1. EXECUTIVE SUMMARY

1.1 Introduction
There is a growing perception that tendency among the youth in the country to disregard the norms of the society and lead an unhealthy and irresponsible life is increasing. To counter such tendency, the Government of Karnataka (GoK) launched the SPC project in October 2014, adopting the Kerala model, with a few changes. The Student Police Cadet (SPC) project envisages building a student community that is physically and emotionally healthy. At present the SPC project is being implemented in 40 government/aided high schools in four districts of the state viz. Bengaluru, Kodagu, Mysuru and Shimamogga. Each school has two battalions. Each battalion has 22 students. In case of co-education schools, it is ensured that one battalion is exclusively for girls. There number of students currently enrolled as cadets is 1760 students. A budget of Rs. 1.8 crores was allocated in 2015-16. In February 2016, the Home Minister, Government of India announced plans to roll out SPC, nationwide.

This evaluation report is based on data collected from Head Master/Principals of all 40 SPC schools. Data was obtained from 445 SPC cadets and 112 non-SPC students in 22 SPC schools for the purpose of control. Interviews/FGDs with CPOs/ACPOs; DIs/ADIs and FGDs with SDMC Members/Parents in all 40 SPC schools were organized to get qualitative information. Also 10 private schools were included in the study to know their interest in SPC programme. The data is supplemented with interviews with the state and district level officials of Home and Education departments.

1.2 Findings
1. The SPC project enjoys a positive image among all the stakeholders. Majority recommended that the SPC should be extended to more schools and districts.
2. SPC students score better on parameter related to a) exposure and knowledge; b) attitude and practices and c) behavior in comparison with the non-SPC students.
3. Majority of the CPOs/ACPOs and DIs/ADIs also agree that SPC has helped the children to become a more responsible, caring and law abiding citizens. It was assessed on 9 characteristics.
4. Better job opportunities and improved personality are the major motivation factors.
5. Majority of the students found coverage of topics in indoor training to be adequate. Media literacy; disaster management needs more coverage.

6. With regard to Outdoor training, 5% students wanted cross country race to be deleted. Getting exhausted and health problems were cited as the main reasons. Sports/yoga and visit new interesting places are the components wanted to be added by the SPC cadets.

7. Linking the SPC training with job and improvement in communication/coordination rank are top two suggestions.

8. Advisory Committees at different levels are not effective/functional or non-existing.

9. All stakeholders opined that weightage/advantage or reservation should be offered to SPC cadets, between 5 to 10%. This will be a good motivation to SPC students.

10. State/district level officials of both Home Department and Education department opined that they have adequate staff to support SPC. However, 59% DIIs replied that the staff is adequate.

11. SWOT Analysis
   a. **Strengths:** a) Good objectives; b) existence of standard manuals; c) high motivation among students; d) committed staff and e) good representation of girls.
   
   b. **Weaknesses:** a) Non-adherence to important components of manuals; b) Outdoor manuals are not available with 38% of the DI/ADIs interviewed; c) Irregular availability of DIIs; e) Disruption in continuity of leadership in police department at state and district level; f) Inadequate communication/ cooperation between CPOs and HM; police department and education department; g) Location of schools is skewed towards north in Bengaluru and h) knowledge gap about the programme among some parents.
   
   c. **Opportunities:** a) Favorable image among stakeholders; b) Getting good coverage in press and visibility; c) Government of India avows to make SPC an all India programme. SPC can make use of mass media such as a) radio, newspapers, local TV channels to spread message about SPC and its role in developing the society.
   
   d. **Threats:** a) Some parents of Girl cadets are apprehensive of sending them out station or late hours and b) Some schools are not encouraging 10th class students to take part in SPC as it is considered as a hindrance to academic performance
12. Impact

a. Individual level impact assessment show that SPC students score better than non-SPC students on indicators related to a) exposure and knowledge; b) attitude and practice and c) behaviour.

b. Social impact as assessed from Parents of SPC students and SDMC members also point out that the SPC training helped the children to become more disciplined and punctual; improve fitness; playing games more often and helping at home, in school and also helping senior citizens.

c. High proportion of CPOs/ACPOs and DIs and ADIs also agreed that the SPC helped students to become more responsible, law abiding and caring citizens as measured on 9 indicators.

