# CRPF SAMACHAR

CRPF Newsletter & Magazine

2008

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December-January 2008 Vol. 20: No. 4
April 2008 Vol. 20: No. 4
July 2008 Vol. 20: No. 2
Anniversary Special

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# C.R.P.F SAMACHAR



CRPF marching contingent on Republic Day parade at Rajpath



*Members of Women contingent proceeding to Liberia on UN peacekeeping mission with Hon'ble Home Minister and other senior officers*



*Smt. Rakhi Sahi, Commandant FFPU presenting welcome bouquet to Hon'ble HM on felicitation function organized at his residence*

# CRPF SAWACHAR

Vol. 20 No. 4 December-January

# RISK ANALYSIS FOR CRPF



# PROMOTING ESPRIT DE CORPS IN CRPF: A VIEW POINT



## Toxic Bosses and Stress






**Chief Editor:** Ajay Chaturvedi **Editor:** Pankaj Gupta **Photos:** PR Photo Cell, Dte. General of CRPF and Units, **Editorial Office:** Directorate General, Central Reserve Police Force, Block-1, CGO Complex, Lodhi Road, New Delhi-110003, Tel.: 24360649, **Printed and published on behalf of the Director General, CRPF, Designed and printed at:** Aravali Printers & Publishers (P) Ltd., W-30, Okhla Industrial Area Phase-ll, New Delhi-110020, Phone: 26388830-32, 26389736-38

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**CRPF Samachar is published every month. It is not necessarily an organ for expression of the policy of the Force. Signed articles represent the views of the writers.**

**-Chief Editor**

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CRPF being the lead Counter Insurgency force of the Govt, of India goes in aid of the state authorities where local forces are not able to contain the conflicts and the violence. As a preliminary definition, we can define the risk for CRPF as a gap between desired preparedness and the actual response capabilities. We must see it purely in terms of 'response capability deficit'. Facing militancy and terrorism is a part of the job profile and its normal work environment and hence not a threat or a 'risk'. Any factor that affects its 'copability' creates this 'response capability deficit'

Judged on the above criterion, the risk factors for CRPF are seemingly very high. CRPF's functionality as an armed force of the Union is bound by the constitutional limitations of "policing being state subject", and hence, work within the parameters imposed by State authorities. The incongruencies with respect to lack of clear area of responsibility, scattered deployments, inadequate state police response, lack of local data base, lack of policing powers etc. all add up to create a risk zone for CRPF as they tend to generate response capability deficit. Further, continued deployment for long period in hard areas (for past 15 years) without proper rest and recuperation, non

availability of force adequately for “on the job” or periodical training, thin spreading of trained human resource owing to sudden expansion on large scale from 133 to 201 Bns within a short span of five years have accentuated the organizational strains, as many officers feel.

A large force, widely deployed and over stressed due to sudden expansions resulting in leadership gaps at various operational levels, when it tries to cope up, faces a situation of inequitable career growth, little or no psychological support system and deprivation of all such service benefits which otherwise tend to create a conducive work environment. Jawans deployed in hard areas, deprived of family life for ten months in a year, crave for the well being of distantly located families and this concern always looming large on their heads makes them feel lost somewhere in between. Lack of compact and well looked after family establishments at desired places add to the woe. The response capability deficit increases due to these factors as we cannot undermine the ‘man’ behind the performance. Lack of insurance, risk allowance, adequate post death benefits, disability compensation, post retirement care etc. dampen the ‘organic’ character of the human work force on which it thrives. This is not the end here. There is much more for those who want to know. Dependence on States for logistics and prevalent inhuman living conditions while at work, owing to latter’s apathy, slowly asphyxiates the Jawans. He lowers his self-esteem and holds back his inner drive to excel, and thus, reduces response capabilities. Organisationaly, delay in adopting latest technologies to counter sophistication of target groups, owing to lack of appreciation or procedural delays, enhances the risk factor; lack of opportunities for development of suitable skills to handle the technology notwithstanding.

The risk factor in terms of ‘response capability deficit’ for CRPF appears to be very potent as can be perceived from above windows. If we are convinced about it, there remains no need to draw any numerical quotients.

It is a matter of serious concern for all us to optimize the performance of various forces working under the federal structure where policing patterns are also eclipsed by sub-optimal political considerations. Amidst the systemic limitations, the plausible pragmatic solutions tend to fall in the domain of managerial vectors. Through the Armed Forces special Power Act, though the Central Force are empowered with certain police powers which enhances their autonomous response capability but still the fact remains that any

superstructure over a weak base cannot thrive for long and the local initiative and synergetic response remain the key issues for effective performance. For successful surgical interventions by armed forces, the importance of diagnostic exercise cannot be undermined which is primarily the responsibility of state authorities.

*For a counter insurgency force, the perception of risk must go beyond the nature of job. It must be viewed from the other end (bottom to the top) in terms of lack of response capabilities, hence 'response capability deficit' (RCD) is a better index to assess the risk seen from various angles.*

Central armed forces cannot suo-motto take over the security role in totality lest it should indirectly amount to superimposition of central dominance over state's autonomy. Hence, managerially, system of unified command under the Chairmanship of State's Chief Executive is resorted to for maintaining well integrated security grids where Central forces merge and operate for synergetic results. Where these systems are weak or lacking, the effectiveness of the forces also comes down. At this juncture, a conflicting situation emerges as central forces are asked to give explanation for 'response capability deficit' whereas deployment and utilization domains are often manipulated by the states authorities. In many conflict zones, besides special power act being inoperative, compact and contiguous deployment with independent area of responsibility for central forces remains casualty. Central force, here, is used for auxiliary investigation work or guarding police stations or as a numerical multiplier to local police, all adding up to a situation of mismanagement. Lately, therefore, much emphasis is being laid on 'local capacity building' on part of state police as the central force model is proving to be a too costly experiment. There is an anecdote of crippled and a blind person as to how they attain perfect synergy. One cannot walk and one cannot see. But both together traverse a long distance helping each other. Illustration may be taken for the purpose of understanding the managerial strategy and not for any misunderstanding on count of role-playing.

To conclude, for a counter insurgency force, the perception of risk must go beyond the nature of job. It must be viewed from the other end (bottom to the top) in terms of lack of response capabilities. Hence 'response capability deficit' (RCD) is a better index to assess the risk seen from various angles. The risk profile is seemingly very high for CRPF as RCD is significantly

vast. However, the RCD factor is manageable in many ways as indicated above. Let us manage them well and manage them soon or else the opportunity cost of not managing the risks would be drastic.

# Adolescent Age

**It is always hard to deal with adolscents because of their changing physical and mental behaviour. Here are some suggestions to understand and deal them well.**

***B.S. Negi***
***DIGP, CRPF, Kahatkhati***

The junior youth are at a special stage which is called “Adolescent Age” in their growth where they are no longer children, and have also not yet entered youth. As such, the junior youth do not like to be treated as children or to be sermonized. Treating the age of junior youth as an extension of childhood prevents us from recognizing the potentialities and capacities which junior youth possess and deprives them of the opportunity to develop these capacities.

When a child reaches the stage of Adolescent Age, he begins to undergo a number of changes- physical, intellectual and emotional. He becomes more aware of himself and is often excited by the emergence of new physical powers.

Junior youth are characterized by a number of special qualities. They reach a new level of consciousness. They no longer see the world through the eyes of a child, but begin to become aware of themselves and their surroundings at a deeper level before.

As a result of this higher level of consciousness, junior youth begin to search for answers for a number of questions- who am I ? what is the purpose of my life ? what is my role in society ? These questions trouble them, and they seek answers which they often do not find. They then resort to hero worship, patterning their lives after figure whom they idolize. The large concern is that the “ heroes” these junior youth choose may lead them to

engage in undesirable behaviors.



***The role of parents is* a *major factor in developing personality of their children. They should behave with them like a friend rather than a supervisor with despotic methods. None else can be the perfect animator to a junior youth than the parents.***

On the other hand, some of the characteristics of junior youth are that they are enthusiastic and energetic; they like to belong to and work in peer groups where they are comfortable discussing issues and talking part in activities without fear of being ridiculed; they like activities that contribute to the common good; they are inquisitive and have a thirst for knowledge.

They are very susceptible to being influenced by the world around them on the one hand and peer pressure on the other and need to be helped to critically analyze the messages being sent through the environment and peer influence and to decide which of these messages are counterproductive to

their own growth.

The junior youth often seek someone who they can look up to and emulate. It is hoped that Animators working closely with junior youths groups can establish bonds of trust, friendship and love, can guide and assist them in their study of the curriculum and in their participation in service and otther activities the greatest impact that an Animator can make on these young minds be the example that he sets before them.

What the Animator should not become is someone who is yet another adult treating the junior youth like children. Rather, he should help create an environment within which the junior youth can express their questions, their doubts, and where they can investigate things. The junior youth need an Animator who is a co-learner, sharing with them his experiences and knowledge in an unassuming way. The environment the Animator should create is one of a groups of friends who learn together, serve their community together, and who have fun together. He may do this by helping the junior youth to reflect on their own like experiences and by engaging the junior youth is simple acts of service, In this manner, their newly emerging powers of service are not ignored, but put to work in simple activities that fire their enthusiasm.

## Characteristics of Adole scence Age

Person between the age group of 10-19 years are called as a Adolescent. Adolescent can be divided into the following three periods.

1) Early Adolescent (10-13 years)
2) Middle Adolescent (14-16 years)
3) Late Adolescent (17-19 years)

During adolescent, the child face rapid physical, psychological and social changes. As a result child cannot cope up with these multidimensional changes and face stress, That is why this period is also called as period of stress and Storm". A child faces lots of problems during this period such as :-

## A) Behavioral Problem

The Hormonal changes cause change in temperament. As a result, they

become short tempered, irritable and outburst into anger. Over a period this behavior lead to frustration and depression.

## B) Subtance Abuse

Child explorers the outer world during adolescent. New things are adventurous and challenging for them. That is why the drug abuse rate is highest among adolescent.

## C) HIV/AIDS infection

Due to lack of knowledge and guidance adolescent easily mislead their path and get infected by STD (Sexually Transmitted Disease) which further leads to HIV infection in Blood and AIDS. Now it is the need of hour to channelize the energy of adolescent in a proper direction to make them asset of nation and this is possible only by bridging up the gap between adolescent and adult. It will lead to proper development of personality of youth. Besides it some suggestive solution are :-

## 1. Development of creative thinking:-

Creative thinking contributes to both decision making and problem solving ability by enabling them to explore the facts of outer world. Also it help the adolescent to canalize the energy in a positive and creative manner and the at the some time feed the adolescent inquisitiveness and help the child improve his knowledge of own.

## 2. Development of critical thinking

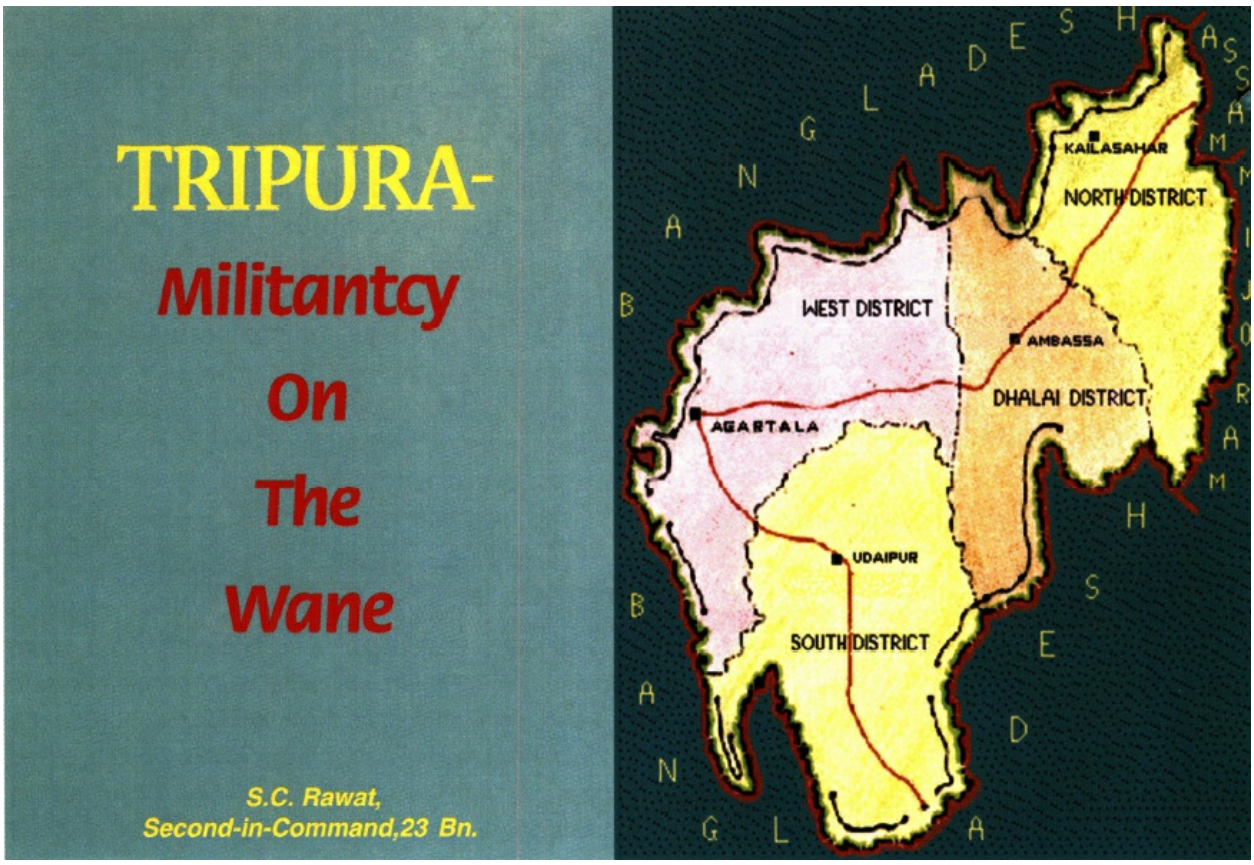
Critical thinking is an ability to analyze information and think objectively. This ability develops a sense to differentiate right and wrong. As a result they can decide what is good for them.

## 3. Development of Essential life skill

Life skill means “Art of living”“ Yoga” and proper knowledge of

environmental happiness and things which helps them to cope up the problems of health, teenage physical developments and behavioral pattern of people around them.

The role of parents is a major factor in developing personality of their children. They should behave with them like a friend rather than a supervisor with despotic methods. Children should be able to tell/free to express themselves before them. None else can be the perfect animator to a junior youth than the parents.




**There is sharp decline in insurgent activities in the state and CRPF has played an important role to curb the menace.**

**introduction**

Tripura, a small state in the North Eastern region of the country is covered by thick forest and hilly terrain. Its population of 32 lakhs (Census 2001) crowded into 10,49,169 square kilometers gave it a population density of 305 per square kilometers and is the second most populous state in the region. Formerly known as “Hill Tipperia” a princly state in bounded in the north,south-east and south-west by Bangladesh and in the east by Assam and Mizoram. 31 percent of total population belongs to different tribal communities. Each tribal has its own language, religion, social customs and culture.Tripura is devided into four districts ( North, South,West and Dhalai) and 15 sub-divisions.

## Stages of insurgency

Militancy in North East is one of the oldest in India and surfaced at the time of the independence. Tripura became a part of the Indian Union with agreement signed by the Regent Queen on behalf of the minor Maharaja in 1949. This agreement is challenged by the National Liberation Front of Tripura, presently the largest extremist group of the state.

Tripura was facing incessant influx of Muslim migrants from Bangladesh. The indigenous tribals who constitute half of total population according to the census of 1931 have been reduced to 1/3$^{rd}$ . The tribals felt threatened sensing that they may have been reduced to a minority status in their own land. Initial beginning was with the formation of an organization called Tripura Upajathi Sena (TUJS) formed in June-1967, struggled for the restoration of tribal supremacy and tribal identity. Militants elements amongst them formed a set up called Tripura sena in 1970 from which another militant group called Tripura National volunteers (TNV) was formed in 1979 with the objective of separate ethnic identity and socialism and their aim was to drive out non-tribals from Tripura and re-establish tribal supremacy. Vijay Hrangkhwal was the leader of TNV and chuni kholoi was his deputy. Their activites lasted till 1988 and the state witnessed a lot of violence including the killing of over 1500 tribals and nontribals over a period of 13 days in an ethnic conflict which broke out in the Khowai subdivision in 1980.

Police in the state, being in an infant stages, the Army and CRPF had to be inducted to the state to contain the activities of TNV. The TNV however, surrendered in 1988 after a tripartite agreement with the Government of India

and Tripura.

The second phase of insurgency in the state commenced in 1989 with the emergence two extremist group called All Tripura Tribal Force (ATTF) and National Liberation Front of Tripura (NLFT).The ATTF surrendered to the state Government after bipartite accord in 1993.

The third phase of insurgency which commenced in 1993 is dominated by two group i.e. NLFT and ATTF (All Tripura Tiger Force). Both these banned groups had been getting liberal assistance in the form of weapon and training from across the border as well as from other insurgent group operating in Manipur, Nagaland and Assam. As many as 58 militants hideouts of North Eastern outlawed group still exist in neighbouring Bangladesh.

## Major insurgent Groups Operative In Tripura

NLFT( BM) with active cadres of about 930 in their ranks and 800 (approximately) weapon led by Bishwa Mohan Debbarma with the aim of Swadhin Tripura. NLFT (BM) had also been actively propagating Christianity and opposing celebration of Hindu festivals by tribals. They are the strong insurgent group in Tripura with all Tripura presence

**ATTF** with appoximate 300 cadres and 162 sophisticated weapons is another major extremist group. Tribals part of ATTF surrendered in 1993. The ATTF is lead by Ranjit Debbarma. Due to inter group rivalry between NLFT (BM) and ATTF, the area of influence of ATTF has steadily reduced and now they are restricted to Khowai and Sabroom areas of Tripura. ATTF also supports the tribal way of life but it is not anti-Hinduism in its appproach.

**BNCT** :- The Borak National Council of Tripura is active in the Dhaiai district. The group is presently disorganized and almost leaderless. Howerever, it is working as an extended arm of NLFT (BM). The recruitment of young boys is being carried out by BNCT on behalf of NLFT (BM).

## Militant Activity Scenario

After the announcement of Union Government rehabilitation package on the 1st April-1988 altogether 1563 ultras surrendered till November-2001. Amont them surrendered of 991 persons were accepted by the state

Government. The rehabilitation packages includes:-




*A scene from recently held polling in Tripura*

a) Rs. 1.5 lack to bank account (If Govt/semi-Govt job is received, this amount will not be sanctioned. Any one indulging any crime during the aforesaid period will forfeit the benefits.

b) Vocational training (Three years)

c) Stipend (Rs. 2000/-pm during vocational training

d) Withdrawal of cases (All cases will be withdrawn except crime against women).

The trend of militancy in the state is in down scale, statistics available from Government sources, it has been observed in last seven years, the decreasing rate of militancy activities beested date with higher index every year comparing to previous one.

| DESCRIPTION | | 2001-2002 (June) 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
|---|---|---|---|---|---|---|---|---|
| Militant attack | | 187 | 196 | 305 | 184 | 115 | 102 | 59 |
| Killed | Common people | 134 | 93 | 184 | 55 | 30 | 13 | 06 |
| | Security Personnel | 31 | 42 | 39 | 47 | 11 | 14 | 05 |
| Injured | Common people | 72 | 42 | 111 | 76 | 44 | 12 | 02 |
| | Security Personnel | 34 | 24 | 53 | 15 | 08 | 27 | 02 |
| Abduction | 123 | 145 | 173 | 92 | 62 | 43 | 30 | |

In 1997, only eleven persons died due to militant activities compare to 165 in 2001, Abduction for there twe years are 123 and 30 respectively.

| DESCRIPTION | 2001-2002 (June) 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
|---|---|---|---|---|---|---|---|
| Militant captured | 233 | 57 | 128 | 101 | 51 | 67 | 09 |
| Militant killed | 44 | 31 | 50 | 54 | 23 | 27 | 10 |
| Encounter | 48 | 50 | 85 | 76 | 53 | 59 | 23 |

## Security Forces Activity

This year, at least 19 militants were killed whereas it was 44 in 2001. These figures also indicate the down trend of the militancy.

## Deployment Of CRPF In Tripura

The CRPF has been deployed in Tripura to contain the strike insurgency since nineteen seventies. The deployment of CRPF was as higher as 14 BN from March, 2001 to March, 2003 due to rise in insurgent activities. Gradually as the insurgent activities were effectively controlled, the level of deployment of CRPF was brought down to 11 BNs. Presently 9 BNs are deployed in the state in aid of civil administration to combat insurgency and internal security problem. Despite heavy operational assignments, the Force is keeping vigil on 60 kms stretch of NH-44 from Chakmaghat to Manu and escorting convoy on this highly sensitive road. Besides providing security to civil vehicles operating on state high way i.e. Teliamura to Bampur, Ambassa to Gandacherra and Amarpur to Maharani, the Force is also looks after the security of vital installation like Rajbhawan, Ex-CM's residence and Trithmukh Hydel Project. The CRPF also has ensured free and fair election.

## Achievement Of CRPF

The CRPF is playing a major role in containing the insurgent's activities in the state and achieved a remarkable success in the last seven years. During the period from 2001 to 2007 (upto 30th Nov-2007) as many as 39 militants have been neutralized and 799 apprehended. Besides, 21 Nos major arms, 140 Nos country made gun/revoler, 1944 rounds of assorted ammunitions, 29 Nos HE & Chinese grenade/bomb and large quantity of explosive, fake currency have been seized from insurgents during the period. But the Force had to pay a heavy price for it and 36 men have sacrificed their lives for maintaining law and order in the state.

To conclude, the security forces achieved successes in an exemplary manner in suppressing the militants. The development works by the Government also help insurgents not to indulge into militancy and join the main stream in building a peaceful and prosperous Tripura. But there is no scope to be over confident and security forces do not leave free space for outlawed activities.

## Gallant Action of 171 Bn.



*Late Ct Binod Roy*



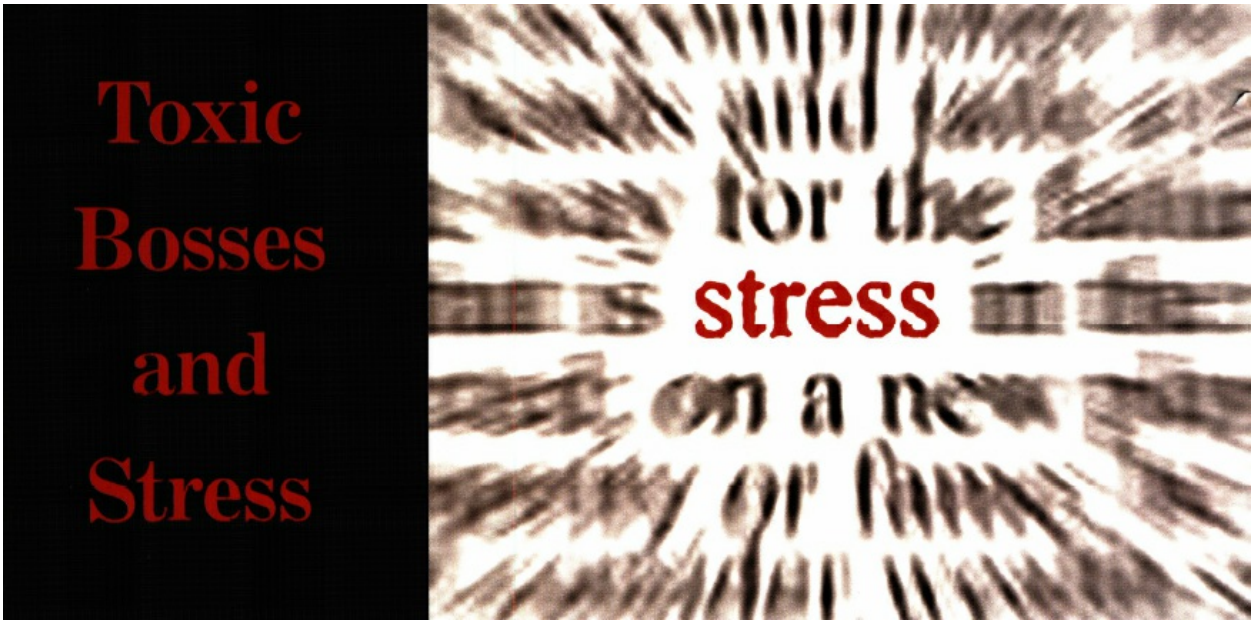
*Ct. Dhyan Singh*



*Ct. Kuhal Roy*

On 15.12.2006 at 1805 hrs SP Bankura informed Shri R.K.Mondal, A/C of 171 Bn that some CPI (Maoist) activists armed with deadly weapons intruded into the Village Badgubi under PS Barikul, Bankura (W/Bengal) with ulterior motive of killing some CPI(Maoist). The SP also directed to launch an operation immediately. Accordingly one PI of C/171 Bn alongwith civil Police representatives left for Village Bagdubi on foot for an operation. When the PI reached near a Primary School of the village the Naxalites were addressing a meeting there. When the PI started intercepting the meeting venue our troops came under a volley of fire from the Naxals from a distance of hardly 20-25 Mtrs. The fire was immediately retaliated by our troops. No. 041710063 (late) Ct/GD Binod Rai who was heading the column of the Force as scout had spotted two Naxalites firing towards the Police party from the front and he retaliated by opening fire on them without losing any time. It was his operational acumen and accuracy that he did not miss the target and succeeded in killing both of the Naxals on the spot thereby saved the lives of other police personnel and also the villagers present at the meeting. But in the process, he also received bullet injury on his head and sacrificed his life for the cause of the nation. The indomitable courage and valorous act demonstrated by Late Ct/GD Binod Rai, during the encounter with Armed Naxalites was highly exceptional, encouraging and imitable for all times to come. Ct/GD Dhyan Singh and Ct/GD Kuhal Roy who were following Ct/GD Bonod Rai, saw the wounded Ct Binod Rai falling down due to bullet injury. They immediately moved towards Ct Binod Rai for rescue however, fired upon by Naxalites and both of them too received bullet injuries. Even after getting bullet injuries they displayed unprecedented courage and risking their own lives they took position and engaged the Naxalites with retaliatory

fire effectively. Due to their valiant act the Naxalites uprooted from the hidden place and forced to retreat. Thus both the Cts saved precious lives of own troops as well as innocent villagers present there.




# Misbehaviour with subordinates can lead to stress amongst them which effects the working environment and ultimately the overall performance and results of the organisation.

***Rakesh Kumar Singh***
***Second in Command, 81 Bn.***

Leaders have become very important for accomplishing the mission. They are under scrutiny not only for their productivity but nowadays more for inter-personnel skill and relationship management ability. The rules for ruling subordinates are changing and the ruled one are judging them from a different yardstick. The failure of leaders to behave in a certain fashion are no more tolerated with heads down but are reflective in productivity and overall

work scenario which generally leads to turn over, frustration, reduced efficiency and above all stress. All these are more appropriately known as toxicity at work.

Working in toxic atmosphere is pain not pleasure and surprisingly any leader/manager can create such hell very easily. The behavior of such leader is so bad that it is toxic to the organization. Of late, such leaders/managers have got a new coinage toxic leader/ toxic boss. The term has been framed to define the leader who makes the life of their staffs/subordinates hell. And with such phrasing some common traits have also been established and concept of toxic leader defined in terms of a few traits followed by such leaders.

The concept of toxicity is related to failure at the helm of affairs to look after the personnel whom they are commanding and take into consideration their view point. Generally, a toxic leader will have few academic qualifications, be arrogant, prone to shouting at subordinates and have poor emotional controls, as Prof. Adrian Furnham of University College, London defines. He further opines that such leader will be easily bored, unable to make good long term plans and place little value on seeing their workers gain new skills. The toxic leaders are thus selfish, uncaring and arrogant who berates their people as well as are unconcerned about them and primarily focus on getting the job done. The toxic bosses are generally cause of most of the miseries at work. In such leadership the morale of people are low, indiscipline, absenteeism and unhealthy working atmosphere spills further emotional problem thus keeping all severely stressed.

All around the world there is feudal mentality while judging the subordinates and almost divine submissiveness to the saying that Boss is always right". People in power have capacity to define rules for their subordinates and privileges for themselves. No surprise power is often defined as the capacity to get what we want or the ability to influence other. Adam Galinsky, a social psychologist at Northwestern University says that the powerful have a profound effect on others and everyone naturally hopes that they will be sensitive to others. However, toxic boss is clueless about what others think and thus become typically a perfect devil at work. There is also debate that for the toxicity only leaders / boss are responsible. Peter Frost opines 'toxicity ( pain that strips people of their self esteem and that disconnects them from their work) can come from a number of sources,

including the behavior of immediate bosses, non co- operative employee and etc. But the tone in an organization tends to be set from the top and so toxicity is often top down phenomenon, and thus emerging from leaders and bosses at various levels. “The higher-up the toxic person is, the more widely spread is the pain and the more people there are who behave in the same way”.



*The rules for ruling subordinates are changing and the ruled one are judging them from a different yardstick. The failure of leaders to behave in a certain fashion are no more tolerated with heads down but are reflective in productivity and overall work scenario which generally leads to turn over, frustration, reduced efficiency and above all stress. All these are more appropriately known as toxicity at work.*

Today, a man travels beyond boundaries, thinks out of box and associates across the ideological mindset, nevertheless when it comes to accept the leaders and bosses at work place they narrow down to their mind and prioritize the *amygdala* ( emotional part ) over other things. To make it further clear, it is imperative to understand the components of brain. There are three major regions of the brain - the cortex (the thinking part of the brain), the amygdale (the emotional part, which triggers many emotional

reactions) and the brain stem (the reptilian zones for automatic reasons) These days people may have lost many social relationships but have become hyper sensitive to their own self and thus reads the emotional parts in others first than their competence and capabilities.

The impact of toxic leaders affect the morale of men, they lose the drive to achieve their goal, make the workplace unpleasant and severely put men under tremendous stress as well as they become depressed and a frustrated lot. These toxic leaders therefore becomes another stressors when already due to pressure of progress, breaking of families, eroding ethos and other factors are contributing to stress factor. The recent WHO report indicates that 47.3% Indians are worried, 47.4% sad and low, 44.9% victims of memory disorder and 34.3% suffering from sleep disorders.

Toxic leaders are forcing stress. To understand it, Mike Moore explains that when one's leader or boss berates one or shouts or criticize or give a disapproving look, the way one reacts / responds is -acute stress reaction. An acute stress reaction is physiological response to a threatening situation. It is characterized by surges in hormones such as adrenaline and cortisone. Each of these hormones has effects on the body such as increased heart rates, constriction of the blood vessel in the skin and effects on the brain. The effects ofthe stress on the body and brain enable us to act more powerfully and quickly than in a non-stressful situation. The trade off for this extra power, speed and energy in our actions are less thoughtful. This stress is counter productive, it impairs the cognitive ability and further many illness mental as well as physical.

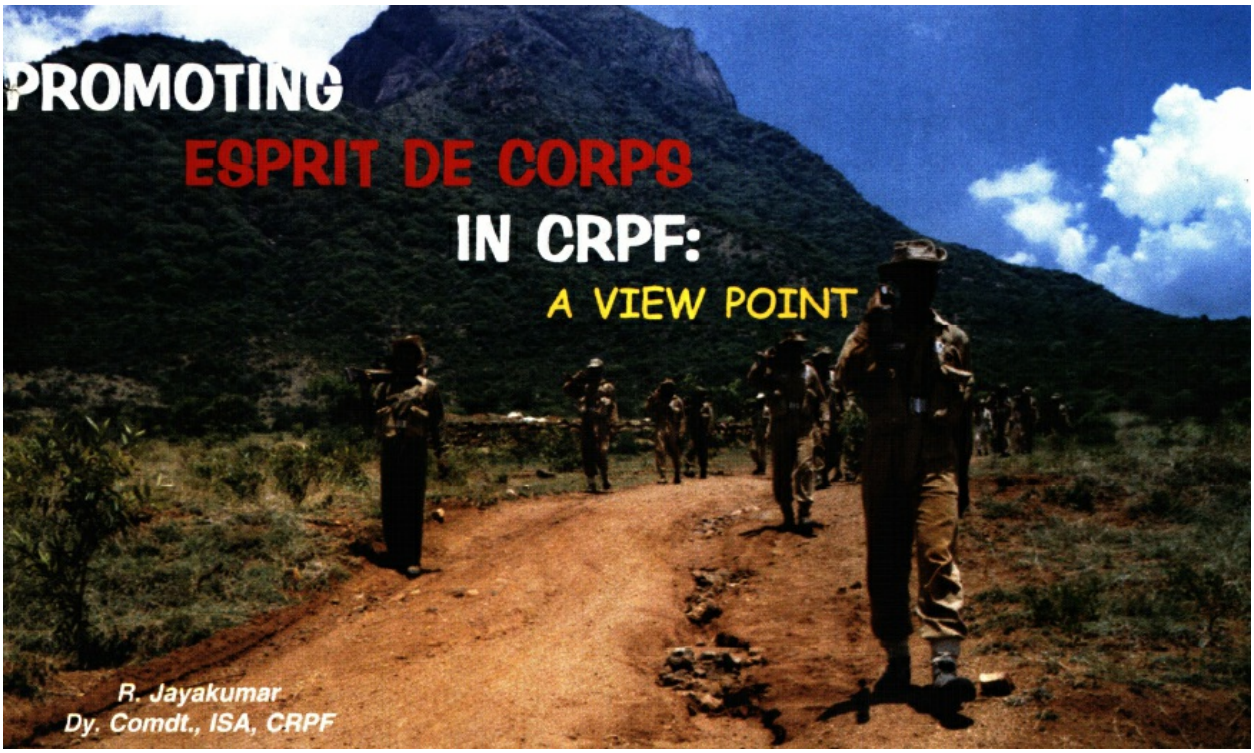
Now, the question is how to change toxic leaders as well as remove toxicity from the work place. Peter Frost in his book "Toxic Emotions at work" says that there is a lot of suffering in the workplace and it shows little sign of letting up. He further asserts that all leaders create pain. Nevertheless, scholars have evolved many coping strategies to deal with such situations. In my opinion the concept of emotional Intelligence as well as social intelligence evolved by Daniel Goleman seems to be of the greatest importance in mediating the coping strategies against toxicity.

*In the perspective of managing emotions to control stress due to toxic leaders there is a need to understand emotional problem indicators and situation causing stress in one's professional and personal life.*

To explore the coping skills against stress caused by toxicity, I am of the opinion that emotional intelligence attributes must be adopted. Emotional intelligence means knowing oneself as well as other's emotions and managing it well. The crux of E.I. concept is Relationship management. Before deliberating upon the relevance of relationship management it is imperative to understand the coping skills suggested by management guru as the effects of the toxic boss are immediately felt in corporate sectors or where the role of human beings are of great significance like CPMF.

Broad classification categorizes the major personality traits of toxic leaders' as-self-centeredness, Messianic visions, Arrogance and blame shifting according to Patricia Wallington To dilute the toxicity emerging from above factors resulting in stress among employees, it is suggested that the should identify the situation that triggers stress and then try to keep the situation in perspective before adopting some relaxation techniques or social skills besides asserting oneself in such situation.

In the perspective of managing emotions to control stress due to toxic leaders there is a need to understand emotional problem indicators and situation causing stress in one's professional and personal life. A man aware of his emotions and its expressions may be able to cope up with stress or precisely such awareness may help in coping up with the stress, that is, preventing the stress to let it develop to its critical level by understanding the feelings and realizing the fact that happiness comes into life with the mindset to laugh off frustration, disappointments and neglect. In other words, emotional awareness helps in developing the ability to forecast one's own feeling and also the ability to forecast as to how someone else will feel. It naturally leads to being more considerate to others and this awareness is the root of happiness and also a two way process to reduce / eliminate the toxicity or say stress.




## Introduction

The CRPF from its humble beginning in 1939 has today grown into the principal fighting arm with a mandate to secure the nations' Internal Security. From a mere strength of 1000 odd personnel in 1939, it has now grown into a mammoth organization of approximately 2.5 lacs man power, making it as the largest paramilitary force in India. The Force is presently deployed in principal conflict theatres (i.e) fighting cross border Jihadi terrorism in J&K, countering multiple ethno centric insurgencies in North East, tackling Maoist left wing extremism relentlessly. Besides, the role of CRPF in maintaining communal harmony, law & order duties, conduct of election, rescue/relief work is a known phenomenon.

CRPF is on the threshold of spectacular changes and the massive expansion in the last 10 years has been necessitated to meet the ever increasing requirements of maintaining the internal security and large scale deployment in counter insurgency operations. The prevailing socio-economic and caste consciousness complied with regionalism and uneasy neighborly relations in the Indian subcontinent will provide unceasing challenges before CRPF in forthcoming days. CRPF units are likely to remain committed on IS duties without any relief.

The diversity in the nature of operational duties in different conflict theatres, hostile working condition, rugged terrain will pose ultimate challenges to the personnel and the units. Prolonged exposure and hardships will inevitably affect the efficiency, performance and morale of the troops. CRPF posses a unique “All India Composition” and this makes it inevitable for the need to have a system of bringing in esprit de corps to maintain the identity.

It is in this context that, esprit de-corps is an essential pre-requisite to maintain cohesion and team spirit amongst troops. This effort of mine is not an indictment of the system nor is an apology for whatever found wanting. It is purely an effort in practical terms to analyze the situation and put across ideas that could help in measuring up to the organizational goals.

**What is Esprit de corps?** Esprit corps is the sum total of discipline, training, instilling of and education of members of a unit. Comradeship and regimental spirit make up Esprit de corps of the force. *In applying the same contour of definition, we need to answer the following questions.*

1. Do we have camaraderie and spirit de-corps which deeply grows with the passage o f time between person and organization which can bring in cohesiveness in the group and motivates the members to live up to the expectations of the force?
2. Are we able to harness together a distinct character and strong sense of belonging amongst our members of the force which acts like a catalyst for enhanced performance.
3. Have we imbibed and passed down established traditions of the force amongst the members of the next generations? Presently, there is a big paucity of these inks and either we look into the biographies or accounts of Western Generals of from the Army. In this regard, the efforts of updating the chronicling the experiences in CRPF History book should be fine tuned and strengthened.

## PREVAILING SCENARIO

1. Personnel are invariably found with the absence of a sense of belonging and dedication towards the unit/organization.
2. The tendency is always to manage transfer from the unit deployed in hard areas and seek greener pastures. This is complicated with frequent

instances of replacement of heads/officers of the units once when any unit gets transferred to peace locations from hard areas. The team is changed on arrival at the new location.

3. Personnel press panic buttons to get their transfer from the unit when they are alerted about the move of their unit from a peaceful location to a hard area.
4. The predominant cases of OSL in units posted in hard area stands testimonial to the lack of attachment with Units deployed in hard areas.

## ENHANCEMENT /MEASURES VIS ESPRIT DE CORPS:

### Why don't we adopt permanent Unit concept

The process of regimentation could be realized only by the adoption of permanent unit concept in CRPF. The individual (CT/SO/Officer) should serve and remain on the rolls of the same unit he attains the rank of Second-in-Command or superannuates from the service. Though instructions exists, it is yet to be implemented. Subsequently, even after picking up the rank of Commandant, a method should be devised to utilize his services with the parent unit from where he started his carrier. This will prove to be the bedrock for a permanent bonding between men and officers of the unit. A sense of attachment/belonging, loyalty, trust and most importantly the faith in Command and development of unit pride will be the fall outs of such process. The administration authorities should be extremely careful in verifying the compulsions and situations arising for posting in a particular rank out side the parent unit. Such appointments should only be very exceptional when it becomes unavoidable. A system even in such circumstances should be institutionalized that the individual who is required to discharge his duties out side the unit must fall back to his parent unit and continue thereafter. The underlying point is, a person should always realize that he and his unit are two inseparable entities. The George Francis committee which was created to formulate perspective plan of training in CRPF in 2005-6 elaborated about the feasibility of rotation of man power and units in various conflict theatres within the existing scenario, which incidentally will eventually strengthen the cohesiveness of the organization. The report of the committee deserves attention. We need to create, plan and enforce a sense of belongingness and a system of regimentation has to begin per se the day a person becomes the member of the unit and continue till he finally leaves the unit. The bonding

with the unit has to be life long. The Permanent Unit concept should be explored and even a modification of the concept in the background of CRPF is worth experimenting.

**Need for Unit History;** Every CRPF unit must have a comprehensive and time account of its history covering its origin, raising, laurels in competitions, decorations and gallant action. A booklet should be prepared in bilingual (Hindi/English) format and circulated amongst the rank/ file of the unit. Visitors coming to the units should be provided with the booklet. The existing battalion history sheet CRPF units can be used in codifying the literature in a book form. The underlying point is every member of the CRPF unit should possess adequate knowledge about the history/ legacy of his unit which shall contribute for the enhancement of individual pride in particular and organizational / cohesion in general. The Americans after their drubbing at the hands of the Vietnamese carried out a detailed study to analyse the reasons for their defeat and to find ways and means of improving morale and to motivate the soldiers. A major recommendation was that the US military should adopt the Indian pattern of educating their soldiers to live up the hard won colours and battle honours. The unit history could prove very handy in this regard. A system of examination appraisal system should be introduced in the training centres when people report for basic or pre promotional courses with reference to organizational history and subsequently Commendation certificates can also be issued to those excel in the tests. Our men should feel proud about their seniors and unit history book could help in achieving that.

**Unit Slogan;** Battalion slogans are a development of the banners of medieval nobility which trace their origin back through the ensigns and standards. Slogans are an epitome of the history of a unit and provide a feeling of pride in the officers and men and ex-servicemen of the unit. A process by which the units in CRPF should identify their history and enlistment of their symbols can be mooted out. The CRPF units are presently designated with numbers for their identification and it has not assisted the unit in strengthening its regimentation. May be, we can explore the possibility of selecting a Unit slogan which may help in developing the sense of pride and esprit de-corps. The unit slogan should have a distinct character and it should not have any ferrous of caste, religion and area. Slogan selected should be used by one and all on all occasions. Undoubtedly, selection of slogan will bring a better and everlasting bonding amongst the rank/file of the

unit. An expert committee can go into the modalities behind the selection of unit slogan. This can be used along with the Organisational motto during ceremonies and functions.



**Orchestrating 'First Meeting':-** The posting orders for all ranks(Officers/SOs/ORs should be issued sufficiently in advance. The instructors in the training institutions should indoctrinate the need to every trainee to start identifying himself with his unit at this infant stage itself. In case of officers/SO's drafting of formal/DO letters should be encouraged by the trainers as a step to start the first communication. If possible, the parent units can end an officer or senior SO to the concerned RTC / CTC /CRPF Academy where the individuals are earmarked for the unit is undergoing basic training. An effort and opportunity should be explored by parent unit to interact with the earmarked trainee and should apprise them about special inputs on AOR, role specific training etc. Similarly, "first meeting" with the parent units should be carefully organized since these impressions are the most lasting. Drill if any should be framed out by the units for reception. The initial exchange of ideas between the personnel posted and those who join the unit will go a long way in bonding the mutual relationship. Some of the following practices need to be properly institutionalized.

1. Wherever required a responsible and sincere officer/SO/NCO should be detailed to collect and received new entrants. The new recruits should not be left high and dry in the station.
2. Detailment of suitable and appropriate transport should be arranged for conveyance to entrants.
3. Arrangements for refreshments/meals on arrival.
4. Earmarking of appropriate and proper place to reside in the Unit.
5. Unit staff officers, SM, SI (Adjt) & BHM should meet the personnel in person.
6. Sufficient time should be given to settle down to the entrants.

**Grooming Mechanism:** Accusing the present is excusing us. A young officer /SO/Constable on joining the unit is desperately anxious to measure upto established norms. He is looking forward to becoming part of a larger family. In this, the seniors can surely help him by educating him about the past of the unit, prescribing standards that the young entrants is expected to live up. Changes from both " top down" and "bottom up" must be brought in so that we are able to groom and produce proper man power which can practice the immutable leadership principles,'Know yourself' and 'set the example'.

**Improving physical environment;** The healthy tradition of games and sports should be strengthened because it is where the men could excel Vis-a Vis officers and thus prove to them a streak of superiority. Such instances will lead the men to conclude that the officers are as much mortals as they are and that they too have similar emotions. Today's officer is becoming more of a 'nine to five' type of man. While it is accepted that an officer has his social, domestic, social , regimental and professional functions to perform, he must accept all this in addition to his ultimate duty of leading men in conflict situations.

**Maintaining High standards of Lines/ Langar:** The best of the CRPF units derive esprit de-corps from high standard of lines and effective management of Langar. Over the years, the individual's belief in the CRPF Langar has eroded and the Langar institution demands special attention and care. A sense of disenchantment prevails in general about the interior economy of diversification of funds from the OR's mess. It should not be forgotten that OR's mess is one of the crucial binding elements of our organizational cohesion. There is a crying need to reform the Langar system.

Preventive checks/effective controls and impartial autonomous functioning is a key to this malady.

**Timely Food Supply Complimented With Nutritious Menu ;** It needs no specific emphasis that good/timely food is the most important morale boosting factor and bad/untimely food, a source of indiscipline and discontent. A constable expects better standards of food style these days and will not remain indifferent towards badly cooked food. Any suspicion that found is being taken by officers may have a counter productive effect rather than bad food being served. The tradition of having the feet of men inspected after a long route march and ensuring a hot cup of tea to them is one such example worth emulating. Some of the following points which need careful analysis in Langar management are;

1. Clean hygienic dining area.
2. Provisioning of dining tables/chairs.
3. Availability of clean purified water
4. Bainmarie /portable containers which can help serve the food hot.
5. Dress code for mess staff

These are not new points but rather they demand continuous fine tuning according to present circumstances by the commanders. Nevertheless, we can attribute that owing to the shortcomings in ensuring these aspects, the relationship always ends in a sour note.

**Ceremonies in the Unit:-** The unit functions like raising day, reunions must be celebrated and organized with full traditional fan fare. The aim behind the unit functions should be to develop and promote fraternal feelings, mutual respect, cohesiveness and above all esprit de-corps. Careful preparation and flawless execution on all unit functions, however long or small is required. Similarly the religious parade of Mandir, Masjid, and Gurudwara must be attended by all officers and men of the unit to maintain a homogenous and secular atmosphere. What is essential is to see that the core structure of unit ceremonies inspires our personnel to draw motivation so as to live up to the demands of the country and the society.

**Institution of Sainik Sammelan ;** This is a very good system where Constables could bring up points of common or community interest for the consideration of commanding officer. It has done a lot of good as far as raising the morale and performance level is concerned. However, over a

period of time and with modernity catching up one finds that the sainik sammelan has lot much of its sanctity and importance. So much so, that there are occasions where the ritual is gone through every month with no point being raised by anybody. This appears to be so because the men have come to believe that raising points marks them as 'trouble makers', as most of the problems pertain to either to some inadequacy / logistic deficiency or the omission on the part of a junior leader or their immediate JCO or NCO. We need to probe, why this important channel of communication has dried up in recent years. Perhaps, an open session with the troops without JCOs and NCOs could prove to be an eye opener.

**Remembering Gallant action / Grievance Mechanism;** the unit should invariably conduct programs in connection with the remembrances of living gallant heroes or martyrs. Such functions would generate emotional and sensitive feeling amongst the men. The unit Commander and his team of officers should extend all possible assistance and take genuine efforts in making the bond of the field units stronger with the families of these heroes / martyrs. The system of remembering the supreme sacrifices should be acknowledged in news papers on their days of anniversary. Events/ sacrifices should be recollected in a formal function in the unit. The unit commander should communicate to the bereaved families of the unit and take appropriate efforts to concerned district administration /police to meet the requirements. May be a special concessional policy should be framed by authorities to the members of these families if they desire to join the force. The recent efforts of chronicling saga of courage and role played by CRPF in the Battle of Sardar Post, thwarting the fidayeen attack on the parliament and in Ayodhya in the form of CD deserve a special mention. It should be made as an annual project and disseminated to the formations. The contribution of every hero or martyr should be preserved and passed on to the next generation.

*Prolonged exposure and hardships will inevitably affect the efficiency, performance and morale of the troops. CRPF posses a unique "All India Composition" and this makes it inevitable for the need to have a system of bringing in esprit de corps to maintain the identity.*

**Streamlining Attachment Syndrome;** Units are required to shed their posted personnel for attachment with Ops/Adm (Range/Sector/Dte) offices for staff and specialized duties. No doubt, these are longer requirements of

the force and as such these are to be complied by all. But, what is required is, these commitments should not disturb the regimentation structure of the unit. A timely and regular audit of such attachments should be reviewed. What prevails now in the “talent spotification and absorption by the higher formations” leaving the unit in lurch. The ‘Delhi coterie’ and “lobby placements” has added oil to the flames of disenchantment. Similarly personnel posted in static institutions have required semi permanent status and most of them have forgotten their parent units.

**Paper posting system:-** It serves no useful purpose and the individual owes no affinity with the unit if he remains away from the unit. This system must be discontinued immediately.

**Raising new units :-** The old units had to shed with their staff since the newly raised units require selected personnel at functional/ command level for proper foundation. The infant years of newly raised coy (5-6 years) is very crucial to establish its credentials. A system of earmarking from the old units within the group of paneled units of concerned sectors should b worked out. Officer, SOs, NCOs can be earmarked for tenure of 2-3 years for the newly raised within these empanelled units. The staff earmarked should revert back to the parent unit after ensuring that the new unit is able to establish itself fully. This will prevent serving of the staff for such tasks and regimentation can be remaining undisturbed.

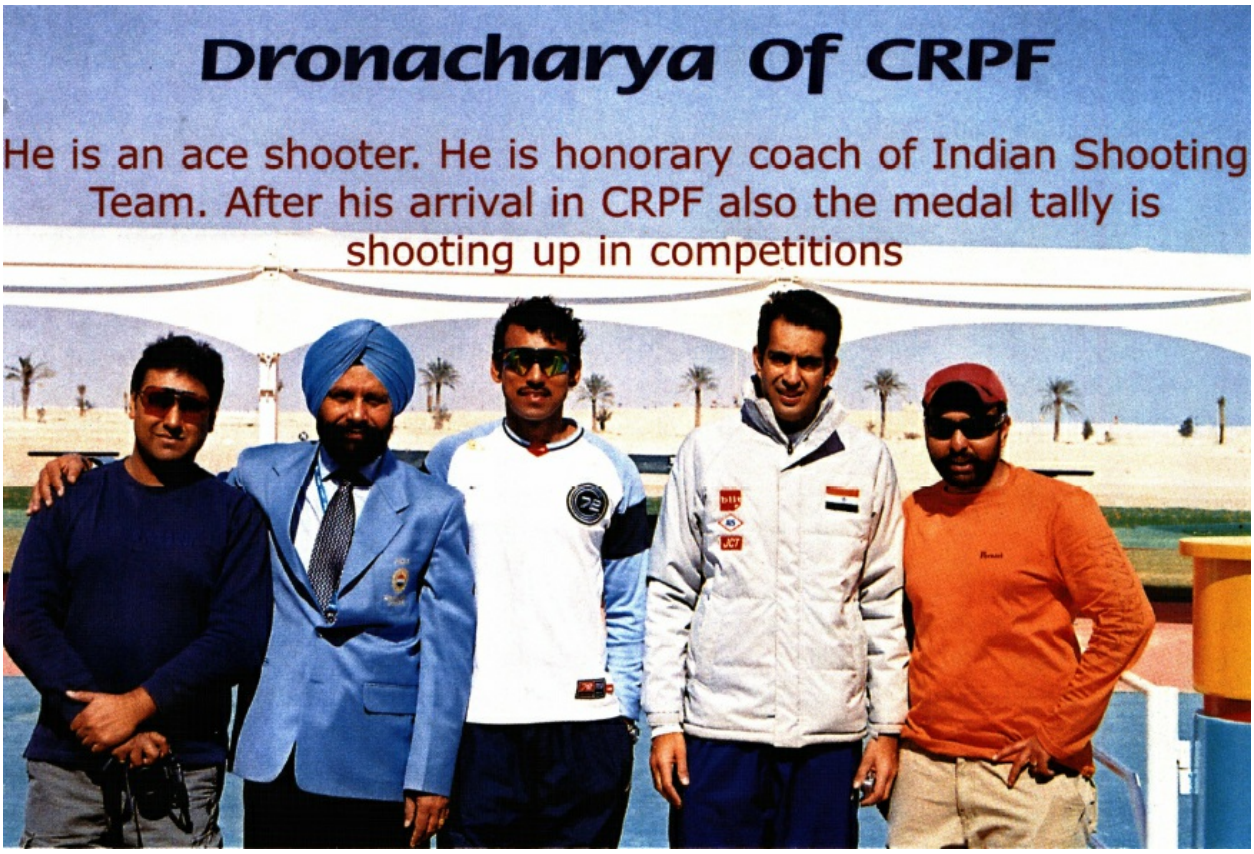
**Role of Officers:** There are certain customs conventions, ceremonies or decorum’s which should be observed and sustained by officer cadre. Any let up in this context would create a sense of distancement. Good manners and etiquettes of the service demand that officers of a Bn do not either run down their own unit and do not criticize other unit. Officers must be careful and should not decry the units./ organization in the presence of outsiders whosever may be, even in the presence of their own kith and kin. The tendency to boast and criticize higher head quarters and seniors must be nibbed in the bud. The unit commander should ensure that all men under his command are getting their due privileges and entitlements. Logistical distribution, family accommodation, leave, allowances, recreational facilities should be distributed impartially and without any favoritism. The inspiration and motivation that comes from proper leadership can harness the will of the individuals to undertake tasks that may appear impossible otherwise. Recognizing individuality, making subordinates feel important, Guiding

rather than ordering, setting a good personal example, showing confidence in subordinates, encouraging participation, timely rewards and awards etc can go a long way in promoting esprit de corps and cohesiveness in the unit. It will be fitting to here to refer about what, *Fredrick the Great remarked once, "The commander should practice kindness and severity, should appear friendly to the soldiers, speak to them on the march, visit them while they are cooking, ask them if they are well cared for and alleviate their needs. Small requests should be granted but severity is maintained about everything regarding duty"*.

**Role of higher formations towards fostering regimentation:** The process of regimentation can be strengthened only by higher formations (Range/Sector/Dte.). The authorities should be strict in understanding that regimentation in CRPF is conceptualized for the unit and not for their formations. It is designed with this premise and that is why there is a necessity of personnel remaining posted in the same units. A monitoring mechanism should be established to ensure that the process of regimentation is rooted in the force progressively.

**Concluding Remarks;** An organization with a strong esprit de corps ( which is another way of saying group loyalty and unity) powerfully influences the conduct of its members. Discipline becomes natural. When morale land esprit combine with cohesion, the pay off occurs. Unit pride and the urge to protect comrades help reduce psychological and physiological fears. Once the CRPF unit gets its place of recognition in the organizational orbit, wonderful results will spring. The road to recognition is only through Esprit de corps.

The work style of the force is becoming harder and tougher by the day and their continued deployment on counter insurgency and other duties is exposing them to pulls and pressures which their predecessors hardly ever experienced. This becomes that the constable is facing these days. It is worthwhile drilling into our commander‘s mind that when the chips are down, confidence and discipline are paramount and complimentary. Past actions, good or bad will be remembered. The emphasis therefore has to be on comradeship on commandership.




*Shri T.S. Dhillon (2nd from Left) flanked by Col. R.V.S. Rathore, Vikram Bhatnagar, Manavjit Sandhu and Ranjan Sodhi during World Shooting Championship at Zagrab-Crotia-2006*

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***Ajay Chaturvedi***
***Public Relation Officer, CRPF***

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Shri Tejinder Singh Dhillon , having joined CRPF as a DAGO during 1971, got associated with CRPF Shooting Team as Coach and Manager during 1980 after having won the “Best Shot Trophy” and distinction from the Platoon Weapon Course Infantry School, Mhow. Thereafter, it has been dedicated constant efforts by him to groom/train shooters, develop infrastructure and ranges for CRPF, Punjab Police and National level.

CRPF Shooting Team grew and strengthened rapidly under his coaching, reining supreme in All India Police Duty Meet for years together including bringing out several Best Shots and national Gold Medalists from within the CRPF. He also became the first international from within the CRPF to

represent the country during IX Asian Games 1982 and lead the country himself as Captain of Indian Team for the First World Police Games held at Italy during 1989. He also became the first Indian to be trained as a Shooting Coach for the US Olympic Training Centre, Colorado Springs, USA in 1986-87 and first Asian honoured with life membership of International Shooting Coaches Association- USA. On being promoted as Commandant, Shri Dhillon gracefully left the CRPF Shooting Team on high stream after winning the All India Police Overall Championship during 1991.

On being pulled on deputation to Punjab Police Shri K.P.S.Gill, the then DGP of Punjab Police to revive and strengthen the training system of Punjab Police, at historic Punjab Police Academy, Phillaur, Shri Dhillon took the challenge of building Punjab Police Shooting Team as well beside his main task of uplifting training as such. Dedicated efforts proved fruitful when the Punjab Police which had not won even a single medal in the last 50 years, won over 400 medals including Indian Police Championships, Best Shots and National Gold Medals with new records under his coaching and leadership. He also established Maharaja Ranjit Singh Shooting Club at Phillaur and Dashmesh Rifle Club at Badal, building Modern Shooting Ranges and conducting several national level events as Director competition. All this revolutionized shooting sports in the region, providing several national/international level shooters including Olympians. He was awarded Maharaja Ranjit Singh Award by the Punjab Police.

