAM
TELANGANA	HYDERABAD CITY	LALAGUDA
TELANGANA	NALGONDA	TRIPURARAM
TELANGANA	KARIMNAGAR	JAMMIKUNTA TOWN PS
TRIPURA	SEPAHIJALA	BISRAMGANJ PS



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State	District	Police Station
TRIPURA	GOMATI	BIRGANJ PS
UTTAR PRADESH	MORADABAD	KANTH
UTTAR PRADESH	GHAZIPUR	KARANDA
UTTAR PRADESH	KANPUR DEHAT	GAJNER
UTTARAKHAND	NAINITAL	HALDWANI
UTTARAKHAND	HARIDWAR	KOTWALI HARIDWAR
BIHAR	PURNIA	SADAR
BIHAR	ARWAL	KURTHA
BIHAR	NALANDA	HARNAUT
WEST BENGAL	MURSHIDABAD	BELDANGA PS
WEST BENGAL	JHARGRAM	GOPIBALLAVPUR PS

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: (T1): 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 (T2): 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=
**Total of each head after LT/
Number of IPC Registrations**

T2=
Total Heads of 9-19

$$T3 = T1 + T2$$

$$T4 = LT \text{ of } T3 \text{ on a Scale of 1-100 as compared to other Police Stations}$$

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

Section	Sub Section	Question
Additional Facilities	Facilities	Disabled Friendly Facilities- Is there any ramp available for persons with disabilities
		Power Backup- Does the police station have power back up system?
	Fitness	Does the police station have any separate facility for recreational activities / playground / gym?
	Pantry	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?
		Tea /coffee facilities- Are there tea / coffee facilities / pantry services available?
Approach-ability and behavior of Police staff		Are all the policemen wearing complete uniform as per dress code?
		Are the police men attentive towards public?
		Are the policemen courteous and polite with the complainants?
Barracks	Barracks Cleanliness & Facilities	Are barracks available with the police station?
		Are the beds in the barracks clean and well made?
		Are the rooms available with proper lighting?
		Are the rooms properly ventilated?
		Are the walls and ceiling clean, maintained and free of dampness?
		Are there toilets available for barracks?
		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?
		Is the overall look of barrack good?
	Barracks Toilet Cleanliness	Are the urinals clean i.e. not stains, litter or other waste?
		Are the walls & ceiling clean, maintained and free of dampness?
		Is the toilet seat area clean i.e. no stains, litter or other waste?
		Is there any foul smell in the toilets?
		Is running water available in toilet?
		Is the toilet ventilated?
		Is the toilet well lit?
		Is there a flush in the washroom and is it functional?
		Is there any wash basin area present?
Infrastructure and Cleanliness of the Compound Area	Compound Area Cleanliness	Is there soap/hand wash?
		Are the dustbins placed in the compound area?
		Are the dustbins overflowing?
		Are separate dustbins available for wet waste and dry waste?
		Are the emergency contact numbers displayed at the entrance?

