



Consultative Session on

ICT Police Training Policy

**& Training Needs
Assessment Report**





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Message By INSPECTOR GENERAL OF POLICE, ISLAMABAD

Policing in Pakistan is a very important subject and forms the basis of implementation of fundamental rights of citizens in the country. There is an acknowledged need for reform of police. However, little or no knowledge production has been done upon the debate relating to training of police in the country.

Training, as it is well known, is the best way to build the capacity of police organizations and to transform their behaviour towards public at large and towards the society in general. The Islamabad Capital Territory (ICT) Police was established in 1981, but its training regime is very rudimentary in nature. A draft Training Policy has been prepared in light of National Training Policy of 1997. In addition, the administrative regime relating to training, which was hitherto discretion based, was also proposed to be subjected to an administrative rule based arrangement. Catering to these aspects, the draft Training Policy was prepared and a consultative session was organized with various institutions. In this regard, letters were written to Vice Chancellors of nineteen universities located in Islamabad who were very kind to share their views with ICT police.



The biggest support came from the Centre for Law & Security (CLAS) established by Ch. Faisal Mushtaq and headed by Mr. Rehman Azhar. The team of CLAS organized a comprehensive consultative session that was headed by none other than Honourable Mr. Justice Ali Nawaz Chauhan who is an authority on the criminal law in the country. The present articulation is a compilation of the consultative session. This documentation will form part of ICT Police institutional memory for future reference. Based on this exercise, the draft training policy will be approved.

I hope that the quest for reforming the police will continue and the CLAS will continue supporting ICT Police in its knowledge driven initiatives especially in the area of police training.

Looking forward to work more closely with the newly emerging CLAS especially with regards to knowledge production, training and capacity building activities of ICT Police.

A handwritten signature in black ink that reads "Qazi Jamil".

Qazi Jamil-ur-Rehman

Inspector General of Police, Islamabad

Message By

DIG/HEADQUARTERS, ISLAMABAD

Islamabad Police was established in 1981 and operates under the Police Act 1861. The times have changed and the expectations of public at large from the police are getting higher with every passing day. In the circumstances, there is lot of discussion on reforming the police.

Every section of society including official people present their own set of reforms that touch upon wide range of subjects from the constitutionality of police laws to reforming the police stations. In this whole discussion, the police officers also have their own viewpoints. The dominant viewpoint within police is that government has to invest aggressively in training as well as the infrastructure to change the ecology of police which will ultimately affect the processes and the behaviour of police officers. To the extent of training, the National Police Training Policy was issued in 1997 by the National Police Training Management Board (NPTMB). There was no training policy for ICT Police since long. To fill in the gap, a draft Training Policy was prepared under the directions of Qazi Jamil-ur-Rehman, the Inspector General of Police, Islamabad. He himself took keen interest in the preparation



of the document and took the bold initiative of opening it up for public consideration by placing it on the Islamabad Police website at islamabadpolice.gov.pk. Under his guidance, letters were written to nineteen universities located in Islamabad alongwith think tanks like Center for Law & Security (CLAS) working in Islamabad. The responses from universities were very good, but CLAS offered to partner on this important initiative with Islamabad Police.

It must be acknowledged that Ch. Faisal Mushtaq and Mr. Rehman Azhar alongwith their team visited the Police Lines, Headquarters, Islamabad and arranged a criminal justice sector stakeholders' consultative session which was headed by Honourable Mr. Justice Ali Nawaz Chauhan who is an authority on criminal law in Pakistan and enjoys international repute. The consultative document in its present form is going to lay the foundation for future discussion and is by no means exhaustive.

Hoping to work closely with CLAS in future endeavors to reform the Islamabad Police for better service delivery to the citizens of Islamabad.

A handwritten signature in black ink that reads "Kamran Adil".

Kamran Adil

Deputy Inspector General of Police
(Headquarters), Islamabad.