Shri Dhillon is a member of National Selection Committee to select Indian Shooting Teams for various International Shooting Competitions for the last 10 years. He is also a member of National Governing Body, Technical Committee and Disciplinary Committees of National Rifle Association of India. As an honorary coach of Indian Shooting Team, he has trained and accompanied Indian Shooting Team for several World Cups, World Championships and Asian Games. On repatriation from Punjab Police, Shri Dhillon as a professional, served at various assignments as DIG mostly in J&K and Assam.

Since CRPF Shooting Team, had stagnated, Shri J.K.Sinha, the then DGP again entrusted the responsibility on the shoulders of Shri TS.Dhillon (in addition to his own duties as DIG, Jalandhar) to revive and strengthen the CRPF Shooting Team during 2005-06. Shri Dhillon stood to confidence to revive and rebuild the team bringing back the All India Police Prestigious

Overall Shooting Championship after 15 years, that too during golden jubilee Celebration of All India Police Duty Meet during Dec 2006. Thereafter there has been no looking back for CRPF Shooting Team with the help of DGP and Sports/ Training Branch of the Directorate. The best part that as a coach, Shri Dhillon has trained several shooters out of recruits from within the CRPF to win national and All India Police Duty Meet Gold Medals and Best Shot titles and Championships.

The achievements of CRPF team in the last two years as follows **:-**

## I. International Achievements

Shri TS.Dhillon of CRPF participated in the following prestigious international shooting competition as Coach of Indian Shooting Team and won the glory for the country as mentioned against each :-

Coach cum-Head of Delegation of Indian Shooting Team in the ISSF World Cup at Munich(Germany) from 6$^{th}$ June to 13$^{th}$ June 2005 and Milan, Italy from 13$^{th}$ June to 20$^{th}$ June, 2005.

i) World Cup held at Guangzhou, China from 25$^{th}$ March to 2$^{nd}$ April 2006 wherein Gagan Narang won the Gold Medal and India earned the first quota for the country in any sport for the Olympics 2008.

ii) World Shooting Championship held at Zagreb, Croatia w.e.f. 22 July to 6$^{th}$ August 2006 wherein India created history by winning six medals(3 Gold, 1 Silver and 2 Bronze) with World Champion title. India also earned three more Olympic Quatas. It was the highest medal tally.

iii) 15$^{th}$ Asian Games 2006 held at Doha, Qatar from 1$^{st}$ to 9$^{th}$ December 2006 wherein Indian Team won highest 14 medals (3 gold, 5 silver and 6 bronze).

iv) Participated in World Cup at Sydney during April 2007 and World Cup in Bangkok during June 2007.

v) 11$^{th}$ Asian Shooting championship held at Kuwait during Decembe 2007 wherein Indian Team won all time best 31 medals and stood runner up amongst 33 Police team.

## II. All India Police Duty Meet (shooting)

**a) 2005**

• Overall Championship - Runners Up

• Sten and Carbine competition - Runners Up

• Rifle competition - Third

• Pistol competition - Third

• Individual Medal - One silver and 3 bronze

**b)** 2006

• Overall Championship Trophy - Champion

• Sten/Carbine Championship Trophy - Champion

• Rifle Championship Trophy - Runners Up

• Pistol Championship Trophy - Third Position

**c)** 2007

Held during November 2007 at Bhubaneshwar

• Overall Championship Trophy - Runners Up

• Sten gun Championship - Champion and Best Shot with New Meet record

• Pistol championship - Best shot with New Meet Record

Also won two individual Gold Medals, two Silver Medals and three Bronze Medals

## III. National Shooting Championship 2006

- Sports Pistol 25 Meter (Women Team) Gold Medal
- 10 Meter Air Pistol(Women Team)

**Bronze Medal 2007**

• Sports Pistol 25 Meter (Women Team)

**Silver Medal**

• 10 Meter Air Pistol(Women Team) Silver Medal

## Iv. G.v.Mialvlankar Shooting Cham pionship

2005* Won 6 Medals(3 Gold and 3 Silver)

2006* Won 11 Medals(2 Gold, 5 Silver and 4 Bronze Medal)

2007* Won 14 Medals

*AII these medals won by recruits/constables developed from within the CRPF.



*Shri T.S. Dhillon with officials of Asian Shooting Confederation and Indian Shooting team during 14th Asian Games Doha-2006*

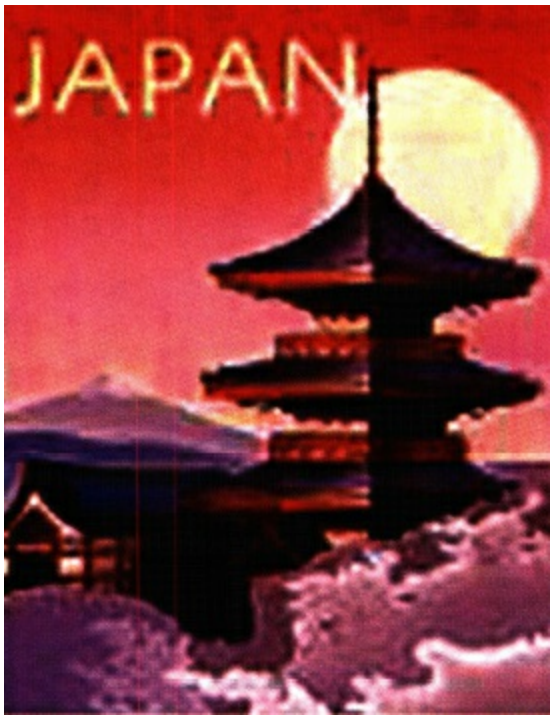
Won haul of medals at State, Zonal and other Open Championships

It is conspicuous that it will not be wrong to call Shri T.S.Dhillon as Dronacharya of CRPF. He was also recommended for Dronacharya Award for his contributions to the Indian Shooting Team for the year 2006-07. The organization is proud of Shri Dhillon and gratefully acknowledges his dedicated contribution to the Shooting Sports of the CRPF and the country.

## *Operational* Achievements-

**In the months of December & January in 44 encounters and various operations CRPF has neutralized 21 militants and has apprehended 380 others. A total of 113 Arms, 1375 ammns., 87 kgs. of explosive, 105 grenades/bombs were recovered. In these operations CRPF lost 11 brave jawans and 22 jawans got injured.**

# *My Visit to* Japan




**These are memoirs of a child of CRPF Public School Rohini who got an opportunity to visit Japan under Japan East Asia Network for exchange of students and youth.**

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***Shiv Sharma,***

I was in the middle of a class when I was told by someone that I was called in the principal's office. My initial reaction was a bit uncertain as when you are called in the principal's office, you know that either its going to be a good experience or a very bad one.

Our principal sir gtold me about the JENESYS (Japan East Asia Network for Exchange of Students and Youth) under which my name alongwith one student Yesoda's name was recommended by CBSE. He also told me that if I am selected in the final list of candidates, I would get a chance to visit Japan. He advised me to get my passport ready under 'Tatkaal' as the final list could be declared anytime. The final list was declared, fortunately, our names were included.

I felt I was on the top of the world. I wasn't able to control my excitement. As the day of departure started getting closer, my excitement started skyrocketing. All I could think of was Japan, Tokyo, cars, skyscrapers, electronics etc.

I left home on 9$^{th}$ December for YMCA building in Delhi. I met the rest of the 72 students who came from all the parts of the country; I got alongwith them pretty well. On that day we were given a briefing of the entire programme. We spent the night in YMCA and the very next morning we left for the Hotel Connaught where we were addressed by Mr. Ashok Ganguly. A pre departure party was hosted for us which was attended by the members of the Japanese Embassy as well. After that we left for IGI airport to board our flight to Narita airport in Japan. We flew in a Japan Airlines flight in which I was given the middle seat of the middle row. The flight was comfortable and we reached Narita at about 6.45 am in the morning where we were greeted by our JICE(Japan International Cooperation Centre) coordinators and NTA's (Nippon Travel Agency) travel agents. It was an hour long drive from Narita to Tokyo and we enjoyed Japan's scenic beauty on our way.

In Tokyo before checking in the hotel we were taken to the Imperial Palace where the emperor of Japan resides. After that we were taken to the tallest structure in Japan - The Tokyo Tower, which is a replica of the Eiffel Tower. The height of the tower is 333m which makes it taller than the Eiffel Tower. After that we checked into the Tokyo Prince Hotel which is one of the leading hotels of Tokyo. The rooms were comfortable and one could get a

clear and a beautiful view of the Tokyo Tower from my room. On the evening of the same day we attended a seminar about Japan in our hotel. A lecturer from the Tokyo University addressed us. The lecture helped us to know more about Japan. In the evening we had about 4 hours of free time, so I and some of my friends went for a stroll in the streets of Tokyo. I was fascinated by Tokyo. I had never experienced this kind of environment before. There were skyscrapers glittering with lights everywhere. The roads were clean without a single dust particle. There were street performers at about every second corner. Almost all the people were dressed in formals and they seemed to be in a hurry. There were beautiful gardens which were very well maintained.. Due to the festive Christmas season, entire Tokyo was lighted. Thus it would not be an exaggeration if I would call Tokyo, The City of Blinding Lights.

The next day we visited Asakusa which is the cultural heart of Tokyo. Asakusa is a symbol of traditional Japan and also houses a beautiful Shinto Shrine. It also had numerous souvenir shops which were selling traditional Japanese handicrafts at reasonable prices. From Asakusa we went to the National Museum of Emerging Science and Innovation “MIRAIKAN” where we got to experience the latest of Japanese science and Technology. I also encountered ASIMO(a robot developed by Honda) there. I waved at him and he waved back at me. We also got to see various things like original rocket engine, live model of Japan’s proposed space shuttle etc. In the evening in our free time me and my friend again went for a stroll in Tokyo. We also experienced a journey of Tokyo Metro which was quite similar to Delhi Metro. We 72 students were divided in 4 groups of about 20 each. Each group after 2 days stay in Tokyo was to be sent to four different locations in Japan-Nagano, Natra, Ehime and Miyazaki. I was in the Miyazaki group .

The next morning we went to Tokyo’s domestic airport to board our flight to Miyazaki. Miyazaki is one of the southernmost prefectures of Japan which is blessed with avid sunshine, beautiful mountains, exquisite beaches, extravagant golf course and dense forest cover. Well what more can you ask for. We reached Miyazaki in about one and a half hour. After that we made a courtesy call on the Prefectural Government and they gave us a brief lecture on Miyzaki. After this courtesy call we checked in our hotel The Himaka Cottages. The next day we went to the Omiya High School which is one of the most reputed schools of Japan. We had an interaction session with the students who welcomed us very warmly and seemed to be very excited. We

attended many activities in school like calligraphy class, English class, sports class etc. This really was the most memorable day of the entire trip. We also attended many workshops with Japanese High School and University students. After that we went to a Japanese House for home stay. This was again a memorable experience as it brought me closer to Japanese culture. The Japanese family had cooked Indian food especially for me. This really was very touching.

*Even after attaining so much of advancement, the Japanese still love their culture. They use Japanese in all their official work.*

After spending some quality 5- 6 days in Miyazaki, we again came back to Tokyo. In Tokyo we did some more local sightseeing and then wen to National Diet which is the National Assembly of Japan. After that we went to the Ariake Waste Incineration Plant to study the recycling and waste disposal process of the Tokyo Metropolis. The next day we went to the Ministry of Foreign Affairs(MOFA) where one representative of each group had to deliver a speech. I gave the speech on behalf of my group. This was really a proud moment for me. The next day we left for Narita Airport to board a flight back to New Delhi. This ended our wonderful 10 day stay in Japan.

A few things that deeply impressed me about Japan are that tradition and modernity coexist here. Even after attaining so much of advancement, the Japanese still love their culture. This can be explained from the fact that Japanese are very fond of their language and therefore, use Japanese in all their official work. Japan has the highest percentage of land under the forest cover. This shows their approach of sustainable development.

I would like to thank CBSE for providing me this wonderful opportunity to experience this 10 day stay in japan. I would also like to thank our principal sir for all his efforts and pains that he has taken. He has been a great' source of encouragement throughout. This truly has been on of the most unforgettable experiences of my life.




# A confident personality can conquer the world but it needs to be improved. Here are some useful tips to improve your confidence level.

*"Those who are confident, they always rock and conquer."*

Confidence does not mean 'boldness' although it is supposed to be the dictionary meaning. Infact confidence means 'self assuranc'. It means 'your ability to handle or be comfortable or in any situation.

To develop this personality trait, I suggest u should take a piece of paper and write your strengths and your weaknesses on it. Each one of us possesses some or the other talent. It might happen that the talent may be masked by our lack of confidence. But we must learn to exploit this talent.

*lt is said that "life demands from you only the strengths you posses and nothing else." So, we begin with your strengths.

You must portray a positive image, an image that suits a confident person. Your style of talk and walk should be that of a person who is relaxed and comfortable in every situation. Your dress projects your image in front of others. Ensure that through your dress you are transmitting right kind of message. Remember, if you intend to hold confidence tight in your personalities, you can't let loose your tie in your neck. Your look should be

that of a person who is smart, impressive and decent enough—a person who knows how to carry himself.

Secondly, to feel confident you must keep yourself physically fit, because being fit makes your dress suit you. You feel good and develop positive spirit. At the same time it gives you lots and lots of energy to do your best and thus excel in whatever task that is assigned to you. This will definitely raise your confidence level.

In any situation of stress you must also learn to relax yourself through meditation and other breathing exercises. Also this will help you from coming out of the uncomfortable situation, you push yourself into simply by cursing everyone around you, as if you were not a party to it. You need to change your attitude towards life.

You will be confident if you be in yourself. Do not pretend to be someone, you are not. In such a pretension one often depicts his split personality and shows contradictory behavior which proves you to be flop in many situations and thus shatters your confidence.

Now, confidence is also about relationships. If you have a feeling that most of the people around you, like you , you will feel confident of your approach of work, strategies and dealings with people. You see confidence builds on confidence. Now ‘Getting people to like you is merely the other side of liking them.’ Why don’t you work with due team spirit taking into consideration views and thoughts of the people around you? Why do you ever underestimate others potential? If you have such an environment, you will never have a clash or tussle with anyone because you have all learnt to respect each other.

Always think positive and act positive. Do not feel that you are inferior to anyone on this earth. At times something might happen to dent your self confidence, but do not panic. You don’t ever go back to zero level. What all you have learnt will always remain with you. Infact self knowledge is the only key to progress. You will quickly get back to your feet again.

Although you need to be confident in day to day life, there are certain special, difficult situations where you need to have a back up of lots and lots of confidence.

You must learn the art of conversation because we are too keen to please others, we tend to talk too much and thus do not concentrate on what others have to say. This makes the conversation highly ineffective. Your confident

and relaxed look with proper eye to eye contact will improve the quality of the conversation. Also keep the environment light by adding humor to the situation. If your talk is effective, you can persuade and convince the people around as per your thoughts and opinions.

Next, while public speaking or radio program or a TV show you need to be very confident. Now first step is to read as many books as you can as reading exercise is the first step towards wisdom. Ultimately pen down what you feel, from the core of your heart. This will give involvement, genuineness and whole heartedness to your speech. Ensure that you do not make any grammatical errors. Remember that it is just the anticipation which is worst than the event So treat it as a simple situation you have to go through.You are scared, what might happen if you forget your speech. Well nothing will happen but there might be a pause of half a minute and then you will be able to reassemble your thoughts and proceed again. Most of the people do not even know about the little mess that you have made during your speech.

Any exam-may be a school exam, a stage performance or a driving test is again a situation where you need to very confident. For this, you need to do rigorous practice and rehearsal. For school exams try to teach your classsmates any topic that he or she finds difficult, may be during the free periods. This will help you go through the topic all over again and also while answering simple questions at times that your friend poses to you, allows you to have fundamental clarity of the topic and thus makes you confident. During the exam, take first ten minutes to prepare what you do when. Once your mind is settled, work steadily and do your best.

While appearing for an interview, you need to be confident enough. At times experts are quite nasty and they might try to confuse or unsettle you. But you must maintain your cool and mental balance. Do not rush over any of the questions. Think twice before you answer. Also your answer should be honest. Do not act smart and do not try to pose of knowing something which you do not actually know. This will be negative for you.

The most important factor that controls your confidence is the fact that your confidence can't be baseless. For example without being academically strong in your subject, you can’t be confident of teaching in the class. You can’t talk about success of your experiment until and unless you have actually tried it. Indirectly your confidence is directly proportional to your

capabilities. So to be confident you must work upon the areas where you want to improve.

But in this exercise of gaining confidence, ensure that you do not get OVER-CONFIDENT. This is more injurious a disease than lack of confidence. If you have made a mistake,learn to confess and say sorry even if the person is your junior or subordinate or he/ she is younger to you in age. This will help you make a respectable place in the society.

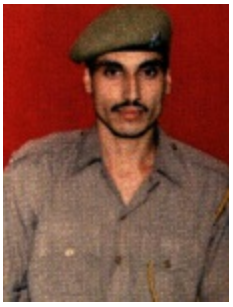
In totality, you need to be worthy of the confidence you hold. Make yourself capable in every sense if you actually want to be confident. It is said,

*Khudi ko kar buland itna*
*ki khuda bande se puche*
*bataa teri razaa kya hai.*

# Gallant Action of 112 Bn.



*SI Ramashish Tiwari*



*Ct Jagdish Patel*

On 03.07.2006 specific intelligence input about presence of militants in Wangund Village area in Telibal, under PS was received by Comdt 112 Bn. who further briefed SI Ramashis Tiwari of 112 Bn. to launch operation

alongwith SOG civil Police, QRT of 112 Bn and his own PI. After briefing the troops SI Ramashish Tiwari launched joint cordon and search operation with SOG & civil police in the Wangund village area. During the search he came to know that two militant were hiding in the house of Gulam Mohd Bhatt of Wangud village. Accordingly he alerted all the party and strengthened the cordon and jumped over the inner wall of the boundary and reached the lawn of the house alongwith Ct Mustaq Ahmed of SOG. On realizing the danger situation the two militants jumped through the window and ran towards the outer boundary carrying out firing on either side. SI Ramashish immediately opened fire and one of the fleeing militant injured seriously one of the militant escaped by jumping the wall and then began running towards dry Nulla and thick forest carrying out firing towards the cordoned party. Ct Jadadish Patel who was cordoning from that direction noticed the militant and started firing, in the cross firing Ct. Jagadish Patel was hit on right shoulder and left middle finder, hut he kept on firing without caring for his own life and gunned down the militant. The second militant also jumped over the wall little later and the cordon party consisting of HC Rajpal Singh, Ct Bug Jai Bhagwan and Ct Arjun Singh shot down the second militant. During the entire operation, Ct Jagadish Patel of 112 Bn exhibited exemplary courage, extraordinary bravery, valour, utmost devotion to duty and neutralized one of the militants without causing any collateral damage. SI Ramashish Tiwary had also exhibited extraordinary courage and conspicuous leadership in commanding troops with valour and bravery by jumping the wall and entering the inner courtyard of the house and injuring one of the militant by firing. The valiant action by the SI Ramashish Tiwari and Ct Jagadish Patel during the encounter has definitely set an example for his junior in the Force.


HIV
AIDS
Toll Free
Helpline

# The rapid growing response to HIV/AIDS Toll Free Helpline started by CWWA for force personnel has proved its worth.

As we would be aware that HIV/AIDS is a great threat for the society. To overcome this menace, the volunteers of CRPF Wives Welfare association are working in the field of HIV /AIDS prevention since 2004. In this context to generate more knowledge in the area of HIV /AIDS awareness, CWWA collaborated with UN AIDS and prepared a plan to set up Toll Free Help Line with the logistic support of FACC. The efforts of association to cope up from this threat, won the praise of UNAIDS authorities. Accordingly, they agreed to sponsor our Toll Free Help Line.

As a result, the association and FACC has jointly set up a '24 hours toll free help line' on RTI, STI, HIV/AIDS, Drug Abuse, Welfare schemes of CRPF etc. with the facility to register the grievances of the caller, if any through this help line for early settlement. Toll Free Help Line was dedicated to the Force on 22nd August 2007. The counselees/ callers have the privilege to get the response either in Hindi or in English. Help line is continuously resolving the doubts and grievances of the callers on the above mentioned issues/problems by dialing the number 18 00 11 21 11. The details of benefited counselees are as under: -

| | | | |
|---|---|---|---|
| i) | Total calls | - | 20,087 |
| ii) | AIDS information | - | 6,546 |
| iii) | STI information | - | 6,776 |
| iv) | Substance Abuse | - | 1,253 |
| v) | Welfare schemes | - | 1,434 |
| vi) | VCTC Address | - | 894 |
| vii) | Call transferred to operator | - | 1,264 |

For using the facility, first of all the counsellee has to dial toll free no. and accordingly they get connected with the menu of the help line (which has already been loaded / recorded in the server). For improvement in one's knowledge on various issues like welfare schemes etc. which are being in existence for betterment of the Force personnel as a welfare measure are

recorded in the Voice Logger of the help line. During this process, one can go through the questions which frequently remained unanswered e.g.:-

i) Why HIV infection is serious?

ii) Treatment for people living with HIV.

iii) Care and support of HIV positive and HIV positive pregnant lady.

iv) Social consequences, stigma and discrimination of HIV/AIDS infected persons.

v) Whether HIV infected persons can have children or not.

vi) Benefits of condom use.

vii) Importance of counseling in HIV

viii) Consequences of untreated STIs.

ix) How to cope up with drug addiction ?

x) Readily available information on VCTC.

xi) General guidelines to avoid stress and strain,

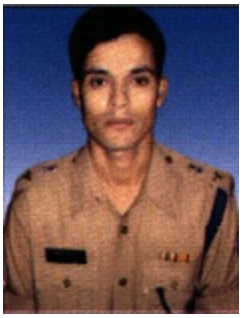
xii) How to protect from abuse of alcohol?

xiii) Welfare schemes - benefits to the NOKs of a martyr (killed in action), normal death etc, benefits for the retired Force personnel, payments of regimental funds, scholarship to the wards, admission in CRPF Public Schools and vocational training institutions run by CRPF, financial assistance in case of invalidation, Group Personnel Accidental insurance Scheme, etc. (This also provides the information regarding documents which are required to be submitted along with their claims for payment action).

The help line is running round the clock satisfying around 100 to 150 callers daily. From the trend so received through counselees, it is certain that it would provide the personnel an insight to prevent themselves from HIV/AIDS etc. this toll free help line is certainly a stepping stone towards generating meaningful result in future.

**Dial Toll Free No. 1800 11 21 11**

# Gallant Action of 70 Bn.



*Shri D.P.Upadhyay, 2IC*



*Ct/GD U.N. Sahu*

On 20.07.2005 Shri Dinesh Pratap Upadhyay, 2I/C, and Ct/GD Udai Nath Sahu of the 70 Bn while proceeding for the reconnaissance of area between villages Gomphakonda and Tekguda of PS Kalimela, Distt Malkangiri (Orissa) were fired upon by the Naxalites near village Kanaguda located in the middle of the forest. Immediately both took position. The strength of Naxalites was 10-12 but only two Naxalites could be clearly seen and the others had taken position behind rocks and thick vegetation. Shri Dinesh Pratap Upadhyay, 2IC and Ct Udai Nath Sahu advanced tactically and on reaching closer to the Naxalites Shri Dinesh Pratap Upadhyay fired four shots rapidly at the nearest Naxalites. On being hit three bullets fired by Shri D P Upadhyay the wounded Naxals fell down and died instantaneously. Further Shri D.P.Upadhyay, 2IC and Ct Udai Nath chased and fired three and two more rounds respectively. However, the Naxalites managed to escape taking advantage of jungle and hilly terrain. In the encounter Ct Udai Nath reacted befittingly, risking his life and had rendered the required back up during the counter-offensive action against the attacking Naxalities and

forced them to retreat. The killed Naxalite was a hardcore member of the local Guerilla squad of Kalimela Dalam and had been identified as Padia Madhi aliasBudura.

# CRPF Personnel Decorated With R-Day Awards

72 Officers and Jawans of Central Reserve Police Force (CRPF) have been awarded President's Police Medal for Gallantry, Police Medal for Gallantry, President's Police Medal for Distinguished Service and Police Medal for Meritorious Service by the President of India on the occasion of Republic Day-2008. Out of these, 3 have received PPMG, 13 PMG, 6 for Distinguished Service and 50 for Meritorious Service have been awardJ Details are as follows:-

## *Presidents Police Medal for Gallantry*

Late Ct. Binod Roy Insp/GD Gopal Prasad Ct. Jagdish Patel

## Police Medal for Gallantry

Shri A. K. Singh, 2IC
Shri R. B. Singh, 2IC
Shri D. P. Upadhyay, 2IC
Shri Surender Kumar, DC
Shri Love Kumar, AC
S.I Ramashish Tiwari
S.I. Arvind Kumar
Ct. U. N. Sahu
Ct. H. S. Chouhan
Ct. Gurudev Hugger

Ct. S. K. Singh
Ct. Dhyan Singh
Ct. Kuhal Roy

## *Presidents Police Medal for Distinguished Service*

Shri M.S. Gupta, IG
Shri R. K. Gaur, DIG
Shri S. M. Z.Rizvi, DIG
Shri P. G. G. Nair, DIG



*Late Binod Roy*



*Jagdish Patel*



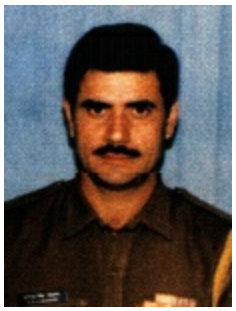
*Surender Kumar*



*Love Kumar*



*U.N. Sahu*



*H.S. Chouhan*



*R.K Gaur*



*S.M.Z. Rizvi*



*Dinesh Kumar*



*Alok Raj*



*A.K Singh*



*D.P Upadhyay*



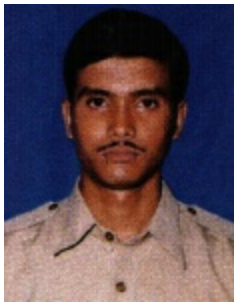
*Ramashish Tiwari*



*Arvind Kumar*



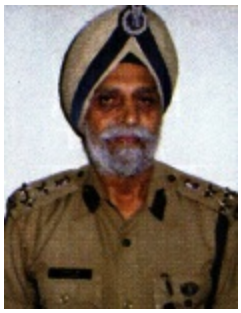
*Dhyan Singh*



*Kuhal Roy*



*P.G.G Nair*



*Pritpal Singh*



*R.P. Meharda*



*Porendra Pratap*

Shri Pritpal Singh, DIG
Shri Dinesh Kumar, ADIG

## Police Medal for Meritorious Service

Shri Alok Raj,DIG
Shri R. P.Meharda, DIG
Shri Porendra Pratap, DIG
Shri T.M Baxala, DIG
Shri Daya Ram, DIG
Shri Brij Mohan, DIG
Shri V. P. Shukla, DIG
Shri N.B. Bhosle, DIG
Shri E. Nirmalraj, Commandant
Shri Mohan Singh, Commandant
Shri S. K. Raina, Commandant
Shri G. N. Nazar, Commandant
Shri S.K Rathor Commandant
Shri Gokul Chand, 2IC
Shri Y. S. Jamwal, 2IC
Shri Radhey Shyam, 2IC
Shri Dharam Chand, 2IC

Shri R. P. Singh, 2IC
Dr. A. K. Sathpathy, DIG (Med.)
Dr. S. Sathpathy, CMO (NFSG)
Shri J. J. Singh, DC
Shri Surender Singh, DC
Shri Kandhar Singh, AC



*T.M Baxala*



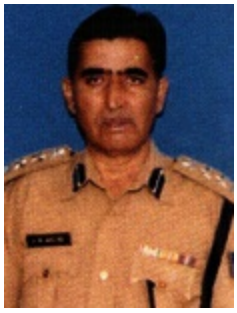
*Daya Ram*



*N.B. Bhoslel*



*E. Nirmalraj*



*G.N. Nazar*



*S.K. Rathore*



*Radhey Shyam*



*Dharam Chand*



*Dr. S. Sathpathy*



*J.J. Singh*



*Juntha Ram*



*M.D Narayanan*



*Brij Mohan*



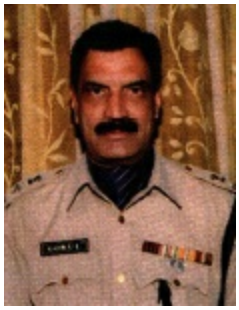
*V.R Shukla*



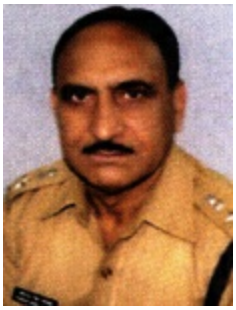
*Mohan Singh*



*S.K. Raina*



*Gokul Chand*



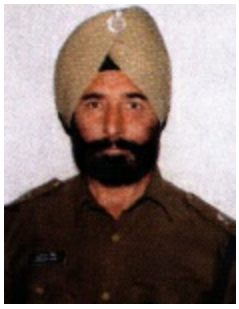
*Y.S Jamwall*



*R.P. Singh*



*Dr A.K. Sathpathy*



*Surender singh*



*Kandhar Singh*



*VidyadharSingh*



*Harish Chandra*

Shri Jhuntha Ram, AC
Insp. M. D. Narayanan
Insp. Vidyadhar Singh
Insp. Harish Chandra
Insp. Jailal Shah
Insp. R.K Mahato
Insp M. Nagulan
Insp. S.S Rathore
SI Prakash Das
SI Prem Thapa
SI D. P. Yadav
SI Dharam Singh
SI Bhagtu Ram
SI Balakrishnan A.P.
SI Om Prakash
Sl R. K. Singh
SI Bhuri Singh
SI Gulab Singh
SI Chhotu Singh
SI Lal Singh
SI k. T. Abraham
HC H. S. Singh
HC Amar Singh

HC/Dvr. R. N. Mohapatra
Shri C. George, AD
Shri R. Sahadevan, AO
Shri E. V. Vijayan, AO



*Jailal Singh*



*R.K. Mahato*



*Prakash Das*



*Prem Thapa*



*Balakrisbnan A.P.*



*Omprakash*



*Gulab Singh*



*Chhotu Sinth*



*H.S. Singh*



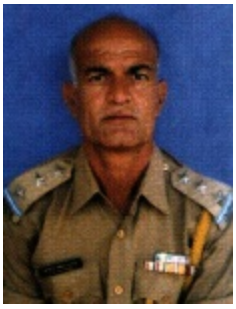
*Amar Singh*



*R. Sahadevan*



*M. Nagulan*



*S.S. Rathore*



*DP. Yadav*



*Dharam Singh*



*R.K. Singh*



*Bhuri Singh*



*Lal Singh*



*K.T. Abraham*



*R.N Mohapatra*



*C. Georqe*



*E.V. Vijayan*

# Gallant Action of 5 Bn.



*SI Arvind Kumar*

On getting specific information, a joint cordon and search operation was launched from 2215 hrs on 09.09.2006 to 1515 hrs on 10.09.2006 by Two Pis of 5 Bn about 35 Kms away from Kulgam town, South Kashmir under the command of Ins. GP.Singh and SI Arvind Kumar under the over all supervision of Shri Santoch Kumar A/C of 5 Bn alongwith SOG Kulgam in the Pr panjal Hills of Dadran Vilage, under PS D S Pora, (Kulgam). After laying the cordon, two search parties were formed. One party under command of SI Arvind Kumar carried out search and it was noticed that one terrorist was hiding in the house of one Gull Mohammad Gorsi, of Dadran village. The search party approached the house very tactfully, but on seeing the hiding terrorists started indiscriminate firing which lasted almost for one hour. Despite clear and conspicuous danger to his life SI Arvind Kumar kept his nerve, advanced towards the target and retaliated the fire effectively resulting in the killing of Mubashir Arhmad Dar, and of Hisbul Mujahideen terrorist.

# Gallant Action of 128 Bn.



*Shri Love Kumar, AC*

On receipt specific information on 07.06.2007 from S.P Budgam that two

hard core terrorists are taking shelter in the house of Abdul Rashid Mir of village Gondipora, under RS. Beerwah, Shri Love Kumar, A/C, D/128 Bn alongwith one PI reached P.S.Beerwah and planned an operation with DySP (Ops) Shri R.K.Gaur. One PI of D/19 was also joined for the planned operation. Shri Love Kumar, AC with his QR Team was assigned the task of guarding/cordoning the rear of the house while Shri R.K. Gaur DySP took responsibility to search the front portion of house. When the troops were zeroing in, militants opened heavy volume of fire in order to escape from the house but the cordoning troops led by Shri Love Kumar, AC retaliated effectively without causing any harm to the civilians staying in that house. Due to heavy pressure from front and rear sides, both hard core militants tried to make a desperate attempt to escape from rear of the house and managed to jump out of the house under the cover of darkness, but were put down effectively by QR Team led by Shri Love Kumar, AC near main road of Gondipora despite pitch darkness. Without caring for his personal safety and at a great risk to his life, Shri Love Kumar, AC exhibited great courage and determination and led personally his team in the midst of heavy firing from the fleeing militants and eliminated two hard core militants later identified as Ali Hussain alias Doctor, Dy Chief and Distt Commander of Al Badar and Shah Nawaz alias Abu Hamza district Commander of Al Badar Budgam (Both Pakistani) who had let loose reign of terror in the area.

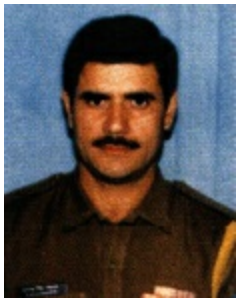
# Gallant Action of 50 Bn. Er 123 Bn.



*ShriA.K Singh, 2IC*



*Shri Surender Kumar, DC*



*Ct. H.S. Chouhan*

On 15.01.2005, two fidayeens outfit had managed to enter inside the Passport Office building, Srinagar. Incidentally Shri A K Singh 2/IC of 50 Bn was reviewing security arrangements at the adjacent Indoor stadium and suddenly observed mass exodus of children. Exhibiting sharp operational acumen, Shri Singh sensed presence of militants and orders his men to cordon the Passport Office building. While cordoning the militant started heavy firing and set ablaze the building on fire. Taking advantage of thick smoke, one of the militants managed to enter the adjacent building of Dy. SP. Shri A.K.Singh ventured into passport office building in spite of grave threat to his life along with a party of CRPF and JKP and the militant was neutralized after a fierce gun battle. The operation to neutralize the second militant, who had taken refuge on first floor in the Dy. SP building, commenced. Once again Shri A K Singh took the lead and carried out the storming operation with the help of QRT of 123 Bn. The ground floor was occupied amidst heavy exchange of fire and thereafter under the shadow of covering fire a BP bunker was placed below the opposite window and grenades were lobbed inside the rooms. Ct H S Chauhan and Shri Surender Kumar, DC entered in the room by breaking the door with special equipments and launched final assault, which forced the militant to jump out

where he was finally killed. During the operation Shri A K Singh, 2/IC, Shri Surender Kumar, DC and Ct H S Chauhan exhibited exemplary courage, extraordinary bravery, valour, utmost devotion to duty and conspicuous leadership in commanding troops and neutralized both fidayeens without causing any collateral damage.

## Gallant Action of CRPF

On getting specific information on 30.06.2006 a joint cordon/search operation was launched in Village Mirhama under PS Kulgam, South Kashmir by a PI of 5 Bn. Troops of 161 & 162 Bn CRPF, SOG Kulgam and 9RR were also participated in the operation to nab the terrorists hiding in a house there. Troops were deployed in small teams to carry out the house-to-house search. The search party led by Insp Gopal Presad Singh with the assistance of Ct Gurudev Hungger and Ct Sunil Kumar Singh of 5 Bn under the supervision of Shri Rasbihari Singh, 2I/C tactfully rescued the inmates of the house & nearby building and retaliated the heavy firing and hurling of grenades. The search party came under a volley of bullets from close quarter and there was imminent threat to their lives. Despite conspicuous danger to their own lives, Shri Rasbihari Singh 2I/C, Insp Gopal Prasad Singh, Ct Gurudev Hugger and Ct Sunil Kumar Singh engaged the terrorists in ferocious gun battle. The courage shown by these CRP personnel by going very close to the building even when Insp.Gopal Prasad Singh sustained bullet injury on his left leg is exemplary. They did not lose their nerve, kept the troops motivated and finally succeeded in eliminating all the three terrorists of LeT One of the dead militant was a Distt. Commander of LET(Lashker E Toiba) operating in Distt Kulgam

# Republic Day Celebration

## At Home Minister's residence







# On Rajpath



# FFPU Felicitated by hm

On 26th January evening the second batchj 07 FFPU leaving for Liberia on UN Peackeeping Mission was felicitated by Hon'bl Home Minister Shivraj V.Patil at his residence.

On the occasion addressing the women contingent Shri Patil said it is matter of pride for us that our women have done so well thee that UN authorities have decided to continue the mission for another one year. He further wished that this contingent will also perform in exemplary manner on mission alike their predecessors.

In his welcome speech DG,CRPF Shri S.I.S.Ahmed thanked hon'ble Home Minister for this kind gesture and told that is was first time in the history of UN Peacekeeping Mission that an independent women contingent was deputed and again by extending the mission another history created. He said that second batch will soon leave for Liberia under command of Mrs.Rakhi Sahi, Commandant. He further informed that our women are doing exceedingly well in Liberia and even providing security cover to President of Liberia and young girls of Liberia are so motivated with this contingent that they are coming forward to join Police service.

On the occasion Shri M.V.Krishna Rao, ADG(HQr) and Shri D.C.Dey, IG RAF also addressed and thanked the HM and wished best for contingent. It was followed by tea party.









# 23 Bn CRPF Awarded Best Bn of M & n Sector

23 BN CRPF added another feather in its cap in which the Bn has been adjudged the best Adm Bn of CRPF Manipur and Nagaland Sector for second consecutive Year. The trophy was awarded on 28 December by Shri J.S.Gill, DIGP CRPF, Imphal to Shri M.S.Shekhwat, Commandant 23 BN at GC CRPF, Imphal (Manipur) in a ceremonial function.

The Unit was raised at Bhalai (M.P.) on 17th May, 1967 and remained deployed in various parts of the country for law and order, counter insurgency and for guarding the Indian Parliament. December, 13th 2001 is a 'Red Letter Day' in the annals of the Bn in which extra ordinary bravery was exhibited by the valiant personnel of Bn in the precincts of Parliament of India. 39 personnel of Bn have been awarded with various Medals and decorations including 03 Shourya Chakra, 01 Arjun award, 05 President Police Medals for Gallantry, 06 Police Medal for Gallantry, 08 President Poloice Medals for Meritorious Service and 05 Distinguished Service Medals, The Bn was also awarded with Best Ops BN Trophy during 1973, 2000 and 2001.

Presently, the Bn is deployed in West Tripura and Dhalai Districts since May, 2005 and has been providing yeoman service to the people of the State by way of keeping vigil on the 34 Kms stretch on NH-44 from Chakmaghat to Ambassa which is most sensitive and is considered to the life Line of Agartala. The BN is also conducting regular counter insurgency operations in the area and achievements made during deployment in Tripura are as under:-



*Sh. J.S. Gill, DIGP CRPF, Imphal giving away the 'Best Adm Bn Trophy' 2006-07 to Sh. M.S. Shekhawat, Com't 23 Bn CRPF ON 28-12-2007*

a) Sympathizer/OGW apprehended-18

b) Ultras surrendered before the Bn -11 (AI o n g with 9 mm revolver/amns, H/grenade, C/made gun, AK 47 amns etc)

c) Arms recovered (C/made guns/pistols etc) -09 nos.

d) Amns recovered (AK 47/.315 mm & 303) -51 nos.

e) Magazines recovered (AK 47/303 Rifles)- 0 2 nos.

f) Explosives /IED recovered - 03 nos.

Shri M.S,Shekhwat, Commandant 23 Bn has also been awarded with DG Tripura Commendation Disc on 3rd Dec, 2007 for his valuable and devoted service to the State of Tripura.

Mrs. Anjali Malik H.O.D. (Mathematics) CRPF Public School , Rohini was honoured with ***"Dr.***S.***Radhakrishnan Raashtriye Shikshak Sammaan-2007"*** On 4th Sept. 2007 for her commendable services, innovations and distinguished contributions in the field of education of Mathematics by The All India Association of Journalists and Writers. Also she represented CRPF Public School in Australia for various interactive Programmes in

Mathematics. She has been presenting live TV Programmes and conducting workshops for students and teachers in Delhi and outside Delhi.



## 23 Bn CRPF organised Training workshop on HIV/AIDS

On the eve of World AIDS Day, 23 Bn CRPF organized a training workshop on HIV/AIDS at Bn Hqr. Khumulwng (West Tripura) on 30th November 2007 The function was inaugurated by Shri M.S,Shekhawat, Commandant 23 Bn CRPF. Shri Md. Nazir, AC, Shri Sadan Kumarr, AC and 95 personnel of the Unit along with their families had participated in the training programme.

The training programme covered all information about HIV/AIDS, counseling, HIV testing, care & support and condom promotion, BN is deployed NH-44 for ROP duties where also awareness on HIV/AIDS among the locals and truck drivers were created. Shri Anil Kumar Yadav, AC distributed a booklet “AIDS A DREADED DESEASE” among 300 truck drivers who are plying on NH-44. The booklet was released by Bn in the public interest. Condom packets were also distributed to them. A symbolic red ribbon of AIDS prescribed by NACO was also issued with the booklet.




*Symbolic Ribbons being pinned up to the truck drivers by CRPF Officers*

A presentation on this subject was given by Shri Pankaj Verma, DC and para medical staff of CRPF . A video picture "EK PAHAL" was also screened to the participants. Speaking on this occasion, Shri S.C.Rawat, 2-l/C 23 BN told that BN has taken up voluntary blood testing and awareness campaign for the personnel, their family members and local people for HIV/AIDS. Till date 1136 personnel and their family members have been tested

## Modern Communication Set up of Liberia Contingent

A group of 125 women personnel of CRPF reached the Liberian capital of Monrovia to begin their historic peacekeeping mission. The CRPF unit in Liberia is equipped with a wide range of weaponry, the sample baton, teargas shells, pistols, INSAS rifles, AK-47 and LMGs. The contingent is also having huge amounts of logistics like bulletproof vehicles, riot dril vehicle, vajra, arms and ammunition, night vision divides etc. CRPF was fully aware of the fact that to undertake patrolling, riot control and other peace keeping duties all the weaponry and logistics. Therefore it was ensured that the contingent is properly equipped with highly skilled and trained manpower as well as latest state of the art communication equipment. One highly skilled Sl/T and two experienced HC/RO (M) were carefully selected to be a part of the contingent to shoulder the vital responsibility of providing and maintaining round the clock communication.

The communication equipments provided to the contingent are second to none. They have been equipped with sophisticated and modern HF and VHF sets. EPABX and satellite phone has also been provided.

Special training for officers for using satellite phones was imported besides using other modes of communication training like-e-mail. Two HC/ GD (M) and one CT/GD (M) were also trained to set up and maintain EPABX and line communication without any help or assistance from any outside agency. Empowered by the special training imparted by I signal BN. the Liberian contingent is professionally competent and capable to meet all static and mobile communication requirements. The team can face any eventuality with the confidence that their communication will never fail. The communication range wishes good luck and success to the CRPF contingent in Liberia.

## Blood Donation Cum AIDS Awareness Programme at Port Blair (A & N) Of 77 Bn

A Voluntary Blood Donation camp cum AIDS Awareness Programme was organized at Port Blair on 30th October 2007 under the aegis of 77 Bn, CRPF in association with Andaman & Nicobar AIDS control society as part of 68th CRPF Anniversary celebrations. Shri Ranjit Narayan, DGP A&N had graced the occasion with his presence as Chief Guest and inaugurated the cmp by lighting 'Deep'. He had himself donated blood on the occasion. Altogether 40 Units of blood were donated by personnel of C/77 Bn, deployed at Port Blair: A memento was also presented to the Chief Guest from CRPF side as a mark of respect. Officials from A&N AIDS control society had delivered lectures and sensitized our men against the menace of HIV/AIDS.

## Blood Donation Camp Organised in 102 Bn RAF, Mumbai, GC Banglore

On 30th October'07 a Blood donation camp was organized at Unit HQ 102 BN RAF, Taloja Navi Mumbai in association with NMMC Hospital, Vashi during the 68th CRPF Anniversary celebration weeek. The chief guest of the ceremony was Shri, Ganesh Ramchandra Naik-Honble Minister of Environment State Excise and Labour, Govt of Maharashtra State. Shri Sat Saroop Singh DIGP, RAF Mumbai Range was the guest of honour,

Commandant-102 BN Shri S.K.Mishra presided the function and donated blood along with two more officers and 39 ORS of the unit. Chief guest planted a sapling in the campus and while addressing the officers, men of the unit emphasized the importance and relevance of the blood donation camp as well as environment in 21st centuary. He admired the role of RAF/CRPF not only in dealing with adverse law and order problems, communal rit situation but also its selfless commitment to the humanitarjan and social causes.

## GC CRPF Banglore

On 20 Dec.-07 in collaboration with Rotary Club Yelahanka, Regional Blood Transfusion Control and TTK Blood Bank for publishing in CRPF Samachar. The Blood donation camp was inaugurated by Shri P.Mallana Goud, IGP, Southern Sector, CRPF, Hyderabad. Speaking on the occasion he said such humanitarian act by CRPF would go a long way in understanding the human face of the Force by the public. CRPF officer and men who are faced with dangerous situation every day in the course of their duties in various operation theaters such as J&K, North East and Naxal infected areas, it has been the member of the public who have been providing Blood to our Jawans whenever they are injured in operations. It was therefore imperative on the part of CRPF to reciprocate and give their Blood to needy public. Saying that nothing can be more inspiring than personal example, Shri Goud, himself donated Blood to commence the Blood donation campaign. A total of 150 Units of Blood was collected on the first day of the camp.



## GC PPM Celebrated Family welfare Day

Group centre, CRPF, Pallipuram organized ‘Family welfare Day with a view to ascertain the welfare and well-being of the widow/dependents of CRPF personnel belonging to Kerala State who laid down their lives in the line of duty and those who retired during last five years. The main purpose for organizing function was to extend a helping hand to the widows/dependents and retired personnel for expeditious payment of their legitimate dues and to explain various welfare measures which are admissible to them. 31 widow/ dependants and 42 retired personnel from various parts of Kerala participated in the function which was presided over by Shri P.G.Nair, DIGP CRPF, Pallipuram. Shri K.V.Madhusudhanan, ADIGP, GC Pallipuram welcomed the gathering. A large number of serving officers, men and families also joined the function. Shri PG.G.Nair in his speech assured the participants that all out of efforts will be made settle the grievances projected by them within a minimum possible time and the outcome will be conveyed to all concerned. He also added that the Department is very keen in settlement of all legitimate dues as soon as possible and widows/ dependents will not have to suffer any problems in this regard. The grievances projected by the widow/dependents were registered and various welfare measures admissible

to them were explained during the function. Orders have also been issued to all concerned for expeditious settlement of grievances of widow/dependents and retired personnel which could not be settled on the spot. The function ended with a community feast.



## Promotion of Green Cover to the Country

To promote green cover 1,16,712 number of various type of saplings have been planted by CRPF units/ Group Centre/Establishments during the year 2007 .

**Details of Saplings Planted by Sectors During The Year-2007**

| SI.No. | Sector | No. of saplings planted. |
|---|---|---|
| 01. | Tripura | 150 |
| 02. | Manipur & Nagaland | 200 |
| 03. | North Eastern | 4,299 |
| 04. | Eastern | 7,624 |
| 05. | Bihar | 5,164 |
| 06. | Central | 5,206 |
| 07. | Northern | 12,196 |
| 08. | RAF | 13,495 |
| 09. | Special | 20,528 |
| 10. | NWS | 3,277 |

| | | |
|---|---|---|
| 11. | Western | 12,897 |
| 12. | Jammu | 3,580 |
| 13. | Srinagar | 2,307 |
| 14. | Southern | 15,649 |
| 15. | Communication Range | 5,640 |
| 16. | Training Range | 4,590 |

## Blood donation camp by 115 Bn

115 Bn has been deployed in the Hyderabad in naxlite effected area in AP and apart from the hard duties unit has organised a blood donation camp with the help of Red Cross society of India (Andhra Pradesh unit) at unit Hqr Padmarao Nagar, Secunderabad (A.P.). Hon'ble Shri P.M. Gaud, IGP, Southern sector inaugurated the blood donation camp & he appreciated the excellent effect made by this unit for organizing a such humanitarian blood donation camp for the help of the needy and poor people of Hyderabad. Team of four doctors of red cross society of India (Hyderabad unit) provided all assistance/ equipment for conducting a successful blood donation camp. Social worker and dignatories of Hyderabad have also attended this programme and appreciated the important roll of 115 BN, CRPF for donating a blood to save the precious life of needy and poor people of Hyderabad. About 37 personnel of this unit willingly donated the blood.




# COURSE CALENDER FOR THE MONTH OF APRIL- 2008

| Name of Course | Sr. No. | Duration | Period |
|---|---|---|---|
| DAC Course | 151 | 100-10 days | 17/4/08 to 18//6/08 |
| QM/MTO Course | 84 | 65-10 weeks | 28/4/08 to 7/7/08 |
| SCC | 41 | 400-9 weeks | 7/4/08 to 11/6/08 |
| Promotional Course | 4 | 30-2 weeks | 15/4/08 to 29/4/08 |
| SCC | 41 | 400-9 weeks | 7/4/08 to 11/6/08 |
| Trg of Trainers Course | 90 | 100-5 weeks | 7/4/08 to 13/5/08 |
| QACC | 20 | 40-4 weeks | 7/4/08 to 6/5/08 |
| W &T Promotional Course | 127 | 200-12 weeks | 28/4/08 to 22/7/08 |
| SCC | 41 | 400-9 weeks | 7/4/08 to 11/6/08 |
| Sr. Level I.S. for SSPs/ DMs of State/CPOs | 96 | 20-8 days | 22/4/08 to 29/4/08 |



*DG, CRPF Shri S.I.S. Ahmed with Hon'ble Home Minister at his residence on Republic Day*



*CRPF marching contingent on Republic Day parade at Rajpath*

Regd No. 4767/87

April, 08

# C.R.P.F SAMACHAR

## HONOURING THE VALOUR




Union Home Minister Shri Shivraj V.patil Awarding Police Medal For Gallantry to Shri K.K.Sharma, Commandant 103 Raf Bn




**Union Home Secretary Shri Madhukar Gupta Garlanding The Sacred Soil of Sardar Post on Valour Day**

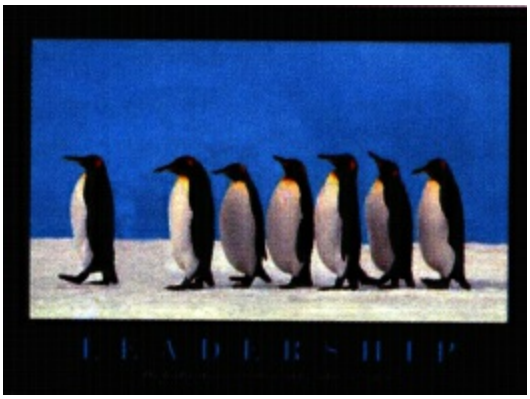


**DG CRPF Shri V.K.Joshi addressing his first Press Conference in Delhi**

# C R P F SAMACHAR

Vol.20 No. 4 APRIL

**Leadership - A Management Tool**



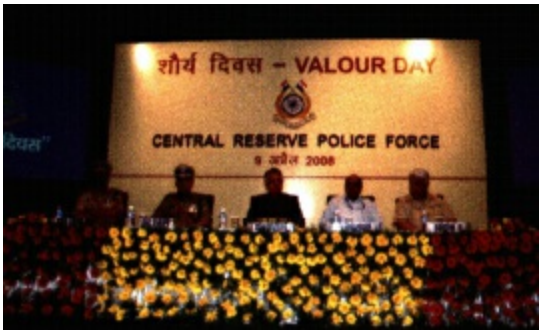
**Combating Maoist Leftwing Extremism; Leftwing *Operational Methodologies***



**A Fratricide Too Many**



**Valour Day :** A day of Celebration and Nostalgia




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**Photos:** PR Photo Cell,
Dte. General of CRPF and Units,

**Editorial Office:**
Directorate General, Central Reserve Police Force,
Block-1, CGO Complex, Lodhi Road,
New Delhi-110003, Tel.: 24360649,

**Printed and published on behalf of the Director General, CRPF, Designed and printed at:**
Aravali Printers & Publishers (P) Ltd.,
W-30, Okhla Industrial Area Phase-II,
New Delhi-110020, Phone: 26388830-32, 26389736-38

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CRPF Samachar is published every month. It is not necessarily an organ for expression of the policy of the Force. Signed articles represent the views of the writers.

**-Chief Editor**

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# Essentials of Counter Insurgency Doctrine

*A.P. Maheshwari IG (Operations), CRPF*



Insurgencies have been finding their ways owing to fractured aspirations of various demographic segments. Dissemination leading to stratification of various degrees, coupled with socio-economic exploitation, vitiates the environment to the extent that people take to armed rebellion with an aim to seek right of self-determination and an autonomous political set up.

Susceptibility of such groups to manipulation by various vested interests further adds a spectrum of disillusionment where virtual grievances eclipse the ‘eality’.

There are then no linear solutions. The counter insurgency (C.I) measures under such situations call for system synergies of a different order. It may take volumes to deal with various facets of a viable C.I. approach. However, we cannot miss the basic essentials:

- The basic policy of the government ought to aim at bringing the people back to the mainstream through integrated effort and not ‘armed response’ alone. It is not a war against the enemy. It calls for an approach where misdirected potentials have to be channelized for constructive framework, simultaneously mitigating the factors responsible for disenchantment.
- Well configured security forces in terms of skills, equipments, motivation and overall nurturing ought to be deployed to tactfully deal with the issue. Common masses are used by the masterminds of insurgency to operationalise the plans. Security forces also, more often than not, come in contact with such captive groups, who are largely mere ‘puppets’. Hence, well directed plans, zeroing down on the main players, have to form a part of the security forces’ strategy. It has to be a people friendly professional force not guided by numbers alone in terms of statistical achievements.
- Effective security grids need to be evolved, having studied the geographical and demographic intricacies. The core areas have to be identified and swept clean by plugging the escape routes.
- Security linked development has to be the main approach so that ‘push’ factors are also neutralized and people get a conducive environment for self development as well as a secure existence.
- Intelligence generation has to be given top priority for effective weeding out of the hard core criminal elements. In fact, intelligence networks provide an opportunity to the responsible citizens to join the fight against insurgency by providing timely inputs to the security forces. Though “professional sources” have also strongly surfaced in this field owing to the peculiarity of the task while the ‘ulterior vectors’ play heavily on the security matrix.
- However, one thing which cannot be undermined is the ‘humane’

approach within the violent responses of counter insurgency operations. The basic dignity of the human being has to be maintained with a minimum use of force and without collateral damages. The response of the security forces moulds the public cognitions.

- Security forces should also develop effective public interface through community action programmes, remove the blockades and build the bridges of confidence through generation of civic facilities which can improve the quality of life of the insurgency ridden populace.
- Systems should also be built for the honourable surrender of the misguided youth and other elements who wish to return to the mainstream. The cogent rehabilitation packages should be evolved providing avenues for the growth of skills and economic sustenance for a peaceful, respectable existence.
- Negotiation and peace processes ought to be continued through intervention of the diplomatic, political or socio-cultural elite trying to arrive at a win-win situation for the insurgency laden groups as well as the government. The various formats that evolve over a period of time do, however, provide workable solutions with given checks and balances.
- Much attention has to be paid to the under currents as various stake holders tend to play their own games and create a hidden matrix which involve far more different vectors than what is apparent. Hence, superficial solutions would tend to fail and wash away public confidence in the authorities if hidden vectors are not duly taken cognizance of. What we need is the capacity to observe and absorb.
- Last, but not the least, what is of critical import should not be missed. This is as important as any other operation against the armed rebellion. The efficacy of ‘perception management’ has to be judged at every moment and the efforts be renewed. It could be anything from media handling to the handling of frontal organizations or the NGOs. Added to the spectrum of such efforts are the psychological operations covertly launched through nurtured support groups and the third party interventions under the different garbs.

*The counter insurgency (C.I) measures under certain situations call for system synergies of a different order. It may take volumes to deal with various facets of a viable C.I. a p p r o a c h .*

*However, we cannot miss the basic essentials*

# Leadership - A Management Tool

*S.S. Rawa IG (Trg), CRPF*



Leadership in general is defined as quality of influencing people to strive willingly for attaining group/ organizational goals and objectives. A leader, follower, and particular situation or object are three basic and important elements of this management process.

Each one of us do exercise some amount of leadership at one time or the other in our day to day work. It is an Art of engineering people to accept one as a capable guide under whose directions and guidance followers hope to achieve their goals.

Leadership is a natural phenomenon. Right from birth till death all the time we are led either by parents, society, organization or by any material object. Leading is thus considered as fundamental of learning process. In this process, one who attempts to influence the behaviour of others becomes a potential leader and the person who is being influenced becomes follower. In this process human behaviour also plays an important role. A good leader should not only look forward for achieving his personal goals but act as a

guide for extending help to his subjects/ followers for achieving their objectives. Such kind of conduct of the leader where he gives priority to personal goals generates distrust in his leadership.

Some managers think that authority is defined as the right to command and extract obedience from others. It comes from organization and it allows the leader to use power. They also feel that power is an ability to exercise influence and control over the others. Authority hence in uniform forces has become indisputable tool of the leader in controlling his subjects.

# Requisitory of Leadership

**(a) Desire to achieve :** If one has no desire, probably there will be no concept of leadership. The desireis is related to both the leader as well as followers. It is the desire only which generates motivation and leadership. It is an urge to achieve something which persuades one to accept a leadership or refuse to follow a leader. This can be easily understood with the help of following :-

(i) Mind leads to ideas.