Section	Sub Section	Question
Infrastructure and Cleanliness of the Compound Area	Compound Area Cleanliness	<p>Condition of Security of Boundary wall</p> <p>Is the compound area clean?</p> <p>Is the name of the police station visible from outside</p> <p>Liquid waste- Can stagnated water be spotted in the compound area?</p> <p>Odor- Is there any foul smell present around?</p> <p>Open Drains- Are there any open drains in the compound area?</p> <p>Parking for Visitors- What is the condition of parking at the Police station</p>
Infrastructure of the Police station (Inside)	Police Station (Inside) Cleanliness	<p>Cleanliness- Is there litter around in the police station like waste paper, Cigarette bud, Wrappers, Dust etc.?</p> <p>Cleanliness-Could you notice stains of Paan spitting, gutka or bird dropping on the floor, pillars or walls?</p> <p>Dustbins- Are there any dustbins placed in the area?</p> <p>How is the overall ambiance of the police station?</p> <p>Odor-Could you notice foul smell?</p> <p>Swachh Bharat Abhiyan Activities- Are there swachh bharat hoarding with warning of anti-littering and open urination / open defecation?</p> <p>Walls- Were the walls of the building clean and painted well?</p>
Infrastructure of the Police station (Inside)	Police Station (Inside) Facilities	<p>Are there chair/desk available for the police staff?</p> <p>Are there separate rooms available for Investigating Officers?</p> <p>Does the police station have additional features like child room, Graffiti on walls, special initiatives like public library, Public Gymnasium etc</p> <p>Does the police station have separate conference room?</p> <p>Does the police station have separate suspect/witness examination room?</p> <p>Does the police station have separate wireless and communication room?</p> <p>Does the room have storage cabinet for files and case files?</p> <p>Is enough cooling/heating facility available in the room?</p> <p>Is malkhana / armory available and locked?</p> <p>Is the furniture in good condition?</p> <p>Is the seat arrangement available in waiting room?</p> <p>Is there proper cooling/ heating arrangement in the police station?</p> <p>Presence of Waiting Room- Is there a designated waiting room available for common public?</p> <p>Women help desk- Does the Police station have separate Women Help Desk?</p>
Lockup		<p>Condition of Walls-Are the walls well plastered and painted?</p> <p>Dampness-Are the walls and ceiling without any seepage or dampness?</p> <p>Does the CCTV covers the lock up area?</p> <p>Floor Details-Is the floor well maintained and plastered?</p> <p>Is there a separate lockup available for male and female?</p> <p>Toilets: Are there toilets available for accused in the lockup?</p> <p>Toilets-Are the toilets clean?</p> <p>Unwanted Objects-Are the lockups being used for storage of waste material like nonfunctional fans, broken chairs etc.</p>



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Section	Sub Section	Question
Mainteinance		<p>Are records stored in a sealed cabinet?</p> <p>Are the old records maintained online?</p> <p>Are the registers hard binded?</p> <p>Are the registers labelled?</p> <p>How are the complaints taken?</p> <p>Is the internet facility available</p>
Mess and Canteen area		<p>Are the walls and ceiling clean, maintained and free of dampness?</p> <p>Does the room have a proper ventilation?</p> <p>Does the room have proper lighting?</p> <p>Is the canteen/ mess area available?</p> <p>Is the floor of the mess clean and maintained?</p> <p>Is the mess provided with proper cooling facility?</p>
Safety of the police station	CCTV	<p>Are the cameras in working condition?</p> <p>Are the total number of cameras present in the police station enough to cover the entire area?</p> <p>Does the compound area of the police station have CCTV cameras?</p> <p>Does the police station have CCTV cameras?</p> <p>Does the reception area of the police station have CCTV cameras?</p> <p>For how long data backup is maintained?</p> <p>Where the backup is kept?</p>
	Fire Safety	<p>Are all the wires and switch boards properly covered, secured (concealed conduit or on batten)</p> <p>Are the extinguishers tested timely and working?</p> <p>Does the police station has fire alarm?</p> <p>Does the police station has fire safety infrastructure (sand buckets, hose pipes, etc.)?</p> <p>Does the police station have fire extinguishers?</p> <p>Is there any assembly area available in the police station and being displayed well</p>
SHQ Questionnaire	Expenses	<p>Expenses- After how many months of placing order, do you receive the stationary items from SP office?</p> <p>Expenses- Is there any provision to make request for extra stationary by the police station?</p> <p>Expenses-Do you get the list of the items as ordered in total?</p>
	Financial Autonomy	Financial Autonomy- Does the police station have imprest account system?
	Fuel	<p>Do you get fuel requirement received in total as ordered?</p> <p>For how many days station vehicles remain idle in want to fuel?</p> <p>Fuel- In how many days of placing order do you receive fuel confirmation/coupons/budget from the SP office?</p>
	HR	<p>HR- How many personnel are trained in basic CCTNS and basic daily report online?</p> <p>HR- How many personnel are trained in basic computer operations?</p> <p>HR- How many personnel are trained in laws related to crime against women training?</p> <p>HR- Number of female staff posted for the police station</p> <p>HR-How many personnel are trained in juvenile justice (Care & protection of children) training?</p> <p>HR-Number of female staff sanctioned for the police station</p>