Message By CHAIRMAN ADVISORY BOARD, CLAS

The Center of Law and Security CLAS is an independent, non-partisan private sector research and policy institution dedicated to providing thought leaders, policy makers and the public with instruments to better understand today's national security issues in light of national and international laws thereby providing the stakeholders tools to make informed decisions on country's domestic and foreign policies.

Our mission at CLAS is to engage government institutions, private sector and non-governmental organizations for promulgating effective national security strategies. Responding to such varied stakeholders require new bridges across public and private divide. New legal questions accompany each of these challenges which cast doubt on once-settled legal doctrines and thus present an opportunity for forging new areas of law, which in turn raises an array of legal and policy concerns.

The fact that real-world situations calling for national security and legal focus are themselves hard to pin down with any present-day certainty. What was once a domestic criminal matter can now be a national security concern. What was once an issue of military discipline may now have national security implications. Therefore, it is imperative that domestic and international laws are better understood and explained in context to Pakistan and its security.

Across all areas of its work the Center seeks to understand and illuminate the relationship between national security law and national security strategy, and examine Pakistan's approach in a global context. We endeavor to engage policymakers, experts to shape and elevate the national security debate. A key part of our mission is to inform and prepare the national security leaders of today and tomorrow.




Chaudhry Faisal Mushtaq
Chairman Advisory Board, CLAS

EXECUTIVE SUMMARY

The Islamabad Capital Territory Police (ICT Police) formed a new a training policy to enhance the skills of young officers and provide capacity building exercises to improve the state of criminal justice system in Pakistan.



Police transformation is at the core of ICT Police's vision and a new training policy in this instance can play a key role in enhancing the overall capacity of the force. The draft training policy also intends to implement change management strategies within the force.

The training policy's core objective is to ensure a continuous improvement in policing services offered to the community. The Training Policy will impart knowledge to officers of all ranks and provide the required skill set to perform their roles and responsibilities as expected under police rules and international standards of law enforcement. The training will provide standardized training courses for each rank and the principles of equality and fairness will be reflected in all aspects of the police training.

The ICT Training Policy will serve as a guideline to solve problems creatively and engage the community at large without reservation. Today, police training must not be limited to recruiting academies and policy makers; but instead considered as an important and necessary part of evolving and innovating along with the community. Training and education have substantial effects on the police and their relationships with the community. At a time when the police are scrutinized more than ever, we must be eager to provide them with the tools and support needed to do their jobs effectively.

In this context, Center for Law and Security (CLAS) in collaboration with Islamabad Capital Territory Police organized a consultative session to discuss and develop a greater understanding on the trainings provided to police officers. The discussion served as the basis for providing concrete policy recommendations on police training to strengthen the efficacy of ICT Police.

FINDINGS AND RECOMMENDATIONS



- No law enforcement agency today can function efficiently or effectively unless it includes high standards of education and training in its plans and operations. The provision of appropriate, up-to-date, and sustainable training not only helps the police departments maintain high standards. It also protects law enforcement officers by equipping them to handle many problems that create hardships, reduce morale, and affect the public's respect. Moreover, the benefits are also clear when looking at a community where professionally trained and formally educated police officers serve in an official capacity; reflected in lower grievances filed against officers, fewer complaints and lawsuits, faster response times, and properly detailed investigations. Police training is a continuous process that must be adopted by police at all levels.
- The first step to developing a comprehensive training policy is to conduct a Training Need Assessment (TNA) that identifies the gaps that exist in the training of police officers, and develop a training policy that caters those gaps. Accordingly, it is imperative that the ICT Police has the requisite information on the specific knowledge or skill gaps that exists in training police officers at all levels. In addition to this, information is required on the methodology that would be used to conclude the lack of existing capacity in officers. The same can be done through surveys, focus groups and interviews that determines the design of needs analysis. Once the data has been collected and thoroughly analyzed to ensure that the gaps in performance are correctly identified, the training can then be designed in a way that addresses the performance gap and ensures the Police organization runs at its full capacity.
- Once the problems in the training of police officers is identified, it is important that all relevant stakeholders are engaged and consulted in the policy making process. The recommendations made by experts can greatly assist in improving policing standards of the country.
- Findings during the consultative session indicated that nepotism and favoritism were problems in Pakistan's police organizations. Appointments, promotions, and the honor system are mostly regulated by personal networks rather than by legal rules. It is well established that any type of favoritism including nepotism would reduce the motivation of the workforce. The negative impacts of favoritism include; alienation of employees towards their institution, lack of promotion

opportunities for others, lack of motivation and inefficiency due to the selection of less capable candidates for the job or position. Accordingly, it is important that the concept of favoritism be eradicated from all levels of the police force, and the promotions and postings of police force are contingent with the legal rules and must be merit-based.