(ii) Ideas lead to desire.

(iii) desire leads to Activity/ Action.

(iv) Action leads to product.

(v) Product leads to acceptability or rejection.

**(b) Followers :** There can be no leader wihout followers. The leader has no existence in the absence of followers. It is for this. reason that Mahatma Gandhi and many freedom fighters are even today remembered after their death, because of their large number of followers leadership precise position of followers is very important as followers always have advantage of working with the help of two minds (i.e. one of their own and other of leader). They are always in a position to evaluate the working of leader. The followers however disengage themselves from leader as and when leader commits some mistake and thus followers also work as monitors.

**(c) Specific field** : While working together leader and his followers march towards their predesignated goals. But in the absence of specified field of operation chances of leaders getting lost enroute are more. In a modern

world of specialization no leader can lead his subjects in multiple fields effectively. Therefore, field of leadership needs to be limited. It is universally accepted that a successful leader of one field shall not be successful in other field.

## Types of Leadership

**(A) Genuine leadership: I**n this kind of leadership the outcome is always good and productive. For example, leadership extended by Mahatma Gandhi and many other leaders for freedom of country can be classified as productive. In this pattern of leadership both leader as well as followers are benefited.

**(B) Unfruitful leadership:** This is most attractive type of leadership at the initial stage. The result in this type of leadership is instant but always disputable. Leader as well as followers both repent on the outcome. Thus this kind of leadership is always destructive. It is more of provocation and abetment than leadership.

**(C) Suspensive leadership:** In this kind If leadership element of distrust plays very important role. Leader suspects followers and vice versa. The followers are ditched on the way by leader for his personal interest. For example a leader who motivated factory workers to go on strike against management leaves them enroute when he is offered a good post or personal gain by the management. This type of leadership does not progress.

## Qualities of A Leader (Leadership Trait) :

Leadership traits are those positive qualities which if exhibited by leader in dealing with his subjects would help him to earn respect, confidence, willing obedience and total co-operation. These qualities are

**(1) Bearing :** It relates to creation of an acceptable impression in carriage, appearance and personal conduct at all times. This sets standards which subordinates may emulate/ copy.

**AID**

1. The carriage of leader should be upright.
2. His general appearance and turn out should set example for others.
3. He should show alertness and energy in his actions and movements.

4. His appearance and conduct should project competence and confidence.
5. He should be able to control his own behaviour, actions otherwise he would not be accepted as competent to control and command others.
6. Language is another outdoor yard-stick by which leader is judged and hence he should avoid use of immoderate language as subordinates resent being sworn by their superiors.
7. Similarly avoid sarcasm as it seldom pays appreciable dividends.
8. Criticism or condemnation of an entire group should be avoided as nothing creates resentment so expeditiously in subordinates as to be included injudiciously with others who may deserve disciplinary action.
9. Should habitually maintain a dignified profile.

**(2) Courage :** The courage is that psycho-strength which enables leader to accept responsibilities and challenges and act correctly with calmness and firmness in challenging situations. A person is said to have courage if he is willing to accept unforeseen challenges and additional responsibilities. The leader is also expected to have optimum degree of moral as well as physical courage.

**AID**

1. Accept the blame when you are at fault.
2. Stand for what is right even if you have to face popular condemnation for sometime.
3. Do no allow your thinking process to get contaminated with fear, panic, emotions and exaggerations.
4. If you have fear while doing certain things required during your day to day activities force yourself to do those things until you control this psychoreaction.
5. Control your fear by systematic psycho study and by developing self discipline and calmness.

**(3) Decisiveness:** This basically relates to an art and power of taking decisions. The leader is expected to be absolutely clear about the situation/problem so that he is able to take prompt and clear decisions. He should not only take decisions promptly but should be able to announce them in a clear and forceful manner without any fear.

**AID:**

1. Be positive in your actions and do not delay decisions.
2. Be clear in your mind and do not beat about the bush.
3. Judge various facts related to the problem, make up your mind and then issue orders with confidence.
4. Devise self checking method to determine if decisions taken by you were timely and sound. It is also known as method of review of decisions or survey of decisions.
5. Analyse decisiors made by others. If you have points to disagree give sound reasoning. This promotes power of self analysis/ screening.
6. Broaden your view point by studying the actions and experiences of others and profit yourself from their successes and mistakes.

**(4) Credibility** : It relates to certainty of proper performance of duty. Dependable leader attracts faith and confidence from both i.e. his superiors and his subordinates. He is relied upon by both groups.

**AID**

1. avoid making excuses.
2. Carry out given task to best of your ability without caring for your personal belief and conceptions.
3. Be punctual and exact in details.
4. Neither give false report to superiors and colleagues nor encourage such reports from your subordinates.
5. Never criticize orders of superiors in the presence of juniors and earn cheap popularity.
6. Obtain clarification to settle conflict between intended and literal meanings of an order.

**(5) Endurance :** It relates to mental and physical stamina. It can be measured by the ability to withstand pain, fatigue, stress and hardship. Lack of this quality may lead your sub-ordinates to think that you are a coward.

**AID**

1. force yourself to continue when you are tired.
2. Finish your task to the best of your ability.
3. Test your endurance by strenuous physical and psychological stamina.

4. Avoid activities that will lower your psychological stamina.
5. Increase your endurance by undertaking physical and psychological stress and pain.

**(6) Enthusiasm :** It relates to display of sincere interest and zeal in performance of duties. The leader is expected to work with cheerful and optimistic outlook. Leader's attitude becomes an example which shall be emulated by sub-ordinates.

**AID**

1. Understand and believe in your mission.
2. Be enthusiastic and optimistic in approach.
3. Persuade your subordinates to overlook uninterested and disrespectful jobs and work for excellence.
4. Capitalize on success.
5. Do not get stale and relax.

**(7) Initiative :** It relates to quality of seeing and understanding what has to be done, and doing it without awaiting any order or direction from higher-ups. Inactivity or passive acceptance of an unsatisfactory situation because of absence of orders from higher-ups is never justified.

**AID :**

1. Always remain mentally and physically alert.
2. Recognize tasks that need to be done and do them without having told and without hesitation or fear.
3. Develop skill of anticipation by thinking ahead.
4. Look for and readily accept responsibilities.
5. Utilize available human and material resources in more effective and efficient manner.

**(8) Integrity :** It is one of the most important qualities of a leader. It relates to righteousness of character, soundness of moral principles and absolute truthfulness and honesty. It is all the more important in uniform services where stakes are higher than civil services.

**AID :**

1. Always make accurate and truthful statements in both the capacities i.e. official and unofficial.
2. Stand for what you believe and think to be right.
3. Whenever you are tempted to compromise place honesty, moral principles and commitment to duty above all else.
4. Lay emphasis on moral rectitude and observance of ethical norms in job dealings.

**(9) Judgement :** It relates to logically weighing various facts related to problem or situation and deriving possible solutions on which sound decision of leader is based. Sense of judgement develops anticipation and foreknowledge. The leader should also be able to anticipate consequences of his actions and decisions on the basis of his judgement skills.

**AID**

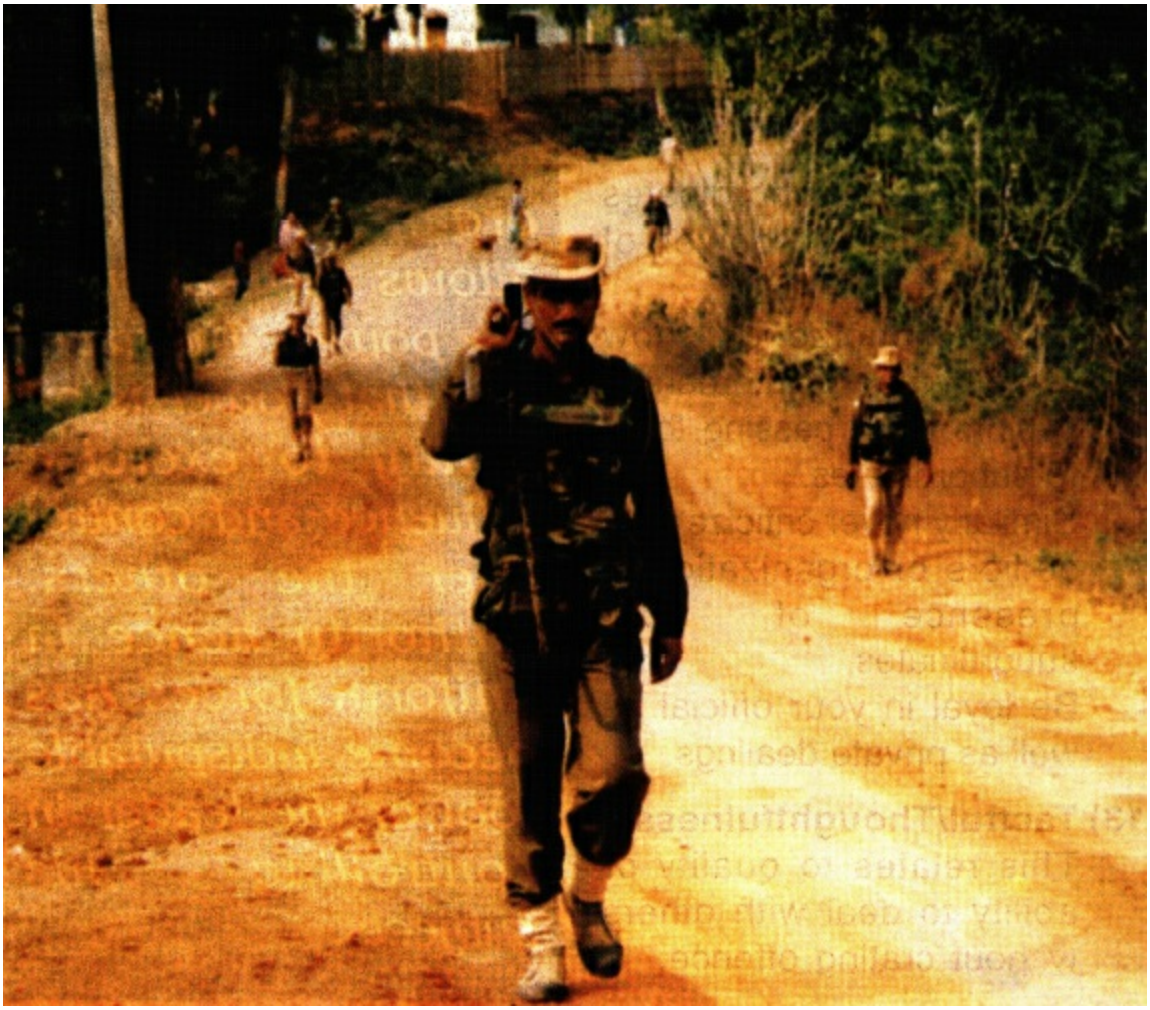
1. Practice making estimates of the situation.
2. Anticipate outcome of multiple situations so that you are prepared when the need arises.
3. Avoid making rash and crash decisions.

**(10) Justice:** It relates to quality of being impartial and consistent in exercising order and consistent in exercising order and command. Justice involves reward for good work and punishment for bad work. Anger and other emotions do not have any place in process of justice. Unfairness and partiality destroy the morale of organization very quickly.

**AID**

1. Consider each case on its merits.
2. Be fair, consistent, prompt and impartial while imposing punishment.
3. Punish subordinates with dignity and human understanding.
4. If you hold any prejudices make concerted efforts not to allow them to influence you decisions.
5. Never punish a complete group for the faults of an individual.
6. Recognise juniors worthy of commendation and reward.
7. Never give excessive punishment, this would plug passage of improvement.
8. Play no favourites.

**(11) Knowledge :** Knowledge is considered power. I acquires information related to professional knowledge and understanding subordinates. The individual who knows his job, builds confidence in himself as well as others.



**AID**

1. Maintain professional diary for day to day reference.
2. Increase reading capacity by developing reading habit.
3. Read all types of material like professional books, newspapers, periodicals and evaluate current topics/ news.
4. Develop general awareness.
5. Develop habit of serious and scientific conversations and healthy discussions.
6. Evaluate your experiences and also learn from experiences of others.
7. Develop psychoalertness, thinking process, power of listening and

observation.

**(12) Loyalty :** It relates to quality of faithfulness to country, your job, seniors, colleagues and subordinates.

**AID**

1. Defend your subordinates from abuse of power of exploitation.
2. Never criticize or show disagreement with orders of seniors while passing them to subordinates.
3. Similarly never criticize your seniors or organization in presence of your subordinates.
4. Be loyal in your official as well as private dealings.

**(13) Tactful/Thoughtfulness :** This relates to quality or ability to deal with others without crating offence. It involves the understanding of human behaviour and due consideration to emotional feelings of others. It is very important in all personal relationships. The criticism should be clear yet constructive. Courtesy is part of tact and should be used willingly.

**AID**

1. Be courteous and cheerful.
2. Regard other's feelings.
3. Develop understanding of human behaviour and reaction to various situations.
4. Maintain tolerant attitude.
5. Treat others as you would like to be treated.
6. Anticipate when your presence or absence may embarrass yourself or others.

*Some managers think that authority is defined as the right to command and extract obedience from others. It comes from organization and it allows the leader to use power. They also feel that power is an ability to exercise influence and control over the others. Authority hence in uniform forces has become indisputable tool of the leader in controlling his subjects. Leadership is thus an art of leading people for achieving organizational objectives with*

*excellence. This is a continuous process in which each leader, followers and specific situation plays an important role. In short qualities like giving credit to others, acting as part of the project, acquiring more and more knowledge, fostering enthusiasm among subordinates and delegating authority keep leadership alive and intact.*

**(14) Unselfishness :** It relates to ability of leader refraining from his own comfort and personal advantages at the cost of others. Place the comfort and interest of subordinates before your own.

**AID**

1. Refrain from using position or rank for personal gain at the expenses of others.
2. Assist your subordinates whenever they need any kind of assistance. Assistance is not the right and it is helpful indeed as superiors never assist their juniors.

**(15) Communication :** Correct communication is very much essential for leadership. With the help of effective communication the message of leader is conveyed to followers without distortion and vice-versa.

**AID**

1. Transmission should be prepared carefully.
2. Simple terms and small sentences related to subject matter only should be used while communicating with followers/subordinates.
3. Build rapport with receiver of communication.
4. Have direct communication to avoid distransaction and misinterpretation.

## Leadership Barriers:

It has already been discussed that leadership is a very complex process. Following are few barriers which leader encounters during this process and he should guard against all these for better result.

1. Limitation of followers.

2. Inarticulate goal or objectives.
3. Incorrect leadership style.
4. Personality barriers of leader himself.
5. Socio-economic, political and religious environment.
6. Sudden catastrophe.
7. Faculty mode of communication.
8. Rivalry within group or organization or parallel leadership.
9. Human emotions like deception, fear, panic, abatement, conflict and anxiety.
10. Defeat of leader or manifesto.

## Leadership Style :

It is a style of leader rather than his personal qualities which plays a prominent role in making leadership successful or unsuccessful. Style is a procedure or a system of functioning of a leader. For example a singer may have very good voice but unless he is able to perform well on stage before audience he shall not be accepted as good singer. Following are the factors which indicate the leadership style :-

Reaction of leader with reference to :

1. Decision/judgement
2. Conviction/opinion
3. Differences/conflict
4. Temper/expression

There are five well known styles of leadership which are indicated below :-

**Style :**

a) Submissive or Ungenerous

b) Cordial or Friendly

d) Flexible or Manageable

e) Dominant but Affectionate

Each style is discussed below in brief. The reaction of leader on 4 difference aspects is also discussed in each style.

**(A) Submissive (ungenerous)** : As a Commander or Administrator he feels

that his subjects will certainly do what is expected of them without providing them great deal of direction. He allows them to carryout their responsibilities without much interference.

1. He accepts decisions of others.
2. He accepts opinion and ideas of others rather than push own conviction.
3. He avoids becoming involved or remains neutral of gets involved.
4. He remains passive and does not display temper.

**(B) Cordial & Friendly :** He feels that he being superior/ commander/manager can get the best out of people by being warm and friendly. For him applying pressure reduces productivity and lowers morale and work attitude. He feels that better human relations and contentment is the essential pre-requisite to accomplish work.

1. He makes decisions calculated to maintain good relations.
2. He prefers to accept ideas and decisions of others rather than cause discord in group.
3. He tries to avoid any kind of conflict, if it arises he tries to be a peace maker.
4. He keeps his temper under control and tries to display no emotion.

**(C) Commanding (Decisive) :** Leader feels that it is his main and chief concern to get work done and his subordinates are the means by which work shall be accomplished. As most of the people by nature are indifferent, lazy and do not want to work they require direction and control to meet the leader's expectations. Leader feels his responsibility is to plan, organize, direct and control the work and his subjects are to strive to meet the standard of work for which he is accountable.

1. He makes decisions and expects to be adhered to.
2. He defends his convictions even though his stand may result in people getting hurt.
3. He cannot tolerate conflict and will suppress it or cut it off to win his point.
4. He displays his temper when things are not going his way.

**(D) Flexible-manageable :** He feels that best manner to manage

subordinates is to follow a practical and balanced process of leadership. He neither pushes subordinates too much to be classified as “Hard” nor tries to be too friendly that may construe him as being “Soft.”

1. He looks for workable expedient decisions.
2. He compromises and attempts to get middle ground positions.
3. He attempts to be fair and get acceptable solution to the parties involved.
4. He controls his temper but shown his impatience.

**(E) Dominant but Affectionate** : Leader feels that he is committed to achieve organizational goals for which he is accountable. He wants to utilize for this the material, financial and human resources placed under his authority or stewardship to the pursuit of those goals by team work. He believes in integrated efforts and performance.

1. He strives to obtain sound creative decisions based on involvement, understanding and commitment.
2. He obtains ideas and opinions from others and will change his convictions when presented with sound evidence that may have been lacking when he formed them.
3. Conflict is inevitable and when it arises he confronts it and tries to identify the reasons for it and also tries to resolve the underlying causes.
4. He controls his temper and does not allow emotions to colour his judgement.

**Conclusion :** leadership is thus an art of leading people for achieving organizational objectives with excellence. This is a continuous process in which each leader, followers and specific situation plays an important role. In short qualities like giving credit to others, acting as part of the project, acquiring more and more knowledge, fostering enthusiasm among subordinates and delegating authority keep leadership alive and intact.

## Few Pacts About Leader/ Leadership

Born leader does not exist. the quality comes through persistence and perseverance.

Reaching the top itself is hard; staying at the top is doubly hard. many people do hard work but some are like engines pulling others and the

majority are like railway coaches who have to be pulled. all progress in this world are because of such men who can move themselves and move others.

You can be a total winner even if you are a beginner. if you think you can, you can. it is not your bank book that determines worth. and it is not in the colour of your skin. it is your attitude that lets you win. people are always driving either themselves or others. a leader does both through self discipline.

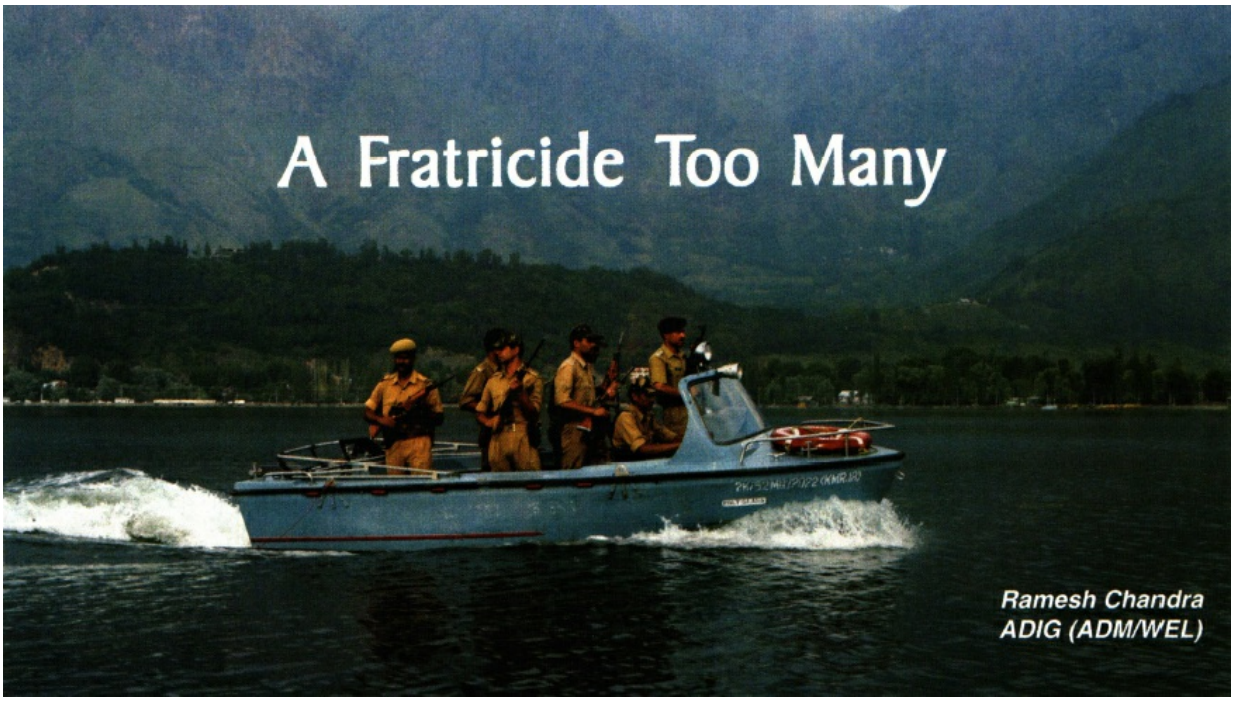
If leadership qualities are in-born, there is no explanation why successful leaders send their sons and daughters to start and learn the work.

The majority don’t mind a person winning a lottery but people mind a man making money through hard work. there is no born winner or leader. every winner and successful person works hard. in fact, mankind is not made by god to be handcuffed. man is not designed to follow but to lead, to strive to build.

Enriching oneself, developing talents in oneself; moulding leadership qualities in oneself is all based on self-esteem, self discipline and self-reliance.

Leaders are moulded and made. like steam if released into the open it evaporates and disappears, if trapped, harnessed and regulated it can move mountains.

“Great minds have purposes, others have only wishes.” wealth is not only what we have but also what we are.




Suicides and fratricides are heard of among Armies world over only during unique and tough deployments on special missions or wars. The fact that these are taking place in CRPF with predictable regularity in peace and field areas alike, is enough a cause to worry. The apparent situation may be too minor to justify suicides or fratricides but this might be a built-up over brimming underlying disarray, taken for granted as normal CRPF way of life. The situation is graver than most of us would like to believe and can be fought only at the latently burning red hot cinders rather than at the misleading flames. In order to remedy the malady which is slowly and steadily dispersing across the Force, leaders at all levels have to keep their eyes and ears open, discern, simplify their thoughts, speech and actions; and tread as close to the basic norms (rule book) as possible. The early warnings being thrown up by the system have to be cascaded as important inputs, duly analysed, studied, remedies evolved and applied, rather than taking them in one's strides as normal aberrations of a huge body of men as many a complacent officer might well advise. No thinking organisational leader would undermine the importance of timely investigation and remedial measures at the peril of the Force.

If one commits suicide, he has been on in-expressive stealth continuous flight inwards. But in the case of fratricide, not only he is expressive and outwards but also wants to communicate to others in the environment. Alas!

In first case we don't have right kind of radar and in second, either immediate commander has no time to listen or required wave-length. The Fratricidal tendencies among men are indicative of the stark absence of brother-hood or empathy or mental ruggedness. It is also indicative of brinkmanship which in turn emanates from lack of mutual communication, under-standing and comradiery. All these symptoms can be compounded in to two measure maladies- lack of regimentation and lack of mental ruggedness.

There are other major symptoms often less noticed. They are lack of sincerity, obedience, discipline, efficiency and hence dependability. These emanate from un-equal dealings of leaders, unfairness and biased attitude of commanders on the basis of caste, creed or region. All these maladies can be summed up as defective leadership qualities born from defective training of the leaders.

These few maladies may be interspersed in miniscule quantities across the body-organism, but all the same, these do exist and possess capability to epidemicise the whole body, if not checked in time, the incubation period being misleadingly long. Their sporadic eruption is symptom enough to vaccinate, fall-outs enough to undo the results of untiring toil of the rest and muddy the good name of the Force.

## A simple and quick prescription of a soldier can be as under:

**a) Strengthen the basics:** With passage of time, in our race for achieving Utopian results, reputation or quest for out- of- turn registration in good books of bosses up the ladder, we have ended up making a mess of command structure. Today rarely any unit would be having the men and commanders on the ground in Sections, Platoons and Coys according to the posting register, which are the building blocks of the Force. The noviciate commanders are prone to fiddle with the basic atomic-structure of the Force. With that done, albeit in gullible simplicity, they must only expect a structural collapse, where in a crowd every one would be a stranger to every one else. In that scenario why should they have empathy, compassion or comradiery for one another, leave alone team spirit or spirit-de-corps. If we are sincere in our efforts, we should start at re-storing the Sections with Section commanders, Section 2-i/c; Platoons with PI Commanders and Coys with Coy Commanders and Coy 2i/c. These are basic institutions of the Force on which the Force runs, performs, fights and is sung like we sing men and officers of 2nd Bn for their performance on the night of 08-09 Apr

1965.

**b) lnter Personnel Communication:** Inter personnel, specially vertical, communication, like in a balanced diet, is built- in well established, tested and tried daily, weekly, monthly routines of a Force unit, through daily morning marker, evening games and roll-calls, monthly sainik sammelans, mess meetings, day UO, day SO, Week Officers' rounds and reports, provided all these functionaries carry out their duties as prescribed in the manuals. When these functionaries go about their duties in slip shod manner, additional measure would be required from time to time. But these measures should be short term. Additional measures would be like allopathic medicines, always with side effects on discipline, like calcium tablets, which may work but thereafter nothing else will, besides causing icicles at joints. If daily, weekly, monthly routines are scrupulously followed as laid down, every aspect of requirements of a healthy unit is taken care of, including required amount of communication, like through a balanced diet, with no requirement of additional measures.

**c) Strengthen the regimentation:** Every unit is colloquially called a regiment in Indian Army, not because of error of syntax but to denote that it is one strong, cohesive, self-sufficient and self sustained, well knit team with all organs functionally assembled, capable of independent existence, reconnaissance, decision-making and execution of tasks under battle conditions like a well oiled machine. In the process everyone knows everyone else back wards up to home, has empathy, brother-hood and comradiery in abundance. It is under such high degree of comradiery that a soldier delivers at the cost of his life with a smile. That's how the regimentation has to be built up, before we draw on it. By contrast, we shuffle men around like playing cards beyond minimum in-escapable requirement, yet grumble about lack of regimentation. Inter unit transfers should be restricted except on promotion due to un-availability of vacancy. Extra unit attachments should be at minimum, strictly below three years, once in ten years, three times during whole service, only on administrative requirements or to ease pressing personal problems of men. After such extra unit attachments, personnel must revert back to their original units.

**d) De-vacancise the Force:** If we want the results we have to provide. Provision encompasses not only material but also men and commanders. We as commanders, better have a heart than putting Sub-Inspectors in command

of the Coys, Havildars in command of Platoons and Senior Constables in command of the Sections. We might have to modify or frame the rules to promote the senior most of them, to the extent the vacancies exist, with Ad-hoc or officiating ranks with pay or special pay and functional authority, with or without encumbrance of seniority. For that, we may have to do away either with the rank- tenure or pre-promotional course policy. Preferably rank tenure may be relaxed but pre-promotional courses may be insisted on. Every one who has completed (two years in initial rank and) one year in successive ranks, which is compulsory period for confirmation in that rank, may be deemed eligible for promotion, provided he has under gone the pre-promotional course for the next rank. That will yield better operational results and prevent a mock on command.

**e) Unity of Command:** Present command structure of the Force is bicentric. It may be a difficult but not impossible exercise to restore the well established norm of Unity of Command. For that the whole unit must move in to one area of operation under one single DIG and IG who must be responsible for the administrative and operational control of the unit. The concerned GC can carry on supplying to the attached units for one supply season, later to be taken over by the GC/GCs in the area of deployment. Budget to each GC should be allocated enough for equipping average no. of unit deployed in the vicinity or alternatively sanctions may be issued within the overall budget of the Force under the financial competence of DIG, IG or DG as the case may be. TA/DA may be passed and FOs published at unit level. Thus out of four major tasks, only SR may be left to original GC.

**f) Judicious distribution of static Tenures:** This is the area where commanders at all levels need firm jaw and strong spine! All GCs, Training centres, IsG, DIsG offices and Dte Gen put together would account for about twenty-six thousand static posts for a Force of 2.6 Lac, entitling every member of the Force for a tenure of 3.5 years of static posting during entire service tenure of 35 years. Any undue extension beyond three and a half year in static posting, would be at the cost of one, stuck in inclement J&K or far North East. The solution is two pronged; one-make do with what you are authorised in the offices of DIsG, IsG and Directorate General, go to the Govt, if that falls short of the genuine requirement, resort to attachments to the minimum if inescapable, distribute the attachments evenly among all units across the Force for fixed tenure; two- rotate the men at the end of the tenure, which need not exceed three years even by exceptions. It goes

without saying that beyond above mentioned offices, the force recognises no attachments, for, that contaminates the Force, blunts it's operational edge, slumps the operational capability hence would works as anti-thesis for the Force. It is where the firm jaw which doesn't break into a meek smile and succumbs to undue demands; and strong spine which could keep one's head righteously high even in unfavourable surroundings, to observe the firmness of a uniformed service to decline the unfair and undue, albeit only once. The well-meaning affected elite are expected to co-operate in restoring the health of the Force.

**g) Implement Area tenure:** Ideally, after every two tenures, in hard operational areas, all the units must get one tenure in soft area. That would necessitate hard postings limited to the two third of the total no. of units and one third no. of postings to be in soft areas. For that Operations Branch may have to go to the govt. Properly explained, it's no body's case to traumatise the Force beyond endurance and keep the necessary de-stressors from it. That would dictate either the total size of the Force to exist, or total no. of posting slots to be entrusted to the Force both in hard and soft areas. We have to know and make it known to others as to how much can we chew comfortably, and bite only that much. Here it needs to be contextually mentioned that in order not to dilute the intra-unit cohesion, we should not bite the bait of annual fractional movements of the Force below unit level, in lieu of ACO of compact units. Entire unit should move from one area to other as one cohesive group. Let us not forget that movement of units is an important part of operational exercise. We have to put up with the break downs, sicknesses and other challenges showing up; and remedy them under dynamic conditions. After all, the change of place is necessary re-vitaliser which breaks monotony and trains the Force to function in different geographical areas which happens to be the job requirement of the Force.

**h) Fairness, All-round:** No one would have heard about such serious incidents as fratricides in any nascent Force. Because during initial years of life of a force, the basic rules, norms and ethics are closely followed by one and all. Such aberrations only set in during later years. With passage of time we tend to stray farther from the basic rules, norms and ethics. We succumb to the all pervading human weaknesses of caste, creed or region. Like virtue, the vices also unfortunately begin at home. A compromising leader should never expect his subordinates to be upright, notwithstanding how cleanly they may project themselves. For, they know if need be, how far they can

deviate. They do it when required, of course clandestinely. But the damage is done. Hence there is no nobler virtue than being fair to all of ones subordinates. This is the leadership requirement and a command function.

**i) Decentralise:** There is no minimum bench mark for the size of a Force. We are a big subcontinental country. The volume of the job or geographical spread of the responsibility will dictate the required size of the Force. Our role begins from given size of Job and/or level of Force. What we can probably do is that we should build up the organisational structure according to workable span of control from unit upwards to zone. Zones should have necessary responsibility and commensurate authority. Zones should be developed in to operational machines with man and material resources, administrative authority & operational responsibility, budgetary allocations and financial controls. Directorate General should limit its role to policy formation & implementation, overall administrative and operational control, budgetary allocations & control, establishment above officer level, ACO, and to be an interface between govt. and the Force. Indian Army is functioning similarly at Command level.

**j) Training- no waste of man hours:** Training is like necessary recharging process, which may vary from equipment to equipment, battery to battery and usage to usage. Basic training has to be institutionalised, not make-shift and mandatory periodic training, depending upon above mentioned three variables i.e. person, his basic input and tasks he performs(standardised to be annual). Besides, upgradation and specialised training programmes which have their own importance, should come 'just enough and just in time'. Pre-induction training has to be role and area specific rather than traditional 'Rifle-Bayonet Lessons'. Everything a Jawan does from morning to evening is a function of his attitude which in turn is a factor of his training. We need a hardcore Training Manager at all times and a pool of sufficient no. of dedicated trainers, periodically assessed. National Training Policy should be adopted customised to our requirement which modestly extends beyond knowledge, skill and attitude to physical toughness and mental ruggedness.

**k) De-stress the Stressors:** Following are the well identified stressors in the Force-

i. Hard to hard and hard area tenures

ii. Leave entitled once in a year

iii. All work and no play

iv. Traditional physical training all the way

v. Children education viz family settlement in convenient town

Nothing will be solved unless taken head on. At some stage we have to impress upon the govt. that we need two third of hard area and one third soft area posting slots; for all the units, to avail of one soft area posting after every two successive hard area assignments. Right now for 183 no. of GD units, discounting 10 RAF, 5 Signals, two NDRF and one SDG, we can manage only 122 hard area unit level slots. Rest 61 have to be soft area posting slots for all units to avail of by rotation. In hard area we are used to stay in temporary huts lock stock and barrel, but in soft area we must have 50% accommodation for men, 75% for SOs and 100% for officers. Thus soft area posting slots may be constructed on camping sites which are required to be 61 in no. from present 43, for present level of Force, of which only 9 have been acquired so far, and none constructed. With housing satisfaction of 12.09% against authorisation of 25%, we have scope to construct as much accommodation as we already have, against the requirement of one third of 61 Bns.



We have to acquire the ingenuity of authorising, with due govt. approval, earned leave in two spells of 30 days each in Hard Areas with two sets of Dett Free Leave Pass and one Addl DFPL for both sides, a third time for Casual Leave. For Soft Areas, 60 days leave once in a year is fine with one FLP for EL and one Addl FLP, both ways, for CL. The budget implication being Rs. 6 Cr/ annum to buy 1.2 lac SI class out & return journey railway tickets of average Rs.500 each for personnel of 122 Bns.

For recreation, weekly screening of war, training and entertainment movies by rotation should be made mandatory at all coy locations. For that all coys and establishments with more than 75 personnel, may have to be authorised one multi media projector with 6'x6' roll screen. But recreation is important only after six hours' sleep at a stretch everyday.

In addition to scientifically designed Recruit Table Cards and Trained Soldier Table Cards for physical exercises, the time has come to adopt First Level Yogic Exercises and Second Level Yogic Exercises of six to ten postures each through PTIs institutionally trained in Yoga and relaxation exercises (meditation), authorised @ one PTI per coy within the existing authorisation . Traditional and Yoga physical exercises should be carried out on alternate days.

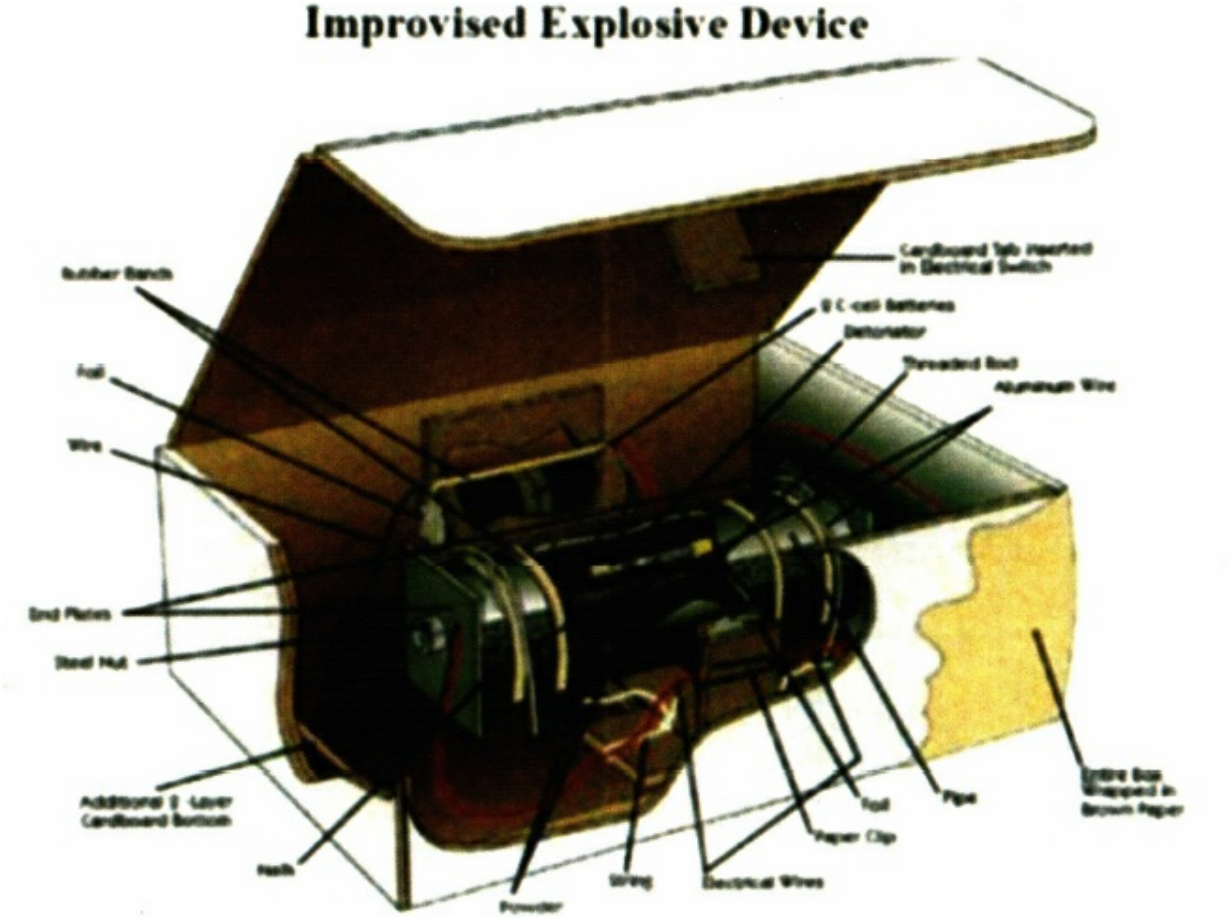
After completion of two years of service, i.e. after confirmation, All Ranks should be made to contribute 10% of their basic pay towards Housing Fund to enable every one, after ten years of service, to opt for a Central, Slate or CRPF Housing project, in the towns cities or state capitals of his choice. The fund should be managed on ten years' incremental recurring deposit pattern though a nationalised/housing bank.

Faced with a problem, we have two primary options- either not to take notice or to take notice. If taken notice we still have two secondary options- either to live with it or to solve it. If chosen to solve it, we have again two tertiary situations- either to beat around the bush, not knowing how to go about it, or to break down the problem to comprehensive details, evolve solutions and apply to each of them. Thus the possibility of striking a solution lies below 16.66%, whereas vast expense of 83.34% is full of visual parallax of colourful illusions, the solution may lay down as hard options as it may be to find the solution itself. Yet application of remedies cannot be procrastinated for long. It would be wise to periodically(ten yearly) review the internal environment of the Force, develop real time solutions, gear up to

adopt them, go to govt, wherever necessary, for sanction of provision and establishment, rather than take an ostrichal view, allow a normal situation to degenerate into an emergency and be dictated by it to re-organise at short notice.

# Longitudinal Thinking In countering IED Threat In Chattisgarh

*Rakesh Kumar Singh Second-in-Command, 81 BN,*




The left wing extremism poses a serious threat to internal security of the country with naxal influence spreading to new pockets every year. The

naxal violence is dominating all other theaters of unrest in term of violence, threat, reach and spatial spread, Naxalities are terrifically innovating the use of explosives to terrorise people and infludting serious damages to security Forces (SFs) by diversified modus-operandi right from mining the rail and routes to attacking police post/patrol and blasting IEDs on the party of police/security forces.

Naxal Movement is classic example of ideological bankrupcy of such a big violent movement which has temporarily successfully misled the illiterate people in the economically backward area of the nation. The naxalities are biggest hindrance in the progressive development of newly created states of the nation. They have created such a situation where the aspirations of these people have no hope to see the day of light. The states of Chhattisgarh and Jharkhand were created to stretch property to the reach of the poorest one. But all development works in these states have to face stiff resistance from the left wing extremists who claims ridiculously to be working for them.

## Chhattisgarh

Chhattisgarh has been a center of maoist activites since the days of people's War (PW). K. Seetharamiah of PW had focused on establishing a guerilla Zone in Baster, Part of Dandkaranya region because of its conducive geo-political situation and socio-economic condition. Though, since 1970, Baster area has been affected by naxalism but in 1990, it gained momentum and by 1995 their membership in this region rose to approximately 60,000 which are today estimated to be around one lac fifty thousand. Since the formation of CPI (Maoist) in 2004, Chattisgarh state has been considered strategically important in creation of Red-Zone corridor, Baster, due to prevalent poverty, inaccessibility and underdevelopment had been providing the right environment for its growth.

From 2006, onwards the state of Chhattisgarh emerged as the focal point of naxal violence. In 2006, it accounted for 47% overall naxal violence and 57% of the resultant deaths, During this period there were 61 incidents of IEDs. In 2006, in India there were 269 IEDs incidents in which 505 persons were killed and 1286 were injured. The four major states which had maximum number of IED incidents were 78 in J&K, 61 in Chhattisgarh, 41 in Assam and 27 in Jharkhand, However, the attacks were more lethal in Naxal affected States than J&K or Assam.

The CPI (Maoists) consolidated its strongholds in Chhattisgarh and

intensity of violence has substantially increased. In 2007, it has carried out three major attacks on police/SFs at Rani Bodli, Errabore and Chindalnar resulting in massive causality.

**IED: WORST AFFECTED STATES**

| State | 2002 | 2003 | 2004 | 2005 | 2006 |
|---|---|---|---|---|---|
| J&K | 196 | 242 | 185 | 120 | 78 |
| CHHATTISGARH | 15 | 24 | 17 | 51 | 61 |
| ASSAM | 10 | 14 | 60 | 37 | 41 |
| JHARKHAND | 12 | 21 | 54 | 18 | 27 |
| U.P. | 10 | 11 | 09 | 07 | 09 |
| MANIPUR | 17 | 15 | 24 | 17 | 07 |
| BIHAR | 07 | 06 | 1'5 | 09 | 07 |
| MAHARASTHTRA | 03 | 15 | 04 | 02 | 07 |
| WEST BENGAL | 05 | 04 | 09 | 03 | 06 |
| ANDHRA PRADESH | 15 | 23 | 16 | 15 | 05 |
| ORISSA | 04 | 02 | 04 | 03 | 02 |

The IED threats and attacks have necessitated having longitudinal thinking on countering IED menace. The biggest challenges emerging out of this threat is that it has compelled security forces to take loss of precautions. Thus the nobility/ movement of forces has slowed down. The police/ SFs are taking time and tactics into consideration for responding to law and order problems in remote areas. There is thus danger that this late response may alienate the administration further from the people despite of the fact that Police/SFs are the wing of government who are doing maximum for the people in such areas than any other government agencies.

## Longitudinal Approach: Tactical Strategy

- Troops should maintain surprise in movement and it should be deceptive. For deceptive movements the routine/convenient timings should be avoided as well as different direction may be chosen which be changed after travelling for a few kilometers etc.
- The colour of CRPF vehicles or police should be similar to the vehicles playing in that area. It should be continuously changed with different colours at short intervals.
- Since the troops generally move on foot for operations because vehicular movements are full of danger. The men should be well equipped with light B.P. Jackets, good quality weapons, special

equipment like DSMD, Binoculars/NVD etc.

- The use of motor Cycle for operation has been experimented in naxal area and it has been found useful. Thus, each fighting element should be provided 10-15 Motor Cycles. The added advantages of motor cycle are coverage of more area in less time and penetration is better in different and hostile terrain.
- The deployment should be compact and ideally a coy should be given the responsibility of 10×10 square kilometers area.
- Adm movements should be reduced to the minimum and such movements should be done in civvies, in purely civilian manner.
- Bomb disposal squads and dog squads should be provided in maximum numbers since this is the best force multiplier and enhances operational efficiency of the troops.
- The age profile of troops posted (including HC/SIs/ Insp) should be young.
- There is immediate need of strengthening intelligence network in LWE. CRPF should also focus on developing own intelligence cell and calculated risk may be taken for generating operational intelligence.
- The strength in police stations (PS) should be increased so that P.S. can also actively concentrate on anti-naxal operations. A few young SI/Insp should especially be given the task of anti-naxal operations.
- Awareness campaign against violence of naxals should be vigorously followed for better perception management of villagers. Appropriate rewards should be given to anybody who provides information about IEDs.
- Counter IED equipments profile be upgraded on priority.



## Longitudinal Approach: Peace-campaign (Salva Judum)

Salva Judum is a unique counter naxal initiatives by the very people from whom the Maoists are claiming to fight. The movement is one of the classical examples of people's uprising against the oppressor. It has the support of government, opposition parties of the state as well as police who has been incorporated in strategic scheme of fight against naxal violence. Salva-Judum means-"Peace Campaign" in Halki and "Collective Hunting" in Santhall. And true to its literal meaning Salva Judum activists are not only making road-map for peace but also cooperating police in anti-naxal operations and pursuing sang ham members to surrender. The success of Salva Judum is evident in frustration of Maoists who are continuously threatening Salva Judum activists and resorting to killing of innocents including women and children among them.

For controlling violence in Chhattisgarh the local people should be involved for decision making/ implementation at grass root level and police machinery should be strengthened. Nevertheless, the other agencies of government should be disciplined to work for the cause of masses. The agencies/ industries dealing in explosives must ensure proper security of it because any theft or pilferage means loss of life of a policeman. Local administration to construct roads, provide drinking water and ensure functional public distribution system. Labour oriented projects and industries should be opened in these regions and employment opportunities be provided to locals. Unless and until, the poor men of Baster are not taken care of, their needs are not fulfilled and they do not have trust in administration, this problem will not be solved exclusively on the martyrdom of police man.

# Disaster Hazards

## *A Challanging Task*



*Syamchand*
*2-I/C, 150 Bn, CRPF*

From Kashmir to Kanyakumari and Runn of Kutch to North East security forces are ever-ready to tackle various crisis/emergency situations. If we turn the papers of History, we find that the elite force like CRPF has epach-making records of formulating effective contingency plans and executing large scale rescue and relief operations in the event of various crisis situations and natural/Man made disasters like Flood, cyclone, Tsunami, Land slides, Major fire, Explosions, Mass killings, Volcanic eruptions etc. Two Battalions of CRPF are also exclusively formed to tackle the devastating effects caused by Nuclear, Biological & chemical disasters.

**Constraints & Bottlenecks:-**

While discussing crisis situations,following problems are hindrance to the activities related to Disaster Management:

(i) late receipts of information and lapses in communication about such crisis situations.
(ii) Poor/delayed response from District/Local Administration, Non-Government organization and private agencies.
(iii) Political interference and corrupt practices.
(iv) Lack of relief camps and unorganized relief camps.
(v) Insufficiency of proper machinery/equipments/ tools.
(vi) Lack of coordination amongst Civil Administration, State Police, Army,Para-Military Forces, NGOs etc.
(vii) Uncertainty about command control and distribution of tasks during crisis situations.
(viii) Lack of knowledge/ insufficient knowledge in the subject.
(ix) Lack of trained, efficient and dedicated staff in crisis moments.

# HOW TO MITIGATE ?

**Some Salient Tips:**

Though there are numerous remedial steps laid down by various organisations, yet following strategies which are of paramount importance are also required to be adopted for efficient mitigation measures in the matter of disasters/crises.

(i) Immediate intimation about disaster situations should be broadcasted over Radio, TV, Fax, Mobile/Fixed-Line Telephones, Internets, Wireless, CPMF, State machinery and public net-work.

(ii) District/State administration and Security Forces should play prominet role in providing equipments, independent Wireless setup, dedicated Helicopters/ Boats/Vehicles to cope up with the disaster situations.

(iii) Concerned administrative authorities should disseminate the information to all Govt./ non-Govt. organizations by quickest means.

Army, Para-Military Forces, Intelligence agencies etc. deployed in nearby areas should also devise improved/improvised methods for gathering and flashing such emergency information. For this, a control room of respective organisation should be established and be equipped with dedicated Telephones, Fax, Internet, Wireless etc. including trained operator.

(iv) One "Crisis Management Group" Should be formed in every organization. This group should be supported with proper, trained and devoted staff. This group should be kept on high alert for lightening response in the event of crises/disasters.

(v) Latest technological innovations should be incorporated for tackling disaster hazards effectively. Besides, modern equipments in sufficient quantity should be procured and kept ready by all the departments to meet any contingencies/eventuality.

(vi) Mock exercises should be rehearsed religiously and prospectively in every organization to achieve proficiency in managing Disaster Problem.

(vii) Rescue and relief work should be organized in a synchronized/coordinated manner and 'Consolidated Action Plan' must be adopted and implementer during disaster situations by all Government organizations, security forces / NGOs / private agencies.

(viii) There should not be imbalances/mismanagement in distributions of Food, utensils, medicines, clothing items, tents and other resources.

(ix) In case of Mass casualty, there should be a foolproof mechanism supported with self-sufficient Medical Team with medicines and other resources for immediate First-Aid and treatment of the victims and speedy evacuation of the injured persons to nearby Hospitals /Health Centre/Medical campus for follow-up treatments.



(x) Relief camps should be established with the required infrastructures, medical covers, basic amenities and dedicated staff.

(xi) Adequate hygienic measures and sanitation facilities should be extended in relief camps and appropriate preventive steps should be ensured against contagious/ epidemic diseases.

(xii) Embezzlement/misappropriation of funds. Theft/ pilferage of relief materals and other corrupt practices should not be allowed and defaulters be dealt with firmly.

(xiii) Course of action under “Incident Command System” should be adopted to deal with critical incident management.

(xiv) Proper training programme, conference, seminars, meeting should be organized periodically at various levels throughout the country to formulate more effective remedial measures in terms of crisis control.

## Conclusion

### And, Finally Hope, for Better Tomorrow

Eliminating all the hurdles and implementing remedial measures as proposed, a concrete contingency plan should be chalked out to cope up with the devastating meance of disaster hazards. By this, more precious lives can

survive and quantum of material resources can be saved from colossal loss/destruction.

Utilizing all the resources meticulously, adopting all practicable solutions appropriately, exercising orienated management strategy and discharging the responsibilities through sheer stewardship and committed effect. CRPF (the largest paramilitary force of Asia) will certainly play a significant role in managing disaster hazards effectively and thus step up the glorious traditions of pride and valour of this Elite Force and keep the colour of CRPF flying high....for ever and always.

I am sure,.... This will defintely lead to Greatest services to the Mankind as well the Motherland.

Do not stop - but give a serious thought over such vital issue. Let us join hands and start research on this in order to search for more feasible, workable and approachable solutions.....just now.

## Thoughts & Themes for Soldiers

1. Life will end in years. But the works and sacrifice' of soldiers live in 'vision and finages' build by their efforts pains and dedication.
2. The ultimate goal upholding the 'integrity of the national' is practicable by resoluteness, efficacy and sacrifice of all Ranks of the Force-who challenge the peace-breakers effectively....even at the cost of their bloods,
3. Whatever listened -we forget almost; whatever seen—we recapitulate something,.....but we grasp the whole whatever we perform and experiment through personal involvement, commitment and expertise.
4. An effective leader always impact his 'image 'in the heart of the followers who behold him in reverence getting induced by his impeccable integrity, modesty and professional efficacy.
5. Definitely the lives will sink in the ocean of time.....yet the 'Diligence, Devotion & Resourcefulness' of troops will float alive through their loyalty as well as efficient performance of assigned task.
6. One should have multifarious personality, humanistic approach and the capacity to visualize objectives to set goals—This will certainly invite rich accolades from the incumbants besides leaving a 'Dazzling Image' to their hearts which will definitely be as exemplary.
7. Beautification of campus with flora and fanna is indispensable,.....which

not only deterrent to negatives stresses but also throb heart of the soldiers and all extra boost inducing peace, happiness & thrill.




*Dr. (Mrs) S..K Dhillon* CMO, GC, Jalandhar

Rabies, a Zoonotic disease is known since Vedic times. An infectious disease transmissible under natural conditions from vertebrate animals to man is called zoonoses. Out of the 150 zoonoses rabies, plague, bovine tuberculosis, anthrax and salmonnellosis (Typhoid), etc are some of the commonest. Quite apart from morbidity and mortality among man and animals as endemic/pandemics causing great economic losses, zoonotic diseases may also be used as most feared biological weapons in the modern war fare. Rabies is a matter of particular concern in India - where nearly 80% population is rural and live in close vicinity to domestic, peridomestic and wild animals.

**Rabies, also known as hydrophobia** is an acute, highly fatal viral disease of the central nervous system, caused by bullet shaped virus called lyssavirus type 1. The disease is seldom reversible and 100% fatal. Any contact with the saliva or the secretion of infected animal (alive or dead) can potentially lead

to infection through a scratch, a bite, an opening in the skin or if the saliva gets into the eyes, nose or the mouth.

Though disease is rare in developed countries which have achieved “rabies free” status by vigorous campaigns of elimination but India belongs to high rabies incidence category. In our country, each year nearly 1.5 million people receive post exposure treatment and human death toll is about 30,000. In fact, the mortality is 10 times more then those reported because rabies is not a notifiable disease and only the deaths occurring in hospitals are included in incidence. More than 95 per cent of these cases are consequent to dog bites.

Rabies exists in 3 epidemiological forms - urban rabies, wild –life rabies and bat rabies. Urban rabies is caused by Dog, Cat, Cow, Sheep, Pig, Buffalo, Goat, Donkey, Horse and Camel. It is responsible for 99% of human cases in India. A single rabid dog is capable of biting a large number of humans, animals and may involve an area of 40 Km in its short span of clinical illness. Wild –Life rabies is perpetuated by the Jackal, Fox, Hyena, monkey, Bear and Mongoose etc. Bat rabies exists in Latin American Countries. Vampire bats feed exclusively on the blood of animals and man leading to death of hundreds of thousands of cattle annually.

All warm blooded animals including man are susceptible to rabies. Hospital Staff treating rabies cases, veterinarians, dog handlers, hunters and field workers are predominantly on risk. Licks on abraded skin and mucosa can transmit the disease. The incubation period in man is highly variable from 4 days to years but commonly 3-8 weeks following exposure. The incubation period depends on the site and severity of the bite, number of wounds, amount of virus injected, species of the biting animal, protection provided by the clothing and treatment undertaken, whether prompt and appropriate.

Following lick or bite the rabies virus replicates at the site of introduction, attaches to peripheral nerves and enters in central nervous system. From brain the virus spreads back centrifugally in peripheral nerves to affect body organs and muscles.

Rabies in man begins with prodromal physical symptoms and mental changes including fear, anger, irritability or depression. All attempts at swallowing liquid become unsuccessful and mere sight of water lead to spasm of the muscles of deglutition, justifying designation of rabies as

**‘hydrophobia’.** Death follows convulsions, paralysis or coma. Antigen detection using immunofluorescence of skin biopsy and virus isolation from saliva are confirmatory tests.

**Every instance of human bite/exposure should be treated as medical emergency.** It is mandatory to start treatment immediately because 20% cases are of ‘dumb rabies’ without symptoms in dog. Vaccination is not a guarantee against rabies in an animal. Vaccine failures may occur because of poor quality of the vaccine, poor health status of the animal, inadequate cold chain preservation and improper administration of vaccine, as well as the fact that one vaccine dose not always provide long- lasting protection against infection in dog. **Irrespective of the class of wound, the combined administration of a single dose of Human Rabies Immunoglobulin (HRIG) with complete course of vaccination, together with local treatment of the wound is the best specific prophylactic treatment.**

Prompt and adequate local treatment is the first requisite and of utmost importance to remove as much virus as possible from the bite wound/scratch. It reduces chances of developing rabies by 80%. Immediate flushing/ washing the wound with soap and plenty of running water for more than 5 minutes, followed by local irrigation with virucidal agents -either alcohol or povidone iodine serves the purpose. Local use of Savlon, cetavlon and Cauterization with carbolic or nitric acid is no longer recommended. Bite wound should not be immediately sutured. If necessary, stitches should be minimum and applied 24-48 hours later. Local application of anti rabies serum, preferably HRIG is highly effective in preventing rabies. Antibiotics and anti tetanus measure are supportive treatment. Local application of irritants like turmeric powder, balms, chunna (lime), herbs, chilies, etc and covering/dressing the wound is rather contraindicated and may worsen the condition.

The introduction of potent and safe cell culture vaccine is a great advance in rabies prophylaxis. Antirabies treatment should be started immediately and a must if the animal shows signs of rabies or dies within 10 days of observation or can not be traced/identified, unprovoked bites, or laboratory test are positive on the brain of the biting animal and all bites by wild animals.

If the animal is apparently healthy at the time of inflicting the bite, treatment appropriate to the degree of exposure should be started at once. The

animal should be confined and kept under observation for 10 days. Vaccination may be discontinued if the animal remains healthy during this time.

After vaccination the protection lasts for 6 months. Immunity is not absolute and treatment failures do occur leading to 7% mortality. Dose of anti-rabies vaccine depends on the degree of risk of rabies as per the category classification applicable in India.

**Category -I** are the exposures with minimum risk. It include touching or feeding of animals, licks on intact skin, consumption of unboiled milk of the suspected animal and scratches without oozing of blood. No treatment is required if history is reliable.