13. All HM/Principals and 92.5% of CPOs and 97% of DIs suggested that the SPC programme be extended to more schools and districts. The changes suggested in this regard include a) better supervision; b) separate nodal officers; separate funds and DIs be given only SPC tasks.

14. Best practices include a) a system of giving medals to graduating SPC cadets and also trophies for individual performance for both girls and boys (Kodagu); b) using the plastic containers, in which snacks are supplied to cadets, for growing seedlings, for planting in the school (Bengaluru).

15. Kerala invite applications from schools and students for SPC and use formats for inviting application and selection. These formats are available on the website of SPC Kerala. Kerala offers incentives like concession on bus travel and grace marks/ reservation similar to NCC.

16. NCC offers grace marks reservation in higher education as well as jobs for the cadets who has achieved specified levels of proficiency. Manuals are made available on the NCC website.

1.3 Recommendations

Short Term

1. Manuals are said to be distributed to all CPO/ACPOs and DIs/ADIs. However, 45% of CPO/ACPOs interviewed mentioned that ‘Sudari Manual’ is not available. Similarly 38%
of DIs/ADIs reported non-availability ‘Outdoor Manual.’ This needs to be looked in to and the Home Department may ensure availability of manuals with all CPO/ACPO and DI/ADIs currently in position. This is necessary so that indoor and outdoor training components are covered appropriately and adequately and the training provided is effective.

2. About 50% of the CPOs/ACPOs are with the SPC programme for less than two years. Ensure continuity of CPOs/ACPOs. Their involvement and commitment will be enhanced and their contribution will be better.

3. It is said that the honorarium is paid regularly to CPOs/ACPOs and DIs/ADIs. However, about 85% of CPO/ACPOs and 75% of the DIs/ADIs interviewed responded that honorarium is not paid regularly. Hence, the reasons for this gap needs to be looked in to and necessary action be taken. It is essential to release honorarium regularly and in time, in order to keep their motivation high.

**Long Range**

1. Monitoring system needs to be improved with making the Monitoring and Advisory Committees and different levels functional.

2. Also a two tier reporting system may be introduced
   a. from SPC schools to district nodal officer and
   b. a consolidated report of all SPC schools in the district by the DNO to SNO.
   This will help in taking corrective measures in time.

3. The forms for inviting applications from schools and students available on web. Develop and use the forms for selection of schools and students, as done in Kerala.

4. Ensure adherence to all the components of the programme such as a) maintenance of physical fitness cards for students; b) assessment of CPOs/ACPOs and DI/ADIs by SPC cadets. This will give good feedback so that the programme can be modified suitably.

5. During the year 2016-17 only Rs. 60,00,000 was released till end of January 2017 against the required amount of Rs. 1,80,00,000 (budget allocated in 2015-16). Hence, there is a need to release necessary funds to SPC in order to ensure a) good quality uniforms; b) adequate and nutritious snacks and c) regular payment of honorarium to CPOs and DIs.
6. Availability of DIs/ADIs is a major concern. Ensure availability of DIs/ADIs in adequate number so that all schools falling under the police station can be provided manpower for conducting outdoor training.

7. Communication and coordination needs improvement for effective implementation of SPC at different levels.
   a. Within the school between CPO and Head Master/Principal
   b. Within the Home Department between nodal officer and DIs.
   c. Between Education and Home Department

Policy Related
1. Make all manuals available on line as done by SPC in Kerala and by NCC.
2. SPC should be implemented in future in a programme mode instead of on project basis, as at present.
3. Extending the SPC to all 5,100 government high schools is contemplated at present by the department. Given the findings of the present evaluation report, the GoK may take it up in phases.
4. Disbursal of funds, programme implementation and monitoring needs to be decentralised. As the programme expands, centralized administration and monitoring of the programme, as being done at present, will be difficult and ineffective.
5. Give incentives to SPC cadets such as grace marks/reservation in education and jobs such as police constables. This requires legislative measures, hence, due diligence is required in this regard.