- Funding of the police is another factor that needs to be considered while developing any policy on training or police reforms. Professional results cannot be expected without professional training. It is imperative that an adequate budget and funding is made available to not only pull officers out of service on a regular basis to give them ongoing training in firearm tactics and marksmanship, law, psychology, first aid, use of non-lethal force, etc. provide the officers with regular, high quality training and the society will get high quality results. There is also lack of funding for basic equipment, appropriate facilities, and investigations. According to an interview with a police officer by Dawn News, only Rs 400 are available to be spent on investigation of each criminal case. As a result, either complainants or the investigating officers have to bear the expense from their pockets. This practice not only encourages corruption in the department, but also leads to obstruction of justice.
- Technology plays a vital role in improving the operational efficiency and outcomes of the police, especially in times of diminished resources and enhanced public attention on and scrutiny of law enforcement activity. Technological innovations have been changing the law enforcement landscape. From drones to body cameras to GPS tagging systems and thermal imaging technology, forensics, advances in law enforcement technology are making it possible for officials to enhance public safety. However, Pakistan lacks many of these technological advancements. The provision of these would not only allow for an investigation to be carried out seamlessly but also ensure that the court of law has all the requisite material to make an informed judgement. Accordingly, the same must be advocated for profusely. It is important that technological training is provided to new recruits and serving police officers.
- It has also been observed that there is a stark gap in not only the training but also opportunities for police officers at different levels. For example, a PSP officer is likely to attain better positions and therefore receive greater promotions than the field officers. Accordingly, it is important that such discriminatory characteristic is removed from the functioning of the police force. Equal opportunity must be presented to officers from lower and higher divisions. Police officers belonging to both divisions must hold the same positions at one point. Not only would this assist in improving the working relationship between the police force but also identify areas of concerns that require immediate attention.



- It is important that the police have effective communication system built not only internally but also with other law enforcement agencies in the country. Regular coordination with other agencies such as the FIA, NAB, NACTA must be conducted in the form of meetings or any other manner that is deemed appropriate. These can prove to be very beneficial in overall improving the standards of policing in Pakistan.
- Strong relationships of mutual trust between police agencies and the communities they serve are critical to maintaining public safety and effective policing. Police officials rely on the cooperation of community members to provide information about crime in their neighborhoods, and to work with the police to devise solutions to crime and disorder problems. Similarly, community members' willingness to trust the police depends on whether they believe that police actions reflect community values and incorporate the principles of procedural justice and legitimacy. Accordingly, the police should acknowledge and discuss with their communities the challenges they are facing, be transparent and accountable, take steps to reduce bias and improve cultural competency, maintain focus on the importance of collaboration and be visible in the community, and promote internal diversity and ensure professional growth opportunities.
- It is imperative that a system of internal and external checks and balances exists which is aimed at ensuring that police carry out their duties properly and are held responsible if they fail to do so. Such a system is meant to uphold police integrity and deter misconduct and to restore or enhance public confidence in policing. For the police to be able to take responsibility for actions and wrongdoings, they need to receive proper direction, be well-prepared and equipped to carry out their functions in a professional way, and need to be assured of proper working conditions. In addition to this, effective accountability requires a proper complaints system that is easily accessible to the public and that can effectively investigate allegations and recommend disciplinary sanctions or refer cases for criminal prosecution. Effective police accountability involves many different actors representing the different layers of modern-day democracies, including government representatives, the parliament, the judiciary, civil society actors, independent oversight bodies such as national human rights institutions, and most importantly the police themselves.