**Category -II** exposure lead to moderate risk. It includes exposures due to nibbling of uncovered skin, licks on fresh cuts, minor scratches or abrasions with oozing of blood, minor wounds less than 5 in number. Local wound treatment and complete vaccination schedule is required.

**Category -III** exposure lead to severe risk. This include all bites or scratches with Oozing of blood on neck, head, face, palm and finger, lacerated wounds on any part of the body, multiple wounds 5 or more in number and bites from wild animals.

The vaccination schedule by Modern Tissue Culture Vaccine (MTCV) is recommended and consists of 6 doses on days 0, 3,7,14, 28 followed by a booster dose on day 90. Day 0 is the day of first injection which should preferably be immediate on exposure/bite. Other days are calculated from the date of first injection. The dosage schedule remains same for all age groups. Injections are given intra muscularly on the upper part of arm (Deltoid) and must not be given into the buttock.

**Pre-exposure/bite prophylaxis** is required for persons who run a high risk of repeated exposures such as hospital staff working with rabies patients, veterinarians, animal handlers, wild-life officers and field workers. They should be protected by pre-exposure immunization on days 0, 7, 28 and booster injections every 2 years, as long as exposed person remains at risk.

**Post –Exposure treatment of previously vaccinated person** is recommended on days 0, 3 and 7 but only if the bite is severe. Local wound treatment is a must in all cases. If the person reports after 48 hours of bite, the first dose of vaccination should be doubled. Persons who present themselves after a long gap, even months after having been bitten should be dealt in the

same manner as if the contact occurred recently.

**Rabies vaccination in special circumstances** suggest that first dose of vaccine should be doubled in malnourished patients, those with chronic disease like liver cirrhosis, those suffering from AIDS or patients on immuno-suppressive drugs like cortico-steroids and antimalarias. Pregnancy and infancy are not contraindications to post-exposure rabies vaccination. Though there is no dietary restriction yet it is advisable to avoid excessive intake of alcohol as it can interfere with the development of the immune response.

The estimated dog population in India is around 25 million, and most of them are not protected against rabies. Serological surveys have shown that about 20% of free roaming healthy animals may carry antirabies antibodies. In developing countries over 90% human deaths from rabies are caused by dog bites and dog rabies control is the key to success against human rabies. Once the symptoms of rabies develop in an animal, it normally dies within a week. Rabies in dogs may manifest itself in two forms –

Furious rabies and dumb rabies. The furious rabies called '**mad dog syndrome'** is characterized by change in behaviour of dog, aggressive, running amuck, wandering aimlessly and biting humans, animals or unusual objects even without provocation. On the contrary, the '**dumb rabies'** is characterized by lack of excitative or irritative stage. The dog withdraws itself from being seen or disturbed. It lapses in to a stage of sleepiness and dies in about 3 days. Prophylactic vaccination of dogs against rabies is one of the most important weapons in rabies control. All dogs should receive primary immunization at the age of 3-4 months followed by regular booster doses.

The best protection against rabies is awareness and timely measures, without putting blame on dog and torturing it. As proved in developed countries, prophylactic vaccination of dogs against rabies is one of the most important weapons for rabies control. In general about 90% of the dog population is accessible for mass vaccination. We, the human beings, privileged to be intelligent and civilized, are supposed to resiprocate love and faithfulness towards ours evolutional cousin – the dog, who has been companion to man despite all odds since time immemorial. Rather than disowning and mal treating these innocent creatures for no fault of theirs, we ought to treat them in humane manner at least to retain the title of 'human

being’ with us.

# Mokokchung - The Glory of Ao Nagas

*B.S.Negi*
*DIGP, CRPF, Neemuch*



Mokokchung town, where 150 BN CRPF is located, is the district headquarter as well as the main urban hub of Mokokchung District in Northern Nagaland. It is bounded by the state of Assam to its north, Tuensang to its east, Zunheboto to its south and Wokha and Assam to it’s the heart and cultural centre of the Aos,whose total 93 villages are spreads all over the district. I snatched an opportunity to visit this beautiful land while on dual charge of Kohima CRPF (Ops) Range recently.

‘The Ao tribe is one of the major Tribes of the Naga family. Tradition says that the Aos sprung up from “Longtrok” which means “six stones” They then founded the “chungliyimti” village where they settled and stayed for a considerable period of time. In course of time, they crossed the Dikhu river by a cane bridge leaving other Naga people behind. These people who went ahead leaving others behind came to be known as “Aor” or “Ao” which means——“going” or “gone”

Christianity is the predominant religion with more than 95% of the population being Baptist. The Aos were the first of the Nagaland peoples to embraced Christianity in the 19$^{th}$ century, and the area is the hub of India’s Baptist belt. The revivalist movement that swept the entire state of Nagaland in the 1970s originated in Mokokchung

District with its centre. The main town Baptist church, located at the heart of the town, is one of the largest churches in Asia.

On the outskrits of Mokokchung, is an oldest Ao village named Mopungchuket. It is shrouded in myths and legends. An exquisite natural scenic beauty coupled with historical background, it is land of folklores passed down the generations orally. Many stories like romantic story of Jina and Etiben, the Romeo and Juliet of the Ao Naga tribe is described by wooden towers which are main attractions in this village park. At the vicinity of this village is a lake and this is the location where the Ahoms decided to retreat after a failed attempt to attack the Aos, as the tale-tale goes and entails their glorious past.





Monuments in Mokokchung




*Not a day passes without an incident of Leftwing extremism taking place somewhere or the other..... I have said in the past that leftwing extremism is probably single biggest security challenge to the Indian state. It continues to be so and we cannot rest in peace until we have eliminated this virus.....*

*PM during the CM's meeting on Internal Security, December 2007.*

**Introductory observations:**

The Maoists continue to advance their violent campaign and constantly expanded their influence politically, territorially and economically to capture political through armed revolution. The statistical dilemma of varying details

of districts in terms of Naxal influence (around 16 states and 192 districts are under Naxal influence in varying degrees) indicate that it is high time that the state understand the enormity of the situation and squarely addresses the Maoist problem.

It has become de rigueur to mention that the underlying causes sustaining the Naxalite movement have to be effectively addressed. The fundamental question is to understand the nature of the threat before deciding upon the approach to deal with it. It is important to spread the governance to large parts of untouched territories and unless this done, no amount of deployment can provide a solution. In Naxal influence areas there is also a sense that the lowest sections of the society are not empowered and there is a need to secure their rights by aligning them with Maoists. The sense of deprivation and injustice and retreat of governance in these areas is a readymade breeding ground for Naxal forces.

This article will focus on the following aspects such as;

- Unfolding characteristics of trends in Maoist leftwing extremism.
- What needs to be understood by Commanders?
- Fine-tuning operational aspects in LWE areas Characteristics of trends in Maoist leftwing extremism;

The year 2006-07 indicated certain characteristics which can dictate the intentions of the Maoists in coming days to come; some of them are :

- Concerted and determined effort for spatial spread and consolidation; though Red Corridor concept or compact revolutionary zone from ‘Pasupati to Tirupati’ may seem like an exaggeration, there is no denying the fact that they have achieved some degrees of success in enlarging their areas of militancy in the last 5 years. The statistics often displayed in terms of Maoist influence by various agencies indicate this trend. Conscious efforts to open new theatres like Delhi, Gujrat, Rajasthan, Haryana by careful manipulation and mobilization of various grievances; real and invented. Systematic widening of the areas of conflict and the recruitment base within a strictly calibrated framework has been their tactics. Though they might not be able to create a structure in the jihad background of J&K, it still reveals their expansionist plans and ambitions.

Emergence and assertion of single party command with the dominance of CPI (Maoists in various areas of influence. Though some fragmentation is noticed in Jharkhand, it is still yet to assume greater significance. The Naxal chain of command has been firmly established. Extreme clarity and unanimity of thought exists within the Maoist leadership. The movement is coordinated by the apex body of the central committee (32-35 member group) of the CPI(Maoists and out of which a 13 member politburo is formed to guide the party. The establishment of 5 'Regional Bureaus', 13 State Committees', 2 Special area committees, 3 Special zonal committees have been established with clarity of role play and functional autonomy for better coordination amongst the Maoist forces. The single directing center with a will knit party structures and mass base is a dangerous mix.

- Maoist cadres are continued to be largely drawn from the deprived classes and many with little education motivated by genuine economic and social grievances but without any political ambitions. Interestingly the movement is controlled by an elite educated leadership which is not necessarily coming from the deprived classes and often motivated by the ambition to achieve political power through the barrel of the gun.
- Display of enhanced resources and tactical ability to operate even in semi urban areas. The spurt frontal attacks on police forces and establishments have illustrated their enhanced capability in the last few years. The choice of targets has been slowly moving from interior villages to semi urban locations.
- Greater stress on "Swarming Attacks"; the first of this Swarming attacks was in Koraput in Orissa in 2004 and since then in 2005 (3 attacks), in 2006 (9 attacks) and around 35 Swarming attacks (Rani Bodli, Riga etc.) have been conducted by Maoists in the year 2007. The Swarming attacks are those campaigns by which large number of Maoist activists sometimes numbering around 300 hundred to 400 descends upon by encircling and strangulating the target. The ability to mobilize such numbers have been facilitated comfortably when such targets happens to be located near the inter state borders. This was clearly a pattern inspired from a model that Nepali Maoists secured extraordinary success and they will resort to this method with increasing frequency in coming days.
- Regular cadre exchange and dispatch of best talents to mobilize and

organize the population in targeted areas under Naxal influence. There seems to be an effort to blood cadres from other states beyond their traditional strategic area of influence in their operational designs and attacks.

- Advancing signs of militarization by constant efforts to upgrade their weaponry (The recent rocket launcher seizures in AP are an indicator in this regard). The procurement of arms is done at the central level and distributed to states as per their needs. Though the main source of weaponry continues to be by means of looting from the security forces, there is no doubt that the Maoists have achieved technological upgradation over the years and have been found using automatic weapons and greater sophistication in use of IEDs and mines. It is concerning to point out to a report that approximately around 529 weapons, 16000 bullets, 19 tonnes of explosives were looted by the Naxal between the periods of Jan 2006-June 2007. The year 2007 also witnessed unearthing of fabrication units in urban hinterlands which are located near industrial bases.
- Strangulation of railway network and properties on regular basis to display their capabilities to paralyze the connectivity. The sustained attack on road, railway, and telecom infrastructure projects by the Naxals has caused hindrance to all development.
- Conscious targeting of all aspects of economic activity so as to cripple transport and logistic capabilities and also slow down any development activity. The tactics of coordinated economic blockades (around 3 blockades were enforced by Maoists in their areas of influence in 2007) have been on the increase and shall be a regular phenomenon in days to come. The coordinated blockade across six “principal heartland areas” on broad issues of economic policies represents a dramatic transformation in their tactics.
- Uncontrolled extortion and failure to choke their support infrastructure have ensured financial sustainment of the movement. The part’s directives to their commanders to work out a ‘rate card mechanism and milk the contractors involved in road and building constructions, railway track construction, repair work, auctions, manual crushers, petrol pump owners, brickkiln owners have ensured regular financial supply to the movement. Tendu patta operations, earning from forest products and illegal mining proved very helpful to the Maoists in filling up their

coofers. The recent reports of their support in illegal ganja cultivation have indicated growing criminal lumpenisation of their cadres and ideological moorings.

- The fund flow has been systematically used and out of the total money collected by the state committees and the special zones 30% goes to the central committee and the rest is retained for local expenses incurred by the state committees. Monthly remuneration for cadres is also given which indicated the self sustaining aspect and asset management of the movement.
- Renewed focus and increasing cognizance for the potential for urban mobilization and framework for 'urban strategy' beyond their traditional targets is foreseen. Given the fact that urban areas are badly managed today, the Maoist urban ambitions can soon turn into a potential situation of total chaos.
- The Maoists have asserted themselves in some of their pronouncements and one such has been "no more hit and run. Now time has come to spread in the towns and identify specific targets, hit them precisely and with impunity" This is so because the Maoist leadership believes that by next 20 to 20 years the Indian state will witness massive political and social upheavals against the onslaught of imperialism, policies of SEZs, massive displacement of the poor in both urban and rural areas, against draconian laws, state repression, unemployment, corruption, inflation, neglect of social welfare and so on". The Maoist intentions are to participate and give confidence to public and undertake militant mass actions on such issues. Mobilisation on such issues have proved to be beneficial for them in extending their mass base as noticed in their involvement in various agitation politics which took place in 2007.
  One can expect enhanced Maoist interests in coming years to intensify their efforts to mobilize middle class on issues like price rise, insecurity, corruption, unemployment for their children high cost of education and health care, threats from real estate mafia etc. in days to come. Actions like the one in Nandigram and Mudigonda in 2007 has presented the Maoists with proliferating opportunities to deepen subversive mobilization and recruitment.
  The continuous spurt in growth of frontal organizations (around 140 front organizations operate) in terms of propaganda activities source of recruitment and shelter, in courier work etc. have largely remained

uncontrolled. The support base which has been consciously built amongst the students, peasants, women, adivasis, intellectuals, industrials workers etc. have consolidated the Maoist presence in their areas of influence. The Maoist belief in using 3 magic weapons like the ‘party, army and united fornt’ to advance the revolution is an illustrative aspect of their combined action on all fronts. There is inescapable need to investigate the linkages of such frontal organizations and who controlled them.



- The Naxal politician nexus in the states of Andhra Pradesh, Bihar and Jharkhand needs to be broken and unless it is broken, the administration will not be able to find a solution to the problem and shall continue to rely on security forces to root out the problem. Incidentally, if military option were effective, the Naxal problem would not have resurfaced after the suppression of initial Naxalbari uprising. While the military approach can be used temporarily it has to be supplemented by developmental work. Political iniatives and military action are not alternatives but they have to go together.
- The Maoists ability to team up with well meaning people to build a national opposition against the Salwa Judum campaign in Chhattisgarh

has proved to be a mixed success. Though a crack has been made on the operational armour of the Naxals in these areas where the governance security cover to the supporters of the campaign located in various camps have hogged the nation's limelight.

- The Maoists have also recognized the fact that they have suffered tactical reverses in some states particularly in Andhra Pradesh where the anti Naxal efforts are spearheaded by the central and state police forces in general and the state's elite Greyhounds force in particular. No visible impacts on surrender's package extended to Maoists are identified except for Andhra Pradesh. The counter Naxal campaign based on a coherent understanding of Maoist strategy and tactics and on lessons derived from the successes of other conflict theatres complimented with enhanced intelligence led operations and augmentation of state police capabilities and capacities have cornered the Maoists extremely active only in the Andhra Orissa border region.
- The emphasis on People Security Services (Naxal intelligence unit) with clear cut demarcation of areas of work and monitor such as the creation of political, internal and technical intelligence (it works on data mining designs of arms/ rockets from various sources, supervising indigenous production) committees have illustrated their designs of coordinated action against the security forces.
- There is a need to closely monitor the extra fraternal linkages and intra regional linkages of the Maoists in recent years which are borne out by new operational practices and direction of arms flow thus far. The Maoist groups of South Asia have benefited from the linkages in terms of exchange of experience, wider reach, publicity and propaganda.

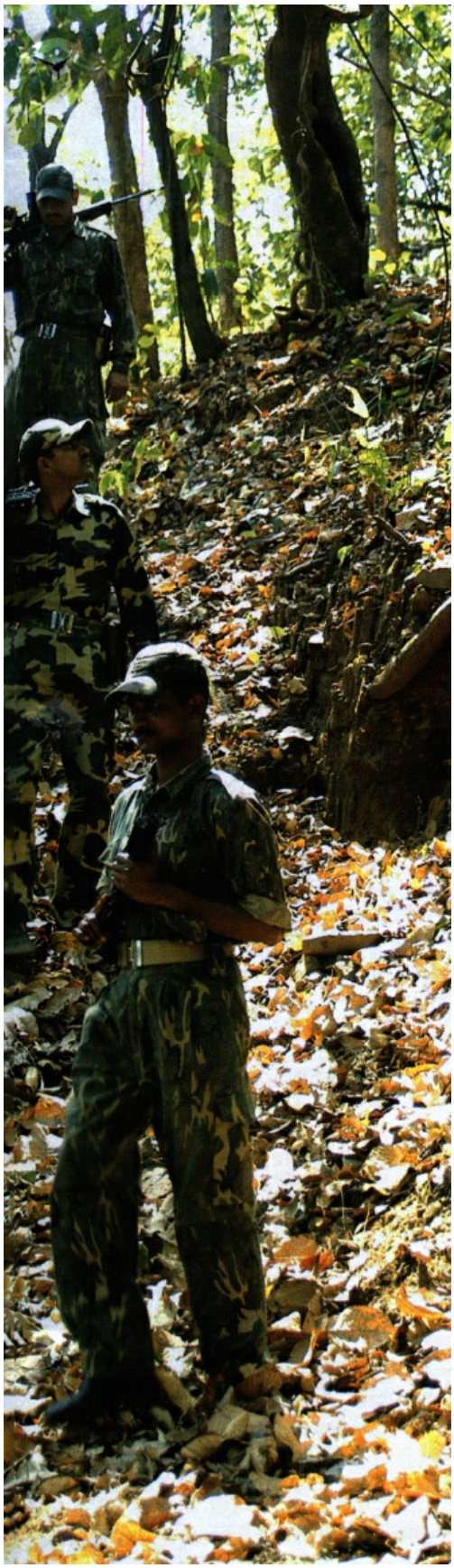
**What needs to be understood by the Commanders?**

- The deployment of CRPF in LWE areas is going to be a lengthy affair. With 18% of the force (32 battalions in 8 Naxal affected states) engaged, it is important that a proper perspective analysis about the nature of conflict is understood by the commanders and troops. The ability of the commanders in updating the men about the nature of battle in LWE will go a long way in conceptualizing effective strategy in coming days. It is pertinent to mention that in most of the cases, it is effective manipulation of the terrain/ground conditions that worked in favour for

the Maoists and this is where the troops needs to focus in countering them.

- The changing profile of Maoists in contemporary times; the strategy and tactics adopted by them is in itself a widely encompassing parameter which is related and closely wedded to the gamut of conditions existing on the ground which is again distinctively specific from area to area across the country. The Maoists have exploited the geographical conditions and terrain for their activities. One needs to concede the fact that the present day Naxals are very much aware of how exactly the security forces operate and react in adverse situations. The tactics of troop's demands not only constant review but also end up in out smarting the designs and plans of our adversaries.
- Prevailing scenario in Maoist extremism conflict theatres across the country necessitates the troops to adopt similar tactics and tenets followed by the Naxalites in contemporary times. It is important to get to know the mind of the enemy and use the same principles and operational practices to beat them. The general theme of any operational doctrine in such areas is, back to basics which includes developing skills to operate at night, adopting fire and move mechanism, maximum movement on foot, movement away from roads and known tracks etc. The security forces are considered much superior in terms of their fire power, size, numbers, discipline and skills as a soldier. Therefore it must be borne in mind that in their military tactics and practices, the hall mark is deliberate and calculated patience.





- The situation prevailing in different conflict theatres of Naxal influence remains different and commanders will have to evolve their own techniques and innovations to enhance the effectiveness of their operations on the consideration of the local situation and the tasks assigned to them. Nevertheless in view of peculiarities of conflict theatres, the basic concepts and techniques must be borne in mind by commanders while deciding on particular techniques and innovations which are best suited to deal with a situation at hand.
- The principles of mobility, surprise, deception and flexibility are of crucial importance. Since pitched battles are likely to be fought in forthcoming days, the principle of superiority in numbers should be always adhered to. Besides, the plan of patrolling operations by security forces in the area of operation should be flexible enough to be capable of dealing with new and unforeseen situation. The growing sophistication in the Maoist arsenal and easy availability of explosives complimented with technological know-how has necessitated a second look on the modern day Maoists. Minefields which were previously non existent are a major source of threat in present circumstances. In the operational battle against LWE, the menace of mines is going to be single biggest obstacle.
- The swarming attacks of police posts/ security camps in Naxal affected areas in recent times are an indicator of their advancing militarization and change in tactics. The Naxals in Chhatisgarh as well as other parts of the country are increasingly launching large scale deliberate operations involving over 100 cadres. Thus there is a need to ensure that security forces also review their scale and drills for operations to ensure that opportunities at being ambushed are avoided. A mix of SPOs and other police personnel may not be ideal under these circumstances when the threat of attacks has enlarged.
- The field commanders need to understand the fact that deployment from one conflict theatres like J&K or North East to LWE areas demand different preparation and working style. The non availability of compact deployment grid in most of the locations and lack of meaningful game plan in the area of conflict adds up to the woes of security forces. The distinct absence of a unity of purpose in the area of deployment alongwith local police is a matter of concern. The thumb line of

commander’s intervention should be ensure that the deployment of your troops must fall within a coherent security grid so that it does facilitate area domination. The scope of patrolling and resultant area domination achieved by your troops is directly related to the formulation of a security grid in terms of deployment effective offensive action in difficult terrain, when hostiles are contacted.

- Naxals move light and exploit their intimate knowledge of the terrain. They are generally aware of the security forces intentions/activities through simple and effective intelligence network. To capture or destroy, therefore, it is essential to adopt matching tactics there by defeating them in there blasts, Series of ambushes spread over large areas with large number of cadre to trap security forces, causing movement of troops by feeding false informations to strike at the mounting attack on posts or columns having small strength of personnel have been their principal pattern. Simulated raids were conducted on isolated posts to invite predictable reaction of the SFs thereby luring the reinforcing columns into a well laid out trap. The Naxals

*Maoist cadres are continued to be largely drawn from the deprived classes and many with little education motivated by genuine economic and social grievances but without any political ambitions. Interestingly the movement is controlled by an elite educated leadership which is not necessarily coming from the deprived classes and often motivated by the ambition to achieve political power through the barrel of the gun.*

- It is quite evident that troops deployed in LWE states have to break out to conventional mindset and engage in warfare which calls for a constant and heightened level of consciousness about the unconventional methods adopted by the enemy. Therefore, it is a battle of the mind, wits and tactics. A body of tired troops moving very close to each other along known tracks without observing normal precautions provide an ideal target of Naxalites. As far as possible, while conducting operations, security forces should be kept fresh by having frequent tactical halts because tired troops may not be in a positions to take own game. No action of the Maoists is done in a hurried and haphazard manner. It is

protracted war with no limitations of a time frame to achieve their ultimate objective. They go by the dictum, ‘Strike where and when the enemy expects you the least’. They would use everything to placate their plans and even to the recruitment/training/use of minors in the battlefront for surveillance, operational plans etc by the Naxals are a known phenomenon.

**Finetuning Operational Practices:**

- Emerging Naxal Ambush patterns; Ambushes in conjunction with land mine are simply aware of the fact that how exactly the troops react in such circumstances. The frontal assault to break a Naxal ambush has generally proved unsuccessful due to the nature of the of the ground selected by the militants and costly in terms of losses.
- Some of the Naxal operational aspects which have come to the foreground these days are, their capability of concentrating large force undetected, securing help from bordering states is also available for specific operation, confident and capable of launching attack/ raid/ambush at any part of day and night, Meticulous planning and preparation is carried out with due care for surprise and deception before launching any operations, Mastering the art of using IEDs along with ambush even at short notice with great improvisation, isolation of target area by simulations attack and cutting of all routes of reinforcement has become essential part of their tactics, increasing jail break tactics by utilizing the knowledge of previous stay of jail mates etc. The tactics by giving honey combed success in the initial stages of operations and subsequently entrapping the security forces have been often resorted to. A reference about the snap shot analysis of the reason behind casualties sustained by troops based on various incidents would be appropriate here and some of them are;
  Use of automatic and rapid firing weapons for greater concentration and heavy volume of fire by Naxalities at the ambush site.
  Extensive Use of land mines/ lEDs
  Mobile parties of the security forces found operating in lesser strength and on occasions travelling in single vehicle, Effective Camouflage and concealment at ambush sites and usage of cover by naxalites, inadequate and often uncoordinated counter action.

Personnel in general and driver's in particular are often not clear of their roles when ambushed which indicate non rehearsal of contingency planning

- Casual and routine movement of troops and vehicles, using of the same route for return journey without an innovation in movement drill,
- Vehicles often not found in wireless communication with each other and also with marching troops.
- Man a times after surviving the first attack, casualties were suffered subsequently either while disembarking from vehicles or getting trapped in the safe zone which is always mined,
- Rifle grenades & 2" Mortars in counter ambush action were not being adequately used,
- Inadequate area domination in the AOR and lack of terrain familiarization,
- Excessive reliance on SPOs often diluting the terrain conduct of troops,
- Improper distance between various parties because of which no combind action could be counter launched.
- Lack of clear briefing to the troops
- The Sites selected by the Maoists make it practicall impossible for the security forces to assault through the ambush in the traditional sense and such attempts whenever made resulted in prohibitive losses. Frontal approaches were generally difficult to negotiate due to careful selection of the ground and were heavily guarded by way of IEDs and weapons. lEDs were laid at selected places in the vicinity of the ambush site where troops would tempted to take position when ambushed.
- It is apperent from the rate of success of the Naxal attacks that the were planned and executed after a very detailed and careful stud of the modus operandi and pattern of operations of the SF in order to full exploit their weakness. Some of the things that should be taken care of ; preventing a set pattern of operations and predictable reactions, controlling excessive use of vehicles, avoiding the tendency to stick to roads and tracks thereby presenting an easy target to militant ambushes reluctance to operate at night, inability to provide counter reacation etc. Most importantly, troops are not adequately briefed before setting tasks and as such troops involved in this tasks lack motivation and sense of participate which effects their reactions/ responses when faced with

ambushes leading to confusion and loss of command and control.

- Notwithstanding to these realities there are operational constrains under which troops operate and some of them are; lack of actionable intelligence, reliability of local intelligence, large areas of responsibility in some of the areas, lack of working security grid, non availability of local personnel who knew language, general deficiencies in infrastructure and logistics man-power, weaponry, transport, protection equipment, technical force multipliers, emergency deployment helicopters rescue and evacuation. The battle in such scenario is often a tough and demanding one.
- While planning operations, another area of intervention which the commanders should foresee and plan is rescue and emergency relief management. Troops are often required to undertake long range patrolling in hostile terrain/environment and the issue which is plaguing the minds of security forces is the casualty and medical evacuation. Being remote and interior areas with sparse communication and medical facilities in the near vicinity of deployment, it is causing severe hardships which are acutely felt during the time of operations. So far the experience of such support from the local administration has not been a reassuring one.

**Other Areas Of Priority**

- Documentation of the knowledge of the squads and formations. Information consolidated on such nature should be properly collated and disseminated. An updated databank which in consequent period can help you in giving an idea of pattern of Maoist operations and probable target area with reasonable accuracy. The information profile on Local, special guerilla squads should be always updated.
- Enhanced state of terrain familiarization thorough summary of Tracks-routes taken-villages-forest-hill features, Shelter places-meeting places, water and ambush points, RV points at each village outskirts-Monitoring Supplies of rations-food-errands in the villages- Surveillance on Newspaper- ration shop-provision stores. The Patrol register should be carefully filled up after the completion of operations. Information compiled should be plotted on available SOI maps in consonance with GPS locations.

- Work on a dedicated intelligenge mechanism as an exclusive apparatus which focuses not only on military formations but also the over ground party network, mass organizations and frontal organization.
- Preparing/rehearsing proper camp defence plans in which you are also a part and not generally an author of it.
- Plans in the area of operation to neutralise village/area wise should be formulated. The lowest unit of a militia squad in the village should be identified and neutralized.
- Adopt a pattern by which responsibility could be affixed in the village systematically and also explore possibilities to engage the villagers in the civic action programmes.
- Sustained efforts to strengthen the counter IED drills in all operational aspects. The selection of your points man/scouts in the patrol should be carefully selected and rotated timely. The troops should make all out efforts to singularly overcome this menace and this is the only means that Naxalites have in their arsenal which they have been using in a deceitful and dastardly fashion to their advantage.
- Format multiple subsidiary patrols with clear cut immediate and long range threats in the Area of operation.
- Plan Movement by creating a forward base in the eventuality of long range operations.
- Training men in immediate use of area weapons
- Training men for capable of deep penetration and prolonged jungle survival.
- Always plan, reassess your return journey which is the most vulnerable and predictable part of your operations. Multiple wisdom of the troops should be harnessed and the return journey has to be made absolutely unpredictable. Always remember that the return journey is often on the same track or through cross country as such because normally no alternatives exist.
- No harassment during operations in the area of responsibility.
- Identify and unmask Naxal front organizations in the area of operation. Every village/area cell, sympathizers should be identified.
- Utilize the network of SPOs and their terrain knowledge. In any of the operations involving their role, it should be clearly defined and briefed. Similarly, at no point of time that the surrendered Naxalites should become a law unto themselves. Ensure to take the surrendered/ arrested

cadres/informants to physically locate their earlier sites and spots on the ground.

- Participate in interrogation and plan further operations accordingly.
- Organize deliberate outreach programmes as a campaign to enhance the interface with adivasis, youth, women and children. Only through frequent interfaces, familiarity can be enhanced and which in turn shall bring in trust and confidence.
- Explore the scope of propaganda and publicity campaigns as part of your overall strategy.
- Ensure a meaningful and lucid briefing and debriefing and prevent the onrushing of troops.

**Concluding Remarks**

- The articulation of a multiple, comprehensive, integrated and coordinated counter strategy encompassing social, political, developmental, perceptional, legal, economic parameters becomes all the more urgent in the wake of the unification of leftwing extremist groups and such a strategy can be successful only when it is backed up by a policy. Such a strategy should be well defined, discussed publically and should be formulating long term and short term goals. It should be time bound and sufficient funds should be allocated. Care should be taken to ensure its steadfast implementation.
- Developmental iniatives with priority to infrastructure which can strengthen the governance in terms accessibility, reach and communication should be the first priority. The focus on state police capacities and capabilities complimented along with a meaningful game plan to CPOs is an immediate requirement.
- Given the trajectory of the Naxalite movement and the complex pattern of violence, it is always going to be a battle of patience and wits and tactics for security forces in naxal affected areas. The commanders should ensure tactical balance of efforts land iniatives in terms of holding ground and domination as the core design and simultaneously outsmarting enemy. Constant engagement is a must because inaction will lead into lull and lull into complacency and finally resulting in stealth attack in opportune time by Naxals.

## OPERATIONAL ACHIEVEMENTS

In the month of April in encounters and various operations CRPF has neutralized 20 militants and apprehended 126 including suspects. A total of 65 Arms, 1469 ammunitions, 208.5 kgs. of explosive, 59 grenades/bombs has been recovered.




Now a days terrorism is a global phenomenon. With the advancement of Science & Technology terrorism is also growing geometrically. Natural scientists experiment with pigs and rats but scientists of terror world do experiment with human being only. Though the main weapon of terror for terrorists is lEDs & mines but since recent past they have started use of liquid explosives in preparation of lEDs which is going to be proved boon for terrorist and bane for humanity as its detection is very difficult. I would like to quote some examples where terrorists made their effort to achieve their goal by using liquid explosives.

i) The plot to blow up trans-Atlantic airlines with liquid explosive in London in Aug'06.

ii) A liquid explosive Neogel-90 was used by a terrorist outfit in Hyderabad bomb blast at Lumbini Park and Gokul Chat Bhandar on 25th Aug'07 in which 41 people were feared dead and nearly 70 people injured. The use of Neogel-90 in terror attack is new to India.

iii) There were two isolated seizers of such explosives in Vadakkaen Cherry, Kerala on February 2,2005 and another in Kantipur Nepal in February 2006.

**Explosive :-** Explosive is a gaseous, liquid or solid substance or mixture of substances which when suitably initiated converted within very small space of time into other more stable substance which are mainly gases. The chemical charges thus produced result in rise in temperature and pressure in surrounding medium creating severe damage to man and material.

Mainly there are two kinds of explosive; Low explosive and High explosive. Basically low explosives burn and create noise and flame e.g. gun powder but high explosives detonate and create shattering, blast and cutting effects e.g. RDX, TNT, CE, PEK etc.

**Liquid Explosive :-** This type of explosive is simply a chemical compound that in liquid form is relatively unstable and behave in exactly same way as solid explosive such as TNT. Like solid explosives, liquid explosives vary in power, depending on their composition and how they are packed into a container e.g. Neogel-90, Nitroglycerine etc.

## Some important liquid explosives available commercially in market:

**Neogel-90 :-** Neogel-90 is a brand name. It is mixture of sodium nitrate, potassium nitrate and an emulsifier and is in gel form. It is a high intensity explosive. It is used for commercial purposes like construction & mining.

**Nitroglycerine** The commercial name of nitroglycerine is Glycerol trinitrate. It is a colourless to pale yellow, viscous liquid or solid below 56 F. It is a main explosive ingredient in gelatin dynamite. It is an over balanced explosive. Its velocity of detonation is 7500 to 8000 m/s and is very sensitive to impact and pressure. Its detonation generates gases that would occupy more than 1200 times the original volume at room

temperature. It is poisonous causes headache, vomiting, fever, reduction in blood pressure. Criminals use in breaking of shelf. It is also used as rocket propellant.

**Astrolite Explosives :-** These explosives frequently and too precisely called the world's most powerful non nuclear explosive were discovered in the 1960s. Astrotitc explosive are formed when ammonium nitrate is mixed with Anhydrous hydrazine. This produces clear liquid explosive called Astoolite G. when Aluminium powder is added to the Hydrazinium Nitrate slurry, it forms Astrolite A-I-5. Astrolite G is a clear liquid explosive that produces a very high detonation velocity almost twice as powerful as TNT.

## Liquid Nitromethane based explosives and concept of binary explosives:

Nitromethane was first synthesized by Kolbe in 1872. It is so insensitive that it was not until 1938 that its detonation property was revealed by Mckittrick. Once this detonation property was discovered research was initiated to find sensitizers to increase its ease of detonation. World war-II research produced sensitizers primarily amines which made Nitro-methane detonable with a blasting cap. Normally liquid Nitromethane based explosive compositions are converted into a semi-solid or gelled state by the addition of a gelling agent. This conversion increased the density and therefore, the detonation pressure of the semi-solid or gelled compositions. Although the semi-solid or gelled composition have a higher detonation pressure than liquid compositions they are not as effective in situations requiring a fluid material capable of confirming to any shape or structure. As a result one must choose between the higher detonation pressure found in a semi solid or gelled composition and the versatility of a liquid composition.

Where explosives are used in volume, such as mines & quarries, the cost of transporting a truck load of explosives is not much more than a truck load of any other material. However when small amounts of explosives are required, the transportation costs can far exceed the cost of product e.g. it, costs just as much to transport one stick of dynamite by commercial truck as it does two thousand pounds of dynamite. It order to accommodate the user who needs smaller quantities to do a job the concept of "binary" or "two-part" explosive came into market.

Binary explosives are combination of two components where components are not explosives before mixing and do not have to be transported as explosives. The components do not have to be stored as explosives in magazines.

**Some Binary explosives available in market:**

**Kinepak :-** This is one of the popular brands of binary explosive. Two individual non-explosive components are combined by the user to form the Kinepak which is a cap sensitive explosive. The first component referred to as “the liquid” is predominantly Nitro-methane & the other component referred to as “the solid” is primarily finely divided Ammonium Nitrate. The commercial product Kinepak is packaged in several different sizes and shapes of plastic bottles as well as foil pouches which are intended for various applications. In each case, the solid component container is supplied with an appropriate amount of pre-measured liquid in another individual container.

The liquid component of the Kinepak its classified as a “Flammable Liquid” for transportation purposes and the solid component as an “Oxidizer”. Although both are considered hazardous materials, neither is classified as an explosive for transportation. In order to use kinepak, the liquid component is simply poured into the solid component. Within about five to fifteen minutes the liquid will soak down to the bottom of the container as evidenced by the pink colour. At this point, it has the consistency of moist powder and is a cap sensitive, high explosive. It can be used in most situations where it would be suitable to use cartridge explosive such as dynamite, water gels and small diameter emulsions.

**Binex :-** The only other known commercial product of binary explosive available in market is Binex. Binex uses a two component system of an aqueous solution of sodium perchlorate and Aluminum powder. When these two components are combined, a liquid explosive is formed that is cap sensitive.

There are many other possible product for use as binary explosives, however most of these others would not be viable for consideration as commercial product due to various reasons.

**Advantages of liquid Explosive** :- Terrorists are using liquid explosives due to following reasons :-

1) It is easier to detect solid explosives as explosive detection systems for such type of explosives are available in market while liquid explosives have proven much harder to detect.
2) A terrorist can assemble a liquid explosive from components carried in separate containers or by different people making it even harder for screeners to spot e.g. binary explosives or two-part explosives like kinepak. By using this method terrorist have tried several times in the past to blew up airliners with liquid explosives. They are real threat to airlines. Currently security agencies have no test for liquid explosives however technology is in works and several devices have been tested to detect liquid explosive.
3) The components of liquid explosives are commercially available in the market classified as Flammable liquid and oxidizer which are not classed as explosive only when both elements are combined is classed as an explosive.

**Disadvantages of liquid explosive :-** Like many home made explosives, they can be very volatile. Some can be set off by a stray spark, a change in temperature exposure to sunlight or even an accidental bump. For instance, the liquid nitroglycerine is notoriously unstable. It can be set off by an accidental jolt. Experts believe that now terrorists have changed the use of such type of explosives and presently they are using liquid explosives where the components are carried separately and then mixed at the site to reduce their instability.



# Ode to CRPF

Ignore me not
Please,
Oh my nation
Hindustan

Stop using me
the way you did
for the tuppence
you paid

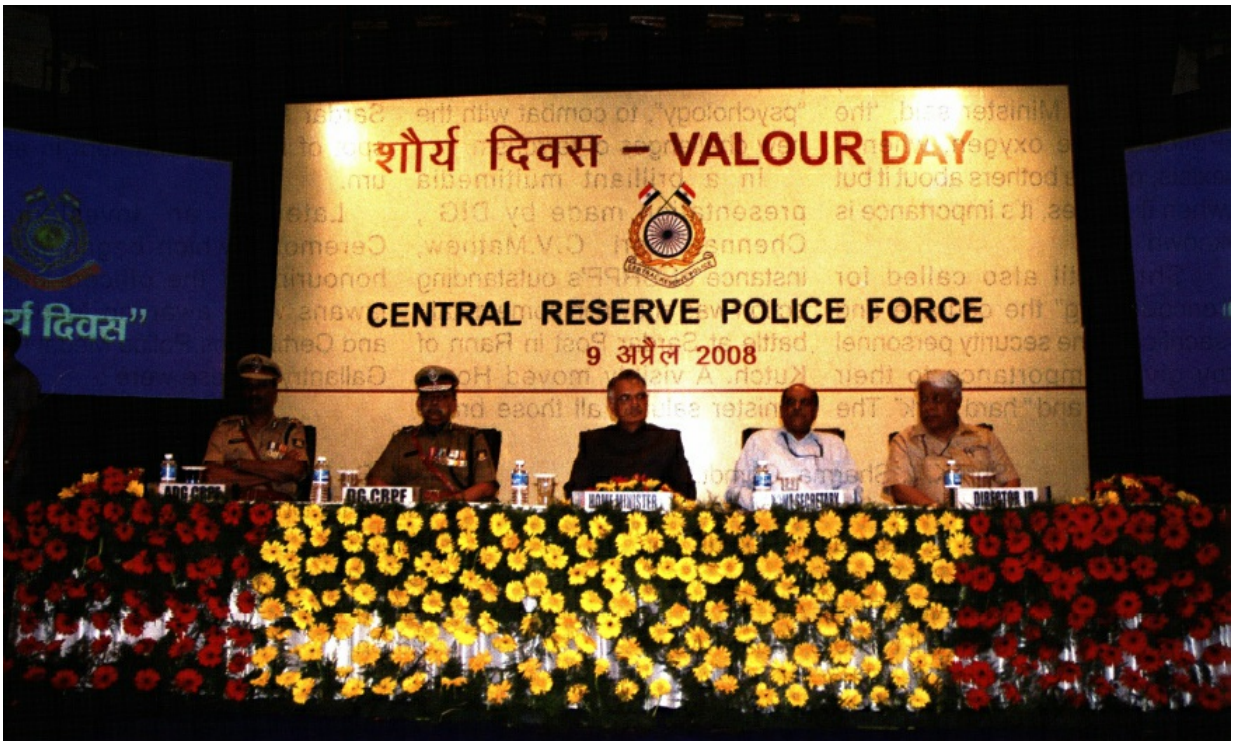
My colleagues still
are dying by the
dozen,
thousand times a day

Disgusted, disgruntled

in same in a way
Schizophrenic?

Committed are we still
to our slogan
'Service & Loyalty'
'Jai Hind'

*B.S.Kallur*
*Former Commandant*
*(67th batch)*




# Valour Day : A day of Celebration and Nostalgia

CRPF is a force that is fit enough to face all the dangers to internal security before the nation. This was the message of Union Home Minister Shri Shivraj Patil on the occasion of Valour Day of CRPF in New Delhi. This recognition of the capabilities of the force from the highest authority responsible for country's internal security is another feather in the cap of a much decorated force.

On 9th April 1965 at Sardar Post in Run of Kutch a battle between two forces that were unmatched not only in strength but also in terms of weapons and artillery. Scarcely anyone would believe that two companies of a paramilitary force can hold and push back a full army battalion of a hostile neighbor. But that is exactly what happened on that fateful and glorious day in remembered by CRPF with pride and nostalgia, and we honour our past and present heroes on this day.

This year, the main function on Valour day in Delhi was presided over by the Union Home Minister Shri Shivraj V.Patil, who openly evaluated the role of CRPF in the recent years. He remember the terrorist attack on Parliament, saying that he was an eyewitness of what had happened on the day. He opined that but for the valiant action shown by CRPF and other security forces on that day, history would have been written differently. Shri Madhukar Gupta, Union Home Secretary and Shri P.C.Haldar, Director, IB were also the distinguished guests present on the dais.

Shri Patil also remembered the role of CRPF jawans in Ayodhya. For both these actions, he felt that mere physical and logistical strength would not have sufficed. He felt that the mental resourcefulness and courage shown by few jawans achieved something that probably a full battalion may not have achieved. And therein lay his message-cultivate and develop these valuable assets in the personnel to serve the country best. He also felt that these two incidents need to be properly analysed by security and political experts. He also said that the ways to highlight and make reach the valiant actions of the force amongst people of the country should be explored.

Equating the Police and Security Forces- as "vital" as "oxygen" (For human existence) – the Home Minister said, 'the Police is like oxygen, when it exists, no one bothers about it but when it ceases, it's importance is known'

Shri Patil also called for “encouraging” the courage and sacrifice of the security personnel by giving importance to their “good work” and “hard work”. The

Home Minister also asked the Chiefs of Para-military forces to prepare their men with a “psychology”, to combat with the new challenges of terrorism.

In a brilliant multimedia presentation made by DIG, Chennai Shri C.V.Mathew, instance of CRPF’s outstanding action was shown in some detail-battle at Sardar Post in Rann of Kutch. A visibly moved Home Minister saluted all those brave men of the force who laid down their lives for the country. He paid floral tribute to the sacred soil of Sardar Post collected from the spot of incident and kept in an urn.

Later in an Investiture Ceremony, which began with honouring of the officers and jawans were awarded Medals and Certificates Police Medal for Gallantry. These were :-

| | |
|---|---|
| Shri K.K. Sharma, Comdt, | 103 Bn RAF |
| Shri Yogender Singh, Comdt | O/O DIG Doiwala |
| Shri P. Nagarajan, Comdt | RTC-3 |
| Shri P.K.Singh.DC | CTC-3 |
| Shri Ajeet Bhati, AC | 78 Bn |
| Shri Anil Kishore Yadav, AC | 96 Bn |
| Shri B.R.Jakhar, AC | 45 Bn |
| Insp.Puran Singh | 65 Bn |
| SI Khayali Ram | 55 Bn |
| HC A.S.AIi | 120 Bn |
| HC Gauri Shanker | 120 Bn |
| HC Samarjit Singh | 121 Bn |
| HC Pinjari Jehangir | 158 Bn |
| HC R.T.KoIhe | 158 Bn |
| HC J.N.Saikia | 13 Bn |
| HC Arjun Yadav | 61 Bn |
| HC Ramashray Prasad | 134 Bn |
| HC (Now SI/GD) Rajesh Kumar | 119 Bn |
| HC (Now SI/GD) Jaswinder Singh | 157 Bn |
| HC M.Srinivasa | GC BLR |

| | |
|---|---|
| HC K.R.Swamy | 154 Bn |
| HC S.Kumar | 116 Bn |
| HC A.L.Chandrasekhar | 78 Bn |
| HC S.Rafi | 111 Bn |
| HC Santosh Asegaonkar | 111 Bn |
| HC Rupak Karmakar | 45 Bn |
| HC H.B.Pawar | 45 Bn |
| HC Sita Ram | 45 Bn |
| Ct R.K.Singh | 141 Bn |
| Ct. R.K. Singh | 133 Bn |
| Ct. Shiv Vir Singh | 96 Bn |
| Ct. V.D.Thakre | 30 Bn |
| Ct. Manjit Singh | 74 Bn |
| Ct. P.Chakma | 50 Bn |

# VALOUR DAY CELEBRATION



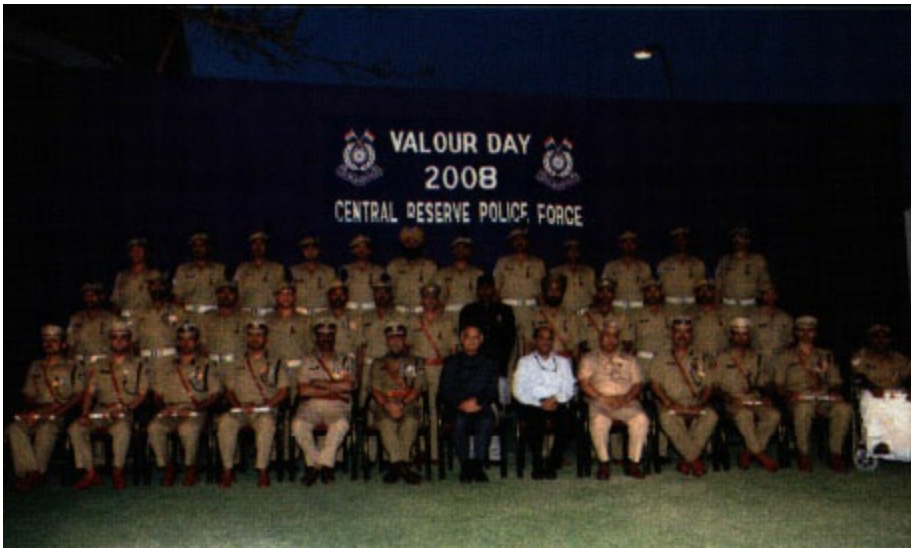

Hon’ble HM Shri Shivraj V.Patil and Home Secretary Shri Madhukar Gupta paying floral tributes to the sacred soil of Sardar Post kept in urn




Hon'ble HM Shri Shivraj V.Patil and DG CRPF Shri V.K.Joshi addressing the gathering



Hon'ble HM honouring HC K.Rangaswamy injured in a terrorist attack




Group Photo of Gallantry Medal awardees with Hon'ble HM and HS

# *Golden jubilee Encounter of 13 Bn in Palamu*

Expanded in 12,204 square KMs Palamu Range of Jharkhand encompassing Garhwa,Palamu and Latehar districts is covered with magestic forests of Palamu the one Tiger Reserve and ‘Queen of the other. Chhotanagpur ‘ the Netrahat Hills. The area has abubdabce of natural bounties with huge tourism patential in the sevene, sublime and quiet environs of simple, innocent and vivacious tribal folks. Of late the Maoists have cast a dark shadow over the area and it has been described as the craddle of naxalism in Bihar and

Jharkhand. The tentacles of naxals over the area have become steely over the years due to difficult geographical conditions, thick vegetation and extreme socio-economic underdevelopment of the populace. This area also occupies an extreme strategic significance in the naxal scheme of ‘Red Corridor’ as it connects Bihar on end and Chhatisgarh at



Slain Bodies of 08 Hardcore Naxals



Recovered Arms/Amns



Commandant B.K. Sharma on Encounter Spot

In this difficult backdrop, 13 Bn CRPF took the gauntlet of fight against Naxalites in Palamu Range in May'2005. The unit faced first ambush on its troops on 10th June 2005 at Domakhanr. In the ensuing encounter it suffered two injuries and killed a naxal cadre. Since then the unit moved with renewed vigour on the road to success in encounters after encounter; significant among them are Kutku, Ranpura, Chak,Totki, Banalat, Tenua Damar and Madanpur. In this series the unit achieved the biggest success on 01-04-2008 in Makhatu Encounter in which eight hardcore naxal cadres were killed, twelve sophisticated weapons and 200 Kgs of explosives recovered. Coincidently, this was the 50th (Golden Jubilee) Encounter of the unit. A brief account of the unit's achievements during its Palamu tenure is as under:

| | |
|---|---|
| Encounters | 50 |
| Extremists killed | 31 |
| Extremists Apprehended | 182 |

| | |
|---|---|
| Arms Recovered | 168 |
| Half made weapons | 5 |
| Ammn Recovered | 15,884 |
| Explosive Recovered | 3,394 Kg |

During these operations we have also suffered five injuries, which could be managed with timely aid and rapid evacuation.

The fiat of the unit has earned alround appreciation and earned the sobriquet of ‘Palamu Prahari,’ ‘Life Line of Palamu’ and ‘The Mighty Thirteen’, The unit has achieved this on account of arduous, tireless and coordinated hard work of officers and men, outstanding rapport with local administration, collation of intelligence through different sources, effective planning and leading the operations by senior officers. This is a small contribution of the unit to the vast Golden History of CRPF.

*(Report by 13 Bn.)*

# Dhillon India’s Shooting Coach



केन्द्रीय रिजर्व पुलिस बल
CENTRAL RESERVE POLICE FORCE

गृह मंत्रालय
MINISTRY OF HOME AFFAIRS

समाचार पत्र का नाम :–
NAME OF NEWS PAPER :- दी ट्रिब्यून THE TRIBUNE

प्रकाशन का स्थान और तिथि :– 19 APR 2008
PLACE AND DATE OF PUBLICATION :-

Dhillon India's shooting coach

Tribune News Service

Chandigarh, April 9

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T. S. Dhillon, IG, CRPF, Assam and Arunachal Pradesh range, who was the coach during the Doha Asian Games, has been again appointed the coach of the team.

Talking to The Tribune, he said: "The competition this time is quite tough and China is likely to dominate the event."

He said the Indian team had created history during the Doha games by grabbing three gold medals in shooting. In the Busan Asian Games, India had won only two silver medals.

Dhillon, recipient of the Maharaja Ranjit Singh Award in shooting, is pinning hopes on Abhinav Bindra, P. T. Raghunath, Gagan Narang, Avneet Kaur Sidhu and Anjali Bhagwat in the air rifle event and Manavjit Singh Sidhu, R. V. S. Rathore and Ronjan Sodhi in the shotgun category.

***The Tribune-9 April***

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# 'Modernize CRPF to take on terror elements'



केन्द्रीय रिजर्व पुलिस बल
CENTRAL RESERVE POLICE FORCE

गृह मंत्रालय
MINISTRY OF HOME AFFAIRS

समाचार पत्र का नाम :-
NAME OF NEWS PAPER :- द इण्डियन एक्सप्रेस THE INDIAN EXPRESS

प्रकाशन का स्थान और तिथि :- 8 APR 2008
PLACE AND DATE OF PUBLICATION :-

'Modernise CRPF to take on terror elements'

***The Indian Express - 11 April***

In the changing scenario of terrorism, it is important that we modernize and equip our forces with the latest ammunitions and advancing training, to face the professionally trained terrorist outfits, "Said Shivaraj Patil, Union Home Minister, on the occasion of Valour Day, organized by the Central Reserve Police Force on Wednesday.

The Central Reserve Police Force (CRPF) observes April 9 as Valour Day in remembrance of the saga of Valour of Sardar post.

In an investiture ceremony Patil honoured 18 Gallantry Police Medal awardees, He also paid his tribute to the lives sacrificed at Sardar Post, located in the Rann of Kutch in Gujrat.

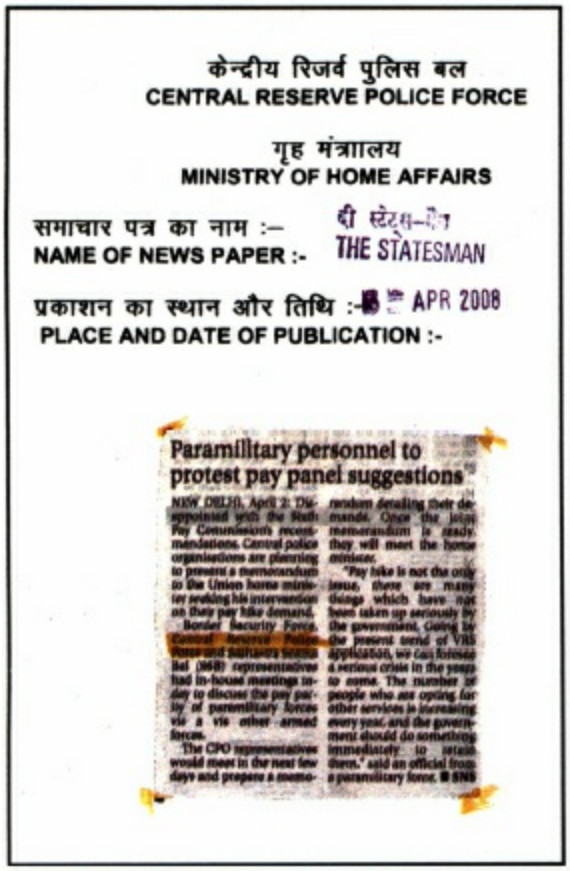
In early 1965, Pakistan occupied a large chunk of Indian territory in the Rann of Kutch, Pakistan Rangers also established standing Posts at Kanjarkot and Ding in indian territory. Under operation Desert Hawk, the Pakistan Army launched an attack on Sardar Post on April 9, 1965. The 2nd Battailon of the CRPF killed 34 soldiers and captured four alive.

The CRPF's functions and activities are not limited to maintaining internal law and order but, today, its duties extened to fighting terrorism and insurgency. The 2003 at tack on Parliament was successfully foiled by CRPF men.

Patil advised the force to not pray to misconceptions being created around the sixth Pay Commission. He said:" We should organise this function on a much bigger scale for the people of India to appreciate the effort of the Police Force in main training law and order,"

Also present on the occasion were Madhukar Gupta, Union Home Secretary and P.C.Haldar, Director, Intelligence Bureau.

# Paramilitary personnel to protest pay panel suggestion



केन्द्रीय रिजर्व पुलिस बल
CENTRAL RESERVE POLICE FORCE

गृह मंत्रालय
MINISTRY OF HOME AFFAIRS

समाचार पत्र का नाम :–
NAME OF NEWS PAPER :- दी स्टेट्समैन THE STATESMAN

प्रकाशन का स्थान और तिथि :- 3rd APR 2008
PLACE AND DATE OF PUBLICATION :-

**Paramilitary personnel to protest pay panel suggestions**

NEW DELHI, April 2: Disappointed with the Sixth Pay Commission's recommendations, Central police organisations are planning to present a memorandum to the Union home minister seeking his intervention on their pay hike demand.

Border Security Force, Central Reserve Police Force and Sashastra Seema Bal (SSB) representatives had in-house meetings today to discuss the pay parity of paramilitary forces vis a vis other armed forces.

The CPO representatives would meet in the next few days and prepare a memorandum detailing their demands. Once the joint memorandum is ready, they will meet the home minister.

"Pay hike is not the only issue, there are many things which have not been taken up seriously by the government. Going by the present tend of VRS application, we can foresee a serious crises in the years to come. The number of people who are opting for other services is increasing every year, and the government should do something immediately to retain them,' said an official from a paramilitary force. ■ SNS

***The Stateman* -3 *April***

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# Rail Reservation Counter at GC Srinagar

***The Tribune-5 April***

Srinagar: The Northern Railway on Friday opened a Passenger Reservation System (PRS) counter at the group centre of the CRPF here. The PRS was inaugurated by Inspector General of Police CRPF, S.K. Jain. The CRPF authorities had been demanding opening of PRS for its personnel, who were facing difficulties for reservation in different railway stations at Jammu, a spokesman of the CRPF said.

**Courses to be held in the Month of August 2008**

| Name of Course | SI No. | Duration |
|---|---|---|
| **Promotional Course** | **6** | **20/08/2008 to 01/09/2008** |
| **Group C basic training** | **12** | **03/08/2008 to 11/10/2008** |
| **81 MM Mortar** | **03** | **04/08/2008 to 07/10/2008** |
| **MFR/CSSR** | **21** | **18/08/2008 to 21/09/2008** |
| **Map Reading Course** | **49** | **11/08/2008 to 15/09/2008** |
| **Drill Training Course** | **48** | **04/08/2008 to 08/09/2008** |
| **BDD Squad Refresher Course** | **28** | **11/08/2008 to 08/09/2008** |
| **W.T.Course** | **04** | **04/08/2008 to 15/09/2008** |
| **SI(MM) Motor** | **03** | **04/08/2008 to 07/10/2008** |
| **Map Reading Course** | **49** | **11/08/2008 to 15/09/2008** |
| **Drill Instructor Course** | **48** | **04/08/2008 to 08/09/2008** |



DG CRPF Presenting Memento to Union Home Minister on the occasion of Valour Day



Shri Shivraj V. Patil, Union Home Minister Presenting Gallantry Medal to A Jawan injured in action




Union Home Minister Shri Shivraj V Patil Presenting Gallantry Medal of Late Ct.Raksha Ram to his wife on Valour Day

July 2008

# C.R.P.F.
# Samachar




CRPF Jawans on Duty at Lal Chowk, Srinagar



**CRPF Jawan on duty at Badgam, Srinagar**




**CRPF Jawan on Guard duty at Dal Lake, Srinagar**

# CRPF SAMACHAR

Vol 20 No. 2 JULY

**Chief Editor:** Ajay Chaturvedi **Editor:** Pankaj Gupta **Photos:** PR Photo Cell, Dte. General of CRPF and Units, **Editorial Office:** Directorate General, Central Reserve Police Force, Block-1, CGO Complex, Lodhi Road, New Delhi-110003, Tel.: 24360649, **Printed and published on behalf of the Director General, CRPF, Designed and printed at:** Aravali Printers & Publishers (P) Ltd., W-30, Okhla Industrial Area Phase-ll, New Delhi-110020, Phone: 26388830-32, 26389736-38

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CRPF Samachar is published every month. It is not necessarily an organ for expression of the policy of the Force. Signed articles represent the views of the writers.