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Section	Sub Section	Question
SHQ Questionnaire	HR	IEC/ Community Outreach/ PR activities- Number of events done for the citizens awareness
		Number of male staff posted in the police station
		Number of male staff sanctioned for the police station
	Infrastructure	How many times in a year do the drinking water facility gets inspected by any agency?
		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 facility and ingredient?
	Last year declaration	Has anyone died during custody in last year?
		Is there any case of escape from police custody during last year?
		Is there any case registered against any police officer during the previous year?
		Number of custody deaths
		Number of police personal charged under PC act during last year
		Number of runaway prisoners form police custody
	Vehicle	Number of 4 wheeler sanctioned
		Number of 4 wheeler functional
		Number of two wheeler Sanctioned
		Number of two wheeler functional
		Are the GPS tags functioning?
		How many vehicles are GPS tagged?
		Are the RFID tags functioning?
		How many vehicles are RFID tagged?
		Number of law & order situations in the last one month
		Is there a Board displaying no. of arrests in the last 24 hours.
		Is on call complaint system existing and working in your stations?
		How many complaints registered through call center?
		What kind of actions have been taken for complaint?
		Is there a record maintained for history sheeters?
Toilets and Cleaning Staff	Housekeeping and Personnel Hygiene	Is housekeeping staff available ?
		Is the attendance of the housekeeping staff maintained?
		Is housekeeping staff wearing a uniform?
		Does housekeeping staff using protective gear i.e. gloves and mask, shoes?
		Does the staff have appropriate cleaning equipment's i.e. (broom, dust baskets, mop, mop, and bucket)?
		Is there a housekeeping staff appointed for the toilet?
		Is there daily cleaning check list available?
		Is janitor space available?
		Are the walls and ceiling clean i.e. no cob web, stains, etc.?
		Are there cockroaches or rats in sight in the toilet?
		Are toilets available in the Police Station?
		Does the police station have separate toilets for male and female?
		Is running water available in the toilet?



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Section	Sub Section	Question
Toilets and Cleaning Staff	Housekeeping and Personnel Hygiene	<p>Is soap/hand wash available?</p> <p>Is the flush in the washroom functional?</p> <p>Is the toilet seat area clean without stains, litter or other waste?</p> <p>Is the toilet ventilated?</p> <p>Is the toilet well-lit?</p> <p>Is there any foul smell in the toilets?</p> <p>Is there wash basin area present?</p> <p>What is the condition of the toilet floor</p> <p>What is the condition of the wash basin?</p>

Annexure D

Part B: People and Market Feedback

Feedback	Question
Shopkeepers in a Marketplace	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)
	Have you ever tried to register the complaint?
	Is an online platform available for registration of FIR?
	How much time police takes for reverting to online complaints?
	What is the easiest way to approach the police?
	Do you feel safe in your area?
	Do you feel police helps?
	Was there any caste, religion, region (local/non-local) or status bias evident during the interaction?
	In the last one year do you feel that the police have become more effective in your area?
	How forthcoming and confident do you feel to report a crime or complaint to the police?
	In past 2 months have you noticed any case of theft, snatching, burglary etc. in the nearby area?
	In past 6 months have you contacted police for any mishappening
People in Residential Areas	Does the police actively intervene wherever crime like pick pocket/snatching/brawl happens?
	Have you seen burking activities in your area? If yes, when did you see?
	Explain your overall experience with the Police and the suggestions you would like to share
	Do you find police patrols taking place regularly in your area?
	Are you aware of the beat constables in your area and do they interact with you?
	Have you ever tried to register the complaint?
	Is an online platform available for registration of FIR?

Feedback	Question
People in Residential Areas	How safe do you feel in your area?
	Do you feel police helps?
	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?
	In past 6 months have you noticed any case of theft, snatching, burglary etc. in the market area?
	In haatt, does the police handle the crowd in the market effectively?
	Does the police take any necessary action in case there are any unauthorized stalls in the market?
Public feedback-People leaving police	Did you come for Complaint/FIR registration
	Could you file your FIR/complaint?
	How easy or difficult was the process?
	Before coming did you try to log complaint though online medium?
	Was any action taken on the online complaint?
	How much time was taken to revert on the online complaint?
	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?
	Was the police attentive in listening to your complaint?
	Was the staff polite and respectful?
	Have the police personnel addressed to your grievances and provide solution?
	Did you find overall cleanliness at police station good?
	Do you feel safe in your area?
	Have you seen burking activities in your area? If yes, when did you see?
	As per your last visit have you seen any improvement in police culture or infrastructure?



सत्यमेव जयते

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