POLICE REFORMS THROUGH HISTORY

by *Safiah Naimat, Research Officer at Center for Law and Security*

Brief History

In the aftermath of the War of Independence of 1857, which seriously challenged British rule over the subcontinent, the Police Commission of 1860 recommended the abolition of the Military Arm of the Police; the appointment of an Inspector General of Police in the Province; and the placement of police in a district under the District Superintendent with general control wielded by the District Magistrate. Based on the recommendations of the Commission the Government of India promulgated a bill that was passed into the Police Act of 1861. It has been noted that the aim of the law was to keep "the natives on a tight leash" and that the police was not organized as a "politically neutral outfit for fair and just enforcement of law".

The overall organization of the police forces remained much the same after the independence of Pakistan in 1947. Except for the centrally administered and tribal territories, basic law and order responsibilities have been carried out by the four provincial governments, who were also entitled to make rules under the Police Act, 1861. The police in the various provinces and regions are established as separate establishments without any nationwide integration of these policing bodies.



The Police Act, 1861

The Police Act, 1861 (the "Act") remained applicable in Pakistan as a central law after the issuance of the Pakistan (Adaptation of Existing Pakistan Laws) Order dated 14 August 1947 which allowed the then existing laws of British India to remain applicable in Pakistan with necessary modifications. The Act was replaced with the centrally promulgated Police Order, 2002 (the "Order") which came into effect on 14 August 2002. However, it should be noted that notwithstanding the introduction of the Order, no new rules for the police were ever implemented.

The Order, like its predecessor, places the superintendence of provincial police establishments in the hands of Provincial Governments. Since law-and-order issues are better dealt with at the local level, policing is therefore a provincial responsibility. There is a general understanding and consensus that police legislation is a provincial subject, and it is at the provincial level that legislation on police needs to be passed.

Pakistan Police Reforms

Since policing in independent Pakistan has reflected the same deficiencies and flaws of policing as during colonial rule, a number of reform efforts have been undertaken to improve the performance of law enforcement agencies

- 1948** ● Passage of Bill to introduce a Metropolitan System of Policing in Karachi
- 1951** ● Recommendations of Sir Oliver Gilbert Grace, IG Police, NWFP
- 1961** ● Police Commission headed by Mr. Justice J.B. Constantine
- 1962** ● Pay & Services Reorganization Committee (Justice Cornelius)
- 1970** ● Police Commission headed by Major General A.O. Mitha
- 1976** ● Police Station Enquiry Committee headed by M.A.K. Chaudhry, IG Police
Law and Order Sub-Committee headed by Ch. Fazal Haque
Police Reforms Committee headed by Rafi Raza
- 1981** ● Orakzai Committee on Police Welfare, Promotion and Seniority Rules
- 1982** ● Cabinet Committee on the Emoluments of SHOs
1983 Cabinet Committee on Determining the Status of SHOs
Establishment of the Office of Wafaqi Mohtasib (Ombudsman) as a non-political
Institution to enforce administrative accountability Sahibzada Rauf Ali Committee
- 1985** ● The Police Committee headed by Mr. Aslam Hayat
- 1987** ● Report of the two-member delegation's visit to Bangladesh and India
- 1989** ● Report of the seven-member delegation's visit to Bangladesh and India
- 1990** ● Police Reforms Implementation Committee – M.A.K. Chaudhary
- 1995** ● Report of the UN Mission on Organized Crime in Pakistan
- 1996** ● Report of the Japanese Police Delegation on the Police System in Pakistan
- 1997** ● Committee on Police Reforms under the Chairmanship of Interior Minister
- 1998** ● Report of the Good Governance Group on Police Reforms: Committee Vision

1999 ● Punjab Police established a Range Police Complaint Authority to hear complaints against police officials considering inadequate or delayed investigations, and non-registration of first information reports (FIRs).

2000 ● Report of the Focal Group on Police Reforms: NRB Draft 2000

2001 ● The Office of the District Magistrate was abolished as part of an effort to implement police accountability.