**-Chief Editor**



**ON THE JOB TRAINING**



**CONSOLIDATING PEACE IN JAMMU AND KASHMIR**



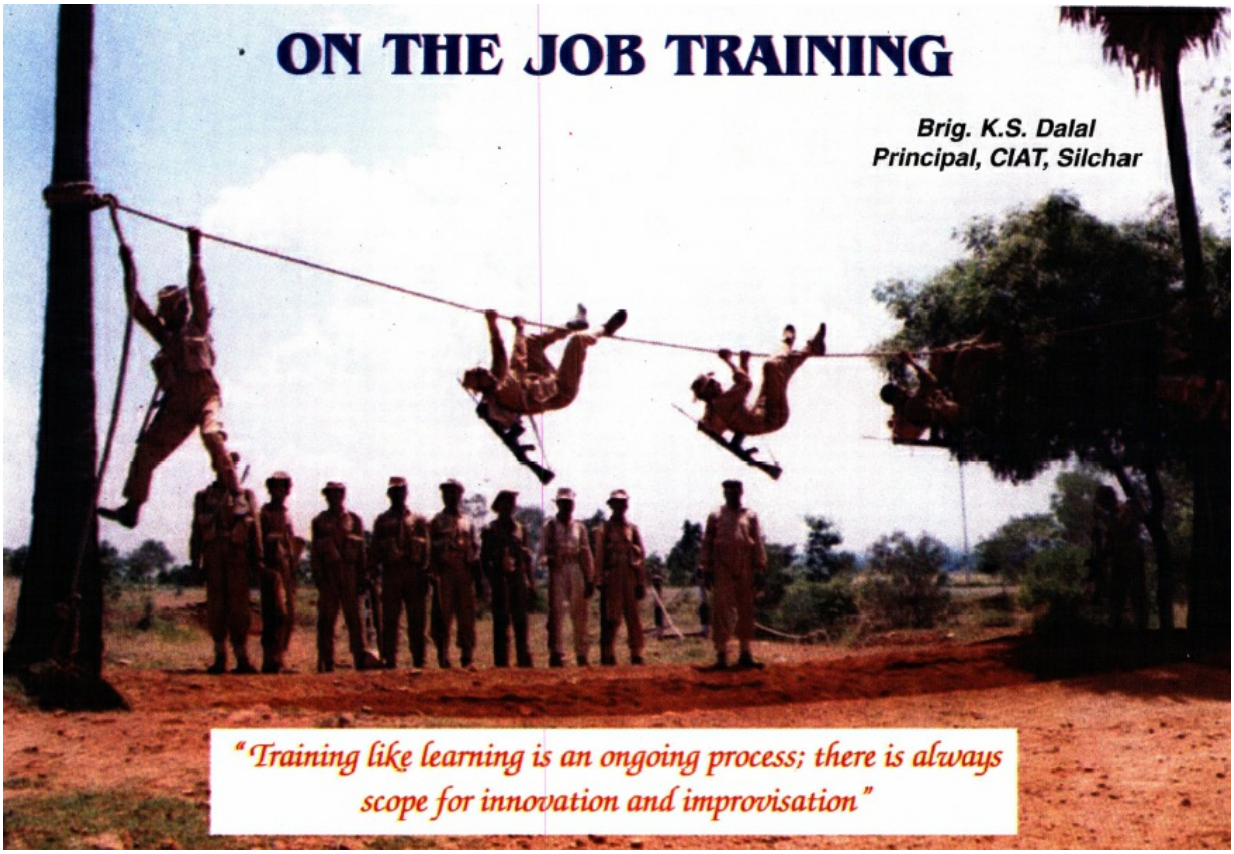
**LIVE inits nascent stage in UP: Navgarh Area**



**ANTI NAXAL OPERATION: A FEW ASPECTS**

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Building the Bridge
Consolidating Peace in J&K
LWE in Nascent stage in UP
Duty and Beauty - Do not gel
Tryst with History
Anti Naxal Operation
Stress : Causes and remedies
Leadership through Delegation
Mathematics at your doorstep
**Reports**
Donating blood : Winning hearts & minds
WARB Mela
First Tech Officers Conference
DG’s Interview in FORCE
News Items
Women in Liberia




After Kargil operation, the fact finding committee recommended one force one front. The mettle of counter Insurgency besides Army fell on the shoulders of CRPF. Spread of insurgency / Maoist movement to large parts of the country, increased demand for CRPF deployment, snow balling into raising of new units, beyond the training capacity of the Force. Counter insurgency is a long drawn engagement, warranting specialized and continuous training to operate in ever changing environment.

Rotational training by Coys is one of the means to keep abreast of operational requirement. However due to multifarious deployment demands, at times even these coys are not available for training. The security environment seriously hampers and limits the scope of training. To overcome the problem learning through on the job training is one of the means to enhance professional efficiency.

What is on the job training? In simple terms it is to enhance the operational and administrative skills of individual / a group to successfully accomplish the assigned role. The scope is vast; every action by and individual or sub-unit in performance of duties is a process of learning.

Learning can only be meaningful if those responsible for training know, what is right. The coy commander is the most important link in the chain. A coy commander must be trained in all aspects of CI operations and fully comprehend the requirement of environment, his coy is required to operate. Hence , newly commissioned GOs should be understudy to a trained experienced coy commander, before shouldering the responsibility of coy command. Regular refresher cadres should be held at Bn level to update the junior leaders down to section commanders.

The subject will be covered in following parts :-

Part-1 Individual Training.

Part-2 Sub Unit Training.,

Part-3 Administration Training.

Part-4 Individual Training

**Motivation-**

Motivation is the most important factor in CI operation.

Besides administrative and welfare means like, good accommodation, food, clothing, pay, leave etc, some other aspects which contribute to high level of motivation are :-

**Belief in the cause**

Belief can be strengthened by regular lectures suffering of common man due to insurgency, casualties suffered by innocent.

**Awareness-**

Individuals should be made to read articles in magazines official publication, TV and debates on the subject. A regular awareness forum should be organized to keep individuals abreast of happening in affected areas, as also measures taken by department and government for welfare of force personnel. The forum should be used as regular means of feedback.

**Physical fitness**

Physical endurance and mental fitness are constantly being tested in CI

environment. Following measures can be introduced to enhance same -

a) Yoga- Yoga exercises by individuals for mental and physical wellbeing.

b) Indoor exercise equipment.

c) Long duration patrols to build physical endurance.

**Weapon Handling**

In CI environment individual is always armed. When not on duty, he, besides maintaining his weapon, should perfect its handling and learn about mechanical functioning.

*" Give a man a fist, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime"*

**PART-II- SUB UNIT TRAINING**

Basic tactics for CI ops are limited, but there is a constant need to modify them according to changing environment, and modus operandi of insurgent. Some basic operational drills common to all are enumerated below :-

a) Briefing - should be carried out as part of a habit; however minor a task or an operation. It helps sub-unit to be better prepared for operation.

b) Formation - Formations during move should be adopted as per terrain. The conventional formations need to be modified keeping in view modus operandi of insurgents.

c) Field craft - Field craft is use of weapon and ground to overcome the opposition. It includes :-

i) Camouflage concealment.

ii) Observation.

iii) Stalking.

**Fire control**

Exercise proper fire control and discipline to avoid excess wastage and carriage of ammunition.

**SOPs-** Each sub unit should frame SOPs to avoid repetition of instructions.

Sub unit training can be divided in to In-Post Training and Outdoor Training.

In-Post Training

In-Post training should be carried out four days in a wee

Trainers must be trained before conduct of training. It can be repetitive to ensure maximum attendance. Training as far as possible should be in the form of competition and rewards. Discussion of case studies will make it further interesting. Following syllabus to be covered :-

a) Insurgents and their modus operandi.

b) Weapon handling with stress on Coy/ Bn weapons both by day and night.





c) Tactical- With stress on ops by night. Sand model and maps be used.

d) General awareness.

e) Administration.

*" Never be afraid to try something new.*

*Remember that alone amateur built the ark.*

*A large group of professionals built the Titanic".*

**Out door Training**

Out door on the job training should be carried out

once a week. It can be in two forms.

a) Rehearsal of Ops -Rehearsal of any of the CI Ops can be carried out by a sub unit, with reps from other sub unit acting as umpires to point out and correct the mistakes. The sub unit carrying out rehearsal should be fully operational to counter any hostile activity during training.

b) CI Ops- A check sheet of action down to section level should be drawn and same checked for implementation during conduct. A fault which can be rectified on ground should be corrected there and then. Other short comings should be high lighted during debriefing. Essential aspects to be observed during CI ops are given below :-

i) Briefing - Does it include all imports aspects relevant to the operation can they be implemented on ground.

ii) Insurgents- is the sub unit clear about their strength and modus operandi as relevant to the area.

iii) Man power - is it commensurate to the task, are the men fit jto under take the operation.

iv) Arms and Ammn- Are weapons being carried suitable and adequate for the task.

v) Communication - Is assured communication available, has alternate means of communication catered for.

vi) Contingencies - Is the sub unit prepared for contingencies before, during and after the operations.

vii) Self Contained - Is the sub unit self contained for the duration and subsequent contingency, both in terms of ration and ammunition.

viii)Timings - Are the timings practical. Does it cater for unforeseen contingencies and cushion.

ix) Equipment - Is the sub unit carrying all the necessary equipment essential for the operation like maps, compass, binocular, NVDs etc.

x) Junior Commanders -Are the junior commanders exercising initiative and proper command and control over their sub units.

xi) Execution of operation -Did it achieve the desired result, if not why?

*"Men are not made for safe heavens*

*The fullness is in hazards of life"*

**PART-III-ADMINISTRATIVE TRAINING**

Sub unit personnel earmarked for administrative task like Ministerial staff, mess staff, kote/ammunition incharge and follower staff can also be imparted on the job training to enhance their efficiency.

a) Min. staff - Knowledge of rules and regulations of the force and documentation.

b) Mess staff - Drawing of mess menu with variety, management of mess fund and ration store.

c) Kote in-charge- Proper documentation, issue and maintenance of arms and ammn.

Similarly other administrative staff can be given on the job training which should be regularly monitored.

**Conclusion**

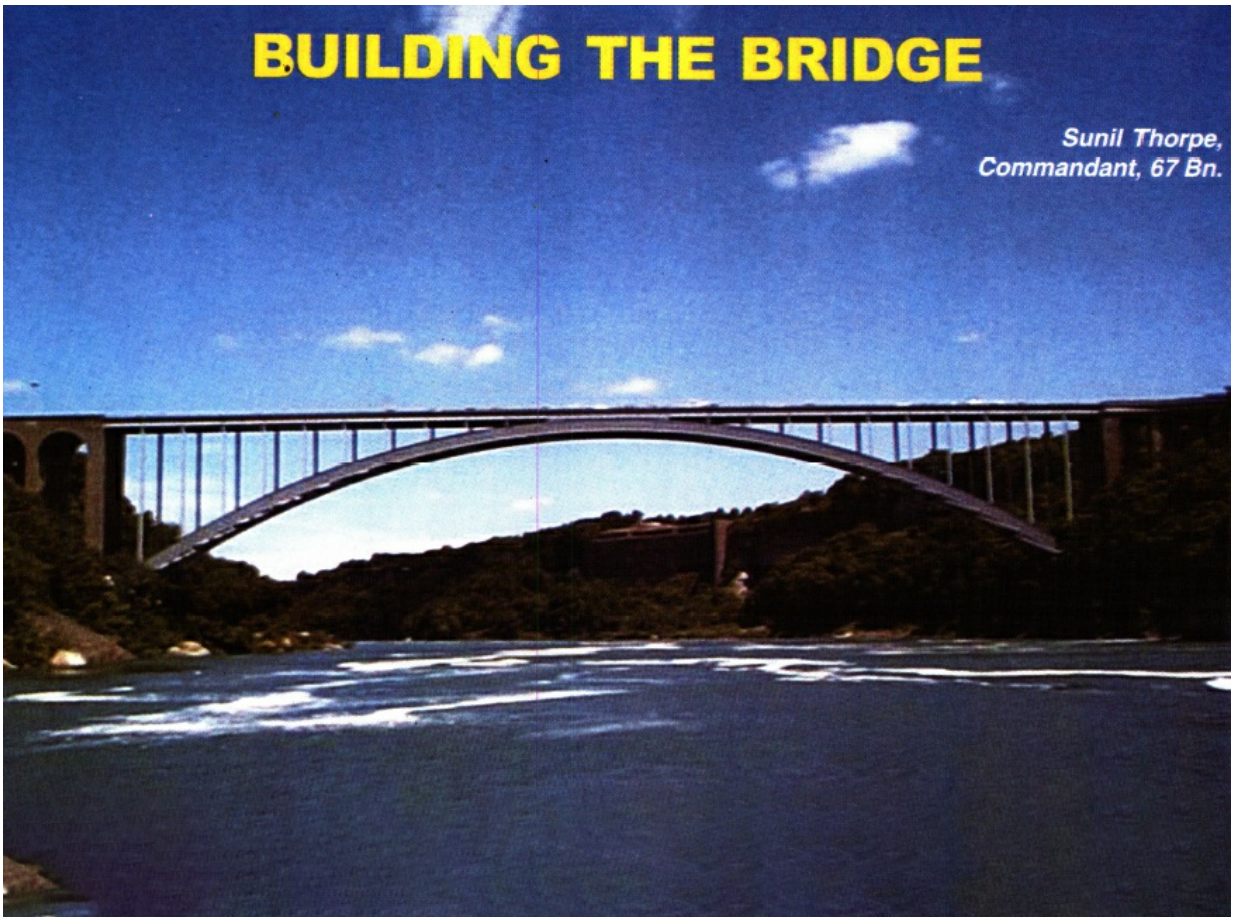
The Bn Commander, 21/C and DC Ops play a vital role in,on the job training of sub units. They must frequently visit the Coy and guide the coy commanders on essentials of training. A newly commissioned coy commander should be put as understudy to a senior coy commander,till such time he gains confidence and experience to lead a coy. Junior commanders down to section commanders too play a vital role in CI ops and they have to be trained to train their sub unit and execute the task.

Counter insurgency is the most difficult and complex operation.Modus operandi of insurgent keeps changing.Own tactics have to be changed/ modified to counter it. Unlike conventional war nothing is fixed and sacrosanct. It is a long drawn operation with increasing demand of troops. It is very difficult to spare troops for training and more often on the job training is the only option available.

*"Do not repeat the tactics that have gained you noe victory, but let your methods by Regulated by the infinite variety of circumstances"*

*The Art of War,490 BC*






We, in 67 Bn CRPF, had sensed the absence of co-operation and

reciprocation from civil population in East Khasi Hills where we took up our duties in Magalia in June 2007. It was natural that this attitude was a reflection of impressions from some previous incidents. One thing we were sure that this was not a pro-militant attitude but an anti-forces sentiment. We felt an urgent need to erase such negative impressions and re-establish| the broken image to " **build a bridge**" with the local population.

In Meghalaya, the local population is crazy as far as Football is concerned. Even a casual match of football between junior practicing teams attracts a fairly good crowd of passer-by, school/college goers, taxi drivers, house wives on vegetable-buying spree, all forgetting their aim till the next ninety minutes, shouting, cheering and supporting which ever team is an attacking mode. There are no permanent loyalties. Good football move attracts roars and applauds, irrespective of which team displays it. We have witnessed senior club football matches being cheered by tens of thousand of crowd jam-packing the Ratan Lal Singhania Stadium, Shillong. Their shouts, roars and cheers will not allow anyother shriek to be heard in a kilometer of radius. The area in and around the stadium gives a festive look resembling a Ramlila celebration in our Northern towns. The vibrancy and craziness is required to be seen to be believed.

For us, at 67 Bn, the CRPF Friendship Football Tournament under CAP-08 was a heaven-sent opportunity, tailor-made to win the hearts & minds. we were desperate to "build the bridge" with the population -and here was our big opportunity. We wanted to target the local youth to engage them in an intense game they love the most. We knew that the other age groups-youngsters, middle- aged and seniors will follow through. Media was also roped in as stake holders. Through them we hoped to keep the fire and enthusiasm kindled right through the week by extensive press coverage in vernacular dailies. Patronage of the Shillong Sports Association as co-organizers of the Friendship Football tournament was a break through and a final ace up our sleeves. Their support ensured participation of 16 prestigious football clubs of East Khasi Hills. The Association volunteered to offer technical support. Stage was set perfectly March 13$^{th}$ to 19$^{th}$ was the week to be watched. The '**bridge was to be built".**

God helps those who help themselves. We got a divine help in the form of Dr. Mahboob Alam, IGP. NE. Sector, who chose to spend a fortnight at his headquarters in Shillong. We were blessed with his expert and valuable

guidance in planning the mega event. Tipes from him like - increase the case award money for both the winners and the runners up team- ensured attracting the top teams. Inviting Sh. P.P.Shrivastav, member North-Eastern Council to open the ‘Friendship Football Tournament’ was again an ace delivered by the IGP as it ensured presence of all top police, civil administration and state sports officials who sacrificed their afternoon siesta to be available on the football ground adding glitter to the ceremony. The presence of large crowd and school children was overwhelming, much beyond our expectations.

We could rope in about eight local schools who contributed with 8 colorful dances and group songs in an action packed mini- cultural programme. Their participation was volunteer and mind you- It was an examination month. We reciprocated their support with an individual gift for each participant. After all, this budding young generation should have no apprehension in carrying out a relationship with **MEN IN UNIFORM.** They were carefully chosen to be the CRPF Brand Ambassadors and the crowd was watching, silent appreciations visible in their body language, betraying the carefully guarded anit-forces sentiment. The “ **bridge building**” had just begun.



From 13th March to 18th March 2008, knock - out matches were played. As expected, As expected, gathering of spectators was never a problem. They came in droves, voluntarily. We will remain grateful to our friends in medial who kept the issue buring and ablaze in local news papers. We were successful in building up the parabola of frenzy set to culminate on this big final day Finally, the D-day arrived. 19th of March 2008 proved Lucky for the MPA constituents ( who won the trial of strength that day) but seemed unlucky for us as we feared losing attention of media, govt officials and crowd, who, we thought, would stay away from our mega- event to witness the other mega – event i.e. formation of the new government. Even the Chief

Guest of the day, Mr. Syeedullah Nogrum, MLA was a doubtful arrival as he was busy in the trial of strength. Heavy rain previous night coupled to dampen our spirit.

And how wrong we were to doubt the height of love and craze of Shillongites for football. Our event was to start at 1300 hrs with an exhibition match between two senior girls team from Mawlai and Panthior. The crowd started building up and by 1300 hrs, there was a decent crowd cheering the young female footballers. I overheard a comment from the VIP gallery that they have for the first time witnessed a live girls football match. And as luck would have it, by 1320 hours our Chief Guest’s carcade was being escorted into the ground by two smartly attired motor cycle outriders. Sounding of fanfare by the battery of buglers perched on top of the stadium completed the majestic welcome we could extend to our Chief Guest as if saying” Thank you Sir for keeping your words”.



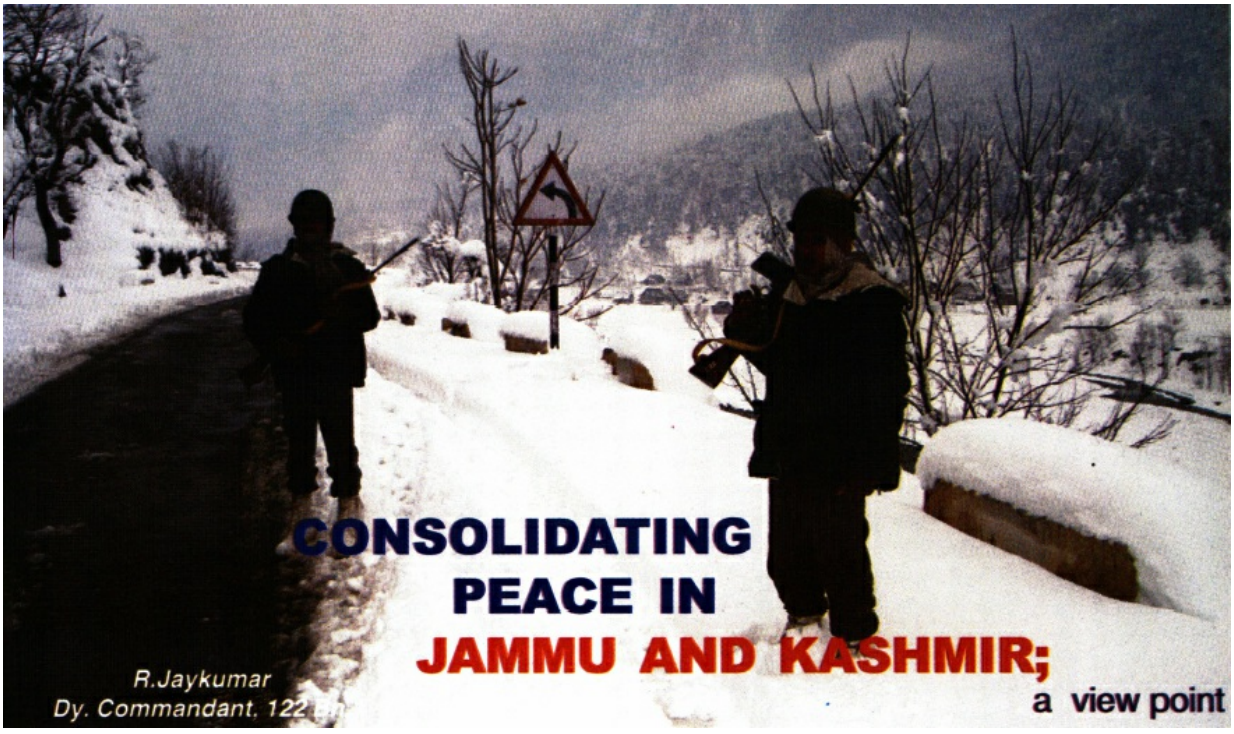

By 1345 hours, the presence of crowd had swelled to more than ten thousand. Some of us even put the estimate between eleven to twelve thousand. All chanting & roaring, drum-bearing. Majority of supporters were putting their stakes on MLP football team. **FIFA** world cup final - or so it seemed a junior version. Vibrancy, Festivity all ground. People were not willing to leave their seats even for answering the call of nature fearing their seats will be occupied by others. There were about a thousand of school children in their respective school uniform. All kept glued to their seat till the final whistle blew indicating the match was won by MPL by 200. Their supporters ran into the ground, with drums, flags banners, placards, shouting and cheering, lifting their players on the shoulders for a victory lap around the ground. The colour, vibrancy and enthusiasm was contagious and unbelievable.

The Chief Guest gave away the prizes which included Rs. 25, 000/- cash and a trophy for the winner team. The runner up team had to be contended with Rs. 15,000/- cash and a trophy. Best Goalkeeper, Best Defender and player with highest number of goals in the tournament were given cash and kind award worth Rs. 1100/- each . Each player of the girls team was given a T-Shirt as a gift. Each and every player of all the 16 participating teams was given a colorful football dress with CRPF logo inscribed on it alongwith a

certificate of participation. The members of Shillong Sports Association were also handed over thanksgiving gifts for their patronage and supports.

Adopting the local Govt Girls Senior Secondary School by 67 Bn CRPF and donating them 2 computers with computer accessories was a well crafted move. In front of such a large gathering these computers were presented by the Chief Guest to the Principal of the school.

The local media was full of prise for CRPF for organizing such a grand football tournament. Local populace was also quick in conveying their appreciations. Residents of Mawlai area of Shillong are generally hostile to the outside forces, especially the CRPF. Probably due to some old incidents which may have left the scar during the days of disturbances, prior to our arrival in Meghalaya. Participation from 2 school from Mawlai and their contribution in the cultural programme, participation of one of the girls team form Mawlai in the exhibition match and support of Mr. Dip, the deputy headman of Mawlai in organizing the Friendship Tournament gave us a faint indication that " **THE BRIDGE HAS BEEN BUILT**". We, at 67 Bn, now silently & collectively prey- O God' let this bridge not be an illusion. Make it real and let people cross- over it. **Amen.**




**INTRODUCTORY OBSERVATIONS;**

The general situation in Jammu and Kashmir has vastly improved in the recent years. The situation what we face in J&K today is a continuum of the events which unfolded almost 60 years ago. The sponsored proxy war during this period has taken a heavy toll of Kashmiri life, property and more importantly, the psyche. Various factors are at play in dictating the dynamics of the security situation and understanding them deeply is imperative, if we are to progress on the path to peace.

The State is firmly set on road to normalcy though peace may remain elusive for a while as spoilers, internal and external and vested interests stage even more bloody incidents and threaten disorder to derail peace process. Undoubtedly the security scenario has changed drastically and several factors are responsible including greater action by security forces wanting popular support for militancy. People are fed up with violence. The dynamics of militancy too have been altered. From a local militant to the emergence of foreign militant ranks, the quality of militancy has changed considerably. The arrival of Fidayeen cult and its decline in the last 2 years indicate different unfolding trend in the State. Various parameters like levels of violence, surrenders, neutralization of militants show appropriate upward or downward trends.

This paper is divided into 3 parts namely

- Contemporary trends in the sphere of security
- Addressing common man’s aspirations
- Optimizing the positives

## CONTEMPORARY TRENDS WHICH UNFOLDED IN RECENT YEARS

Overall stable security situation in the State is indicative of transition to normalcy and viewed purely in terms of fatalities ,the conflict in Jammu and Kashmir(J&K) has now crossed the threshold from a high-intensity to a low-intensity level. Figures for 2007 reconfirm the continuously declining trend of terrorist violence in the State since the peak of 2001 . According to the Union Ministry of Home Affairs (MHA), in 2007 (till November), the

number of militancy-related incidents was down by 33 percent and that of civilians killed by 59 percent and SF personnel by 28 percent over the corresponding period of the previous year. Over 4,000 illegal weapons, including AK-47 rifles, pistols/revolvers, UMGs, / LMGs, rocket launchers/ boosters and huge quantities of ammunition and explosives/ lEDs were recovered in the State through 2007

- Security Forces on guard major successes by Security Forces in terms of neutralization of 460 terrorists including 100 foreign terrorists and arrest of 376 terrorists, apart from surrender by 98 terrorists( 30 Nov 2007 data)

- Official sources indicate that the ratio of SFs to terrorists killed has seen an upward trend from 1:3.6 in 2006 to 1:4.3 in 2007. This is a clear indication that the counter-insurgency grid is working well in J&K and that any review of troop deployment at this juncture a populist issue in the State-would fritter away the gains made by the SFs.

- According to police statistics grenade explosions witnessed a decline of 57.7 % in 2007 as compared to 2006. But I ED blasts during the first 6 months of 2007 increased by 8%.

- The random firing incidents which were reported 148 during the first 7 months of 2006 came down to 80 during the same corresponding period indicating a decline of 45%. Cross firing incidents according to police statistics declined by 19% Arms snatching by militants have declined 40% and civilian killings declined by 63%

- While the confabulations were held at the higher level engaging the political an military hierarchy, diminished violence continued unabated albeit sporadically. Two suicide at-tacks( both neutralized with less casualties by CRPF) and two car bomb attacks (without any major damage) strikes at convoys, silence pistol sneak attacks, grenade lobbing etc. continued to test the alertness and skills of troops.

- Given the heavy casualties suffered by the Hizbul Mujahideen in the last 2 years, the LeT will be the key outfit which will have a controlling stake

in the violence in Kashmir over the coming periods.

- Diminished violence, however, did not indicate a necessary decline in the capacity for terrorism, and there are clear indications that the infrastructure that supports and sustains the Kashmir jihad remains intact in Pakistan.

- The decrease in jihadi violence in J&K has, however been paralleled by a shift in the terrorists' focus to the Indian heartland. These trends suggest that J&K is gradually emerging as a launching-pad for terrorist attacks across India. Investigations into these attacks have confirmed that each of them had linkages to the Kashmiri Jihad in terms of human and logistics support.

- Infiltration into J&K during 2007 has dropped marginally in comparison to the preceding two years. According to MHA Report, there were an estimated 499 cases of infiltration in 2007 (till October), whereas in 2005 and 2006,the figure was 597 and 573 respectively. One should remember that these figures pertained to those militants who had been apprehended or killed while crossing the LOC/borders.




- Most of the surviving terrorists can be easily called' gonads' or criminals, not jehadis. Terrorism is a means to earn easy money and power rather than an instrument of jehad. Rarely to terrorists give a pitched fight to the security forces and instead choose to run and fight another day. With foreign coffers tightened and the supply of warlike stores across the border reduced, tanzeems are finding it difficult to pay and arm their cadres. Gone are the days when people turned up in large numbers and shops downed shutters to mourn the killed terrorists.

- Inspite of certain amount of pressure exercised by security forces, the OGW network and sympathizers of the separatists and militants continue to flourish. A well thought out plan and its determined execution is vital for achieving success against the militancy apparatus.

- The role of J&K police has been progressively increasing in terms of involvement and efficiency in the CI ops. The turnaround in this regard

needs to be sustained and there are still some foot draggers that it has to take care of.

- For better or worse, India must maintain its troop presence in Jammu and Kashmir in the near to medium term. A scale down would result in increased infiltration and the establishment of more sleeper cells. Once embedded in Kashmiri society, they would prove most difficult and if not impossible to permanently uproot. The security forces must remain vigilant and bear, in mind that once the domestic situation settles in Pakistan, there is a high likelihood of an increase in cross border infiltration and attacks against Indian targets in the State.

- The politics in J&K is now heating up with elections around the corner and thus each party is attempting to make its agenda clear to the public. All the parties seem to be rooting for development, cessation of hostilities, participation of separatists in the elections and human rights as they are all emotive issues for the State.

- Today, Jihadi organizations just don't have the muscle left to enforce compliance. Earlier this year, the United Jihad Council (UJC) announced that it would not use force to obstruct the democratic process- the customary transformation for necessity to virtue. As in past elections, the path to democracy will more likely than not be punctuated by assassinations and bombings. But the fact is, the jihad is waning.

- Taking and overall view of the existing scenario one finds that the ground situation has shown overall improvement in almost all spheres of activity. However it is certain that all efforts will be taken by various stakeholders to keep the pot boiling and hamper, frustrate and create road blocks in the State's endeavors to achieve conditions in which people can live, work and prosper peacefully. The security forces have to play a critical role in ensuring that the situation is not reversed. They need to continue to relentlessly pursue the dual strategy of checking infiltration across the LOC and neutralizing the remaining terrorists in the hinterland.

## ***COMMONMAN'S*** **ASPIRATIONS;**

Internally militancy in J&K has receded hopefully without any scope of recovery as the socio political and economic sentiment is positive. Today, the common man in the street wants peace in whatever credible way. The majority of J&K's population is convinced about Pakistan's nefarious designs because they never worked for their betterment. Shrinking support for militancy reflects their conviction. For many youths, their immediate objective is to attend NT or MM or to clear the Civil Service examinations. They are progressive and forward looking. Jihad is no longer an obsession for them. One can easily surmise that at present economic development has become a factor in people's perceptions and aspirations.

It is also necessary to look at what happens in a severe winter in Kashmir and how poor availability and infrastructure alters the people's mindset. There is simply no industry left there. There is underemployment and unemployment and that needs to be expeditiously addressed in the years ahead if alienation has to be removed among young impressionable minds.

In the sphere of developmental activity. The social services and infrastructure have been given tremendous boost in the last 3 to 4 years. The efforts of the government to provide services to the people have been supplemented in no small measure by Sadhbavana projects and civic action programmes of the security forces which have also brought the forces closer to the people in the respective localities.

In important socioeconomic indicators the State of J&K Jags behind the national average but not very far behind. As per the figures of 1999/2000, 3.48% of J&K's population was below the poverty line and this was surprisingly the lowest among all Indian States. Similarly the overall male literacy rate in the State is 65.75% which compares favorably with many States though female literacy lags behind and needs to be focused on. The plan allocation per capita in the State is double the national average and if this rate of plan investment continues the State will catch up in all indices within the next 5 years or so. Already in a few of these vital indicators the State is ahead of the national average.

Multiple development activities are under way. PM's reconstruction plan of Rs 24000 crores for J&K announced in November 2004 is illustrative of the policy which is focused on rapid progress and development of J&K various developmental initiatives for rehabilitation of Kashmiri migrants are

under implementation. The construction work on the Mughal road and also the 4 lane NH between Pathankot and Srinagar has been taken in hand and are likely to complete within next 3 to 4 years. The most significant infrastructural project has been the extension of Railway line from Udhampur to

Baramullah and besides being a great engineering feat this single project will bring immense benefits to the people of the State and also pay huge dividends in terms of population satisfaction. Experts have identified that horticulture industry in the State suffers for lack of processing and control over the produce by wholesale merchants mostly located in Delhi and this situation can be corrected by providing cold chains, wholesale warehouses and auction facilities within J&K. Such market centers could become new growth poles for a variety of processing units. These centers could also become venues for the relocation of returning Pandit refugees, proxy war widows, named surrenderees.

With improvements in the education system revival of traditional business and commercial activity, better road connectivity, spread of cell phone networks and cable television, people have become more prosperous, aware and better connected. The masses have reclaimed their voice, and media plays a vital role. No story is more than a few minutes away form the local and national media. Popular dissent and demonstrations on socio economic issues are on the increase which is also a healthy sign and this indicates that people want to get along with their normal lives. This confidence needs to be optimized through positive responses from the State mechanism.

The recent changes that we see in socio terms under a cherished democratic dispensation has already brought in a psychological change. After nearly two decades of active militancy and disturbed conditions, Jammu and Kashmir is today witnessing a district change in the ground situation and signs of return to normalcy are clearly noticeable. Commercial activity in the State has picked up, people are no longer hesitant to move out at night and participate enthusiastically in national and religious functions.



To sustain the present gains, a vision of a new Naya Kashmir and Kashimiriyat for every region of J&K in which the socio- politics economics and genuine aspirations and needs of the people are duly addressed is to be formulated and implemented. J&K economic integration with other regions of India needs further impetus through cross investments including private benefits. The upswing in the Indian economy needs to reach J&K through various drives in infrastructure development in immediate priority sectors like tourism and power generation. Education and the future of the children must be put on the higher priority and education must be conceptualized within the framework of creating skills for employment and absorption into the modern economic sector.

The series of elections held in J&K since 1996 in the face of dire threats and the increasing parti cipation in each successive poll indicate that common man seek an alternative to gun which has delivered nothing but grief to him. People’s faith in the democracy was so well demonstrated during the Municipal elections in 2005 and this needs to be carried forward and cemented in the next election. It clearlyshowed that people voted for

development, civic amenities and good governance. This has already proved to be a new beginning of a political era as it has brought out a new and younger crop of leaders to the fore.

There is no doubt that good governance and responsive administration help in containing the situation. The well meaning schemes for the common man must reach him. With focus on security on one track and developmental needs on a parallel line complimented with the proper functioning of four pillars of democracy as support forced, will return to this land very fast.

*Keeping these advantages and disadvantages in sight, the strategy for development should include the some of the following parameters such as top priority in communication particularly road connectivity fuller exploitation of the destination tourism potential, fuller exploitation of the hydroelectric power potential, diversification of cultivation of arable land from the traditional low yielding crops to more remunerative crops such as horticulture, floriculture, vegetable cultivation etc.*

The recent constitution of an Oversight and Monitoring committee for monitoring the implementation of recommendation made by the 5 working Groups which worked on specific issues such as CBM across segment of society in J&K, strengthening relations across LOC, Economic development, Ensuring good governance and strengthening relations between the State and the centre has been well received both by the public of J&K and the media. The implementation of these recommendations augurs well for changing the overall climate of the State conducive to final resolution.

## OPTIMISING THE POSITIVES; fine tuning strategies for CRPF

With 72 Bns(41%) deployment in J&K, CRPF plays a crucial role in the security scheme of planning. The CI grid has been taken over by CRPF and it is aiding the State of J&K with its high level of expertise, CRPF troops have been integrated with the local security grid by which area domination and targeted neutralization of violent groups have been realized. Specific thrusts are given to identify the core areas of insurgent activities and carry out precision attacks on the hideouts/bases.

CRPF troops deployed in urban pockets have maintained commendable track record while conducting operations and have avoided collateral damage by exercising utmost restraint. As partners in development, CRPF is actively

deployed for the security of the 284 km railway route from Udhampur to Baramullah. The role played by CRPF in conducting incident free Amamath Yatra and protection of Vaishno Devi Mandir amidst situations of difficult terrain and high security risks have been warmly received by the public.

CRPF should continue to strengthen its operating procedures and systems in J&K and equip itself to operate as a Force with both combat and non-combat capabilities. When dealing with terrorists/ militants effective use of Force would be imminent, but on the same it should also have ability to maintain effectiveness through a preventive ethos and minimum use of force. Rapid entry, professional approach and quick operational ascendancy achieved by CRPF in recent years needs to be driven further to break the backbone of terrorist groups and bring their strength to sub optimal level through further attrition and encouraging the misguided youth to join the national mainstream.

In counter terrorism operations effective protective measures are the sine qua non of success. The domination should make it impossible for the terrorist to blow up or to kidnap an individual. The aura of martyrdom should be denied to him by avoiding over reaction in dealing with him. By being receptive to the grievances and winning over the population, the force can deny new recruits. The need is to make further debilitating strikes in its area of responsibility against militant organizations and ranks by continued intelligence backed operations and to increasingly reduce their number and capacity to foment trouble.

CRPF has learnt the lessons and the man in the bunker has learnt how to tackle those who stand behind the civilians and shoot at him. The force has learnt on how to reduce the collateral damage.

Even while interrogating a person, there is a joint effort to look into the method of interrogating him. The deployment and conduct of operations have been recasted to ensure less inconvenience to the public at large especially during cordon and search operations in the State. Similarly, the behavior of the troops with the public while performing operations in their area of responsibility have to be cordial but firm.

The CRPF has undoubtedly played a seminal role in ensuring the present improved security situation. They have made great sacrifices in doing so. Besides it has managed to reach out and do more things to win the hearts and

minds of the people. The innovative, extensive and invigorating civic action programme has been received well by the people of Jammu and Kashmir. The sensitive issue of human right violations does agitate people but we must learn to view it in the right perspective. The CRPF's record in comparison to other Forces in this regard has been exemplary.

## POPULATION IS THE KEY FACTOR;

General gap, the legendary military leader of Vietnam has correctly advised that *"a fighting force should respect the people, help the people in order to win their confidence and affection"*. We need to realize the fact that human security and human development are key elements of security management. Civic action programmes have been widely acclaimed as a sound strategy for conflict prevention and it should act as an instrument of nation building by facilitating local governance and administration at the grass roots level. Only enforcement of law is not their goal.

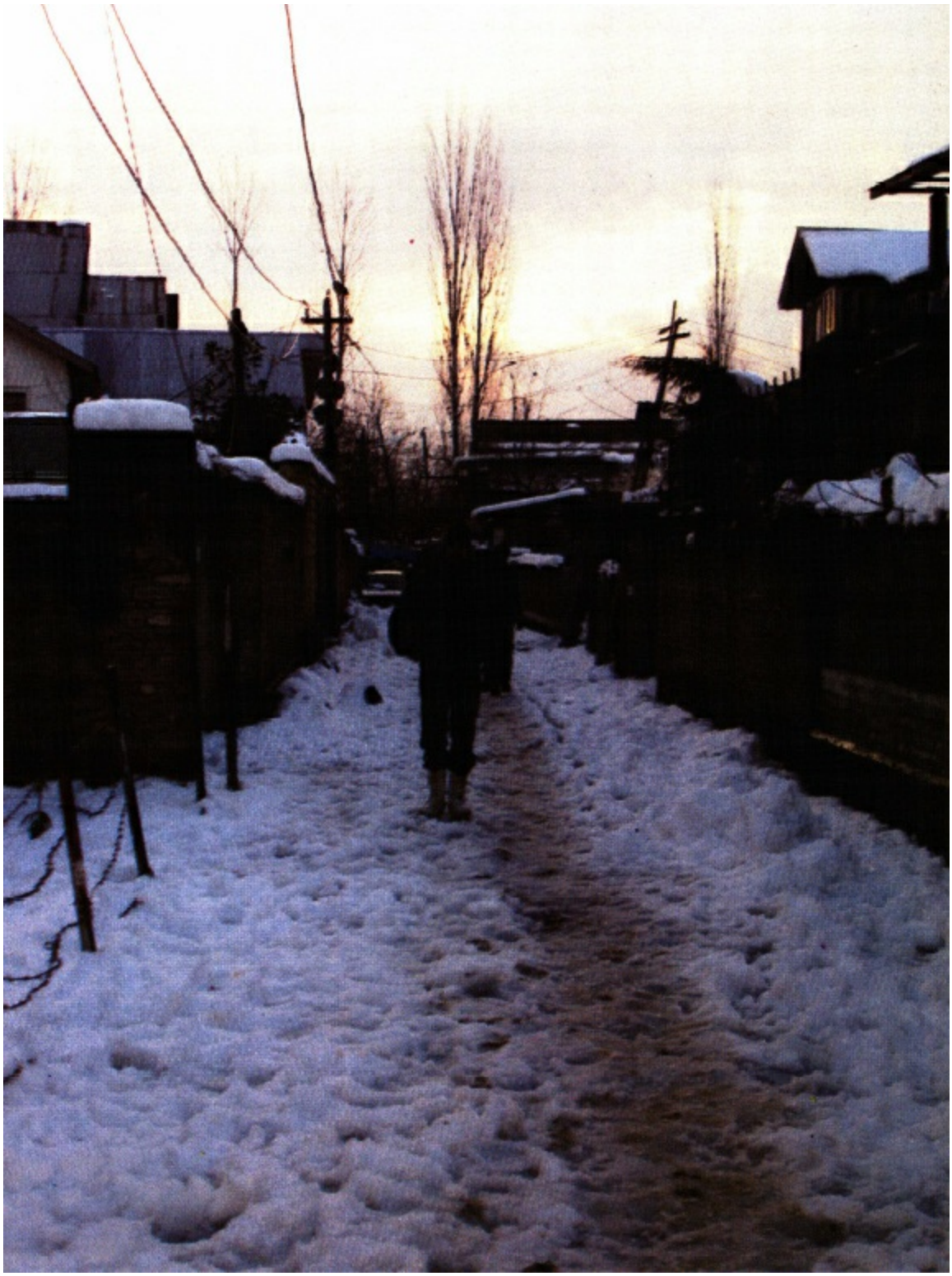
CRPF should henceforth concentrate on societal mission efforts by studying insurgency group problems in the State by having partnership with social scientists and draw an integrated reformation and rehabilitation plan for a particular region which should include counseling, correction, education, health care, employment etc.

As part of its perception management, CRPF has given access to the press and electronic media during its operational activities. The force has also been inviting prominent citizens to provide positive interface to fight terrorism. Such sustained programmes would give a humane and kind face to CRPF and would also show that the CRPF care for the people. The relief and rehabilitation efforts made by security forces in the wake of devastating earthquake in Jammu and Kashmir illustrate this point clearly. Tentages, woolen clothing's medicines and food materials were distributed to the needy people in the quake hit area. CRPF also adopted two villages Kamalkote and Bandisarai in Baramullah district for complete restructuring on the advice of GOI. The section of local population which was indifferent, even hostile, became grateful and supportive subsequently.

A variety of approaches should be adopted to address the different sections of the population. Unemployed youth provide the base to the movement and what drives them into the arms of the terrorist leadership is the corrupt, exploitative, unsympathetic administrative machinery. Unlike

the’ graying of the developed world, a ‘youth bulge’ is expected which will thrust upon a galloping demand for employment and assertiveness in coming years in the State. This energy has to be tapped by CRPF. The school and college going students would be interested in their educational and employment prospects and they should be addressed on this score. The various government schemes to provide them technical and vocational instruction should be explained to them.

Other thrust areas could be in the field of primary education, adult literacy centers, secondary and tertiary health care through medical camps,



See India excursions, repairing schools and community buildings, environmental protection, provision of safe drinking water or constructing check dams for irrigations, conduct and coaching of sporting talents and

tournaments, rural electrification projects, rehabilitation programmes for widows and detainees, community development and empowerment of women, information technology for accelerating rural development and generation of the local economy, hostels for mentally challenged, Orphanages etc.

In all these activities the local people should be actively associated and infact they should be given the leading roles. They should decide what projects should be undertaken and in what manner? Wide publicity should be arranged for these programmes.

## CONCLUDING REMARKS;

Winds of change are sweeping across J&K. There is a strong need and demand for total return to normalcy. The global climate is totally opposed to any kind of terrorism no matter what the cost. Logical deductions based on the current scenario and the likely course of events leads one to deduce that certain convergence is likely to take place in 2 to 3 years. By this time major infrastructural connectivity projects are expected to be completed. The 450 MW Baghlihar Hydel project would be on stream along with the benefits accrued from the ongoing power reforms.

After 17 or 18 years, J&K today suffers from jihad fatigue and militancy is witnessing a declining trend and cannot increase because intelligence gathering has improved. Militancy based on current trends is also expected to be brought down to manageable level. A purpose and a message is required particularly for the security forces that violence will persist may be in much better form and from the security forces perspective, the operations should become sharper, fairer and without any human rights violations. Though present violence levels are down and perceptible improvement in normal life patterns in the State, there is no compelling rationale for a lowering of guard. Due to improved security situation in the State there has been a constant flow of tourists to the State.

Popular expectations and political stakes in the ongoing peace process have been shooting upward not without depressing intervals of hopelessness. Wisdom suggests that there is just one option and that is to move forward. Windows of opportunity are opening up and involvement of civil society in this effort has given unprecedented momentum to the peace effort. Fear and anguish are giving way to hope. At the same time, the usefulness of the

formidable fence constructed along the line of Control in curtailing easy routes of ingress and egress for militants and terrorists across the border cannot be ignored.

To conclude, this is an important moment for India. It is at a point of emergence into the comity of nations and is likely to assume a position of leadership befitting its status and position as well as its potential. There are several challenges and hurdles to overcome and the question of J&K is indeed a principal one among them.

The present situation is hopeful and the days of darkness over. It is therefore reasonable to presume that in the next 3 to 4 years the State may be finally emerging out of the mist and shadow of despair and destruction. What we have gained in the last few years is larger than anyone could have imagined. We must now take this process forward to extract maximum benefits to achieve complete normalcy and tranquility in the region.

This process is irreversible. It simply needs to be consolidated

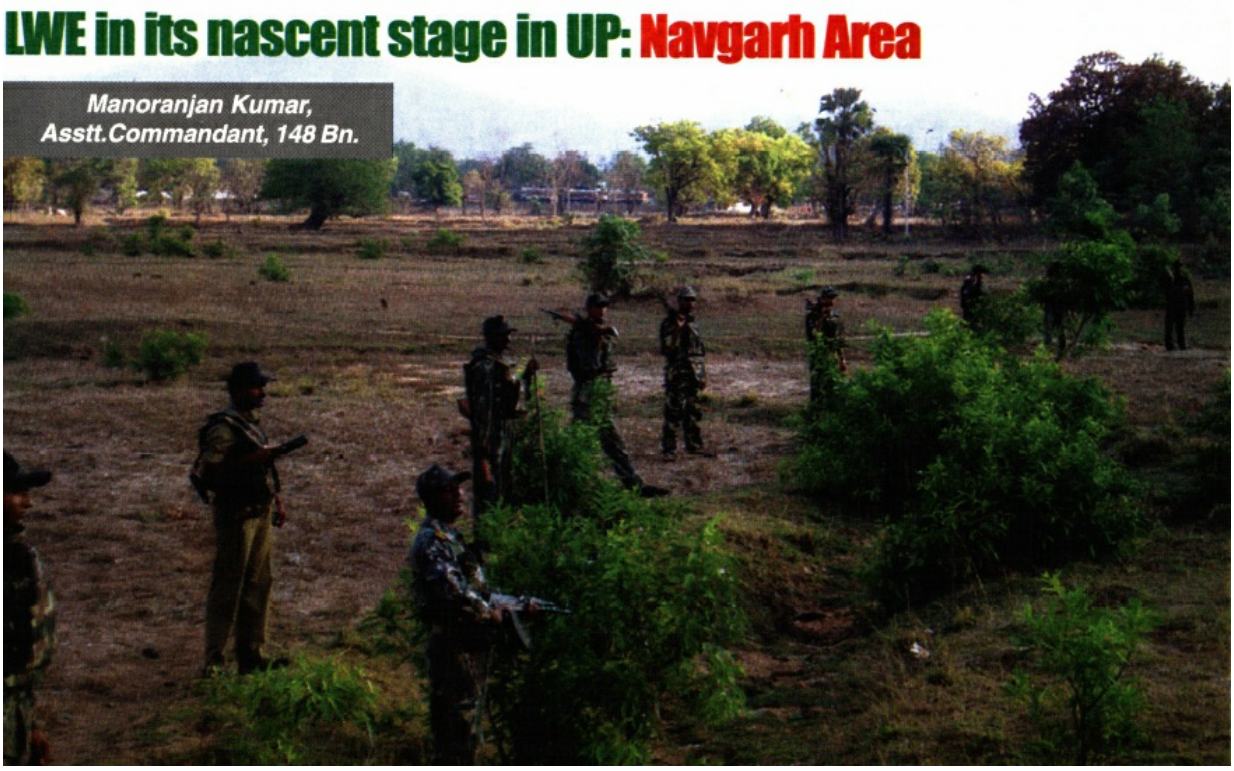
**THE TRAP**

I have to move over that stretch that looks deserted, I must cross that deserted place but am hesitant my instincts warn me of the danger lurking in there may be it is darkness but certainly not deserted, it is I am sure, is a trap, an ambush site though looks innocent a site those who might be there will again put us to death and abuse and shame as many a time in the past what do I do? I must move over.

B.SKAILUR “BULAND”

# LWE in its nascent stage in UP: Navgarh Area

*Manoranjan Kumar,*
*Asstt.Commandant, 148 Bn.*



Left wing extremism today has extended its area of operation in sixteen states. It has become formidable force in Chhatisgarh, Jharkhand, Orissa and AP. The merger of two of its wings i.e. MCC and PWG as CPI(Maoist) has become thorn in the flesh of Indian Government. The area of UP which borders MP, Jharkhand, Chhatisgarh and Bihar is major area of activities of naxals. Having the thick vegetation and dense forest, this area has become major breeding ground for naxal guerillas in last 5 years. Navgarh is a subdivision in the District of Chandauli, UP. This district borders with the district of Mirzapur in the west and Robertsganj in the south and Bihar in the east. It has got the proximity to MP, Jharkhand and Chhatisgarh. All these three districts are naxal affected and it has come to the notice of Police that naxals are trying to extend its sphere to Sankargadh area of Allahabad which borders MP. The whole area is under developed and has got scanty rain fall due to which farming also gives insufficient produce. Poverty is prevalent. Most of the villages have scarcity of potable water.lt is found in the villages of Navgarh subdivision that all govt, run schools are having less students than its capacity. Govt, primary school in Narkati village, which has produced many naxals, has got 93 students enrolled in school. When the teachers were personally inquired , they said people don't want to send their wards to school and this number goes down to even 40 when there is season of *Mahua,*

a fruit used in making country liquor, According to the local

Siksha Mitra, a para teacher, the people use their school going kids to collect *Mahua* in the forest area. All the schools run by Govt, in this area has more or less the same condition. The kids in village use the school uniform for their daily wear and in functions like marriage too. Most of them are found barefoot. Most of them come to school in scorching summer, i.e. in 42 degree centigrade temperature bare foot. Mid day meal scheme is one good attraction force for pupils and their guardian which lure them.

This area witnessed first major incident in 2005 when Naxals executed three incidents in one single day to puzzle the mind of police. All executed incidents were linked and these were executed in manner that a major blow could be given to local

Police and PAC( Provincial Armed Constabulary). Firstly the naxals killed a forest ranger, forest guards in Majhgain, blown up the office of ranger, looted their weapons, then they went to a other village and burnt the house of police informer. Anticipating the movement of PAC and Police next day they laid an ambush near Hinautghat before a bridge and planted an IED too. As expected the vehicles of PAC and Police took the same route, and to slow the speed near bridge a lady naxal was sent to the middle of the road. Seeing the lady on the road as vehicles slowed down, the lady rushed off the road. The moment she has gone meters away the naxal triggered a blast. Which blew up the truck of PAC and the police jeep. This incident was followed by firing on SFs. This led to heavy casualty of SFs. 17 force personnel became martyr. It woke up the administration and police in hibernation.

**Incidents happened in the past:**

On 10-01-05 a naxal,Ashok Kole son of Sadhu Kole, village, Sanayat, PS Naugarh was killed in a police encounter.

On 27-05-05, a police party at village Karkat near Madha on the bank of Karamnasha river.

On 19-07-05, in Sidhoria ader at 1230 hrs an encounter started between a party of police and a group of naxals and which went till 1430 hrs, in whicha naxal, Chhotu Chamar, of Kolipur village was killed. Rest members of the naxal group fled away.

On 27-07-05 at village Lehda under PS Naugarh a police party was

attacked by naxals which resulted in an encounter but naxals managed to flee. There was huge recovery first time in this area. Two AK 47 rifles, two country made 12 bore guns, 5 live cartridge of 12 bore and six cases of 12 bore cartridge were part of the cache recovered by police.

On 16-08-05 from 1500 hrs to 1640 hrs a police party was fired at by naxalites near a water stream in Arwarwa forest. Police retaliated but no casualty took place.

On 16-11-05 at Saksuia Ghat a police party was fired at by naxals. It was a futile attempt.

In 2006 achievement was very less in this part of area. After Hinaut Ghat blast on PAC in later 2005 , CRPF was called in the Chanraprabha sanctuary, which reduced the movement of naxals through active patrol.

On 21-05-06 at Gahila Baba temple near village Narkati a police party was fired at by naxals. Jalim Aka, Mahendra Aka, Shri Prakash village Pannuganj was arrested.

In 2007 Police with the intensive patrolling of CRPF and joint combing restricted the movement of naxals. Police managed to arrest and kill top operators of naxal in this area.

Mannu Pal Aka Kavi ji s/o bharat, village Visesarpur, PS Naugarh who had Rs 20,000 reward on his head was arrested in Chopan in nearby area.

On 18-04-07 Sunil Kole alias Sanjay Kole alias Chandan s/o Dasrath Kole, village Jhariawa who had Rs. 1 lac reward on his head was killed by security forces in an encounter.

Naxal Piyush Kuswaha of village Nadesar was arrested on 22-04-07.

Same day Usha alias Sushma d/o Ram Dulare Ram village Majhgawa was arrested. Both of them were carrying the reward of Rs, 10,000.

On 16-06-07 Kosli alias Sita d/o Munna Kole carrying reward of Rs. 5000 was arrested in this area.

On 15-06-07 Shyam Lal s/o Shivmurat Ram, r/o Kaimur Bihar, a hard core naxal carrying reward of rs. 25000 was arrested in the area.

On 29-11-07 Kiran Kole alias Gudii alias Somwati d/o late Bikau Kole carrying reward of Rs, 50,000 was arrested in her village Majhgawa.

In this area of UP the naxals had been successful to win the favour of a

section of ladies, from lower Strata and in result they have many ladies members.the women naxal have played a crucial role in almost all the incidents in the area.

The list of women cadre functional/arrested in thes area is as follows.

Pushpa alias Lalita Kole d/ o Bachau r/o Jhariyara, sister of Zonal Commander Ram Briksha Kole

Usha, d/o Ramdulare, r/o Majhgawa arrested.

Koshali Kole d/o Monna Kole, r/o Hanuman Pur, arrested Somari d/o Jokhan under PS Robertsganj

Vinita alias Priyanka Mahto r/o Chakia who masterminded Hinaut ghat blast was arrested with a lady associate. She also was mastermind behind the killing of an IFS officer, Divisional forest officer in Bihar.

Kiran Kole, sister of Lal Brata Kole, Zonal Commander, arrested

There are many other lady cadres in Naxal group which either overtly or covertly operate in the area. The role of women has added to the strength of naxals.

New dynamics in sone Vindhya, Ganga Zone: Dainik Jagran, a leading daily from Varanasi in its 11-9-07 edition has brought a new fact to light that there emerged a new faction in this area out of CPI Maoist, who joined RCC, Revolutionary Communist Centre. According to a close associate of RCC chief, Nirmala



Chatterjee, B. Marandi alias Binod Mahto presided over a meeting in the forest of this area and blamed CPI Maoist for killing of Sanjay Kole Zonal Commander of his party, who left CPI Maoist. Sanjay Kole accused CPI Maoist that it has followed the policy of discrimination and resultantly he joined RCC with his associates as zonal commander of Sone Vindhya Ganga zone. During the meeting RCC vowed with Marandi to annihilate the CPI Maoist in the area.

Sanjay kole tried to weaken the CPI Maoist in this area, resulting to which his where about was informed to police by CPI Maoists, accused Marandi. This has led to inner tussle between both the naxal parties accusing each other. Both the side lost lives and gave informations to police. Top level naxalites from the country tried . to solve the crisis. But situation is so far the same. This gave upper hand to police and activites have reduced in this part.