Notwithstanding these many attempts at reform, the legislative approach to better policing did not change much until the Police Order, 2002 was promulgated by General Pervez Musharraf and given protection under the Constitution (Seventeenth Amendment) Act, 2003. The Police Order, 2002 is based on the recommendations made by the Focal Group on Police Reforms in 2000.

2002 ● The District Magistrates lost their powers of general control over the district Police under the Police Order, 2002.

The Order sought to provide the police with operational autonomy and freedom from illegitimate political interference.

The Order also envisaged greater accountability of the police to external institutions.

The budget of the police has to get approval from the provincial Home and Finance departments.

Under the Order each provincial capital is referred to as a Capital City, which has Capital City Police Officer (CCPO), recruited from among the officers normally the rank of Additional IG. Then each city district has a City Police Officer (CPO), recruited from officers at least of the DIG rank. While the terminology has changed slightly under the Order, the structure of policing has largely remained the same.

However, subsequent amendments made to the Order diluted the operational autonomy of the police and rendered the external bodies ineffective and dependent on the government of the day. In addition, implementation of the Order has been challenging because provincial governments were not properly consulted during its formulation and civil bureaucracies never accepted the new dispensation. Although police organizations throughout the country continue to adhere to the Police Order, 2002, some provincial governments are seriously considering amending it.

2009 ● In 2009, the then President said that with the help of the Friends of Democratic Pakistan, the federal government would assist in raising 20,000 additional police personnel in each province with special equipment and pay packages. However, notwithstanding that some of these pronouncements have not materialized because of financial constraints, slow progress has been achieved in a few instances.

2011 ● The Balochistan Assembly passed the Baluchistan Police Act 2011, giving more powers to administration and district magistrates in regulating the Baluchistan. The new act empowers the home secretary to make postings and transfers on recommendations of the Chief

Minister and Services and General Administration Department. It applies to all areas of Balochistan.

- 2017** ● The KPK Government also passed its Police Act 2017 by repealing the Police Order 2002. The new Police Act made the Inspector General omnipotent by empowering him to make postings and transfers up to the ranks of Additional Inspector General. In fact, some observers believe that the Khyber Pakhtunkhwa Police Department has been made apolitical, accountable, and independent to perform the law maintenance duties without any considerable political interference.
- 2019** ● The Sindh Police Act had been pending with the political hierarchy of Sindh since 2015. It was approved in May 2019.



Federal Government

It is pertinent to mention that the amended Police Acts are being implemented in Punjab, Baluchistan and Khyber Pakhtunkhwa. However, Islamabad Police, Gilgit Baltistan and Azad Jammu and Kashmir are still being managed under the Police Act of 1861.



Revamping Police Training:

Recently some progressive changes have been witnessed in police training with the introduction of new curricula, revision of the old one and bringing changes in both methodology and content.

Islamabad Constabulary:

In view of the pressing needs of Islamabad Police for security duties it was decided to raise an additional force of 10,000 men for the Islamabad Constabulary. The project is under preparation.



OVERVIEW OF PROVINCIAL DEVELOPMENTS IN REFORMING POLICE AND LEGISLATION

The provincial governments, who have primary responsibility in maintaining law and order, have also undertaken modernization efforts. When the Prime Minister of Pakistan announced in early 2009 that the salaries of police would be raised, Punjab acted on the advice, but other provinces dithered.

Khyber Pakhtunkhwa

- In May 2008, the government of Khyber Pakhtunkhwa unveiled a 4 billion USD plan to improve, among other things, police performance in the province.
- A significant portion of the plan amount may be spent on the provincial police infrastructure.
- The plan includes increasing the numbers of provincial police personnel by 8,000 and the Frontier Constabulary by 6,000.
- It envisages the establishment of a new police wing named the Special Police Force (SPF) of 7,500 well trained and properly equipped personnel that will focus exclusively on fighting terrorism and militancy.
- The plan also calls for closer coordination between various law enforcement agencies and a mechanism for institutional support among the police, the Frontier Constabulary, the Frontier Corps, and the army.
- In order to cope with the emerging law and order challenges, Khyber Pakhtunkhwa has decided to sanction 10,000 additional police postings for which both the federal and provincial government will jointly provide funding.