So far deployment of security forces is concerned, in Navgarh area, a famous state mentioned in fiction book of Chandrakanta, there are three companies of CRPF 148 Bn deployed in this area. These are located in Chandrapabha sanctuary, Naogarh and Bhaisoda farm. Civil police has got a police station in Naogarh, a police station in Majhgain and a police post in Amdaha. PAC has kept two platoons each in last two places.

Regular combing jointly by CRPF and local police has forced the naxalites to keep mum. There may be one more reason of their silence , that is, split and differences among themselves.

There regular movement is heard along Karamnasa river bordering Bihar and UP. But vigilant security forces have foiled the nefarious designs of naxals to establish them strongly in this area.

The hills of Kaimur and Rohtas and a patch of forest in adjoining Bihar has given safe havens to naxals. Their dormancy can't be deemed as their retreat but it is a forced hibernation due to extra vigilance of CRPF in this area.

Border with the district of Baikunthpur and Ambikapur which has given the naxals an access to Navgarh and Bihar and Jharkhand onwards. The whole area is becoming a red zone and it has spread its tentacles to Allahabad rural, Satna, Chhitrakoot via Mirjapur, all ill developed districts. The measures adopted by SFs though are successful in Navgarh but is not sufficient to root them out. Presence of CRPF in Navgarh has worked as detrimental to Naxal aspirations.

# DUTY AND BEAUTY DO NOT GEL




***Harpal Sidhu, Commandant, 74 Bn.***

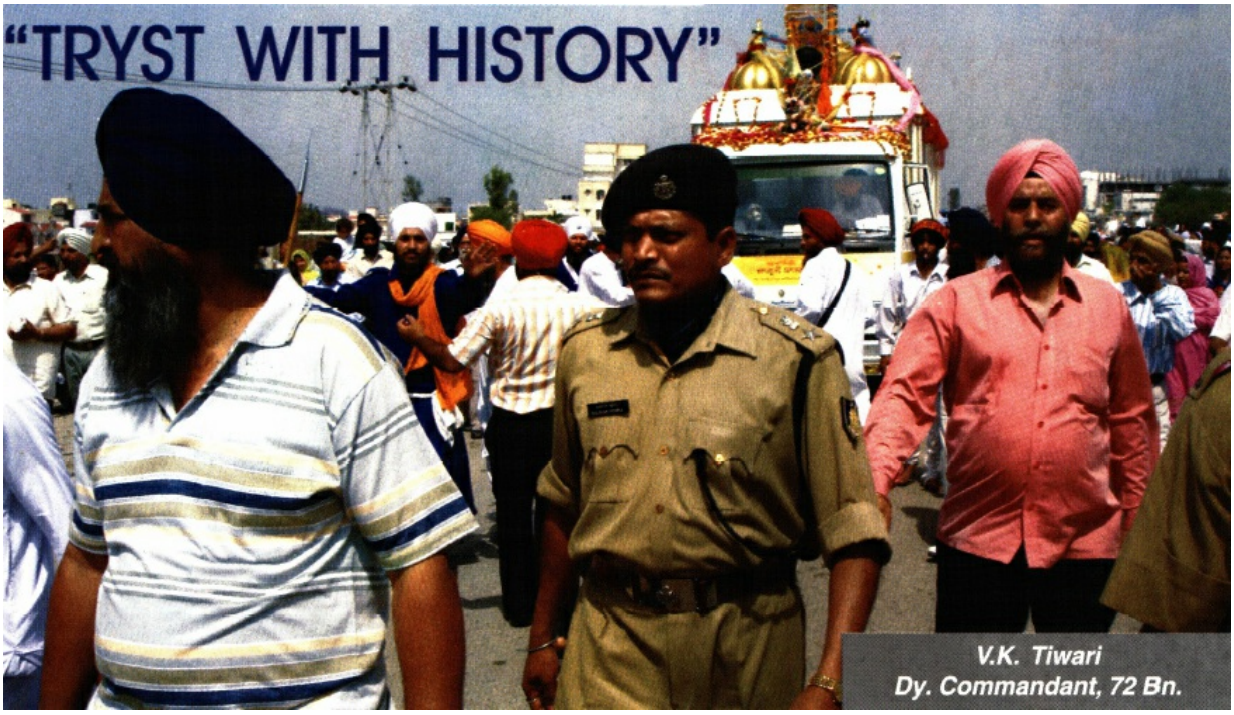
It might not be seventh heaven, but 6,500 Ft above sea level it is a virgin beauty. Always surrounded by snow capped mountains, lush valleys and green forest with fast flowing and roaring rives. There is no road and other communication. Men here are still living in sixteenth century. When survival it self is a challenge. Their happiness was in their response to these challenges. It is nothing but the tail of coy post of 74 Bn at Sounder. Duties are equally challenging from the hilly town of Kistwar and traversing through sublime mountains and lush valleys, higher and higher and deeper and deeper into core of untouched beauty. Every bend you take, every curve you make, you come across upon a vista of scenic beauty. One glance is a joy of its worth all the months on a calendar.

In spite of hectic and challenging duties and dearth of basic amenities

which are essential for their livelihood but men are still enjoying every moments of life.

It is 78 Km away from HQ and 36 Km away from road head. Only Kaccha foot track is available to reach Sounder, Essential commodities are being carried through ponies or sorties. All villagers travel on this mule track where coys of 74 Bn provide track duty and ROP a part from other C.I. Ops duties carried out by this S/Unit. Though the local people are facing a lot of livelihood hardships still they are happy. During winter life comes to a stand still. It is cut off from rest of the world.

But the scenic beauty of sounder is par excellence here nature is rugged and untamed. The clouds hand over the hills, at night there are more stars than in Ooty or Almora. The hazardous and arduous nature of duty kills the very nature of beauty. It is a mule track where mules are masters. They are not prepared to share their space with man. Man is looked down upon and laughed at as a two legged animal. All this joy and sense of beauty vanishes whenever anyone is detailed for duty on this track. Mules neigh and have the last laugh. What man treasures as beauty mules regard it has only another green pasteur for grazing.




*" The significance of history lies in its values which are treasured in the volumes of books to be read by one and all and derive the lessons for future.*

*We the human beings who are hell bent on classifying our existence in humorous sections of nationality, religions, caste, language and creed fail to realize that history will repeat itself if we will not understand them in their right perspective"*.

The event of Shri Guru Maniyo Granth Sahib Jagriti Yatra came as an enlightening to me when out of blue we the 72 Bn, CRPF were asked to undertake the responsibility to ensure the safety of the procession within the Jammu city. I shall be lying if I do not agree that only after the duty being thrust upon us that I attempted to dig out the back drop of the Yatra.

What emerged out of my curious check out mesmerized me enough to travel almost 300 years back and visualize what went on then and I could see how the destiny of the putting their lives on altar.

The tenth Gurus today, well known by people as mentors of Sikh religion of which Guru Nanakdev was originator and Guru Gobind Singh to carry the message to its concluding end is history in itself. Now we know even better that these leaders were no ordinary mortals but visionaries who looked in to the past present and future and attempted to set the guidelines in the form of epilogues, Granth, spiritual message, call what one may like, but the collection of epithets emerged as foundation of religion that indicates a way of life for humans being at large.

Today, I have waited since morning performing duty along with my seniors and juniors managing the crowd and seething from inside as the procession scheduled for 1000 hours arrived only by 1500 hours but even as the chariot came closer to me among the chanting of SATSRIAKAL, with Gurubani at the back ground being played, I stopped listening gradually from the outer periphery and communication with the history rushed through me. It was few minutes lost before I realized I was not even thinking but some peaceful blessing had over shadowed me for a while. I imagine to swell with pride, but I beg to dotter as all the Gurus of the world have engraved this message in their preaching's that bow down with humbleness and the more you learn to bow with respect, the more your stature as human being will grow tat.

Even as I watch the history moving on the wheels of this beautiful chariot encompassed by the emotionally charged crowd I tell myself that it is history because we must learn not to repeat it in present and future.

**“Amen”**




It is a well known fact that naxal activities in the State of Chhattisgarh, Jharkhand, Bihar and Orissa have surprisingly increased in last few years. Gradually the challenge of security forces as well as state Govt has been increasing. In addition to devastating loss of both men and materials, it is also creating chaotic situation in the state, It seems that eagerness for initiation of fruitful operation by the state authority to nab these culprits have not been transparently adopted so far. It is also true that, a large numbers of Central Paramilitary forces have been deputed in these states with the expectation to neutralize these naxal activities. In spite of development of so many Bns of security forces such incidents are increasing surprisingly. It is not only a matter of great concern to the state authority but for the security forces too. Day by day situation continues to be grim and swallowing the peace of the common men.

On going through the present scenario of the Left Wing Extremists(LWE) affected areas we may sum up the following reasons which stands as obstacles for security forces to nab the extremist.

**(a) LACK OF INTTELIGENCE INPUT**

Most of the intelligence inputs gathered by state police authorities are not being shared with security forces the local police intelligence members are quite acquit anted with the terrain, culture and the social

tradition of the locality, whereas, most of the intelligence cell personnel of our force have to adjust themselves with the society and its locality. They are also not well versed with the local language and also not acquainted with the terrain, without which gathering of input by own source is quite difficult. Further for gathering intelligence input we need modern equipments as well as rigorous training. More emphasis is quite necessary to improve the skill and ability of intelligence. Personnel

**(b) GEOGRAPHICAL SURROUNDING:**

The surroundings of the states are also providing advantages to the LWE. Observing a gap of strategic operations among the neighboring states, they frequently change their location to the nearby states where pressure is not mounted by a particular state. For example, if a special operation initiated in the border area of Jharkhand, they flee to Chattisgarh/Orissa where they take shelter till the cloud of operation continues. There should also be a strategic operational plan among the states, which can mount pressure upon the extremists near inter-state borders

**PRACTICAL AND PROFESSIONAL TRAINING TO POLICE/ SFs:**

The member of SFs should be well trained and they should be given intensive training meant for anti naxal operation. They should also be adequately motivated. Training on handling lEDs/ Operational shortcoming that are being often noticed in the LWE states be given rigorously. If we go through the few past incidents where the SFs have to loss heavily, it is found that SFs are committing the same mistakes repeatedly. It indicates that proper training and strategic operation is must to avoid the losses.

**LACK OF INITIATIVE BY STATE POLICE AND SFs:**

In most of the LWE effected states, the enthusiasm of district police machinery on the issue of anti Naxal operation is meagre. The district authorities are not quite interested to handle the issue. They prepare a joint strategic operational plan

with CPFs deployed in the locality without which we will never be able to bring the chaotic situation into the track.

**LACKING WILL POWER:-**

As we know, every bold step requires a firm decision and tremendous will power. Will power of SFs is not satisfactory. Most of the units are simply conducting ops on routine basis without having any specific ops plan and intelligence inputs. It is like a practice of firing in the black hole. It will never give us fruitful results.

**SOCIO-ECONOMIC ATMOSPHERE:-**

The socio-economic atmosphere of these naxal affected states are pitiable, people are struggling to survive amidst the unbearable poverty in the far flung areas. Taking the advantage of the poverty and the resentment, the naxalites provoke them to join the agitation for which they are being paid. By this monetary inspiration the poor, innocent and illiterate youths joining the so called mission of Naxalites. They do not known the consequence.

**POLITICAL SYMPATHY:-**

On going through the over all situation in the LWE states it Can't be denied that the LWE are somewhere being patronized by the political parties. The inactiveness in few states to demolish the naxal spirit shows the sympathy of the political parties. In this regard we may appreciate the bold action taken by the

Government of Andhra Pradesh by using the strong Gray Hounds. LWE affected states may take example from Andhra Pradesh where the activities of naxal have drastically minimized.

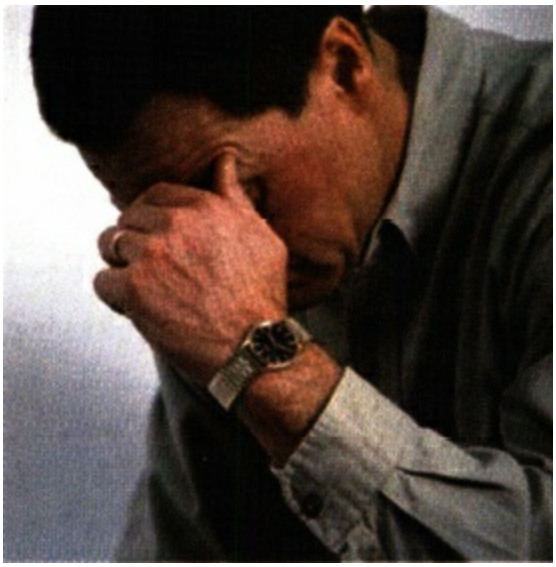
At last we may sum up that the blooming naxlism could be demolished only by the flawless strategic operations in all the LWE affected states, bold action taken by SFs, a better co-ordination between local police authority and SFs and rigorous training to SFs. Apart from this, the State authority should have their special developmental action for the remote and poor section of these society who are struggling to exist amidst the tragedy of poverty. The vicious cycle of poverty compelled them to join the baseless naxalism. For their infrastructural development, standard of living, Central Government have to pay their special attention. Naxalism can not be eradicated simply by mounting operational pressure by SFs/police. It will need a synergy among states/SFs as well as our policy maker. However we may conclude by the optimistic line uttered by the great poet, P.B shelly

***"The trumpet of prophecy,***
***oh wild wind,***
***If winter comes***
***can spring***
***be far behind?"***

# *Stress: Causes and remedies*

***D.K. Upadhyay, Insp/HT***

***GC, CRPF Chennari***



Stress is actually an internal response to external stimuli. More precisely, It is a habitual response. Stress is actually associated with one's emotional imbalance. A response involves feeling/emotions, thinking/ decision and action/ motivation. Hence problems associated with stress can also be seen as corresponding to these three aspects. Feeling(related closely to the body) can give rise to problems like psychosomatic disorders such as insomnia, blood pressure and migraine. Thinking can give rise to problems related to the mind(psychological disorders such as phobia, neurosis, psychosis etc). Action to problems related to the external world( performance-result issues such as failures, strained, relationships, lack of confidence, etc). To best stress, we need to respond to external stimuli with fresh approaches suitable to the present situation. Of late, too much of stress is seen among students and young professionals and force personnel, due to the pressure to excel, Stress

has become a fact of life. But it need not become a way of life. Everyone feels that stress related to work

Stress is nothing but self-inflicted sorrow. It is easy to blame stress for all over problems, but historical heroes acted decisively during moments of greatest distress and took people to great heights. In sports, players use stress positively to beat their rivals. Those who are aware of the ill- effects of stress, seek ways to relieve it. Those who are not tend to bottle it up and at some point of time the bottled up stress bursts open which affects physical as well as mental health. We need not be stuck on solutions based on our childhood experiences. Wide-ranging creative responses with open options can help reduce stress level. The only way to overcome stress is to yield to it since it can not be avoided. Stress is an inevitable part of life, and gist going. Stress can be overcome by not worrying about matters over which we have not control, situations that can not be changed and remedies could never be found positive mindset, perseverance self belief, exercise, good diet, sleep, humor and music can help beat stress. There things must be followed- Time management, don't hesitate to be less that perfect and prioritisation and making choices, Decide what you want in life and put that first. Include yourself in the list of people you try to make happy. Stress can definitely be handled by yoga, meditation and by innumerable different ways. So don't let stress dominate you. The secret of success is" patience in excess". Once you are calm and composed, nothing can defer your performance. Philosopher Robert Hutchin had rightly said" Anybody who feels at ease in the worked is a fool". We should tune our minds to lead a stree-free life and devise ways to manage stress. Managing stress is totally in our hands. Don't allow stress to rule over emotions. Our biggest wealth-health, cannot be given up for this one emotion. On the professional front, to lead a team, you have to learn to be encouraging and come up with comforting words. Your support can made a world of difference. Be organised, get rid of negative thoughts, learn to handle stress in a constructive way else the going gets tough and it is tough to get going. To move forward embrace stress and use it to your advantage.

# LEADERSHIP THROUGH DELEGATION

***Suresh Payal***

***Assistant Commandant***

Every now and then we hear the world Delegation in our organization, but we hesitate in delegating responsibilities/ powers. Here are five steps, each with specifications you can taken to get you on the road to delegating effectively.

## DETERMINE WHAT TO GIVE AWAY AND WHAT TO KEEP

First, consider your strengths and goal of your organisation. What are you contributing to your organisation that is making it successful? Those are the things you should continue doing. The tasks that are outside your expertise or those that could easily be performed by others are the first things to delegate.

## YOUR ACTIONS

Make a list of everything you do on a daily, weekly or monthly basis. Then go through the list and determine what's essential for you to keep doing and what can be given away.

## CREATE A PLAN

Consider what you need to accomplish and how you want the task done. In order for delegation to be effective, you must be able to tell someone what exactly you want him or her to do. May be 'no one does it better than you' because no one truly understands what you want to do. So plan out what needs to be accomplished and exactly how you want it done.

## HIRE/RECRUIT THE RIGHT PERSON

The key to finding the right person for the job is to determine what skill sets your position requires. Once you know what skills you need search for a person who has exactly the skills you need. Don't just hire/recruit the first person who happens to be available.

## YOUR ACTIONS

Look at the tasks being performed, and decide what skill sets are needed. When interviewing candidates, ask open-ended questions that allow you to discover if that person has the expertise you're looking for.

## ASSIGN RESULTS AND ACCOUNTABILITY

One of the most important steps to successful delegation is to plan ahead by determining what the end results/ achievements should be. Picture what you want to be holding when those final deliverables are handed to you. Then communicate those expectations and remember all expectations have to be reasonable, clear and measurable. For example, you may want to require that someone carry out 15 operations in your AOR as opposed to carry out operations as and when required to keep AOR incident free, peaceful and to be offensive in AOR and accountability is not a bad word-there ought to be consequences if the results you need are not being met.

## YOUR ACTIONS

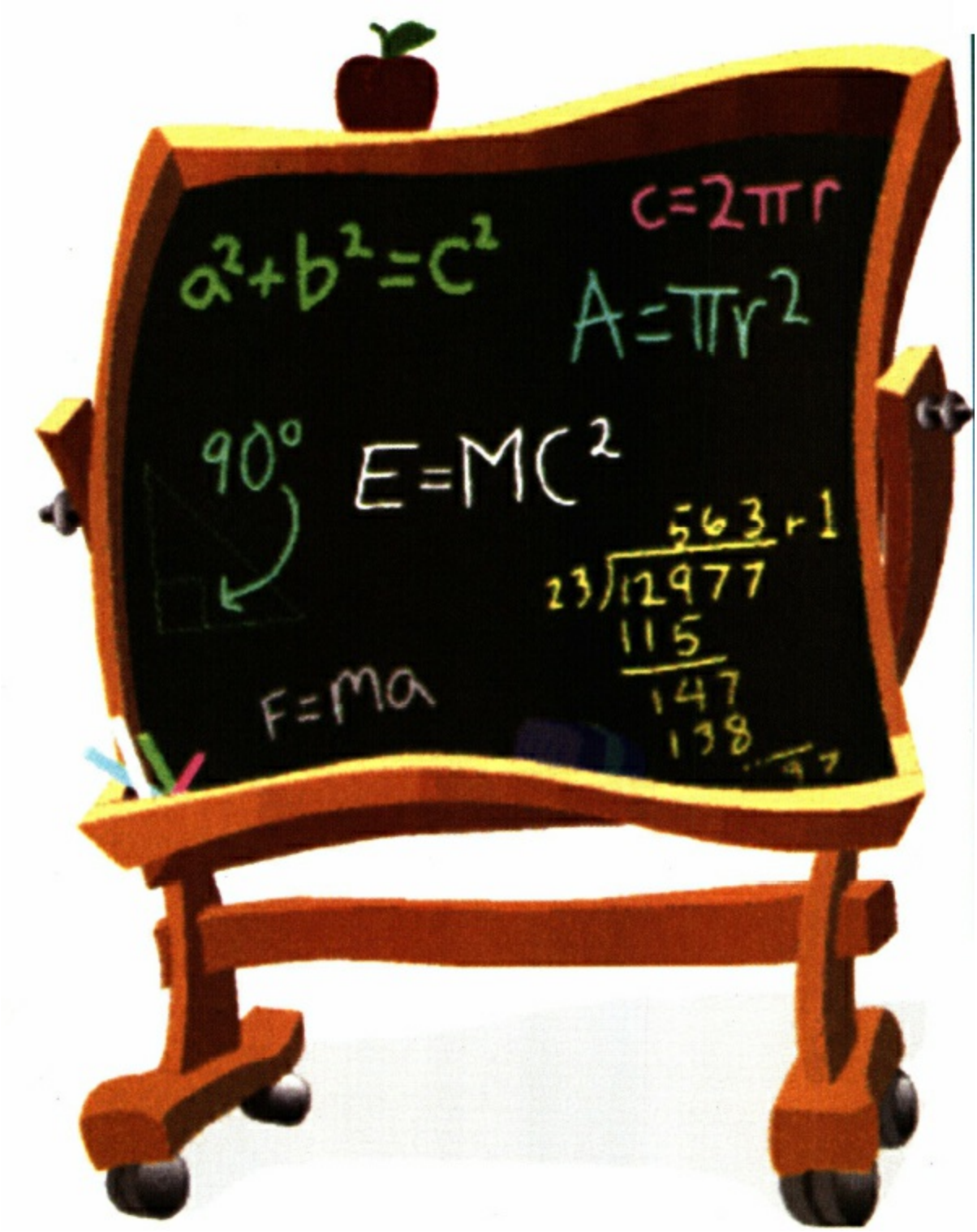
Create specific goals, quotas or outcomes that need to be accomplished by the person you're delegation work to. Effectively communicate those expectations and create consequences if the results you expect aren't being accomplished.

## CHECK IN FROM TIME TO TIME

'Set it and forget it'. Some people think that this rule applies to tasks that have been delegated. People are human. They make mistakes, they accidentally skip over things. Instead of leaving them alone once you've assigned them work, establish specific times you'll check in to see how they're doing.

## YOUR ACTION

Establish a check-in schedule that works for both you and your subordinates and then be sure to touch base when you say you will.




# MATHEMATICS AT YOUR DOORSTEPS/SOW THE SEEDS OF MATHEMATICS

*Anjali Malik,*

*Vice Principal.*

*CRPF, Public School, Rohini*

Although Mathematics is considered the queen of all sciences and it is the pivot around which all the subjects it abstract and boring and thus develop a fearful attitude towards it, An important question to be addressed is that why it is so?

In fact the whole game is about simplifying the concepts. For primary and middle classes, we need to introduce concepts through various activities, The method of story telling needs to be revived to explain the concepts of division, subtraction, money, HCF, LCM etc. 3 H'cs are important in mathematics is head, heart and hands our hands are missing-students have studied mathematics, read mathematics but never performed mathematics in the laboratory. In this consumer society, we are all interested in learning outcome but in fact, it is the process of learning which is more important and has to be emphasized. In our society, the educated lot knows why but not how and the skilled lot knows how but not why, we need to bridge this gap. This will be ' scientific approach' mathematics

In past although we Indians have had tremendous contribution in ancient mathematics, why is it so that today all the latest researches are from UK and US and not from India? This is one area which needs re-thinking.....

We need to set the seeds for research in mathematics. We need to create a spark among children and keep the spark alive. There has to be a hunt for mathematics involved and thirst for knowledge in what ever a child does, observes and listens to.

Once students are taught few mathematical concepts up to primary classes, we need to let loose on the students to explore in the world around and choose a topic of their interest. Slowly, with the guidance of their teachers, books in the library and information through the net, students would come up with interesting projects, through these projects we shall give our students, freedom of learning- learning in their own field of interest and thus develop love for mathematics because their are a of interest has been chained with mathematics, Through these projects students would go beyond their syllabus breaking through all ties. Slowly students shall begin to talk, discuss,

learn, enjoy and appreciate mathematics.

These projects will also bring out the creativity and observance of the child. Students shall feel confident and empowered when they observe, search for mathematics, analyse, assimilate and ultimately compile on their own. This is called ‘discovery approach’ The feeling of joy and pleasure on their faces when they share their discoveries with their faces when they share their discoveries with their teachers and parents, who are also ignorant about these, is unmatched, we need to motivate students initially and then they are by themselves. Our role is to guide the students about how to think rather than what to think. It is said, “invasion of army can be resistant but invasion of ideas is never resistant”

Interesting projects can be talked about in the morning assemblies and duly awarded as well. Also we need to arrange mathematical rangoli competitions, aptitude tests, quiz competitions, mathematical book cover designing etc so that students get involved in the mathematics they do. Students should read biographies of great mathematicians, so that they get motivated to do equally well and have a feel that many great mathematicians were basically ordinary people. This will psychologically boast their moral. Math’s learning is most effective when students are self inspired and not forced inspired.

Now, what more can be done in senior classes with the bindings of heavy syllabe and tight schedules is another relevant question.

Let students learn that globalization is a change and consumerism is a challenge. So develop technology friendly environment in the class. No body should fear chango. Take technology as a tool to adopt, adapt and empower both students and teachers let our labs be equipped with graphic calculators, computers, latest soft ware packages so that we can reach the level of NCLB( no child left behind). In quality, we known there is no finish line, we must keep running for the goal showing excellence.

Crux is that few students might find mathematics stressful but if we develop among our children love and passion for this subject there will be no stress but fun all around.

**Ode to the Sipahi**

It is in the darkness
that I blend in the
cemetery I created
of the fidayeen,
anti-nationals, the underground
the so called activists.
Look how determined are they
to question the might of my nation
Hindostan!!? and lo! I am only a
paid sipahi and they
with minds brushed
fight for a cause not
of their own-for a
tuppence ?
Amazing!!!
What a waste of the young,
they can still savour the fruit of
their young hood ? But see
they want to be members
of the cemetery that I have built–now
n quick. Insane, they can't
even hold the gunds.
I must stop them
therefore I blend in the night -
a must
as in the days the others might

savour them

as for these the nights are for

slumber.

Oh my colleagues

the saviours of Hindostan.

*B.S KALLUR Buland*

*Former Commandant*

# DONATING BLOOD




# WINNING HEARTS & MINDS

*Dr. V.K. Singh,*
*Medical Officer, 67 Bn. CRPF*

On the eve of the opening ceremony of 'CRPF FRIENDSHIP FOOTBALL TOURNAMENT 2008", a blood donation camp was organized by 67 BN CRPF on 12th March 2008 at unit hospital 67 BN CRPF in co-ordination with department of pathology, North Eastern Indira Gandhi Regional Institute of Health & Medical Sciences (NEIGRIHMS), Shillong (Meghalaya). the camp was inaugurated by Sh. K.R.Brahma , Addl. DIGP,

NES.

Sh. Sunil Thorpe Commandant, himself alongwith Sh Rattan Lal, Asstt. Comdt. and jawans of 67 BN CRPF donated blood voluntarily in this camp for needy and serious patients of NEIGRIHMS, Sh. MPS Negi Addl. DIGP, NES HQ Shillong also joined voluntarily and donated one unit of blood. It was a commendable gesture from his side. The local media was eloquent in writing that this was the true form of the officers leading from the front. Of course they have done commendable job in service of humanity, practically inspiring others for blood donation and dispelled myths about blood donation that generally people have. The officers and jawans of 67 BN CRPF got appreciation from civil administration, medical authorities of NEIGRIHMS and NGO'S working in this field for this noble deed in the service of humanity.

Any healthy person above 45 kg of body weight can donate blood once in every three months interval and this blood regenerates in your body with in 24-48 hours itself. So far the as suitability of blood donation is concerned, a prospective blood donor should be of good health, in age group of 18-60 years. The Systolic B.P should be between 100 and 180 mm Hg and diastolic B.P between 50 to 100mm of HG. The oral temperature should not exceed 37 degree Celsius, the interval between donations should be at least 12 weeks, and the skin at veinpuncture site should be free of any lesion or scare of needle pricks indicative of addiction to narcotics or frequent blood donation as in the case of blood sellers. A donors weighing 45 Kg and above can donate 350 ml of blood and those weight 60 kg or more may give 450 ml blood. Thus any healthy individual can donate blood without any adverse /ill effects on general health. In addition to it, the supply of safe regenerated blood helps us in prevention of HIV/AIDS also.

In fact, blood donation is a noble deed in service of humanity. By doing so we can save precious lives and obviously this can be The gift of life' for some body.




# WELFARE & REHABILITATION BOARD (WARB)

# (CENTRAL POLICE FORCES)

WARB organized Kalyan Mela on 24.07.2008 at CRPF MT Ground, CGO Complex, New Delhi from 1030 AM to 05 PM.

"Welfare And Rehabilitation Board (WARB)" has been established by MHA for rehabilitation/resettlement of retired and disabled CPFs personnel. Previously every Central Police Force (CPF) was managing its own welfare activities with its own resources. It was felt for a long time to set up a combined welfare board to look after welfare & rehabilitation of all CPMFs.

WARB has already completed almost one year, but despite best efforts desired publicity is not seen among CPMFs personnel & their NOKs. Therefore, the main objective for holding this Mela is to give wide publicity to WARB and redressal of grievances of EX-CPFs personnel and their NOKs on the spot by concerned CPFs by setting up their counters/stalls in the above Mela.

**OBJECTIVE:-**

Development of a system of monitoring of the welfare & resettlement activity, including its growth vis-a-vis funds provided from all sources and budgeting for such requirements.

Devising formal guidelines for error free compilation and concurrent updation of database of beneficiaries and making implementation feasible

through appropriate support in office automation.

Development of specific beneficiaries oriented strategies in areas like

Funds negotiation on behalf of NOKs/retired CPFs at most convenient and financially prudent terms with banks and financial institutions for specified needs of beneficiaries.

Arranging counseling (in house/professional) in self-employment and alternative employment to retirees as also to the NOKs of deceased Force personnel.

Formulating specific employment strategies for widows of CPF personnel making the supreme sacrifice of giving life in action.

To work as the principal advisory body to the Ministry in matters of welfare programme for NOKs/retired soldiers.

To arrange vocational training for empowerment of retired personnel and NOKs of deceased Force personnel.

Dovetailing the benefits of various welfare bodies through experience sharing as also by sharing of facilities, wherever mutually agreeable.




Stall of CRPF WARB

Establishment of a networked system of quick availability of information to the NOKs or retired CPF personnel regarding the relief application

disposal and for quick exchange of information among the CWOs, SWOs & DWOs.

## COLLECTION OF DATA OF RETIRED/DISABLE/ DECEASED PERSONNEL AND NOKs FROM ALL CPFs:-

We are collecting data of retired/disabled/invalided/ deceased personnel and NOKs and sharing it's with other organization for providing the better resettlement of ex-CPMFs personnel. Board is working on dignified resettlement and efforts are made to explore various avenues for employment of ex-CPMFs personnel.

## DESIGNINING AND DEVELOPMENT OF WARB WEBSITE:-

We are likely to develop a website of WARB so that Retired and NOKs of deceased personnel can excess and submit their grievances easily and speedily.

## SETTING UP OF NATIONAL LEVEL VOCATIONAL TRG. CENTRES:-

Training for preparing both ex-CPMFs personnel and their NOKs for their resettlement in civil life is one of the major functions entrusted to welfare and rehabilitation Board. Therefore we are likely to set up National level vocational Trg Centres for rehabilitation of disabled CPF personnel so that they can earn their livelihood with dignity and respect.

## Allotment of Mother Dairy SAFAL Outlets

This office has liaised with Mother Dairy authorities for allotment of booths and SAFAL outlets to Ex-CPF personnel and NOKs of deceased personnel. At present Mother Dairy has accepted the proposal of WARB for allotment of SAFAL outlets. They have allotted several outlets to eligible CPF personnel and they are also participating in Kalyan Mela for giving first hand information to the CPF personnel about the benefits of their outlets. Mother dairy authorities are ready to allot some more SAFAL outlets to CPF personnel.

## Re-employment in Tourism Police

A proposal has been sent to MHA to approach the Tourism Ministry for

providing employment to Ex-CPFs personnel in Tourism Police.

## Re-employment in Tiger Protection Force

A proposal has been sent to MHA to approach the Forest Ministry for providing employment to Ex-CPFs personnel in Tiger Protection Force.

## Allotment of TATA Teleservices (PCOs)

For welfare and rehabilitation of the ex-CPF

As security and Intelligence section though growing very fast needed a training establishment to provide a career to the Force personnel. This company may help to curve the exploitation of CPFs personnel who choose private Security as their second career.

## Yoga Shivir

As directed by MHA, a Yoga Shivir will be organized by personnel, WARB office approached TATA Teleservices to extend their co-operation for the force personnel by allotting STD, ISD and PCO booths on very nominal price and higher commission on business. TATA Teleservices Limited Delhi has agreed for allotment TATA Smart PCO to the retired/ disabled/widows/NOKs of ex-CPFs personnel who are residents of Delhi/NCR.




Resettlement of Retired/ retiring CPFs personnel through Orion School of Security and Intelligence Management (OSSIM)

WARB under the guidance of Param Pujya Yog Guru Swamy Ramdev to reduce the stress of CPFs personnel. The shivir is proposed to be organized at BSF Camp Chhawla, New Delhi. In the month of October in which 4000 personnel will participate.

## AIDS CONFERENCE

To sensitize civil society about the AIDS epidemic, state police, Home Health & prison department of all states as well as CPMF representatives based in the states have been asked to nominate nodal officers to participate in Regional conference on AIDS. The WARB office in association with UNAIDS & MHA is playing an important role in organizing these workshops. In order to sensitize these Nodal Officers and to make the State Police to accelerate the AIDS control initiatives, 4 one- day conference at regional level and one at National level will be conducted. The Member Secretary (WARB) has been designated as Nodal Officer for the same.

## RE-EMPLOYMENT AS DEPOT MANAGER IN DTC

The Delhi Transport Corporation (DTC) is going to increase their number of bus depots to accommodate about 4000 new buses. The corporation is planning to fill up 25% post/vacancies of depot manager from ex-servicemen on contract basis. The fresh recruits will be paid the scale equal to the other depot managers. DTC opined that “people from the forces are known to be good managers”. Ex-CPMF personnel are having versatile experience in the field of HR, inventory, security, economy and public relation apart from highest order of discipline & loyalty. Accordingly the matter has been taken up with MHA to approach DTC authorities to consider the suitable/eligible ex-CPFs personnel for the post of Depot Manager as a noble gesture for the welfare of peacekeepers of the nation.

# FIRST TECHNICAL OFFICERS CONFERENCE AT CWS-II

The first Technical Officers Conference (AlAs & AATOs) was organized under the arrangements of Central Weapon Store -II CRPF Pune on July 25 & 26, 2008. The conference was inaugurated on 25/07/08 by Shri D.C. Dey, IGP (Prov. & Comn.) Dte. Genl., New Delhi by lighting the lamp. Shri E. Radhakrishna, IPS, IGP W/S who was the distinguished guest emphasized the need to improve the technical knowledge and competency of the technical officers and to prepare a road map for at least 50 years, ahead so that a Police Ordnance Corps to cater for the need of all CPOs on the line of Army Ordnance Corps can be thought of and CRPF should take initiative in this regard. He also lauded the role of CWS-II in organizing this first Technical Officers Conference. Shri M. S. Balakesavan, Addl. DIGP CWS-II welcomed all the participants and submitted synopsis of the conference. CRPF officers Shri K. S. Bhandari, Addl. DIGP (Ordinance), Dte. Genl., CRPF New Delhi, Shri A.M.Muhammad, Addl DIGP, CWS-1, CRPF Rampur, Officers from AWSs representatives of CQA (A) Pune and various Ordinance Factories also took active participation and expressed their views on technical matters. Shri R.P Singh, DIGP, Allahabad Range also Made presentation on Modernization of CWS/AWS and Management of Technical Institutions of C.R.P.F.

During this conference important administrative and technical points were discussed at length in which Modernization of CWS/AWS Training of Technical Staff impairing Technical competence of our technical Officers took front line.

On 26 July 2008 the delegates were taken to CQA(A) Khadki Pune for a visit in which they got the apriority to fee the museum of old vintage ammunition & bombs of various countries. A Demonstration on newly Developed offensive and defensive Grenades was also shown to the Participants. The delegates also visited the Ammunition Factory Khadki and after a brief presentation and interaction, they were shown the manufacturing and packing process of 5.56 mm Cartg. The Participants including IGP (Prov) showed keen interest in various manufacturing stages of 5.56 mm Cartg.

After deliberations of about 27 agenda points (16 points from adm side and 11 points from technical side) a valedictory function was arranged at 1815 hrs on 26.07.2008 in which the following officers made an overview of the proceedings of the entire conference.

Shri R.P Singh, DIGP CRPF Allahabad,

Shri M.S. Balakesavan Addl. DIGP CWS-II,

Shri A.K. Choudhary DC CWS-1.

It was generally mentioned that the first ever conference of technical officers (AlAs/AATOs) was well received by all and everybody got a chance to project their views and discuss it and to find its solution. Due to shortage of time, a few delegates who had come prepared for presenting papers on various subjects could not do so.

The IGP (Prov), who chaired the conference considered all the points in a very positive manner. In his valedictory address, he emphasized the need for such conference, which will go a long way in solving various critical issues, brushing up the professional knowledge of our technical officers etc. He finally congratulated Shri M.S. Balakesavan Addl. DIGP CWS-II and his team officers for taking the initiative and lead in organizing this first technical conference and conducting it very successfully.

Shri Rajat Jain DC of CWS-II CRPF expressed vote of thanks to the Chair and to the delegates/ participants of the conference.

# New Special Action Force (SAF) Units are being Raised to Especially Deal with the Maoist Problem

*Director general Central Reserve Police force, V.K.Joshi speaks to FORCE magazine - Excerpts*



**• Now that the CRPF has been designated as the primary anti-insurgency force by the government what are the challenges ahead?**

As the primary anti-insurgency force, CRPF is deployed all across the country on various conflict grids i.e. J&K, North East and the states affected by Maoist violence. All the conflict grids have different security perspectives, necessitating theatre specific response. Thus a high level of dynamism and adaptability has been the hallmark of success on the diverse conflict grids. Secondly, the local response and the capacity building at the level of state police has been a strong variable for synergetic results. Given these factors, we have been innovatively improving upon our tactics and strengthening the force with technological multipliers so as to deliver effectively under any circumstance - be it mobility, scanning of the area or the objects, communications, fire power accuracy and precision. Various terror modules need to be given a beating in their own game.

What steps have been taken and what will be taken in the near future to re-orient the force according to the new role?

We have already brought out the arenas where we have to be more innovative than our adversaries. Precisely, we have the vision of a well-trained, well-equipped, highly motivated and well looked after force. We are living day by day converting our vision into reality.

• **Has there been a review in the training with the view that the CRPF will be required to combat both. Militancy in Jammu & Kashmir as well as Maoist violence in Central India?**

The training to deal with militancy in Jammu and Kashmir and North East, as well as Maoist violence in central India is part of syllabus of basic training and all in service of CRPF. Specialised training is also given to the selected personnel in this regard in Counter Insurgency and Anti Terrorist(CIAT) School, Silchar in which main focus is on anti-naxal operations and jungle warfare. Moreover, when any unit is deployed in militancy and Maoist-affected areas compulsory preinduction training of four weeks(which is area specific) is being imparted to face the challenges effectively in that area. Four weeks of rotational training is also being imparted to Coys at a regular interval at the place of deployment for better performance, which helps the force personnel to fight militancy in J&K and North East as well as Maoist violence in Central India.

• **Clearly, the CRPF would require new and operation-oriented weapon system, both for jungle as well as mountain warfare.What are your modernisatioon plans? What has been procured and what is in the pipeline?**

Under the modernisation plan of training. Some computers, interactive small Arms training simulators(ISATS) and infantry weapon effective simulator system (IWESS) have been procured, and procurement of a few more are in active process. As the Central Reserve police force is assigned responsibilities of handling internal security duties which include multifarious duties in diverse geographic arena, modernisation needs of the organisation are periodically reviewed. This is a continuous process and the force is moving in tandem with new technologies available and present & futuristic requirement of the same.

• **What is the status of the new raisings?**

The recruits of 10 newly raised Battalion are presently undergoing basic training at different locations. All the battalions are being passed out between middle of July to end of July 2008. Two new special Action force(SAF) units are being raised to especially deal with the maoist problem. Special training to personnel of these battalions is being given under Greyhounds Hyderabad who have specialised course in counter Maoist operations.

• **How would you describe CRPF's achievements in Kashmir as well as Maoist-affected areas? Which is the bigger challenge?**

We have merged well in the local security grid of the states where we are deployed and delivering effective results through synergetic integration. The level of violence has been drastically curtailed in the state of J&K. In the states effected by Maoist violence. Promising results have started flowing in. Jharkhnad, Orissa, Bihar have had many success stories. In Chhattisgarh too, the effectiveness of the force has increased tremendously. Statistical propagation is seldom reflective of the intrinsic reality. CRPF, though inducted in the area only for the last 4-5 years, has understood the intricacies of the conflict grid very well and produced effective operational response. It won't be appropriate to qualify the conflict grid in superlative terms, as compared to the other.

• **What steps are being taken to ensure the morale and the motivation level of the troops?**

We are not only doing capacity building and enhancing quality of work life, leadership and motivational drives are being nurtured to sustain cohesive teams. Various welfare schemes are in place to take care of 'back home' family situations. Rehabilitation plans are in place to assure strong survival in case of any eventuality.

• **One of the biggest limitations has been the administrative facilities for the troops in different theatres. What steps are being taken to ensure that the men are comfortable as far as possible?**

Yes, you have rightly pointed out one of the ailing points of the force. As per the scheme of things, state authorities, where CRPF is deployed, have to provide for the required infrastructure and logistics. At times, it is not possible to create such facilities in difficult and remote terrains; at times states find themselves handicapped to generate the same. We are constantly impressing upon the state authorities to accord due priority to this. Ministry

of home affairs has also been allocating funds for this purpose to the states. We are also contemplating on creating our own bases in such areas certain trades-off situations still exist, and we are constantly striving to evolve better formats to provide basic facilities to our men at the place of deployment.

• **There has been disappointment with the pay commission. Recently officers from the force also met with the Cabinet Secretary. What happened at the meeting? Are you hopeful that the grievances of the cadre officers and men would be alleviated by the government? What are you telling your men?**

After due deliberations, we have kept our demands and anomalies which have neither been taken up nor addressed by the commission in its report. We have got assurance from the home ministry that interests of all officers and men will be looked into. We are hopeful that government would consider our demands. We are conveying same to our personnel.

• **What are your priorities for the force and what is your roadmap to fulfill those priorities?**

We have the following priorities:

- Constant capacity building through training and better equipping.
- Innovation in operational tactics.
- Gearing up the force to have its own viable intelligence set up.
- Evolve more and more as a people friendly force with a humane approach to serve the citizens well.

# Govt plans crack Anti- Naxal force

THE INDIAN EXPRESS

NEW DELHI, JULY 29

Taking cognizance of the growing Maoist violence in the country, now spread over 13 states, the Government has decided to establish a specialised commando unit to fight the Naxal menace.

COBRA (Commando Battalion for Resolute Action) will be a 10,000-men strong force, with 10 battalions, and take on the people's Liberation Guerrilla Army, the military wing of the a CPI(Maoists).

Sources in the Ministry of Home Affairs stated up COBRA has been finalised and will be sent to the Uhion Cabinet for final approval. The creation of this new force is also being viewed as an admission by the Government of the fact that central paramilitary forces and state police have proved ineffective in dealing with the worsening extremist problem.

Once the proposal is approved by the Cabinet, the commando force is expected to be raised within six months and be ready for deployment within a year. The personnel will be vigorously trained in counter-insurgency and jungle-warfare tactics for six months and will report to the CRPF.

The force will be on the lines of Andhra pradesh's Greyhounds, the elite anti-Naxalite unit that has been lauded for its successes against extremists in the state. Greyhounds are also currently spearheading anti-Naxalite operations in Chhattisgarh, Orissa and Andhra Pradesh. Interestingly, K Durga Prasad, who was posted as the Additional Director General of Police (Greyhounds) with the Andhra police, recently joined the CRPF as the Inspector General of Police " The battalions will be placed under the direct command of K Durga Prasad. He has been brought on deputation to the Central Government so that he is able to lead anti-Naxalite operations in various states," sources said.

The 10 battalions of COBRA will be in addition to the central paramilitary forces and police personnel deployed in Naxal-affected states like Chhattisgarh, Andhra Pradesh, Jharkhand, Orissa and Bihar.

The demand for creating a separate anti-Naxalite force, which specialises in counter-insurgency and jungle war-fare, has been made by several Naxal-affected states over the past few years. However, the proposal took a final shape only after Prime Minister Manmohan Singh called it the biggest internal threat to the nation's security. The security apparatus has been particularly worried after the two Maoist attacks in Malkangiri district of Orissa.

According to MHA statistics, Naxal violence claimed 678 lives in 2006 as against 677 casualties in 2005. Chhattisgarh alone accounted for 47.38 percent of the total incidents in 2005 and 57.22 percent of the total casualties

during 2006.

Apart from Chhattisgarh, Jharkhand and Orissa have shown an increasing trend of Naxalite attacks. Though no official statistics are available for 2007 and 2008, casualty figures were approximately 650 in 2007 and about 420 till July 20 this year.

The measures taken so far by Central government to tackle Maoist extremism include deployment of 33 battalions of Central paramilitary forces; sanction of 29 India Reserve Battalions and modernisation of state police forces. An assistance of over Rs 1,680 crore has also been provided to the Naxal-affected states under a special package by the Central Government.

## 67 BN CRPF ADOPTS GOVT GIRLS HIGHER SECONDARY SCHOOL

A routine approach never yied expected result unless a complete synergy with people is attained. In North East, the cultural diversity has been exploited by the anti- national and anti-integrative force. These anti- national forces, through sustained propaganda have succeeded in widening the gap between people and the force. The force also some times maintain hostile position in bringing the situation under control. In an endeavour to develop cordial relation with the general public and create an atmosphere of harmony and bridge gap between local population and CRPF, 67 Bn CRPF organized various programmes like Friendship Football Tourrament, Blood Donation Camp and adopted a Govt Girls Higher Secondary School, Jail Road , Shillong. The school being the oldest & biggest girls school in the city was aptly chosen for adoption. In the first phase, it was decided to donate two computers with accessories to equip the computer laboratory of the school to give children access to modern means of communication and education as in today's world of modern technology, computer education is a must to keep pace with the outside world. It has also been decided to provide our expertise from time to time to train the staff of the school.

The computers were presented to the Principal of the school Smt. D. Laloo during the closing ceremony of the Friendship Football Tournament on 19th March' 2008. The Computers were presented by Shri Sayeedullah Nogrum, MLA in presence of Dr. Mahboob Alam , IGP North Eastern Sector, CRPF. Expressing gratitude on behalf of the children of Govt. Girls Higher Secondary School, Smt. D.Laloo said that school was in dire need of

computer lab so that the girls can learn the fundamentals of computer and compete with outside world and challenges of the future. On the request of the Principal, the Commandant Shri Sunil Thorpe assured of all possible assistance in organizing various activities in the school. On this occasion, the school children from various schools presented colorful folk dances and pipe & brass band of Meghalaya police played melodious tunes which were lauded by the guest's and the audience. The local population was of high praise for the noble gesture of CRPF in conducting the Friendship Football Tournament, donating blood and presenting computers to the school and requested CRPF to organize more and more of such programmes.

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## ENVIRONMENT FRIENDLY GESTURE OF 164 BN CRPF

Kokerang, Botanical garden is famous for its beautiful location and natural spring across the garden and there is huge influx of tourists. 164 Bn. is located in close proximity of the garden.

On the occasion of World Environment Day 5 June to promote awareness about the importance of clean & green environment 164 Bn. CRPF launched cleanliness drive in the famous Kokernag Botanical Garden.

Cleanliness drive was launched under guidance of Commandant 164 Bn. CRPF in cooperation with JKTDC & floriculture department officials and was highly appreciated by locals & tourists visiting the garden. School children present in large number in the garden were also educated about the importance of clean & green environment around. They took keen interest in the drive. The spring in the garden was thoroughly cleaned by the troopers of 164 Bn. CRPF and it was also decided to keep the famous garden polythene free.

164 Bn since its deployment is Kokernag has been taking up such people and environment friendly activities to develop a better relationship with locals along with aggressive domination in the AOR.

## PRIME MINISTER'S SILVER CUP ESSAY COMPETITION

The Sardar Vallabhbhai Patel National Police Academy will hold an All India Annual Essay Competition for the award of the Prime Minister's Silver Cup.

The Prime Minister's Silver Cup shall be awarded for the best essay. The topic for the essay for the year 2008 shall be:

**" Tackling Terror- A Formidable Challenge for Police in India."**

The competition shall be held annually and shall be open to all serving police officers/men of India including those serving in Central Police Organizations in India and abroad provided that an officer who has won the first prize for two successive years shall be debarred from taking part in the Competition for a period of three years at a stretch following the year in which the first prize was annexed by him for the second time.

The Committee of the Competition shall consist of the following members to be invited by the Director of S.V.P. National Police Academy:

a. An eminent jurist.

b. An eminent educationist.

c. An eminent journalist/public man.

d. One serving Inspector General of Police.

e. A nominee of the Prime Minister's Office.

f. The Director, SVP National Police Academy, Hyderabad(Convener).

Any question as to the eligibility of any Computer shall be determined by the Committee of the Competition.

a. Essays must be submitted in ENGLISH.

b. Essays must be the original work of the Competitor.

c. Essays must not be more than 3500 words in length, must be type written(with double spacing)on only one side of the paper with 1.5 inches margin space on the left hand side and 7 copies must be submitted for the competition.

d. The pages must be serially numbered and securely stapled or clipped together.

e. Where a reference is made to any published work, the title and the page number must be quoted in a foot-note.

**Essays must be submitted by registered post or recorded delivery.** A letter should accompany every essay. This letter must contain details about the competitor's name, rank and the official address of the Force to which he belongs and an endorsement about his age with reference to his service record.

The Committee reserves the rights to disqualify any entry, which fails to conform to these rules. If any default comes to the notice of the committee after a prize has been awarded, the committee also reserves the right to take such action against the defaulter as may deem fit.

The essays will be submitted to the Director General of police/Head of

Central police Organization concerned. After due screening at the State/Central police Organization level, the Director General of Police/Head of the Central Police Organization will forward not more than three essays to the Convener of the Committee of the Competition for final selection of the best essay.

The decision of the Committee shall be final. Any essay submitted for the competition and adjudged of sufficient merit and the prize-winning essay may be published by the Director of the Sardar Vallabhbhai Patel National Police Academy and the copy right for such published essays shall vest in the Director. The essays not accepted will not be returned to the competitors.

Besides the silver Cup, which will be returned to the S.V.P. National police Academy, the Officer adjudged to have written the best essay will be given a prize money of Rs. 10,000/- and a replica of the Silver Cup. The essays considered next in order of merit will be awarded Rs. 6,000/- and Rs. 4,000/- respectively, along with medals and certificates of distinction. The Cup and the First prize will be awarded on the occasion of the Annual passing Out parade at the Academy.

The essays shall be addressed by the Director General of police/ Head of Central police Organizations to the Director, SVP National police Academy,

Hyderabad-500052 so as to reach him on or before October 15, 2008.

## CRPF SHOOTING COMPETITION

**KUMARGHAT:** Inter Battalion OPS shooting Competition for the year 2008 of tripura/Mizoram Sector was conducted at Nalkata firing Range under the aegies of 11 Bn, CRPF. A total no of 10 Battalions participated in the Competition.

6 Bn, CRPF quartered at Kumarghat was adjudged as winner of the coveted Competition with an astronomically huge margin. Sh. Jaidev kesri, 2 l/C (Comdt-AOL) led the shooting team of 6 Bn. Constable Dipu Manu Haloi was

declared best shooter in 5.56 mm Rifle category whereas Sh. Devender Singh, Asstt. Comdt was adjudged as best Shooter in 9 mm pistol category. The trophy was given at a glittering ceremony presided over by Sh. Gyanendra Singh Commandant. The shooter however lamented lack of infrastructural facilities for shooting in the State of Tripura. Jawans of 6 Bn, CRPF later organized a rousing welcome marked with garland ceremony and sweets distribution for the triumphant team at Kumarghat. Sh. Jaidev Kesri, 2 l/C (Comdt-AOL) in his address eulogized shooters for their remarkable feat and encouraged them for new challenges in in future too.

In another incident Sumonjoy Reang(28) S/O Chaitanya Reang resident of Malidhar Choudhary para P/S Manikpur surrendered without Arms before 06 Bn CRPF. Some incriminating documents and Bangladeshi Currency was seized from the surrendered militant.

## *Operational Achievments*

In the month of July in 18 encounters and 140 operations CRPF has neutralized 19 militants and apprehended 119 including suspects. A total of 43 Arms, 853 ammunitions, 23 grenades/bombs, 28 detonators have been recovered. Further in these operations 11 brave Jawans lost their lives and 426 personnel got injured.

# FFPU - CRPF Women in Liberia

Community Policing






SRSG Visit



# FFPU - CRPF Women in Liberia

US President's Visit to Liberia


Welcome to
Liberia
For Cellcom You are Always №1




MINISTRY
OF
FOREIGN AFFAIRS





Participant Officers of First Technical Officers Conference



CRPF Personnel frisking yatris at Amarnath Shrine

CRPF Jawans on Patroling Duty


CENTRAL RESERVE POLICE
CRPF
Anniversary Special




PEACE KEEPERS OF THE NATION
Versatile & Valiant

# CRPF

## Anniversary Special

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**Designed by ONLINE PRINTERS 9899507719**

Printed at Viba Press Pvt. Ltd.
C-66, Okhla Industrial Area, Phase-ll,
New Delhi-110020
Phone : 011-41611300

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GLIMPSES 2008

## बल का ध्येय

के.रि.पु. बल का लक्ष्य है राष्ट्र की एकता, अखण्डता एवं संविधान की मर्यादा को अक्षुण्ण रखना। देश की आंतरिक सुरक्षा सुनिश्चित रखने तथा कानून व्यवस्था को बनाए रखने के लिए शासन को कौशलतापूर्ण एवं प्रभावी सहायता प्रदान करना इसका उद्देश्य है ताकि सामाजिक सद्भाव तथा राष्ट्र के विकास को गति मिले। राष्ट्रीय आपदाओं से निपटने के लिए और आंतरिक सुरक्षा के कुशल प्रबंधन की श्रेष्ठता के लिए बल के सदस्य सदा प्रयत्नशील रहेंगे।

हमारा संकल्प है कि हम यह लक्ष्य नागरिकों की स्वतंत्रता और मानवीय गरिमा का सम्मान करते हुए पूर्ण करेंगे। राष्ट्र की सेवा एवं भक्ति हमारे जीवन के सर्वोच्च मूल्य होंगे।



सत्यमेव जयते

राष्ट्रपति
भारत गणतंत्र
PRESIDENT
REPUBLIC OF INDIA

# MESSAGE

I am happy to learn that the Central Reserve Police Force (CRPF) is celebrating its 69th anniversary on November 7,2008.

The CRPF has demonstrated its prowess and professionalism in

performing its duties in combating militancy, extremism and insurgency, besides maintaining law and order and preserving the unity and integrity of the country. I am sure that the Force will continue to work with dedication and commitment in the service of the Nation.

On this occasion, I extend my greetings and good wishes to all ranks of the Central Reserve Police Force and their families and wish the anniversary celebrations all success.

Pratibha Patil

(Pratibha Devisingh Patil)

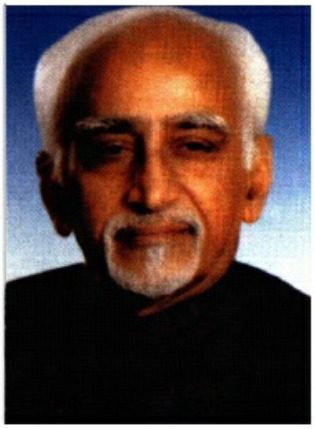
New Delhi

September 22, 2008

सत्यमेव जयते

उप–राष्ट्रपति, भारत

VICE-PRESIDENT OF INDIA



# MESSAGE

I am happy to know that the Central Reserve Police Force is celebrating its 69th Raising Day during November 4-8,2008. I extend my greetings and good wishes to all ranks of CRPF and their families.

The Central Reserve Police Force has emerged as a dependable arm of our larger national security system engaged in the important responsibility of combating insurgency, extremism, and terrorism in many parts of the country. The personnel of the CRPF have been discharging their responsibilities most diligently to thwart any danger to the nation's safety and security. I am confident that in the years ahead, the CRPF would further grow in professionalism, sophistication and confidence to better serve the nation.

On this memorable occasion, I wish all ranks of the Central Reserve Police Force all success in their endeavours.

(M. Hamid Ansari)

New Delhi

16th October, 2008



सत्यमेव जयते

प्रधानमंत्री,
भारत
PRIME MINISTER
OF INDIA

# MESSAGE

I am glad to know that the 69th Anniversary of the Central Reserve Police is being celebrated during 4th to 8th November, 2008.

The personnel and officers of the CRPF have set high standards in carrying out their responsibilities. Their courage and dedication to duty are amply reflected in the many operations they have undertaken against terrorism. The role that they played in maintaining internal security in several parts of the country is praiseworthy. The supreme sacrifices of the CRPF personnel while performing their duties testify to their commitment to serve the nation till their last breath.

I greet all personnel and officers of the CRPF and convey to them my good wishes for their future success.

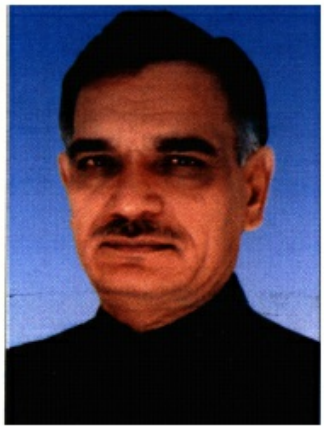
(Manmohan Singh)

New Delhi

October 31, 2008

सत्यमेव जयते

शिवराज पाटील
SHIVRAJ V. PATIL
गृह मंत्री, भारत
HOME MINISTER, INDIA



# MESSAGE

I am happy to learn that the Central Reserve Police Force is celebrating its 69th Anniversary on 7th November, 2008.

Since inception, CRPF has emerged as a formidable and dependable force in the country, particularly in its role against terrorism and insurgency. This force has given an impeccable account of itself in fighting subversive elements in maintenance of internal security of our country under most difficult situations.

The Force has shown its mettle on a number of occasions - be it on 21st October, 1959 while checking the Chinese advances or in 1965 attack of Pakistan-Army in Rann of Kutch. In the recent years, the Force gave a bold account of itself in foiling terrorist attack on Parliament in 2001 and on Ayodhya Shrine in 2005.

The “Rapid Action Force”, a specialized wing of CRPF has done exceedingly well in controlling communal riots and rendering assistance at the time of natural calamities. Two Mahila Battalions of CRPF have also played a vital role in maintaining public order in our country, as well as on UN Mission to Liberia.

On this joyous occasion, I send my warm greetings and felicitations to all officers and ranks of CRPF and their families.

(Shivraj V. Patil)

New Delhi

17 September 2008



सत्यमेव जयते

K.M. CHANDRASEKHAR

मंत्रिमंडल सचिव
नई दिल्ली
CABINET SECRETARY
NEW DELHI

# MESSAGE

It gives me immense pleasure in extending my very warm greetings and good wishes to all ranks of "Central Reserve Police Force" and their families on the occasion of its 69th Anniversary.

The CRPF is fully committed to its multi-dimensional role. It has remained deployed throughout the length and breadth of the country. Today, it is tackling insurgency, terrorism, and helping the States in maintaining law and order. In the years ahead, I am sure that the Force would grow further and continue to be an important instrument for giving protection to the citizens, and help maintain peace and tranquility in different parts of the country.

Please accept my good wishes for the success of the members of the Force in their future endeavours.

(K..M. Chandrasekhar)

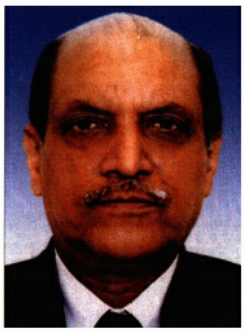
New Delhi

22 September, 2008

सत्यमेव जयते

**Madhukar Gupta**

गृह सचिव,
HOME SECRETARY
भारत सरकार
GOVERNMENT OF INDIA



# MESSAGE

I am very happy to learn that Central Reserve Police Force will be celebrating its 69th Anniversary on 7th November, 2008.

2. As the largest Central Para Military Force of India, CRPF is deployed all over the country to deal with the daunting challenges posed by terrorists, insurgents and extremists in different parts of the country, and has played a vitally important role in the maintenance of internal security and public order. The Force has earned praise for the valour of its men and for the professionalism and dedication that they have displayed in dealing with various situations, very frequently in the most difficult circumstances. A large number of brave soldiers of the Force have laid down their lives to protect the lives of the common and to enable them to live in peace and freedom for fear. The units of CRPF deployed outside the country have also earned a good name for the Force, which is a matter of gratification.

3. On the occasion of the 69th Anniversary of the Force, I compliment all ranks of the Force and their families, and hope that the Force will continue to grow from strength to strength and add more feathers in its cap. I wish them all success in their endeavours.

(Madhukar Gupta)

North Block, New Delhi

6 October, 2008



सत्यमेव जयते

**P.C. HALDAR**
DIRECTOR

आसूचना ब्यूरो
(गृह मंत्रालय)
भारत सरकार
INTELLIGENCE BUREAU
(MINISTRY OF HOME AFFAIRS)
GOVERNMENT OF INDIA

# MESSAGE

It gives me immense pleasure to extend very warm greetings to all ranks of the Central Reserve Police Force and their families on the occasion of its 69th Anniversary.

The CRPF has a glorious history of its multi-dimensional services to the nation. The CRPF personnel work tirelessly throughout the length and breadth of the country for tackling insurgency, terrorism and helping the States in maintaining law and order. In the years ahead, I am sure that the Force would grow further and continue giving protection to the citizens as an instrument to help maintain peace and tranquillity in different parts of the country.

I wish all the officers and personnel of the CRPF success in all its future endeavours.

(**P. C. HALDAR**)

New Delhi

27 September, 2008

# From The Director General's Desk



The Central Reserve Police Force has completed its 69 years of dedicated service to the Nation. It is indeed an honour and privilege to be a part of this great patriotic Force which has always been at the forefront of our Nation's fight against terrorism and insurgency.

With a strength of 201 battalions, the CRPF is the largest of all the Para-Military Forces and it is playing a pivotal role in upholding the unity and integrity of the country. Having an unparalleled record of dedication and service, it occupies a unique place in the hearts of our countrymen. Today, it is the main Force shouldering the responsibility of the maintenance of Internal Security in the country and it is also now the designated Force for handling country insurgency operations. We now have bulk of our Force deployed in Jammu & Kashmir and also in the North East tackling the issues of terrorism, militancy and insurgency. The brunt of responsibility of countering the Maoist violence in different States is also now primarily with CRPF.

The achievements of our Force are far too many to enumerate. It is a versatile Force with immense capabilities and it has been tackling diverse problems and issues facing our country with aplomb. Its deployments in adverse and hostile conditions notwithstanding, the Force has always succeeded in achieving synergetic results. Grit, determination and valour have always been the hallmarks of our Force. Today, I bow my head in reverence to the supreme sacrifice of the jawans made in the field. It is our bounden duty to ensure that their selfless sacrifices do not go in vain.

It is our endeavour to continuously upgrade our skills and competency levels to adapt to the ever changing security environment in the country.

Special attention is being paid to training our men in tactics and field craft and also in handling of explosives. We have since acquired the expertise to conduct raids on the fully fortified hideouts and bunkers of insurgent groups and inflict pin-pointed losses on them with least collateral damage. Induction of latest technology in all our areas of work is now very high on our priorities. With our SELO package of computerization being upgraded, we shall also be moving in the direction of e-governance in the CRPF rapidly.

For us, CRPF is by itself a way of life. We share very strong bonds in the Force and we are a close-knit family where each individual is prepared to stand by his colleague in times of crisis and need. We recognize the immense contribution of the members of family in the overall success of the Force. While the Jawan is busy deployed in remote corners of the country risking his life in fighting militants and insurgents, he receives unstinting moral and mental support of his family.

Welfare of our personnel has been receiving our highest attention but we still have much more to achieve in improving their living and working conditions. It is unfortunate that in spite of best efforts, the present satisfaction level in the housing of our personnel is only 12.6% but we aim to achieve the target of 25% satisfaction level within the next 5 years. Besides now Welfare and Rehabilitation Board is all set for rehabilitation of retired and serving jawans.

Our Mahila Coy, now deployed as the first Female Formed Police Unit in UN Mission in Liberia from January 2007, has been doing exceedingly well, winning international accolades. I compliment the entire contingent for this and they have aptly established that our women are amongst the most professional police personnel in the world. We can proudly say that women of this contingent are providing security cover to President of Liberia also. In January we are sending one male and one female contingent for Liberia.

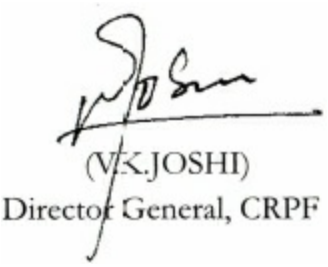
The performance of CRPF sportsperson continues to remain outstanding and we are now focusing all the efforts on nurturing our sports talent with Commonwealth Games 2010 in view This year, our Judo player, Tombi Devi, earned a well deserved recognition for her outstanding contribution to the sports when she was awarded the coveted ‘Arjuna Award’. I congratulate her and wish her luck.

We are well aware that the years to come will be full of testing times for

our Force. But I have no doubt that we, working together in the glorious traditions of our Force and upholding our motto "Service & Loyalty", shall successfully overcome all such challenges and serve our Motherland to the best of our capabilities.

On the joyous occasion of our 69th Anniversary, I convey my warm greetings to all the CRPF personnel and the members of their families and wish them the very best.

JAI HIND



(V.K.JOSHI)
Director General, CRPF

# POLICE AND MEDIA-AN ADVERSARIAL RELATIONSHIP

**Sankar Sen, IPS (Retd.) Former DG, NHRC**

Police investigation into the Aarushi murder case at Noida continues to be extensively covered by the media. There are many comments and criticisms of the ongoing investigation by the police and the CBI. It is not known when the truth will be unraveled and guilty persons brought to book. Meanwhile, the media continue to extensively cover the case with their own theories and conjectures.

Initial police investigation was shoddy and exposed not only professional incompetence of the police, but also ineptitude of the senior police officers to properly interact with the media. Some of the comments and remarks of the senior police officers before the media were unwarranted and should never have been made. This brings up the wider issue of police-media relationship, which in India remains somewhat confrontational. A content analysis of Indian papers and journals as well as TV channels over a period of time will

go to show that the media both print and electronic, make sometimes justifiably negative and pejorative references to the work and conduct of the police and depict them as insensitive and lawless. The police, on the other hand, accuse the media of sensationalism and exaggeration. Another police charge is that many of the media representatives are not only unsympathetic but betray lack of understanding and objectivity while reporting law and order problems. Many police chiefs can recount stories of media's interference with ongoing investigations and of insensitivity to the legitimate, privacy, interests of victims.



The relationship between the police and the media in a democratic society need not always be smooth. But despite friction and " constructive tension", to use the words of a well-known journalist, there should be between them a large measure of understanding and a healthy appreciation of each other's role. On a more fundamental level, the police officers have to bear in mind that a free and open media fulfil an essential role in a democracy. They are the bulwarks of a free society. It has been aptly said by a perceptive writer that though Athenian democracy could rely on words of mouth to create public awareness, a large modern state depends for this on its press, and so freedom, and quality of press have become sure indicators of the freedom and quality of the state. Nor has the situation changes with advent of television and radio.

Article 19 of the Indian Constitution guarantees freedom of speech and expression and the freedom of press comes under the freedom of expression.

The first amendment of the US Constitution has laid down that “the Congress shall not make laws abridging the freedom of press”, In USA some important First Amendment Law developed as a result of cases involving police and media. The most famous case is New York Times Vs. Sullivan (1964), which constitutionalized the law of libel. The case held that the First Amendment protects media criticism of local police activity, shielding media organizations and personnel from defamation action brought by public officials so long as the defendant media organization “ did not engage in a reckless disregard of the truth” when it published the story.

It is a fact that at times it is difficult for the police to come forward with full details of the occurrence because the matter is subjudice or in the interest of the full investigation of the case. Police investigation and subsequent judicial proceedings will be prejudiced if the press is told too much. Nevertheless, there is an undeniable tendency on the part of the police to withhold instead of sharing information with the press on the pretext of secrecy. In many police organizations there is an unthinking “close mouth and no comments policy”. Police manuals in many states encourage this culture of secrecy and expressly forbid police officers from making statements before the media. The National Police Commission after carefully examining the issue recommended that every Superintendent of Police should be permitted to deal directly with the press. The police station officer should also be permitted to give details of the number of crimes registered, arrests made, cases convicted etc. The Commission was of the view that “the exercise of discretion should be in favour of giving as much information as can be given”. The Delhi Police Commission also in its report recommended that in respect of important happenings in which the police figure, relevant facts should be immediately given to the press in the form of handouts so that the press is in possession of all the materials before publishing them.


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The police case often suffers because of its “non-availability to the press”. It was also in favour of a “ code of honor” between the police and press about what particular information should be published so that “the progress of investigation in any case is not jeopardized”.

Unfortunately there is also reluctance of the part of the senior police officers to frankly admit lapses and omissions on the part of their subordinates. Often they try to defend the indefensible and fail to carry conviction. Well known jurist Lord Devlin has aptly said “it is the general habit of the police not to admit the slightest departure from correctness”. It is desirable that whenever serious omissions on the part of the police is reported, the senior police officials should take an enlightened preemptive view and brief the press about it instead of trying shove things under the carpet in a short sighted manner. This prods the press to expose, and sometime exaggerate, lapses of the police by gathering information from unreliable sources.

In USA, by and large, the print media is not unsympathetic towards the police. In a study of press coverage of the police in America, Benzamin Stalzer found that the press was, if anything, sympathetic towards the police. However, sensational cases of police abuse and scandal are covered extensively by the media, evoking police criticism that the media do not seek to understand the problems and constraints of the police. Study of police cynicism by Niederhoffer, an American police author, shows that about 70 percent of all police officers felt that the media in general believe in giving an unfavourable slant to news concerning the police and prominently play up

“police misdeeds rather than virtues”.

Enlightened police officers should grasp the fact that the media in general is a potential ally and not a rival and the more open accountable the police are, the more likely they are to be supported and their problem and work appreciated. But it is not good enough, says the Royal Commission(1960) in its Report, for police to understand the requirements of the media, it is equally important for the media to understand the difficulties of the police

Noida episode also highlights the critical need for the police to organize proper media-relations training for the law enforcement officers. Police officers should also know how to handle the media spotlight when a tragedy strikes and also legal aspects and repercussions of disseminating information. Some of the American police forces are now regularly organizing media relation and communication courses for the police officers.

The media also can be of great service to the police by disseminating information on departmental rules and practices and giving publicity regarding wanted persons and criminals. An assessment of crime prevention publicity done by the Research Unit of Home Office, London, shows that offender-oriented publicity campaigns through news media in United Kingdom on vandalism, driving after drinking, etc. intended to increase the fear of detection among the people by informing them of changes in law enforcement practices achieved noteworthy success. It has also helped to justify introduction of initially unpopular new measures through highlighting the social and personal costs of irresponsible behaviour.

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# WINNING THE MUSLIM MIND

**Julio Ribeiro, IPS (Retd.) Former DG CRPF**

There is no dearth of experts in our country! Experts on the subject of terrorism include some who have actually experienced the phenomenon while employed in anti-terrorist operations and academics who have studied the subject. Then, there are the politicians who cry out for the blood of their opponents!

Most experts advocate better intelligence, more policemen on the beat, more commitment from the men in uniform and better anticipation of possible terrorist strikes. The politicians demand more stringent laws and a more visible enforcement of such laws.

While it is true that there is always scope for fine-tuning the laws to make it difficult for known terrorists to operate freely and there is also scope for

deploying more men on the streets by drastically curtailing all unauthorized or outdated duties like ‘VIP’ security, personal orderlies of officers and manning of telephones in Ministers bungalows, the real change should be in the attitude and mind-set of the police and other security forces.




A massive exercise needs to be undertaken to make the police more professional by insulating it from political interference particularly in the investigation of crime and transfers and appointments. The next required step would be to coax the rank and file to become more people-friendly. A good, enlightened leadership should be able to convince the men that no police force in the world can succeed unless it takes the people along.

Intelligence is the vital ingredient in any anti-terrorist operation. The best and most vital intelligence can be gathered only by beat officers and policemen. They are positioned to gain the confidence of the residents of the locality through constant interaction in an atmosphere of mutual respect. Policemen who are respected by the residents will find it easier to come by information of suspicious strangers or suspicious movements in the locality than the specialized intelligence agencies who have to rely on paid informers or sources. Specialized agencies equipped with electronic and other devices should concentrate on more sophisticated intelligence gathering.

Terrorism cannot be exterminated by mere security operations even of the

most sophisticated variety. This has been proved in Ireland where the nationalist form of terrorism continued for 100 years and more, despite professional counter terrorist operations by highly trained security personnel. Since the nationalist form of terrorism feeds on sentiment and emotions the places vacated by those who are captured or eliminated are invariably filled by new recruits. This is what happened in Punjab till the Sikh Jat farmers stopped supporting their misguided co-religionists and stopped all logistical and moral support to them. When the peasants started sharing information about the miscreants with the authorities that signaled the end of terrorism in the Punjab.




A similar strategy should be worked out when dealing with what are known as " Islamic' terrorists. Their activities are not

Islamic just as the activities of the Khalistani terrorists had nothing to do with the basic tenets of Sikhism. Al Qaeda and other believers of Islam who

have turned to terrorism do not confine their strikes to geographical frontiers. The IRA operated in Northern Ireland, the Khalistani Commando Force in the Punjab. They may have made some forays outside their area of operation but that was more for temporary effect. It was not a common occurrence because of logistical and other connected problems. The concept of ‘ Umma’ in Islam, means that fanatics operating in one part of the muslim world are willing and able to operate in other parts also because of the easy with which they find ‘brothers’ and can set up sleeper cells in unfamiliar Muslim localities.

The problem is not insurmountable. Take Muslims in a City like Mumbai. They are now themselves apprehensive of the possible backlash that terrorist strikes by their co-religionists can generate. It should be possible to coax them to join the States efforts to ferret out the evil doers. I am personally involved in movement to bring Hindus, Muslims and other communities together to maintain peace in the City of Mumbai. We call it the “Mohalla Committee Movement”. We believe that people who kill and get killed belong to the tribe of ‘have nots’, but are instigated by political opportunists or religious fanatics. Our Movement addresses the have nots, particularly their women and the youth, to convince them of the futility of succumbing to insidious propaganda. Our volunteers work closely with the police.

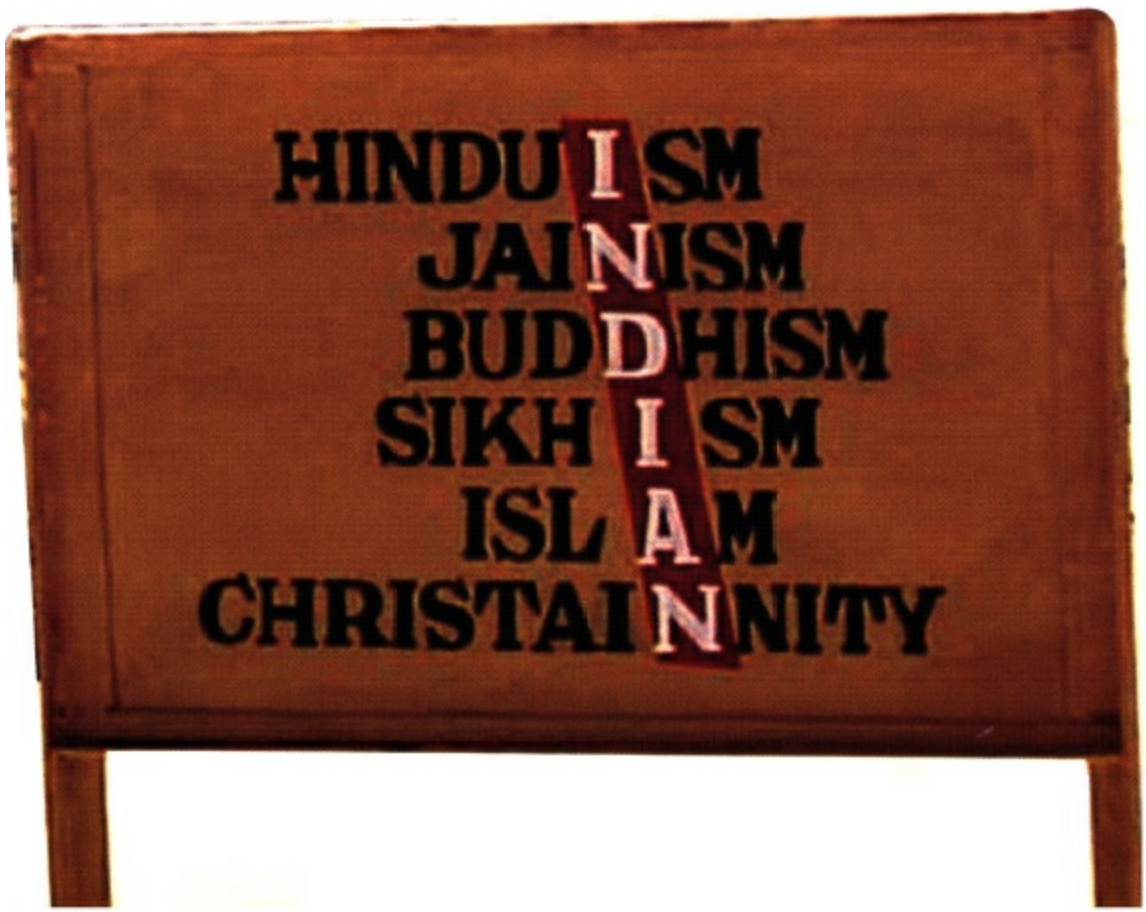
A few days ago I had a meeting with some Muslim religious and other leaders at the residence of my friend, Dr. R.K Anand. I was amazed by the moderate views expressed by these gentlemen despite the fact that the perpetrators of the 1992-93 massacres of Muslims and particularly the instigators of the mini-pogrom had not been punished as the law required. In fact these gentlemen suggested that I should lead a movement of ‘Muslims against terrorism’ which would be the only real answer to the hot heads and the fanatics. There is no doubt in my mind that unless the community itself decides that enough is enough and that they will not allow terrorist elements to flourish in their midst there is no way by which the Indian State can stop further strikes.

After the Black Thunder-II operation to flush out the terrorists from the Golden Temple in Amritsar in May 1988 more than a dozen Sarpanchas of villages in Gurdaspur came in a group to meet me at the Amritsar Circuit House. They pointed out to me that though the ‘Maryada’ of continuous recitation of the Guru Granth Sahib had been disturbed by the Black Thunder

operation and the Akali leadership had given a call to the Sikhs to come in droves to protest, hardly a handful responded. This showed, they said, that the Sikhs did not like what the terrorists were doing inside the temple and that they would not support them any more. They suggested a less aggressive policing strategy rather than the ‘surround and search’ and other tough measures which the police had adopted to meet the exigencies of a difficult situation.

I found considerable merit in their observations and their argument. Believing as I did that winning over the hearts and minds of the target group was perhaps more important than the imperative of eliminating the terrorists, I had visited numerous villages in the affected districts talking to the people to convince them that terrorists who kill innocent persons could not be called Sikhs by any stretch of imagination or religious belief.

The one and only real solution to terrorism of the nationalistic or pseudo religious variety is to win over to the side of the authorities the community to which the terrorists belong. This is possible if the target group is treated with the same respect as other citizens, and justice is dispensed evenly as and when the law is violated.


HINDUISM
JAINISM
BUDDHISM
SIKHISM
ISLAM
CHRISTAINNITY
INDIA

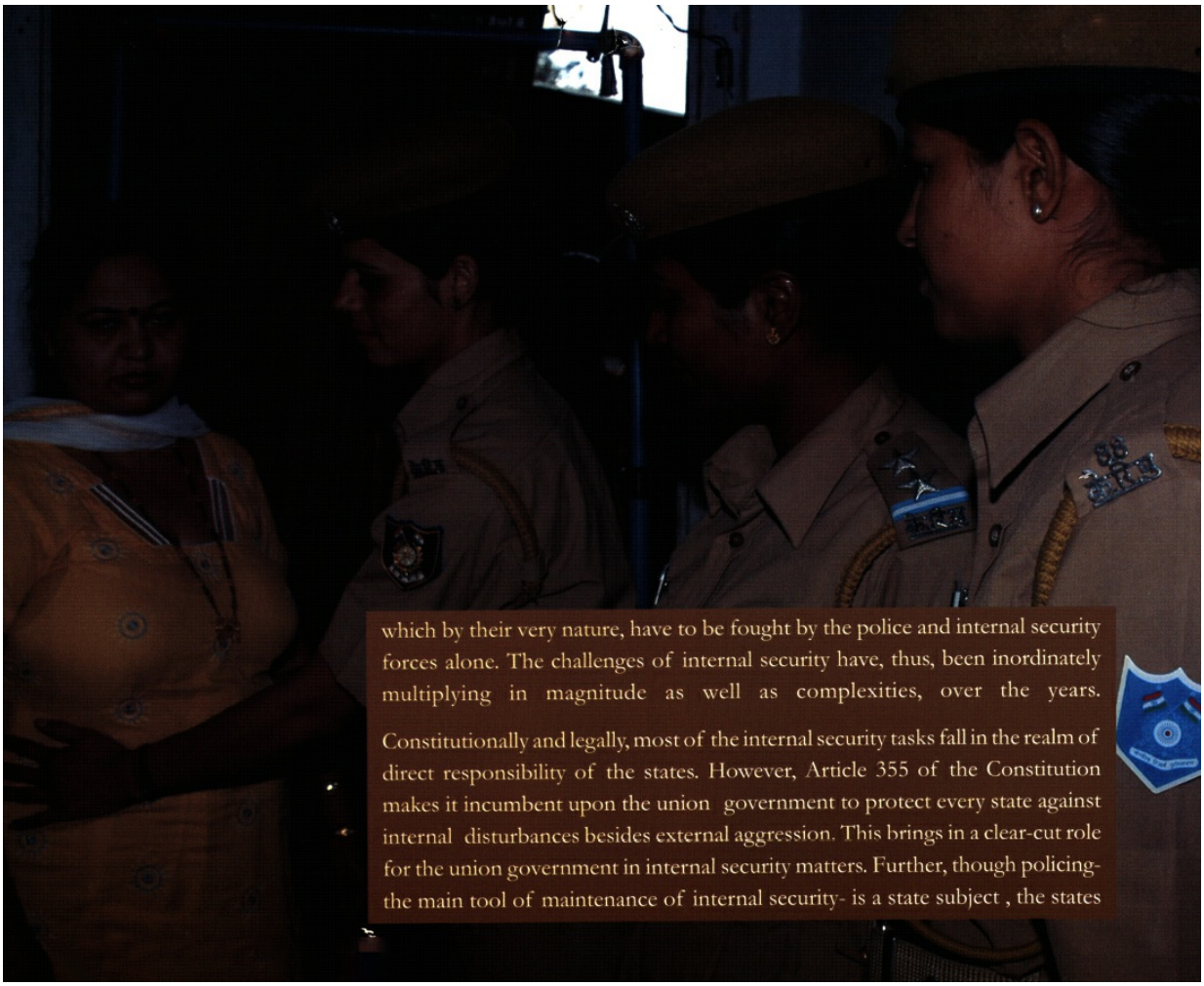

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# STRATEGIES TO PROMOTE COHESION IN INTERNAL SECURITY APPARATUS OF THE COUNTRY

Kamal Kumar, Director, SVP National Police Academy, Hyderabad

Since Independence, the internal security scenario in the country has been getting more and more complex, what with ever-rising democratic and socio-economic aspiration of the people, growing intolerance for socio-economic disparities, rise in the level of Human Rights consciousness at all. Growing trends of resort to violence to achieve social and political objectives has only exacerbated the situation. The complexities of internal security tasks have, of late, been further compounded with the growing trend of 'proxy wars',




much too often find their own police forces inadequate to effectively meet the developing situations. The demand for more and more strengths of central police forces (CPFs) is, therefore, the order of the day. To supplement the role of the states, the union government has created several of its own organizations, some like the CRPF to merely aid and assist the state governments and their police organizations in times of need, and some to directly undertake certain specific internal security tasks like border security (BSF, ITBP and SSB), vital establishments' security (CISF), etc. Thus, the internal security apparatus of the country – comprising, as it does, of a large number of disparate agencies of the central as well as the state governments- is found to be rather loosely structured which could almost give an impression of being disjointed to the uninitiated.

For effective execution of their own respective roles, the various central organisations have to work in close concert with the state police forces. This is the case not only with forces like the CRPF whose primary job, as such, is

to supplement, aid and assist the state police, but also organizations having a seemingly-independent charter, such as, BSF, ITBP, SSB,

CISF, RPF etc. Thus, personnel with diverse backgrounds, ethos and training come together-most of the times in crisis situations-and are expected to fight the crisis together as members of a unitary group. Lack of prior and proper understanding about each other's role, ethos, constraints, strengths and weaknesses causes serious impediments to their working together as an undivided team, so very essential in most such situations. What actually is needed for effective handling of internal security tasks is a well-knot, cohesive internal security apparatus in which its various wings ( state police as well as CPFs), howsoever disparate in character, would work in total unison, in the pursuit of their common overall objective.

This is the case not only with forces like the CRPF whose primary job, as such, is to supplement, aid and assist the state police, but also organizations having a seemingly-independent charter, such as, BSF, ITBP,SSB,CISF,RPF etc.

Not that while assigning the subject of police to the states, our Constitution-makers had not realized the need for a cohesive internal security apparatus for the country as a whole. The creation of the Indian Police Service (IPS) as an All-Indian Service – to be shared between the states and the centre- was their response to the imperative need for cohesion between the state and the central police organizations. It was envisaged that the IPS – with its officers manning leadership positions at the cutting – edge as well as policy and direction levels, in all the internal security organizations of the states and the centre – will provide the necessary common thread to bind the internal security apparatus of the country as a whole.

Indeed, the IPS has more than proved its usefulness in bringing about the much-needed cohesion in the otherwise – disparate internal security apparatus of the country, all these years. The police organizations of the states and the union have, in most of the critical situations, jointly been able to meet the challenge and deliver the goods.

In the recent decades, however, the cohesiveness of the apparatus has often come to suffer strains, particularly on account of swindling numbers of

IPS officers in Central Police Organizations. The matter, though not too grave as yet, has potential for serious repercussions in future. Certain inevitable developments in the years after independence have largely been responsible for this. These include cretion of a number of new organizations to take care of specialized tasks, such as BSF,ITBP,SSB,CISF,BCAS,etc . In addition, there has also been an enormous growth in the size of the earlier-existing organizations, such as the CRPF, to meet the ever-growing magnitude and complexities of internal security tasks in the country.

The cadre-structure of the IPS in various States, indeed, provides for a certain strength ( 40% of the number of 'senior duty posts' in each cadre) earmarked as 'Central Deputation Reserve' (CDR). As originally envisaged, this reserve was to take care of manning most of the senior duty posts in the CPOs. However, because of the inordinate growth of the strengths and sizes of the earlier-existing CPOs, and the creation of a large number of new CPOs, the strength provided for in the 'CDR' in the cadre-strengths of IPS in various States, can not now cope with the numbers of IPS Officers required to man all the senior duty posts in the various CPOs. There has also been a growing trend of reluctance of IPS officers from the state cadres to opt for central deputation. Meanwhile, to meet the emergent requirement of staffing, most of the CPOs started inducting direct recruits of their own, at Group-A level. And, these officers, upon promotion to senior scale and above, have started manning most of the senior duty posts in their respective CPOs. A situation has now come when practically all the posts at the Commandant/Deputy Commandant levels in many CPFs are filled up with officers of their own respective cadres. By and large, 50-60% of the posts at the DIG level, and 25-30% at the IG level, are also manned by officers of CPFs' own cadres, and not by IPS officers.

This often causes serious problems of coordination in situations where the different CPFs have to work in conjunction with state police forces, or even in unison with each other. The problem basically emanates from the differences in perspectives and outlook of officers drawn from different stocks. Psychologically too, the officers suffer from a feeling of lack of familial unity. The common bond that the

Indian Police Service provides between even officers drawn from state cadres geographically located far away from each other, is found woefully lacking, when it comes to senior officers of CPFs.

The integration of CPF officers into the main string of the internal security apparatus of the country is, thus, a crying need of the hour. This is easily possible if various CPF cadres are also integrated with the overall cadre of the Indian Police Service. The National Police Commission had also felt concerned about the matter and had recommended creation of IPS Cadres for CPOs/CPFs. Their recommendations need to be urgently implemented, with due modifications as might be needed, to create the much-needed familial bond in the higher echelons of the IS apparatus in the country. The proposition, in effect would involve identifying all the posts involving senior levels of responsibility ( say, Commandants and above ) in the organizations concerned ad ‘ senior duty posts’, and making it obligatory that such posts should be held only by IPS Officers – either regular recruits of the IPS or officers promoted into the IPS from the CPFs’ own cadres. A suitable percentage of ‘senior duty posts’ would have to be earmarked for CPF officers’ promotion into the IPS, in the IPS cadre of each CPF, as the ‘Promotion Quota’. Separate IPS Cadres would have to be provided for each of the major CPFs, such as, the BSF, the CRPF, the CISF, ad the RPF. For smaller CPFs like the SSB, the ITBP, etc, perhaps a ‘Joint Cadre’ could be created and could function on the lines of joint state cadres such Assam-Meghalaya or Manipur-Tripura.

The strength of each such IPS cadre and the quotas for induction of directly-appointed gazette officers (DAGOs) of the concerned CPF into it, as well as for deputation of IPS officers from the state cadres, could be fixed in a manner that would, in effect, be in conformity, by and large, with the existing ground situation of the proportionate availability of posts to both. The major advantage of the proposition is that officers holding ‘ senior duty posts’ in any of these CPFs would, then, all be from the IPS – either officers inducted into the IPS from the respective ca

e at present. This is again necessary for promoting the all so necessary bonds between thee state police organizations and the CPFs, for cohesion of the internal security apparatus. To achieve this objective, the problem of increasing reluctance of individual IPS officers to leave their states to join the CPFs will have to be urgently addressed. A time has come when specified periods of tenures of postings in CPOs have perhaps to be made mandatory through prescribing the same as an eligibility criterion for promotion of IPS officers to each higher rank at the levels of DIG and above. Postings in

central organizations do help strengthen an all-India perspective and outlook among officers from state cadres. These are professionally enriching in many other ways too. The state police organizations will also benefit in the process, with more and more officers with wider, national-level experience, returning to the states upon completion of their tenures with CPOs.

The arithmetic of the number and duration of such mandatory tenures for IPS officers from state cadres in the CPOs will, indeed, need to be worked out with reference to the number of posts in different CPOs, earmarked for them.

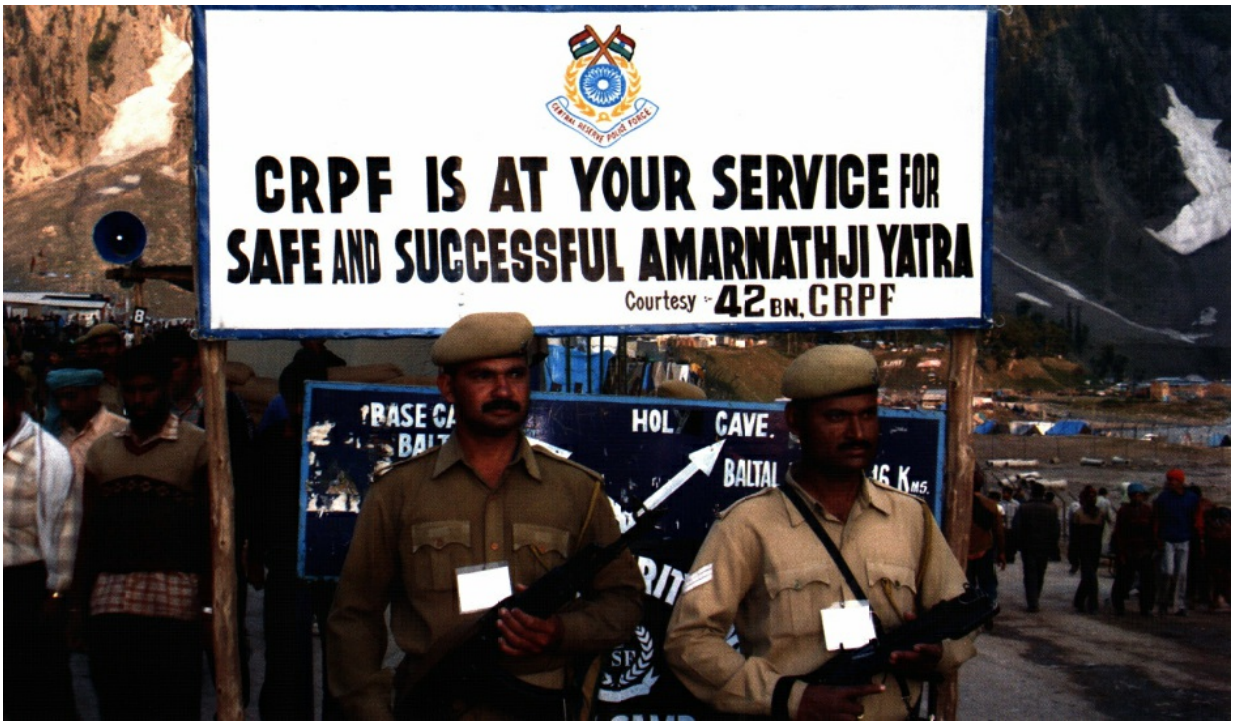
Better cohesion in the internal security apparatus of the country demands not just strengthening of fraternal links between officers of the CPF cadres on the one hand and the State Cadres of IPS on the other, but even inter se bonds between officer-cadres of different CPFs. A useful measure to promote this bond could be the introduction of a common ‘foundational course’ for the directly-appointed gazette officers (DAGOs) of all the CPFs. This programme will bring all of them together, right at the beginning of their career, to be able to appreciate the role, responsibilities and functions of each organization against the backdrop of the common objective of all these organizations. The syllabus of this foundational course could be drawn up on the basis of the common training needs of different organizations. There are common inputs, such as the relevant provisions of the

Constitution and law, political and administrative structure of the country, certain aspects of social sciences as relevant to internal security organizations, et al that are anyway included in the syllabi of officers’ training in each CPF. They could all be culled out for the common foundational course and this programme could, thus, be organized without having to extend the overall training period of DAGPs. The National Police Academy would be the ideal locate for this course for it would provide to the officer-trainees an opportunity also for formal and informal interaction with the IPS probationers as well as senior IPS officers from the states and CPOs visiting the Academy as course participants or an resource persons for a series of in-service training programmes, practically all of which are related to one aspect or another of internal security.

For promoting common bonds between the state police organizations and the CPOs, there is need also for standardizing the operational procedures for all of them. As of now, different organizations have different operational

procedures which affect – sometimes quite seriously-the cohesion in their approach while dealing with a situation or a problem in joint operations. Each organization also tends to view the problem on hand and its different nuances, from its own limited, narrow perspective, causing dent in the cohesiveness of the internal security apparatus, in such operations. The complexities of most of the internal security tasks, today, perhaps demand the creation of an all-India organization – on the lines of the National Police Agency of Japan – responsible for strategically assessing the various developing internal security situations from an all-India perspective and operational angle. This organisation could also be made responsible for standardizing the operational procedure for all the internal security agencies of the union and the state governments, from time to time, besides promoting professional coordination between them through all possible means and at all times.

A time has also come when the nation needs to recognize the importance of ,internal security, by specifically incorporating this subject in the ,Concurrent List', if not the 'Union List', in the Seventh Schedule of the Constitution. 'Police', which constitutes the principal instrument of maintenance of internal security, also needs to be transferred from the 'Stat List' to the 'Concurrent List', so that the Parliament of India could enact common laws on matters of policing, for uniform application across the states, and also issue policy directions to the states, from time to time, which would ensure uniformity of police approach and policing procedures, while the day-to-day policing would continue to remain in the domain of control, supervision and responsibility of the state government. In today's scenario, with crime as well as most of the internal security challenges transcending state boundaries, cohesion between the police organizations of different states is as cohesion between the state police organizations on the one hand and the central police organizations on the other.


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Courtesy :- 42 BN. CRPF
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# COMBATING TERRORISM

*Terrorism anywhere is a threat for humanity*

Kiran Bedi, IPS (Retd.) Former DG, BPR & D

We have, in our heritage, old adages such as:never ride a tiger and never feed milk to a snake. This is because both the tiger and snake do not change their essential nature, whatever you may do for them. Osama bin Laden, an international terrorist and prime suspect in the recent violence in the USA, has proved to exactly so. Decades ago, he was on the side of the Americans for purposes of pushing out the Russians from Afghanistan. He had access to secret service funds and the latest weaponry, alongwith assured drug money to carry out the objectives of the Cold War at that time. Once the objective was achieved, that is the Russians were pushed out of Afghanistan, the same man, alongwith his pupils, became an army of terrorists to be reckoned with. And once the Americans attacked Iraq on behalf of Kuwait- remembered as the Gulf War- along with other factors in Israel, Libya, Palestine and the break-up of the Soviet Union and Yugoslavia, this army of trained militants now had other objectives. They now hated democracies and the show of affluence, and wanted to challenge arrogance. Now there was a common enemy in America and India.

India has continued to suffer and bleed day-to-day for decades now –in Punjab, the north-east and now Jammu & Kashmir. Neither evidence nor Indian claims of cross-border terrorism were considered as such by the international community. Even when Kargil exposed it to the world, India was advised restraint. No country in the world told Pakistan in clear terms to close the training camps inside the country. Also when the major powers had pictures of the training camps, they refused to openly tell Pakistan to stop aiding terrorism. They declared this to be India’s internal matter. Even in the Agra Summit, Pakistani leaders declared the Kashmiri militants to be jehadis, i.e., freedom fighters.

So, can the world now consider the attacks on America also a jehad? Was the hijacking of our aeroplanes, the destruction of the twin towers of the World Trade Centre in New York, and the Defence headquarters in Washington, a jehad? Over 6,000 innocent civilians missing and presumed dead in this criminal acts- is this also jehad?

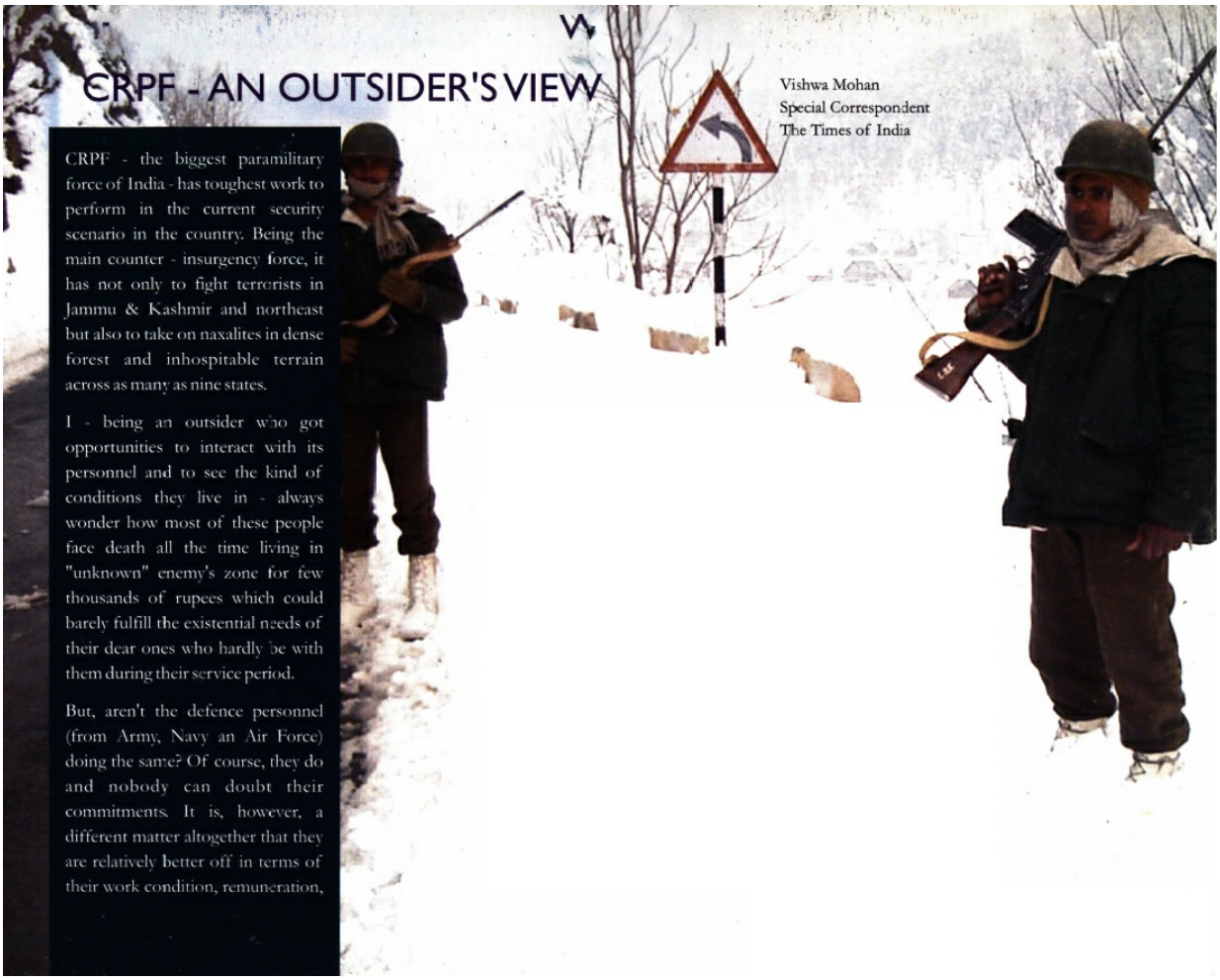

JOIN HANDS
AGAINST
TERRORISM

Nowhere are these acts of terrorism being called as a jehad. No one can dare to do so because America has declared this act to be the first war of the twenty-first century. All terrorists groups are denying and hand in the carnage. They are all afraid of the might of America. This time, America and the world is declaring terrorism to be an act against humanity. It is also considered an assault on human civilization – an attack against all that is sane.

What has happened in America was just waiting to happen. It could have been prevented had it been considered serious when terrorism was on the rise outside America. It had to hit America, perhaps unfortunately in this tragic manner, for the international community to feel the pain and agony of terrorism, which our country and our poor countrymen have been suffering for the last twenty years.

Today the lesion learnt is that terrorism anywhere is a global threat for any place and anyone. Arresting a terrorist means protection of human society and the potential victims. A country with weak laws and weak criminal justice system will invite terrorism, just as a strong-country, with a strong criminal justice system, will be able to withstand, fight back and protect its citizens.

India urgently needs a tough anti-terrorist law, with special courts and a speedy criminal justice system supported by a coordinated and professional intelligence system. We have to prevent an America-like situation from occurring in our country. America is rich, it can withstand it. India may not be able to. Hence, prevention must be the clarion call.




lesser risk (as their enemies are known), leave, post-retirement benefits so on and so forth.

My concern is also for the CRPF men living in very poor conditions in terror and naxal-infested areas amidst the high expectation of their seniors back in headquarters. They literally work round-the-clock with no additional pecuniary benefit. They do not know whether they ever get a kind of posting where they can live with their family members. I sometimes also wonder how the force keeps them motivated for such a long period to do something merely for their existential needs. I am sure it must be a gigantic task of their superiors in headquarters to find answer to this nagging problem.

I wish someone in the government thought over it as priority for the sake of internal security, taking into view the ground realities. If the Union home ministry - which manages their affairs - is serious to take on terrorists and naxalities, it will have to provide the paramilitary personnel better living condition. I guess the increasing incidents of suicide and fragging might have

pushed the decision makers to take some urgent steps before it becomes the most problematic area of the force in the face of growing frustration of all kinds across the ranks and files. Although the CRPF has been taking number of welfare measures for its personnel by activating its group center, I think it needs to pursue it at different level within the government so that more money can be spared for its jawans and officers.



If the government can spend money to create physical infrastructure for economic growth by attracting more investment and more jobs for the people, it can also spend on its paramilitary force which will help the countrymen to accrue the benefits of those economic development in fully secure environment. And if the government doesn't have money, it can well ask taxpayers to spare some amount the way they have been sparing for primary education in the form of giving "education cess'. After all, it's for country's security.

# MANAGING LOW INTENSITY CONFLICTS

*'Human Terrain mapping hold the key'*

**A.P Maheshwari,** ips**, IG (Operations) CRPF**



Not very long back, there was a newspaper report to the effect that tribals in chattisgarh are facing the terror brunt from all the three sides-the naxals, the security forces and the locally sponsored self defence groups. It may not be an absolute truth but the contrary is also not liable to be completely discarded. Nevertheless, it throws open a big question before all of us. The question, which is valid across the globe, hits the basic premise, ‘what are we looking for?’ Is there anything important for our security forces to know while undertaking operations against the target groups?

Best way to visualize what could be wrong in our approach is to step into the shoes of the local habitats. We would then soon realize that it is not only relevant to ascertain ‘who our enemy is’, it is equally crucial to demarcate ‘ who our enemy is not’. This holds good for all those conflict zones on the internal security grid where the local populace lives in the constant fear of a ‘ terror triangle’. Technologically exported global terror, a major cause of concern for all, already keeps the common man bewildered about what may be the next untoward threat lurking in the dark, and waiting to raise its ugly head the next moment. And as if that is not enough, the known ‘ counter terror sleuths’ too, at times, leave behind a chilling impact that cuts across the bones of these masses, notwithstanding the pressures of the self defence groups that they have to live with. Thus one is left really confused in this world of the ‘known unknowns’ and ‘unknown unknowns’.A significant ‘credibility gap’ is thereby constantly perpetuated.

The security forces, as part of their compartmentalized notions, generally develop two types of cognitions towards the public in such conflict zones, either in terms of their being a part of terror support structure or a potent conduit of the information about them. It is beyond these particularities, that we have to understand the concept of ‘Human Terrain Mapping’. Secondly, it is also in sharp contrast to the ‘ physical terrain mapping’ which otherwise forms a part of the ‘learnings’ of the security forces for dominating the area to reverse the lose-win situation.

Mere physical terrain mapping, however, is not sufficient. This aspect, however, assumes prominence due to the sizable number of Armed Forces that are pumped into the conflict zones to counter the violence, as in extreme situations counter-violence becomes the only alternative. The forces which are trained to undertake surgical operations on the detection of the ‘enemy’ often fail to differentiate ‘who the enemy is not’. During the unguided operations, therefore, many more casualties of trust, goodwill and hopes find their way which totally negate the impact of whatever progress we would have made in sanitizing the given area. It is here that we must relearn our lessons when we are not being humane towards the ‘non enemies’. The way one analyses the geographical terrains in the area of operation in terms of safe routes or alternate routes, IED prone areas or sanitized segments, contours or

the local camouflage etc ; similarly one has to conduct the human terrain mapping(HTM). This appears essential for two reasons. One, the enemy is well blended in the general populace and non-segregation may lead to avoidable torture and thereby the alienation of the ‘non enemy’. Two the forces would fail to achieve ‘value-based’ performance which has a propensity to further widen the credibility gaps in the system.




Value based’ performance should not be taken to mean the creation of ‘sources’ for effective operational results. Creation of ‘sources’ in these conflict zones is altogether a different ball game where a person is approached by the forces or agencies with a definite motive and his weaknesses are exploited for a favourable operational outcome. Most such people are spoilt professionals who have the potential to make the crossover, HTM is not concerned with a mere knowledge of such people for operational intelligence. Rather, it takes a pragmatic approach to a cultural intelligence’

about the local people so that the ‘non enemies’ are not confused with the real ‘ememise’ or vice-versa. We must try to know the local people as intimately as a mother knows her child. We would then be able to undertake various psycho-behavioural operations to make a mark and indirectly wipe out the ‘ememy’. Needless to say that none of the sides in this dangerous game of fierce guns and explosives can survive without the public support, be it covert or overt. Optimising the proper use of the support base of the local people, not for operational intelligence, but for meaningful intervention and stabilization holds the key to success in today’s era of proxy war. One may also have to think in terms of ‘politico-security] to usher in the democratic process so that people have an alternate viable option to the ‘terror dictats’. Understanding behavioural dynamics of the local population, given the socio-cultural and the economic constants, is sine-quo-non for peace to return pronto and that too with the desired stability. Like in the body, the holistics of the system too needs to be well understood before the surgeon decides where to cut and how deep, notwithstanding the past and future sustenance of the concerned patient.


RAF

Hence, the HTM concepts necessitate multifaceted socio-cultural interface in the region with the help of experts dealing with various facets of life. It may range from a political worker to the social or human rights activists; psychologists, doctors, lawyers, musicians, playwriters, journalists etc. to the historians. This leads us to the need for an advisory team consisting of the above in the given zone of conflict to guide the captains of the security forces working in that area so that they don't miss the mark. Physical security, in fact, would tend to become redundant if carried out without 'cultural security' where a person loves to sustain himself along with cognitively nurtured ' self-emotions'. War of perceptions is, nonetheless, far more potent than a war of guns in this democratized world of ours where each human being deserves a humane treatment, much less the essential social respect.

It is not difficult for the police chiefs or the commanders of the para military forces to get attuned to the MTM. They are well aware of the importance of the 'Human Mapping' of the soldiers they lead in order to ensure that they be counted amongst effective leaders. A well considered extension of the human terrain approach shall assist them to lead well in the 'physical terrain' they are asked to operate within.

In the social set up where people are not alienated with the local administration and systems of self governance are more or less in place with a participative mode, we have been trying various models of community policing and drawing synergies out of the holistic efforts. In low intensity war zones, till we reach such a point, HTM provides an effective tool. Since 'security' and 'development' in these areas remain part of the vicious circle of abnormality, one being taken as excuse for the other and vice-versa, security forces got to take a lead. The concepts of area dominance have to shift from inorganic physical terrains to organic human profiles.



# A GOLDEN HISTORIC MOMENT- BEIJING OLYMPICS-2008

**T. S. Dhillon, IG, CRPF**



It could be a precious dream of everyone to participate or at least witness the prestigious Olympic Games held every 4 years. It has therefore indeed been a great honour and rarest privilege to be the Coach-cum-Manager of Indian Shooting Team which created a history by winning the first ever individual gold medal for the country during Beijing Olympics-2008, that too, by a shooter (Abhinav Bindra) with whom I have been closely associated ever since beginning. Therefore it inculcates greatest feel of satisfaction and pride to be an instrumental and part of the history so crated by Master

Abhinav Bindra. I dedicate the same to this great organisation- Central Reserve Police Force, which has brought me to this level of excellence. Everything was so great and special to be at Beijing (China), firstly for the Pre-Olympics World Cup, April 2008 and now for the biggest gala sports event of the world- Olympics-2008.

**About the arrangements / infrastructure**

The Olympics has been organized at Beijing, China in an exemplary and befitting manner with visible involvement of one and all, wherein the selected and best sportsmen and women, representing 204 countries from all over the world participated. The modern concept infrastructure for all the events and the main stadium stood par excellence. The Olympic village developed as a mini township with all connected facilities having excellent living and messing (food) arrangements round the clock. The transport arrangements were also excellent with effective traffic management, marking exclusive lanes for Olympic officials/participants. Security was on high alert with meticulous arrangements. The young and teen aged volunteers were seen performing their assigned responsibilities smiling, courteously and firmly/effectively. The opening ceremony was beyond expectation, depicting the past, present and the future, leaving everlasting impact on the audience and the world. It was highly sophisticated, technical and well synchronized.



**Participation & performance of Indian Shooters**

Nine Shooters, spearheaded by last Olympics first ever silver medalist, Col. R.V. S. Rathore representing India participated in the prestigious games in Olympics 2008.

The challenge in shooting commenced on 9th August itself as the big day for India wherein two shooters in Air Rifle 10 Mtrs. women (Olympian, Arjuna and Khel Ratna Awardee Anjali Bhagwat and Avneet Kaur Sidhu) participated but regretfully could not make to the finals having scored 393/400 and 389/400 ranking 29th and 39th respectively. Subsequently on 14th August, in 50 Mtrs 3 Position(W) also, they could not make the mark wherein Anjali scored 570/600 and Avneet 552/600 ranking 42nd out of 43 competitors. Same day reigning Olympic Champion Manavjit Singh and Mansher Singh, having started well in trap events, could not close the day well and next day despite best efforts, missed the finals (top 6) by narrow margin of 3 & 2 points respectively as a shooter with 119/125 last made to the finals whereas our trap shooters had scored 116 & 117 respectively.

11th August turned to be a historic day for India when Master Abhinav Bindra, Khel Ratna Awardee and reigning world champion created a history by winning the first ever individual gold medal in 10 Mtr Air Rifle with a thrilling and highly competitive performance.

Abhinav had made to the final at 4th place out of 8 finalists with a score of 596 out of 600, closely followed by five shooters with a score of 595. The first two shooters were ahead of him with a margin of 2 points i.e. 598 each but the genius came back brilliandy to win the gold medal, piping the last Olympic champion of China as well.

Another greatest hope Arjuna Awardee Gagan Narang had sheer bad luck to miss out the finals in the same events i.e. 10 Mtr Air Rifle despite having scored 595 and losing finals on countdown basis. His one loose shot, 8.9 in the 5th series not only costed him the finals but surely even the medal. Had this loose shot even been in any of the previous series, he would have comfortably been in the finals at 5th place. His scores were 97+100+100+100+98+100= 595 wherein he had 4 perfect series. Luck did not favour him even in the 50 Mtrs Prone Position wherein he scored 589/600. In the 3rd event (50 Mtrs 3 Position) as well, he narrowly missed Finals despite fighting till the last shot scoring perfect series of 100/100 in kneeling position. Anyway he scored his lifetime best (in any international

competitions), 1168/1200 and stood eleventh.

Another great hope, the Khel Ratna Awardee and defending silver medalist Col. R.V.S. Rathore also could not make to the finals in the double trap events. He scored poor 132/150 to be ranked as 15th.

Best sportsman of CWG-2006 with 5 gold medals and Arjuna Awardee Samresh Jung also could not perform well in his pet/qualifying event 10 Mtrs Air Pistol and 50 Mtrs Free Pistol as well scoring 570/600 and 540/600 respectively, finishing miles away. The 9th shooter, Sanjeev Rajput from Indian Navy fought extremely well but for his luck in 50 Mtrs Prone Position, wherein he scored 591/600 missing out finals by narrowly 3 points whereas he had got five shots 9.9 i.e. just missing 10s narrowly by point 01. He also could not make to the final in 10 Mtrs Air Rifle as well.

I deeply feel sorry for Gagan Narang, Manavjit and Mansher Singh having closely missed out to the Finals. May be it was not their day else all three of them were capable of winning individual medals. I also feel regret for Ranjan Sodhi, recently having created world record in double trap event scoring 194(147/150+47/50) for getting Wild Card entry despite best efforts of N.R.A.I.

# TRAINING FOR SUCCESS

S.S. Rawat, Former IG, CRPF

Success is the progressive realization of worthy goals of an organization and same can be easily achieved with the help of constant and need based training. Good and sustained training always ignites hope for success. Central Reserve Police Force has completed more than 69 years of dedicated service in preserving the unity and integrity of the country. CRPF is also known as a competent and most capable Force for maintenance of Internal Security. But if we take judicious stock of successes and failures of CRPF of last few years, it will clearly surface that CRPF needs to pay much more attention to training of officers and men than what is being paid as on date. It also needs to develop many more. Training Institutions to meet present needs including that of Jungle Warfare & CIAT particularly.



You will appreciate that for every success correct and adequate training is a must. There can not be any short cut to this need. The aim of the training is to assist and guide force personnel to develop their knowledge, skills,

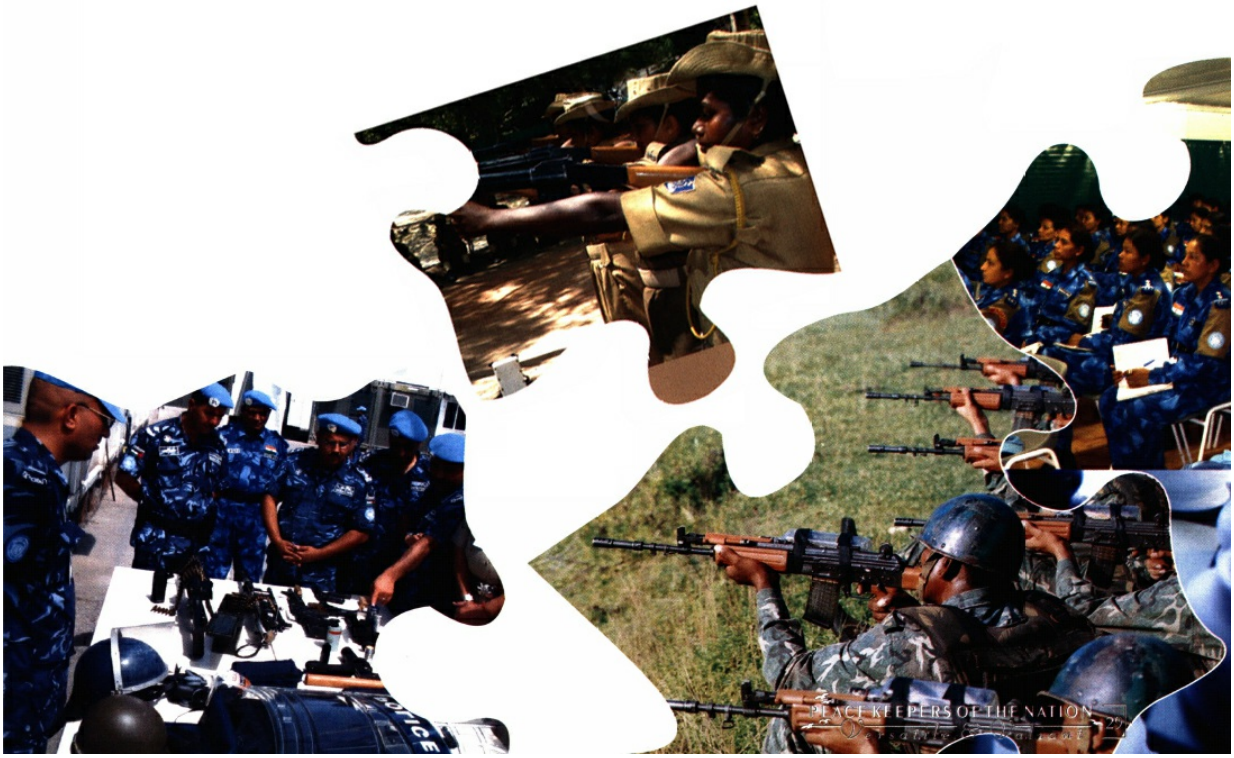
attitude, values and achieve proficiency of highest order to execute given task in a most effective manner. Proficiency leads to correct execution of tasks and proper execution of task in turn leads to success. Training and success are, therefore, co-related and inter-dependant. More training guarantees more operational successes. This Force is widely known for professional efficiency in its dealings. It also works under constant and critical observation of the public, media and other Para Military Forces as well as civil organizations. As such it is essential for Force personnel to remain extremely alert & careful while performing all types of duties. CRPF should never exceed its brief and always work in the bounds of law, rules & regulations. The Force is expected to enhance its operating/professional capabilities to fulfil increasing expectations of public & Govt. as well. I believe this can be better achieved if officers and men are well trained & mushroomed for real time situations and performance. For this constant area based training becomes more important and should be carried out honestly to keep small fighting units fit at all times.

Today CRPF is extensively deployed in J&K, NE Region and Naxal affected States. In J&K, the terrorists duly supported by the foreign sympathizers are active in their nefarious activities and also indulging in attacks on camps of Security Forces taking Force personnel by surprise bedsides extensively using IEDs against Security Forces. Similarly the militant activities in the North East Region continue to exist and sporadic incidents do take place at regular intervals. Serious threat to Internal Security today is emerging in the form of Left Wing extremism in states like Chhattisgarh, Jharkhand, Andhra Pradesh, Bihar and some parts of many other States. Recent unprecedented explosions in various parts of country including capital have further intricated this problem. This menace is required to be tackled with utmost care and planned operations. For this commitment special types of training is very necessary besides extensive use of hi-tech equipment.

It is widely accepted fact that training plays a pivotal role in reforming Force personnel into best soldiers and CRPF has proved its operational excellence and training at number of times including while saving Parliament and repulsing suicidal attack at Ayodhya. Nevertheless more efforts should be made to upgrade quality of training with the help of Hi-Tech equipment, newer methodologies and Training interventions. Holding of regular Training Seminars & practical demonstrations may also adequately help in this regard.

The Force should go for it.

The trainers in Training Institutions should be pro-active and constantly think about newer areas and segments where training can be improved through innovations and qualitative inputs. In the prevailing operational scenario, for success, CRPF needs to develop following attributes with the help of good and sustained training-programmes not only in training Institutions but also at various ops sectors. I personally feel training at work place is far more important than foundation & post-foundation training. Therefore there is a need for paradigm shift in our vision and attitude.




1) Physical fitness, stamina and endurance for sustained operations – lasting for 5 to 6 days.

2) Proficiency in handling personal weapon.

3) Basic operating knowledge of all types of weapon available in Force.

4) Night training.

5) Effective combat shooting skills..

6) Identification of IEDs and capabilities to deal with these.

7) Proficiency in use of area and support weapons.

8) Quick tactical appraisal of situation and abrupt modification of tactics for achieving success with surprise.

9) Immediate action drills to counter surprised attacks of militants/naxals or deal with any unforeseen crisis.

10) Pro-active and offensive tactical activities/measures (Naka, Area domination, Ambushes, Patrolling).

11) Adequate knowledge of prevailing operational conditions in Area of Responsibilities.

12) Thorough knowledge of insurgent/militant and naxal outfits operating in area of responsibilities and their modus-operandi to counter them.

13) Continuous pressure building on targets. This can be achieved by undertaking more and more tactical exercises in area of responsibility. This will build confidence of troops.

14) Optimum use of available technologies for better training and execution of tasks.

15) Promote willingly self respect, dignity and organizational pride for operating.

16) More attention to Rotational, on the job and Pre-induction training.

I am of the opinion that the greatest welfare of men is to train them to protect their own lives and also lives of their associates while executing their

ops responsibilities. This is only possible through continuous, intensive and need based training. It is responsibility of every commander to whole-heartedly devote himself to training of his subordinates for desired results. The role of CRPF demands a very high degree of preparedness at all times and at all levels in order to undertake varieties of tasks on short notice or even without notice. For this, all ranks are also required to be sufficiently trained & prepared to imbibe necessary flexibility and commitment. The Motto of CRPF should be Maximum operational Achievements with Minimum Losses. Good and adequate training can help to achieve this.

At this moment Left Wing extremism is the biggest and toughest challenge for CRPF. Officers & men of CRPF should study various formats of this cancerous problem and invent specialized training to prepare their men to successfully counter this menace without suffering culpable losses.

The force is expanding day by day and so are the problems and commitments. To meet increasing demand force is required to build and upgrade its training capabilities and infrastructure. CRPF needs more CTCs, RTCs, CIAT Schools, Technical training

Schools, Motor driving Schools, Mahila Training Colleges, Dog training centre, Good Health Centres/Gym, Modern Firing Ranges, Field Firing Ranges, more sophisticated training equipment including simulators of all types. Hi-tech equipment for conducting indoor training, auditoriums, digitalized maps and portable sand models, training films, training labs and printing press etc. Force HQ should draw a well thought out perspective plan for next five to ten years for acquiring these capabilities and support system, so that quality of training is upgraded to match to present and future needs of force. Senior managers of training should also undertake following tasks very sincerely to take best advantage of Training in the organization.

1) **Drafting Training Policy**

Training Policy is long term objectives' set by top leaders after analysis of Training needs of the organization.

**2) Drafting Training Directive**

Directives are nothing but ways and means by which you plan to achieve the directives of Training Policy. It is micro in nature as it is drafted every year.

**3) Designing Training Modules With Bench Mark**

The training modules and benchmark should be so designed that these.

i) Identify the participants who have completed the curriculum.

ii) Should also permit us to judge candidates who are really good in the course and can be developed as perspective trainers.

**4) Selecting Training Methologies**

**5) Designing Training Institutions**

**6) Develop & Administer Training Institutions**

**7) Research, Development, Modernization Developing Data Base, Printing Assets & Prepairing Training Films should be continuous activities at all levels**

**8) Faculty Development (TOT)**

Trainmen are also need periodical development and up-gradation of skills.

**9) Training Need Analysis And Performance Audit**

Top leaders should also analyse training needs of the organization, which should be based on the role assigned to the organization. The training needs should cover all aspect, which starts from the type of training to be imparted and requirements for providing training

**10) Organizing Training Conferences, Seminars & Congress**

**11) Popularizing And Propogating Training**

It is also necessary sometimes to show and demonstrate your training capabilities in the public to build public confidence.

## CONCLUSION

Focused and purposeful training is always necessary for operational success. The contents and methods of training should always be reviewed according to area specific needs and amendments made in the training syllabuses/modules. Training should always be meaningful and constructive. For this periodical review, performance audit and feed back is necessary. In an organization training should be considered as an asset and not a burden. If proper and adequate attention is paid to this aspect of management i.e. Training, organization can have adequate pool of trained & skilled human resource. Conversion of knowledge and skills while executing task can be achieved by constructive and constant on-the-job training. This must be remembered by one and all in the organization.



# THE FOLDS OF INSURGENCY

By A.P. Maheshwari, IPS

**REVIEW**

The north-eastern India has been ravaged by conflicts for long. But, in the collective consciousness of the country, it hasn't found much space as, perhaps, the turmoil in Punjab or Kashmir. And, much less so in the realm of English literature.

So, "The Folds of Insurgency' by A.P. Maheshwari takes the reader through a literary terrain less travelled. It is a story of an unlikely couple: Debojit, a police officer whose duty is to tackle and stamp out insurgency in a certain district of Assam; and his wife Charu who supports the rebels vehemently and eventually joins the rebellion. The fallout of this unlikely union is obviously tragic. Ideals and rebellion take precedence over love.

Even as the author weaves a story around the couple, various facets of insurgency unravel. What makes the story authentic is the fact that it is written by a police officer with first-hand experience of Ground Zero.

Maheshwari had served as DIG CRPF in Assam. Yet, he is not biased. Rather, as Prakash Singh, who himself has served in insurgency-ridden states of Assam as DGP, wrote about the author in his foreword: “He is candid in his portrayal of the intrigues, the conspiracies, the short-cut methods which have no sanction under the law....”

The plot is dramatic, the denouement even more so. In addition to the main plot, one finds a serves of short episodes where Maheshwari has actually laid bare the different layers that make up the complexity of insurgency. And, his sensitive pen has delineated the labyrinth of human emotions the conflict of duty and emotions of various stakeholders, the socio-cultural fabric in which insurgency spreads its tentacles, deep and wide.

The language is lucid, the twists and turns in the story rivetting. For general readers, it’s a journey to a less-travelled landscape. But, for policemen, the book has much food for thought, of particular interest, is the Reflections of a Cop insightful and touching.

Maheshwari, an IPS officer of 1984 batch, is not new in wielding the pen. ‘The Folds of Insurgency’ is his seventh book. He had won the Govind Vallabh Pant award for his book ‘Communalism’.

And, in the backdrop of today’s world plagued by terror and insurgency, in the end we instinctively echo the author’s question: “Will the sun ever shine again?”

By

Jay Kumar

Rakhi Chakrovarty

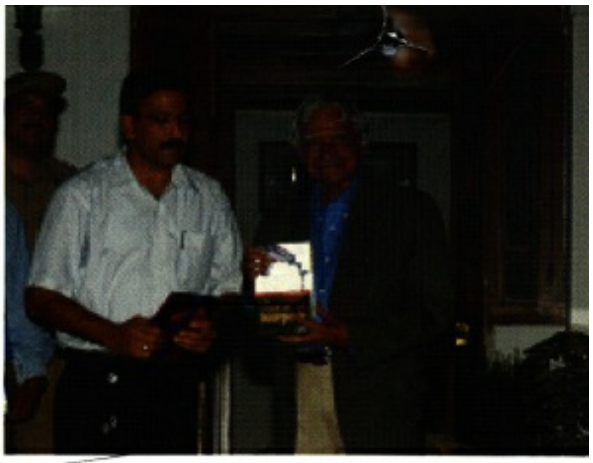
**PUBLISHER SPEAKS**

The book, through an intriguing story format, delves deep into those long ignored issues that have assailed the local inhabitants of Assam. The author has brought to notice the malaise that ails these local inhabitants, the simple souls who assiduously welcomed strangers into their told. The series of distortions emerging from the multi layered impact of history, demography and the cross-cultured confluence, notwithstanding the economic interests, get reflected in the violence that eludes all initiatives to

spread peace and harmony.

The book depicts the lifestyle that is drawn between the pulls and pressures of the sovereign and the subdued. When insurgency fans out of the house, it stands witness to the ploys and manoeuvres of a hordes of players, all in the game with varying levels of stakes and the consequential trade offs.

The book also makes deep inroads into the psyche of the soldiers fighting the insurgency, reflecting upon their fragmented human emotions.



A top cop's take on Northeast insurgency

EXPRESS NEWS SERVICE
NEW DELHI, AUGUST 19

ONLY people's participation and people's

आतंकवाद पर अंकुश लगाने में पुलि
की अहम भूमिका : डॉ. कलाम



Kalam suggests multi-pronged plan to tackle insurgency

Tackling insurgency as an emotional problem, former President Dr APJ Abdul Kalam on Tuesday said a multi-pronged strategy is required to tackle the problem.

Dr Kalam suggested a force-field means to tackle the growing problem of insurgency by giving a call for unity amongst the good people as was being witnessed among the bad people, poverty alleviation and a humane approach on the part of the security forces.

Dr Kalam was speaking on the occasion of the release of a book, The Folds of Insurgency, authored by

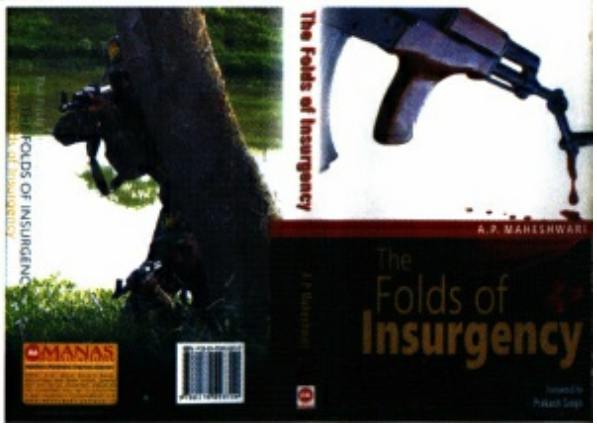
"Maheshwari has been very candid in his portrayal of what happens below the surface in conflict situations - the intrigues, the conspiracies, the short-cut methods which have no sanction under the laws, the special operations which are an euphemism for statistical results achieved by dubious methods.

The book offers an insider's view drawing from real-life experiences. He paints

Find out-of-the-box terror solution: Kalam

New Delhi: Former President A.P.J. Abdul Kalam on Tuesday called

कलाम ने किया पुस्तक का विमोचन



# THE GOOD OL' NEEMUCH

George C Podipara, Former IG CRPF

It was a holiday and a fine day in the early summer of 1966 in the "Anappara Police Camp" in Trichur where I was working as the Adjutant of 3rd Bn Malabar Special Police of the Kerala Police. (I commenced my career in khaki in the MSP Wing of Kerala Police in 1964. I completed the basic training and probation in that elite wing of the armed police famed for its physical toughness and operational efficiency). After attending to the routine work and wireless messages, I thought I would pay a courtesy call to Inspr.

Nanu of 2 Bn MSP who was our chief instructor during basic training. As his office was close by, I walked to his office. He greeted me with a lot of warmth as he was very fond of me and showed me a message he received that day from the 'Chief Office' (Police Head Quarters at Trivandrum). It asked for his willingness to go on deputation to 'CRP' in Neemuch, on promotion as an Asstt. Commandant. He was wondering where Neemuch was located. At my suggestion some one brought a map of India and with the active guidance of an ex-service man we could trace Neemuch on that map. To me Neemuch appeared a far away place tucked among the large land mass of Northern India. I thought it was too interior and far off place for a Keralite to serve even if it were on promotion. I expressed this view with a lot of conviction amply supported by the writer and runner of Nanu who ultimately succumbed to our forceful pleas. Little did I realize at that point of time that I was destined for a prolonged 'tryst' of over thirty years with Neemuch?



**A bit of trivia**

As most of us are aware, Neemuch is situated on the Malwa Plateau in Madhya Pradesh. Malwa Plateau is of volcanic origin and lies in the south of Vinhyas encompassing over nine districts of Madhya Pradesh and three of Rajatshan. Average height of this plateau is five hundred meters. A salubrious weather, adequate rain fall and the fertile black cotton soil with easy access made this plateau an ideal destination for marauding tribes and chieftains to conquer and occupy even during the pre historic days. Famous dynasties, and tribes like the Mauryas, Guptas, Harshas, Parmars Malwa Sultanate were among its occupants all of them leaving vestiges of their rich culture and tradition behind.

Neemuch is the administrative headquarters of a district of the same name of Madhya Pradesh situated on its south–west border with Rajasthan. The town appears to have obtained its name from the acronym NIMACH (North Indian Mounted Artillery & Cavalry Headquarters), a British Cantonment of Gwalior Princely State. From 1822 the combined Rajputana-Malwa Political Agency of the British functioned from there. During the 1857 War of Independence, a Bengal Regiment based at Neemuch mutinied and marched to Delhi.

Its European Officers who took shelter in the Fort situated in the campus were later rescued by friendly forces. From 1895 to 1939 Neemuch remained as the head quarters of the Political Agent of Malwa Region. In 1939 it became the birth place of the Crown Reprentative’s Police (The CRP), the

fore runner of the famed CRPF of today.

**A nostalgic trip**

I was posted to Neemuch Group Centre in 1971. Though a Dy Commandant by then, it was my first posting to an establisment with the traditions of the Force well established. My previous postings were to Batallions from different states which were absorbed into CRPF during 1967 and 1968 who were still holding on to the traditions of the police forces of those states. I did hear a lot about Neemuch and its great traditions which became the culture and label of CRPF. But the picture I formed in my mind was just a fraction of the real life and culture which existed in Neemuch, the place of birth of CRPF; an exclusive style entirely of Neemuch and the Force.

A officer of the group centre received me and family on our arrival at the rail way station. He was also my host for breakfast and lunch. The Commandant, Gp Centre offered us dinner. He used this ocassion to invite all the officers present in the station. So my wife and I got acquainted with almost all the officers and their wives of the station on the very first day of our arrival there. During that week I had to under take several trips to the railway station, once to see off an officer transferred out and later to see off and receive my Commandant on one of his numerous trips to Delhi

Neemuch Station was the biggest campus of the Force those days with numerous establishments functioning from there. DIG of Neemuch Range was the senior most officer of the campus. The Neemuch Group Centre besides catering to the housing needs of four Bns attached to it (but deployed in different parts of the country), also took care of the administrative matters of the whole station. I was the second in command of this set up. The Central Training College One catered to the basic training of directly appointed gazetted officers, and refresher and promotional courses for courses for various ranks. A Signal Gp Centre attended to the equipping requirements of the three Signal Bns of the Force besides working as training college of Signal personnel. The 1$^{st}$ Sig Bn and a normal Duty Bn also functioned from this campus. Consequently Neemuch station could claim a population of over four to five thousand personnel in addition to another three thousand odd family members.

The Gp Centre and Duty Bn were under the administrative control of DIG Neemuch. The CTC 1 was under the charge of DIG (Training) and the Sig

Gp Centre and Sig Bn under DIG (Signals) who were based at Delhi. While the DIsG belonged either to IPS or to Army, the Commandant Gp Centre belonged to UP Police while the remaining COs were retired Colonels, that too from different Arms of the Army. Junior officers posted in Neemuch also had different origins, some like me belonged to states' police, few were released Emergency Commissioned Officers and the rest either direct or local promotees of the Force. CRPF commenced its rapid expansion only from 1967. Most of its officers were hence quite young and were with the Force for three to four years only, and were yet to fully integrate with the Force and its culture. Neemuch camp those days thus resembled 'Tower of Babel' with its officers swearing by different work culture and language. All this made the station an ideal training ground for us officers, to manage the kalidoscopic roles we were called upon to perform in future.

There used to be two get togethers in the Officers' Mess every Wednesday and Saturday which all officers and their families were required to attend. Each unit also had its own functions, their nature and frequency varying as per the whims of the COs. Parties had to be held to honour numerous senior officers and dignitaries who visited the station at short intervals and in the honour of officers posted out from the station. All this kept our social calenders busy.

Anniversary of CRPF used to be held at Neemuch on the 31$^{st}$ of October of every year with a Union Minister as its chief guest. This was the biggest event not only for the CRPF but also for the whole of Neemuch. Nearly a thousand personnel to constitute the ceremonial parade, a few hundred representing various cultural troupe and welfare centres and sports teams of all Ranges etc used to assemble a month earlier. The annual conference of Commandants, DIsG conference, annual sports meet etc were other events held on this ocassion. Passing out parade of direct officers who under went basic training in CTC I those days was another annual event which again involved large scale preparations. CRPF was a much smaller force those days with limited resources and quantity of furniture and accessories held by us totally inadequate to hold such major events. We hence had to approach business men and well off people of the town to meet short falls. Differing opinions and convictions among officers, unaccounted delays and handicaps in arranging numerous items from within a small place like Neemuch and ocassional ego clashes among senior officers, all further added to the tension

and anxiety of those days. All this coupled with the carnival atmosphere prevailed with various bands of the Force playing different drum beats and martial tones through out the day, cultural events, special parties held in the mess and residences of senior officers, exitement in meeting one's old friends etc made above events in Neemuch truly memorable.

My Commandant, Mani Ram Singh, a veteran of UP Police, was a widower and stayed alone in the Officers' Mess. 'Misusing government transport' was a cardinal sin for him and he hence limited his trip to office and back to once a day, thereby saving about five kilo meters for his trips for break fast and lunch! He believed his watch showed correct time always. (In fact it never did). He would be unhappy if the parade was marched off before his arrival in the parade ground or he did not find the officers in their positions on arrival. It was his conviction that it was an offence for any one to leave his office before 7.30 PM. Sitting even beyond could serve the Force better! He thought it essential for officers to spend at least the forenoon of every holiday (including Sundays) in office.

By the time I was posted to Neemuch, the elder of my two sons was just two years old and the younger just about two months. My wife did not have much expeirnce of CRPF having spent over two years of our less than three years of married life at home on child birth and during my stint in Poonch, a non-family station. With my everyday late late arrival from office and with one or the other important event taking place at short intervals and numerous get togethers and parties in the Officers' Mess, life in Neemuch was a kind of an endurance test not only for me and other young officers but also for our wives. Humans adapt to situations and find happiness and contentment even under most trying conditions. So did we in Neemuch. The busy routine became a way of life and mess parties, a source of real fun and entertainment. Even our young kids adapted to our frequent absences on early evenings and postponed their sessions of cryings and fights to late nights when at least their mothers were home and awake. Successful culmination of major functions like Anniversary left a lot of euphoria in their wake, with the COs and Range DIsG generously appreciating the efforts of their juniors, and the job satisfaction derived by junior officers from their sincere efforts. ( Job satisfaction, I feel, is the biggest reward any one can get). Wives of junior officers readily foregave their husbands for not taking them to see the latest movies and not being present while their babies had high fever, and in not

holding their (the babies') bottoms while suffering from dyscentry. These ladies joined their husbands (very happily and without any complaints this time) to celeberate the successful culmination of important functions through another round of parties organised by different establishments of the station.

**The Great Osborne**

Any narration of the life in Neemuch is incomplete unless Mr Osborne finds a mention in that. Born of British parents, he commenced his career in the police as a Sergeant in the Central Province of the Pre-Independent India and joined the Crown Representative's Police (CRP) on its formation in 1939 to become the Comandant of 2nd Bn in 1949. On retirement he stayed back in Neemuch despite the earnest wishes of his family. He lived in a small house close to the "Ochtorlony House" (Officers' Mess) and became a land mark in the history of CRPF in Neemuch. D Gs to Constables were his friends and well wishers and he was the life and soul of all the parties held in the Ochtorlony House.. He was a priveleged invitee to all the important functions not only of CRPF but also of Neemuch town. It was a treat watching his grand arrival driving his ancient Ford car. Getting invited to his widely attended X'mas parties was a matter of prestige to all the officers of the Force and to elite civilians of Neemuch. Every one in the Force who was aquainted with him felt a sense of personal loss when news about his demis reached them in July 1982.

**The S A Khan Factor**

S A Khan is another figure which remains very vivid in memory. A handsome Pathan of well over six feet with a matching physique was a gifted conversationalist with a high sense of humor. One of his numerous responsibilites was to ensure proper conduct of the personnel of the Force inside and out side the station through the Regimental Police. The R P constituted a band of well built selected men from all establishments stationed in Neemuch. Naik Jaswant Singh, a Jat Sikh of Punjab with an almost matching physique and earnestness of Khan, was its commander. Problems multiplied on the Anniversary eve when a large number of personnel arrived from almost all units of the Force. Khan was expected to prevent incidents of indiscipline, and catch culprits if any involved through Jaswant Singh and his enthusiastic bunch of RP Constables.

As I was his immediate superior, Mr. Khan would come to me almost

every day morning on such ocassions, with an exaggerated expression of worry and harassment. Jaswant Singh used to accompany him whenver Khan thought his point needed corraboration by an expert. Instead of being wary, I looked forward to Khan's briefings delivered with witty elaborations. The earnest Jaswant Singh would supplement them with his own convictions and emphacise. Once Jaswant Singh commandeered the staff car of the DIG to train his R P on traffic control on the mistaken under standing of an observation of the DIG; indeed a major crisis we had to handle on priority! Next day the R P posted on the proposed VIP route in the town, refused to untangle a traffic jam caused due to fighting of two bulls, during a rehearsal. His maintained that his duty confined to controlling people and vehicles to ensure smooth passage of traffic, and not to intervene in bull fights! Crisis management on another day pertained to a R P Costable who straight away marched into the drawing room of a senior officer one evening to deliver a message while a party was going on. When rebuked for not ringing the bell out side to await the officer, he emphatically stated that it was improper from his part to summon an officer by pressing the bell!

Khan's wife Dr Noreen Khan, too deserves a serious mention. She served as a M O in the Force and never hesitated in approaching or admonishing any of us irrespective of our ranks, for difficulties encountered by our men and their families. Later when Mr Khan was posted as Commandant to raise 88 Mahila Bn, manned (or womanned?) entirely by women, a unique experiment ever tried any where else in the world, Mrs Khan was posted as its M O. She revelled in that role taking extreme care of young girls undergoing the rigorous police regime and causing constant head aches to Khan and his officers. (Mrs Khan died about two years back after a prolonged ailment which lasted over several years. May her noble soul rest in eternal peace).

Kabirman Subba, a gallantry medal holder and an ace shot of CRPF is another distinguished figure of the early years of CRPF. I always considered the Clerical Staff as another effective but silent wing of the Force. Quite a few of their veterans hailed from Neemuch. M/S Roop Narayan Aggarval, S M (?) Dwivedi, B S Verma, Gajraj and C V Jeriya, well the list is long, are a few others whose images refuse to fade. All of them breathed and swore by CRPF, always available for duty, but never hesitating to correct or even confront their superiors against wrong orders. Havildar Chand Mohammed, Ct Jaswant Sigh, S I (Band) Peter and numerous other men also crowd my

memory with instances selfless services renderd by them.

To the pubic of Neemuch, officers and men of CRPF were their priveleged relatives, always ready to respond to their official and personal requirements. But they also expected us to attend to their family and social functions, and at times to guide their youth and even correct and admonish their wayward youngsters. For them holding Janamashtami celeberations in a befitting manner for the whole town was a sacred duty of CRPf. Any failure in providing vantage places to view anniversary parades and other important functions badly hurt their sentiments. A lot of people will be greeting you and with a lot of warmth whenever you visit Neemuch, even after long years of your transfer from there. To me it was almost akin to the kinship I felt whenver I visited my village in Kottayam while in service.

During my long innings in the Force I happened to serve in some other remote stations Ike Deoli and Barwaha where CRPF remained stationed for long. Though much smaller in number with much shorter tenures the Force ingratiated itself with these places and the people there. While at Barwaha I used to hear the AIR Station announcing “CRP Land” to indicate a part of the Indore City. My enquiries revealed that a CRPF unit remained stationed there in the distant past and that area was still referred to as CRP Land by public. There are a number of locations in the North East where CRPF Bns or Coys were staying for three or more decades. Natives around these campuses have by now adopted a way of life akin to the culture of the Force. I don’t think the close personal rapport CRPF has established with locals of their capuses will be existing in the long held campuses occupied by other Armed Forces elsewhere. I feel campuses of our numerous group centres, training colleges, and RAF Bns are also gradually evolving themselves into replicas of Neemuch Station with the local population accepting CRPF as an integral part of their day today life. Such a happy augury, besides being advantageous tor the Force and citizens of the area, will speed up integration and feeling of oneness among all participants. May the coming generations also chant CRP Mahan Hai whenever the force is deployed in their aid.




# “INSURGENCY IN NORTH EAST - STRATEGIES TO ENHANCE EFFECTIVENESS OF OPERATIONS”

A N Srinivasan, Former IG CRPF

## INTRODUCTION

Insurgency is, indeed, a human problem. It is a political game in defence of one's own conviction which runs counter to the established values and desirable ends of social existence. It may also be termed as a sort of adventurism against social cohesiveness and political stability because it operates secretly, intermittently and brutally. Insurgency is conceived in the womb of confusion and is not a down to earth philosophy. It is rooted in frustration, feeling of deprivation, historical injustice, misguidance of youth power, unhealthy political atmosphere and economic backwardness.




### (I) Nagaland.

The seed of disturbance in the North Eastern region of India was sown in Nagaland on 14th August 1947 when the "Naga National Council" declared independence of Naga people. During the year 1951, Naga National Council, under the president ship of Shri A Z Phizo organized plebiscite and

announced absolute support of Nagas to remain separate from India. During the year 1956, the Naga rebels declared formation of their underground Government called “The Federal Government of Nagaland”. During the period 1978-79 a new Military Wing, namely “ National Socialist Council of Nagaland” was formed. It opened a new chapter of violence in Nagaland. During the year 1988, there was a split in this outfit as NSCN(IM) and NSCN(K). Both these groups exercise effective control and influence on Naga population in the neighboring States also. NSCN (EM) and NSCN(K) are having Ceasefire Agreement with Government of India with effect from 1st August 1997 and 28th April 2001 respectively. Peace talks are also in progress between Government of India and the top leaders of NSCN(IM).

**(ii) Mizoram.**

In Mizoram, during 1959, “ Mizo National

Famine Front” was formed which later emerged as a powerful Organisation with a new name “Mizo National Front”. This organization started propagation for independent and sovereign State of Mizoram. Their Militant wing “Mizo National Army” fanned their activities and paralyzed the administration. Shri Landenga was the leader of their upsurge. However, a ceasefire was agreed on 31 July 1980 between Govt of India and their Group. After prolonged negotiations, “Mizoram Accord” was signed during December 1987. There is no insurgency in Mizoram at present. Govt of Mizoram is encouraging tourism and lot of developmental activities in the State.

**(iii) Tripura.**

In Tripura, though “ Shanti Sena Bahini” a militant outfit was formed during 1967, formation of “ Tribal National Volunteers” (TNV) during 1978 with the help of landenga of “Mizo National Front”, signaled insurgency in Tripura. During the year 1989, some disgruntled elements of “Tribal National volunteers” formed “All Tripura Tribal Force(ATTF)” under the leadership of Shri Lalit Deb Baima and “National Liberation Front of Tripura” (NLFT) under the leadership of Biswamohan Deb Barma. Later NLFT also split into “Tripura Resurrection Army”(TRA) under Shri

Dhananjoy Reang, and NLFT(NB) under Shri Narayanbashi Jamatia. At present insurgency is confined to the interior areas of Tripura only and not in

and around Agartala, the capital of Tripura. While 312 people died due to insurgency during 2003, the comparable death toll between January and June 2007 was only 19. This success was not through big military offensive but by an intelligent strategy combining political and paramilitary measures by the Government of Tripura which has had a strong traditional base among the tribal people of State. The Government had also conducted sustained political mobilization among the tribals as well as well as campaign to preserve unity with the majority Bengali population. Simultaneously, the State Govt had invested in the modernization of its police. All these steps have immensely helped the State Government to control insurgency to a great extent.

**(iv) Manipur:**

Manipur is strife- torn due to ethnic hostility and self styled crusade by certain people of the State for independence. Here too, many factors and issues have mingled to form a complex situation. Initially the insurgency in Manipur remained confined to the hills, inhabited mainly by Nagas. The problem became more complex with the formation of " United National Liberation Front" (UNLF) during the year 1964. UNLF was mainly joined by the Meitie Youths belonging to the plains of Manipur. During the year 1978, " People Liberation Army" (PLA) was formed. This was followed by a spate of violent activities by the rebels all over the valley area. They had also sent their young recruits for arms training in Myanmar(Erstwhile Burma). The number of underground groups in Manipur kept on increasing day by day, and **at present there are approximately 35 insurgent Groups operating in Manipur** though there are only a few major insurgency Groups. "Peoples Liberation Army "(PLA), "United National Liberation Front "(UNLF), " Peoples Revolutionary Party of Kangleipak "(PREPAK), "Kanglei Yaol Kanna Lup" (KYKL), " Kuki National Front(KNF), "Kuki National Army "(KNA) and "Zomi Revolutionary Army "(ZRA) are quite active in Manipur. The alleged rape and killing of Miss Manorama Devi, a non-tribal of Manipur by the personnel of Assam Rifles during July 2004, triggered volatile situation in Manipur in general, and in Imphal the capital of Manipur, in particular. "Apunba Lup", a Co-ordination Committee of 32 Organisations spearheaded the agitation for the withdrawal of " Armed Forces Special Powers Act- 1958" from the whole State of

Manipur. After the Manorama Devi incident and consequent disturbances

in the State, the Prime Minister of India, Union Home Minister, Minister of State(Home) etc paid visits to the State capital, Imphal, interacted with various sections of public and Government officials of Central and State and pacified the affected people. The frequent threats posed by Naga students/Naga militants blocking "Imphal-Kohima-Dimapur" National Highway 39 has forced the Government of Manipur to suddenly re-open the "Imphal-Silchar(Assam)" National Highway 53 which had remained unused for more than a decade. This had resulted in sudden redeployment of CRPF without adequate infrastructure and amenities, pushing CRPF officers and men to face hardship.

**(v) Assam.**

In Assam, it all started with the agitation of "All Assam Student Union" during 1974 against the illegal migrants. A group of student leaders formed a Military Wing subsequently during 1981 and named it "United Liberation Front of Assam" (ULFA). Since then ULFA is very active. The uncontrolled immigration had resulted in widespread distrubances in Boda Tribal dominated area of Assam also. The conventional agitations had rapidly converted into violent militancy movement for a separate " Bodo Land". On 3rd Oct 1986, "National Democratic Front of Bodo Land" was formed. The Government of Assam is continuously making all out efforts to enter into peace talks with the insurgent groups operating in Assam. After a negotiation bid initiated by Govt of India with ULFA had collapsed during the year 2006, the Para Military Forces and the Indian Army staged a successful offensive against ULFA's strong holds in Assam and Arunachal Pradesh. According to official data, almost half of ULFA's cadre were killed or captured or have surrendered. The 709 Bn of ULFA which had claimed responsibility for the kidnapping and killing of Shri P C Ram, an Executive Director of Food Corporation of India remains visible in Central and Lower Assam. In the Upper Assam Districts of Tinsukia, Sivasagar and Dibrugarh, 28 Bn of ULFA continues to pose more credible threat, as it demonstrated by massacring Hindi speaking workers during Jan 2007. Though during the year 2003, India and Bhutan co-operated to break ULFA's back, it was allowed to regroup in Myanmar and Arunachal Pradesh . ULFA is continuing to indulge in frequent bomb blasts exhibiting its presence at important places and on important occasions though two companies of 28 Bn of ULFA declared unilateral truce during june 2008.

## (vi) Meghalaya:

Meghalaya is facing the problem of insurgency as well as ethnic conflict. The Khasis and Garos are dead against non-tribals, Nepalis, Biharis and Marwaris. " Hynniewtrep National Liberation Council" (HNLC) formed during the year 1992 is active in East Khasi Hills, and " Achik National Volunteers Council" (ANVC) is active in some parts of West Khasi Hills. "Garo Liberation Front" (GLF) is active is South/East Garo Hills, and "National Democratic Front of Bodoland" (NDFB) was active in Assam-Meghalaya border. The number of violent incidents remained at the same level in 2006 as in 2005.

## (viii) Arunachal Pradesh:

In Arunachal Pradesh, NSCN (IM), after the ceasefire in Nagaland, intends to expand its area of influence in order to create Greater Nagaland. Similarly NSCN(K) has a dream of creating a Union Territory status area involving Tirap and Changlang Districts of Arunachal Pradesh and Mon,Tuensang and Mokokchung Districts of Nagaland. "Arunachal Dragon Force"(ADF) is another insurgent Group operating in Lohit District of Arunachal . There is also constant fight between NSCN(IM) and NSCN (K) to prove their supremacy in Tirap and Changlang Districts of Arunachal Pradesh. ULFA of Assam is also having shelter in some parts of Arunachal pradesh.

## Modus Operandi.

**(I) Assam.**

(a) Attacking villages and killing of outsiders.

(b) Destroying Govt properties.

(c) Attacking Security Forces.

(d) Kidnapping.

(e) Bomb blasts.

**(ii) Manipur.**

(a) Attacking Police Stations and camps of Security Forces.

(b) Ambush on Road Opening Parties and convoys of Security Forces.

(c) Planting Improvised Explosive Devices (IEDs) on the routes of Security Forces.

(d) Collection of tax from vehicle operators, Govt servants, shop keepers, contractors and professionals.

(e) Kidnapping and extortion.

**(iii) Nagaland.**

(a) Extortion/ kidnapping for ransom.

(b) Targeting high ranking officials.

(c) Collection of tax from vehicle operators.

(d) Controlling Developmental Funds and Works.

(e) Collection of money from businessmen, shopkeepers, contractors and professionals.

**(iv) Tripura.**

(a) Mass killing of non-tribals.

(b) Kidnapping for ransom.

(c) Selective killing of tax defaulters, hostages- ransom defaulters, surrenderees and their family members and suspected informers of Police/ Security Forces.

(d) Ambush on Security Forces and looting of Arms and Ammunition.

(e) Attack on police Stations/ Camps of Security Forces.

(f) Attack on convoys.




# ROLE OF NEIGHBORING COUNTRIES.

The tribes of North East Region of India share close historical/ethnic ties with the tribes in China, Tibet, Myanmar etc. Safe sanctuaries to hide, materials and moral support from the locals across the border and feeling of hostility to India fuel the insurgency. These external linkages have serious implications for the Govt of India in dealing effectively with the menace of insurgency. Pakistan's ISI, in connivance with some Military and Paramilitary elements in Bangladesh is reportedly supplying arms and ammunition to the insurgents in India. The Military action by Bhutan Govt a few years back to flush out Assam Insurgents from Bhutan and destruction of their camps had helped India to a great extent. From the early 1960s, China was reported to have been involved in providing material and moral support to the insurgent Groups. Many outlawed Indian insurgent groups had maintained close links with the Myanmaris insurgent groups such as " Kachin

independence Army.” The insurgents face no problem in crossing the indo-Mayanmar border because of the free passage available between Tamu in Myanmar and Moreh in Manipur of India.

**Strategies to enhance effectiveness of operation.**

(I) Sustained and effective counter insurgency operations with due respect for human rights.

(ii) Taking the fight to the insurgents and not to be trapped in static attitude.

(iii) Dominating the area of responsibility religiously as it is the first step towards ascendancy on the insurgents.

(iv) Establishing effective intelligence net work.

(v) Creating Data Bank containing details of villages and towns in the area of responsibility and keeping track of strangers, disappearances, sudden wealth among some people etc.

(vi) Always ensuring tactical movements.

(vii) Developing sources.

(viii) Intelligence sharing and co-ordinated action with Army, Central Para Military Forces, and State Police.

(ix) Using the reliable information extracted from surrendered/ captured insurgents.

(x) Avoiding collateral damage during operations.

(xi) Isolating the insurgents from their supply lines.

(xii) Organising programmes to wean away misguided youths such as carrying out recruitment in rural areas and giving training in various trades.

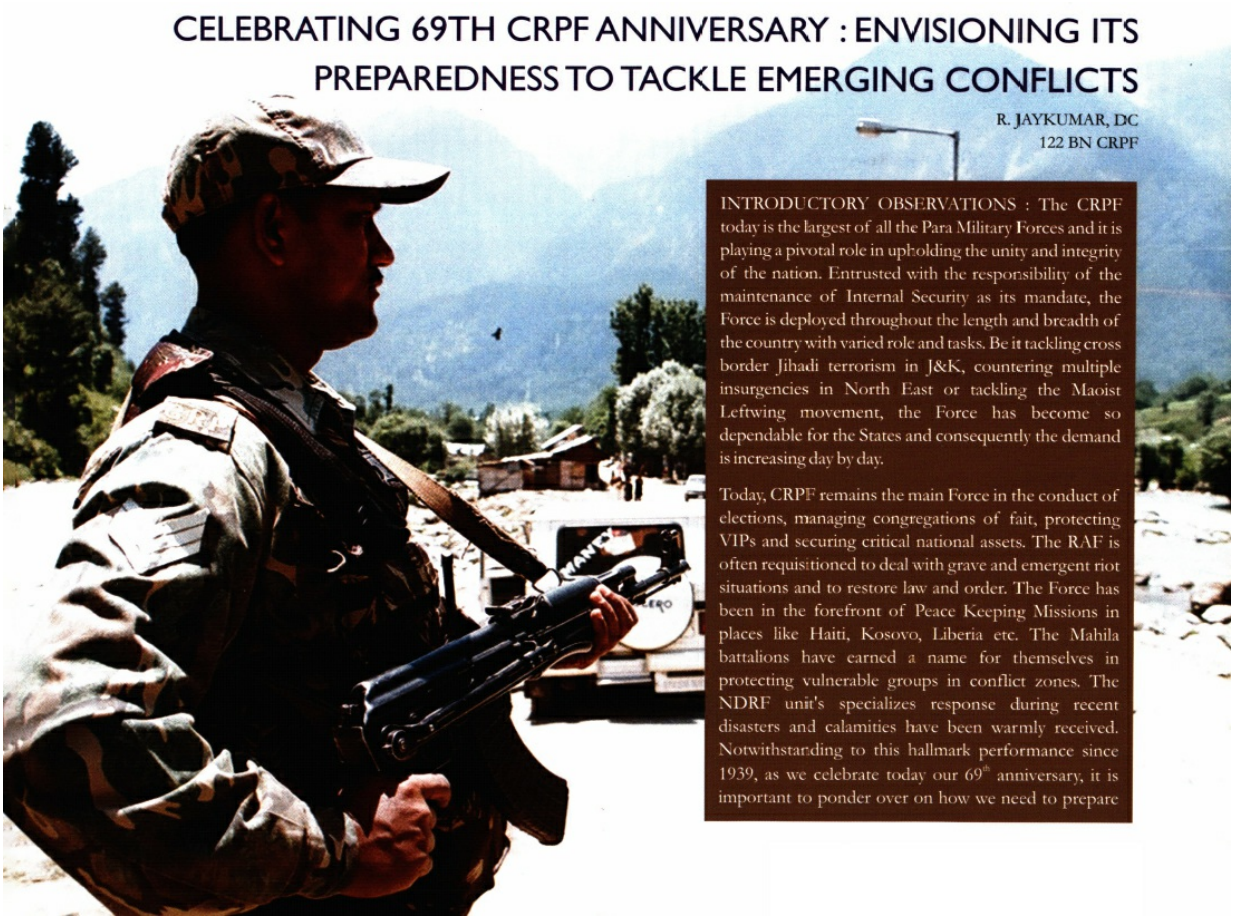
(xiii) Providing security to the civil population which will lead to flow of information.

(xiv) Establishing rapport with important and effective local leaders.

(xv) Winning over the hearts and minds of people through civic action, adoption of villages etc.

# CONCLUSION.

The problem of insurgency is a serious challenge to India's security and territorial integrity. At the internal level, political, administrative and economic measures should be taken to address the grievances of the native population so that the insurgent groups are not able to exploit the sentiments of the people to their advantage. In order to stem the tide of the ISI's nefarious activities, there is a dire need of forging an understanding with the immediate neighbors, particularly Bangladesh and Nepal, to impress upon these countries the need and urgency for disallowing the ISI's agents and outlawed insurgent groups to use their territory for inti-India activities. Bhutan's exemplary role in flushing out the insurgents from the territory of Bhutan can be showcased by India through the SAARC Forum to impress upon other neighbors to emulate the example of Bhutan.




ourselves in coming days and this is so because the nature of conflict has become all the more techsavvy and complicated.





Emerging and developing patterns of conflict via CRPF preparedness

It is imperative that preparedness of CRPF as a parameter is also integral to India’s progress in coming years. The issues and matters will have a direct and indirect bearing on the working of CRPF. The turmoil in the Indian subcontinent will continue and non-State actors will play a destabilizing role.

The emerging modes of conflict and contours of internal security clearly indicate that greater challenges are in store for CRPF in coming years. An attempt to have a probing insight about the conflict zones in which CRPF is regularly requisitioned is done in ensuing paragraphs.

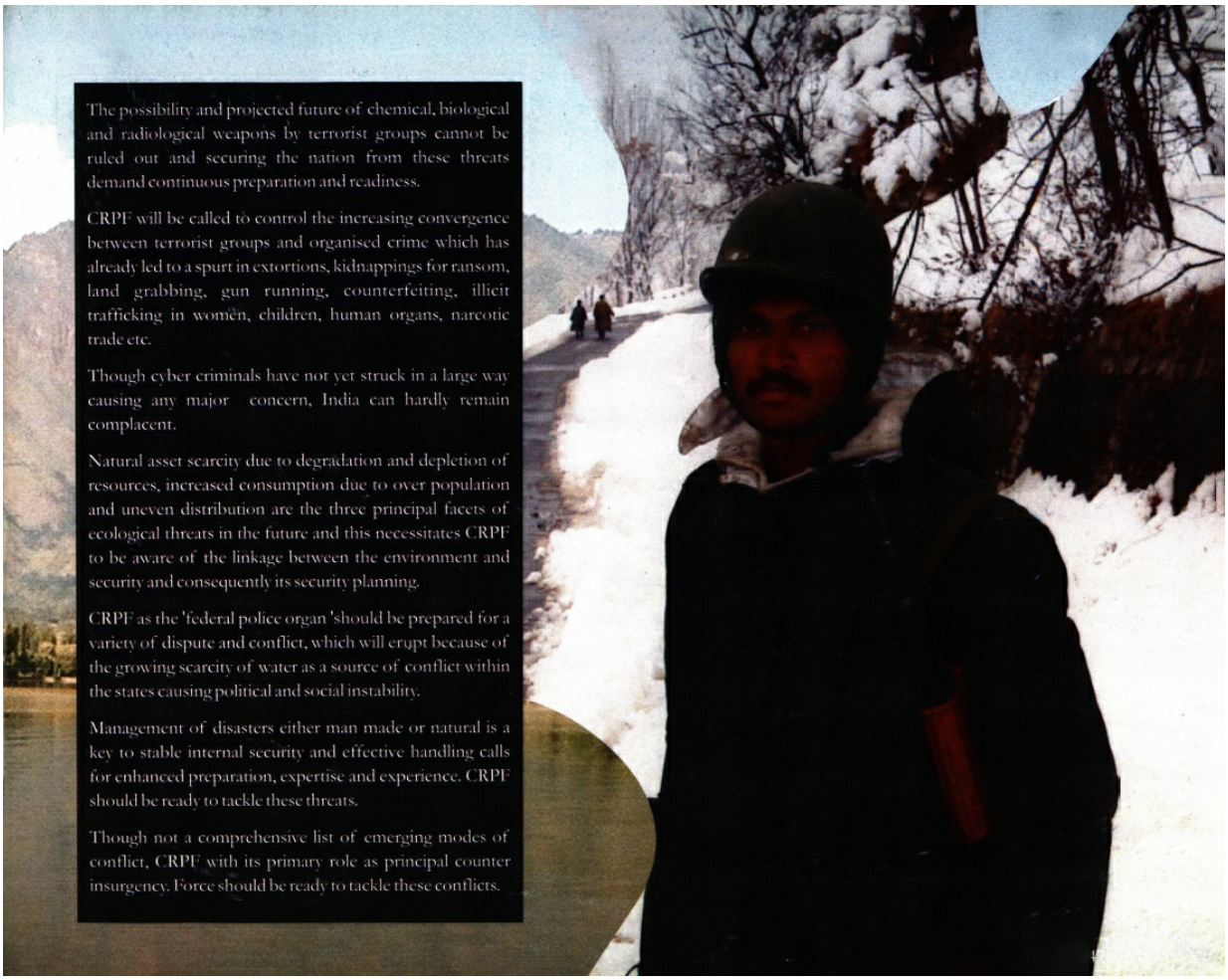
With 11% of CRPF deployment in J&K, this conflict zone demands special attention. Grave risks loom large in J&K and the autonomous capacities of the terrorist groups complimented with role of neighboring convert agencies will continue to test us with CRPF fully in the charge of CI grid, we need to prepare a long-term strategy in conjunction with State agencies.

The survival of insurgent groups in various state of Northeast especially, Assam, Manipur, Nagaland, Tripura, Meghalaya with their current or marginally augmented strengths, the defence of their spheres of influence, growing internecine strifes and management of the networks of extortion have become ends in themselves. The migration spill over from Bangladesh will complicated the matters further more. The days of normalcy appear a distant dream and CRPF engagement will continue incessantly.

Maoist violence is spreading fast at an alarming pace and its consolidation in the hinterland is an undeniable fact. The movement in all likelihood will continue to sustain its vigour and may penetrate into urban population especially in slum areas of large cities. Given the trajectory of the Maoist violence, it is going to be a battle of patience and wits, which demands CRPF to formulate a balance of preservation and initiatives.

The growing detection and neutralisation of ISI cells within the Nation and their involvement in subversive activities indicate the type of serious threat that the network is going to pose in coming days. These threats have to be handled with region specific strategies.

Communal, caste and ethnic consciousness is threatening to unfold new season of militancy. The main battleground may shift to cities particularly in the heart of India and the terrorist objectives would be to deepen the communal divide and trigger a backlash.







**In house issues that we need to ponder upon**

With growing complexity of challenges and deepening link with external environment and inability of State Police organisations to effectively deal with existing and emerging challenges, what sort of preparations that we need to undertake? The utilisation of CRPF in the backdrop of federal structure and the scenario of multi faceting challenges compel us to reassess the mode

of deployment and utility pattern that CRPF could be subjected to. The phenomenon of overworking and overstretched deployment needs to be arrested.

What should be the priority areas of upgradation in infrastructure, training, technology etc so as to evolve our own doctrine of counter insurgency? This is critical because, in the present scheme of things, the CRPF requirements and needs continue to depend on the infrastructure of the states.

What changes that we need to bring in our HRD system that shall result in providing an attractive service environment and also help the Force in proving an attractive service environment and also help the Force in improving the working condition and simultaneously build up an active and healthy life style to our personnel.

It is also pertinent to mention that at the time of consideration, CRPF needs to base its strategy on the events of the past, present trends and compliment it with a long term planning which will help the organisation to fully utilise its material, human, technological resources in a most efficient and organised manner.

Keeping these above listed issues as the background, one can identify the following critical areas that we needs to focus upon in setting new benchmarks for the Force. They are

- Strengthening the core competencies of the Organisation through reforms in Operations, HRD, Training
- Systematic Technological Upgradation
- Enlisting Community Support
- Developing Organisational Pride and self esteem



HC K.S. Thombi Devi receiving Arjuna Award from President of India



Women Unit on UN Mission in Liberia




Baba Ramdev conducting Yoga Shivir for CPOs Jawans in Delhi



DG CRPF inspecting RAF Anniversary Parade, Aligarh



Chief Guest Smt. Kalpana Joshi visiting Annual Welfare Exhibition, Delhi



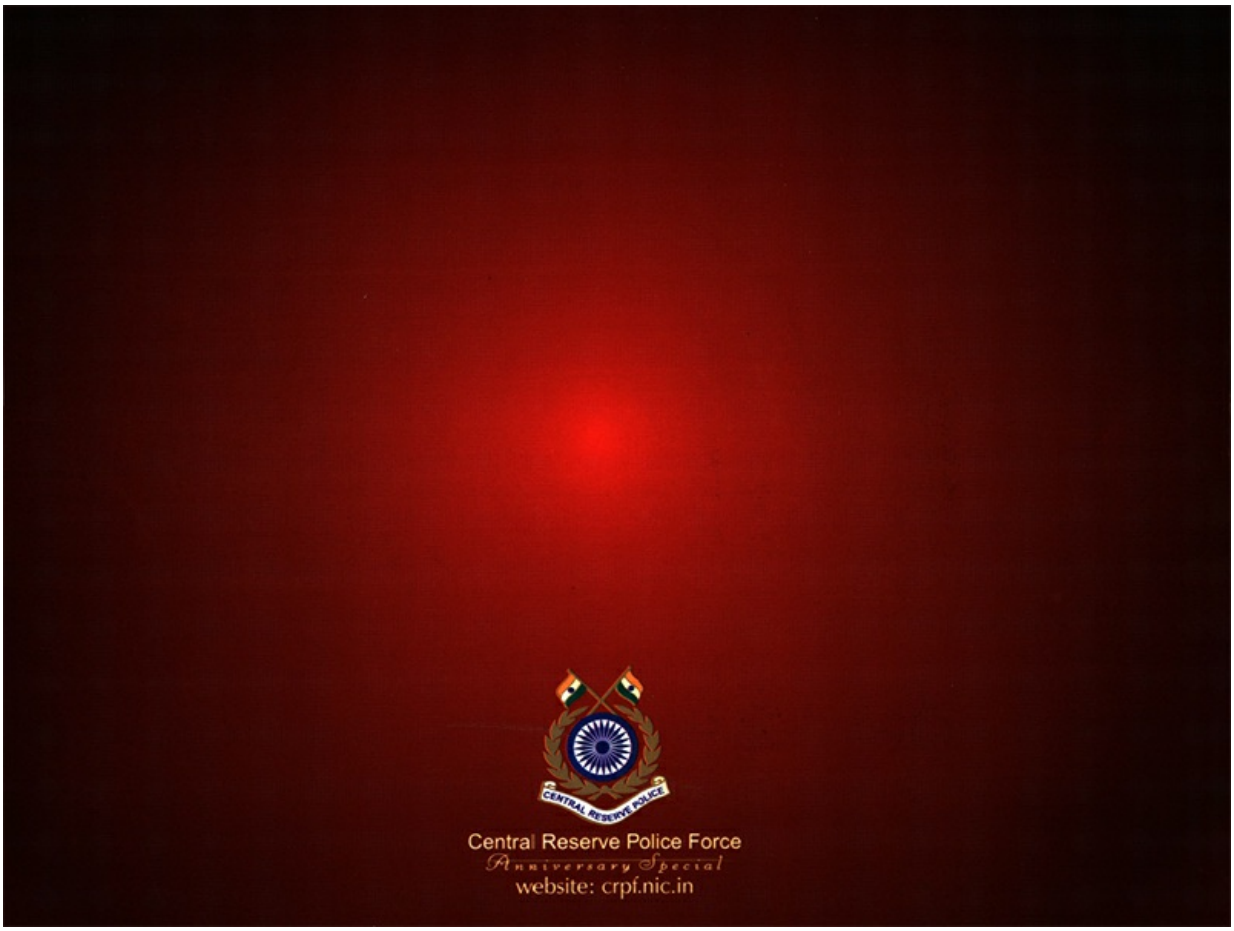

HM honouring a widow on Valour Day



Police Commemoration Day at Delhi



Huge cache of Arms/Exps recovered by CRPF in Distt. Ganjam, Orissa


CENTRAL RESERVE POLICE
Central Reserve Police Force
Anniversary Special
website: crpf.nic.in