OVERVIEW OF PROVINCIAL DEVELOPMENTS IN REFORMING POLICE AND LEGISLATION

Sindh

- The Sindh government announced in 2008 that it would immediately recruit 8,500 personnel and it pledged to recruit an additional 10,000 every year until the number of personnel in the force is sufficient to meet the province's needs. However, development in this respect is reflected neither in the 2009-2010 budget statement for the Sindh Police, nor is it reflected through the sanctioned strength for the provincial force.
- Sindh has established a much-needed forensic training school that will impart training in crime scene management, physical evidence analysis, basic detection, and fingerprint proficiency.
- The Crime Investigation Department of Sindh Police has recently established a "Digital Computer Forensic Lab" that can assist in anti-terror investigations by recovering lost and deleted electronic files, deleted browsing history, deleted email, or data from damaged devices.
- The Sindh government in accordance with a request from the federal government has decided to raise an additional force of 15,000 in the form of the Sindh Constabulary, for which planning is under way.



OVERVIEW OF PROVINCIAL DEVELOPMENTS IN REFORMING POLICE AND LEGISLATION

Punjab

- In September 2008, the Punjab Chief Minister ordered the establishment of a state-of-the-art DNA lab in Lahore for which staff would get training from abroad. Such labs, it was decided, would be established in other divisions of the province as well.
- The Punjab government has further decided to establish the Forensic Science Agency which will oversee the Chemical Examiner, Forensic Science Lab, Fingerprint Bureau, and the DNA Testing Lab. The Forensic Science Agency and the DNA lab were expected to start functioning in 2010.



OVERVIEW OF PROVINCIAL DEVELOPMENTS IN REFORMING POLICE AND LEGISLATION

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Balochistan

- The province of Baluchistan, with the passage of the Baluchistan Levies Force Act, 2010, has revived the use of the Baluchistan Levies – a policing arrangement that has traditionally consisted of locals controlled by the Tribal Sardars. In the past, the security establishment often viewed the Levies as a private army for the Sardars. It was therefore decided to gradually disband the force during the Musharraf regime.
- However, the local elites and political leadership resented this and thus the Levies have been resurrected.
- Baluchistan will remain divided into the Areas (where the police have jurisdiction) and Areas (where the Levies force will have jurisdiction).
- As a consequence of the passage of the Baluchistan Levies Force Act, a greater part of Baluchistan will come under the jurisdiction of the Levies Force. Thus, the operations of the Baluchistan police will largely be confined to urban areas.



OVERVIEW OF PROVINCIAL DEVELOPMENTS IN REFORMING POLICE AND LEGISLATION

Gilgit-Baltistan

- The Prime Minister of Pakistan has approved a plan for the reorganization of the Gilgit-Baltistan Police.
- This plan would seek to create 5,000 new positions in the police force, establish a forensics laboratory, upgrade the training school, create new branches in the police structure, upgrade the pay package to make it on par with the Islamabad Police, and upgrade the Shohada (Martyrs) package to make it on par with the Punjab Police.
- The total cost of this modernization plan is more than Rs. 2 billion.
- The matter is under consideration with the federal government for notification and provision of funds.



COMMUNITY ENGAGEMENT AND POLICE REFORMS IN PAKISTAN

by Abdul Aziz Bhurgri, Research Associate at Centre for Law and Security



community engagement needs to be at the center of any policing reform in Pakistan. Policing in any society is at the core of the wellbeing of the community and a prosperous and safe neighbourhood is often a direct result of cooperation between the police and the community it serves. However, post-colonial Pakistan initially adopted colonial laws which directly affected the relationship of its citizenry and the police, creating a trust deficiency that continues to prevail today.

There are more than 430,000 police personnel in Pakistan, with around 800 PSP (Police Services of Pakistan) officers. Among the 430,000, more than 6,500 police officers have embraced martyrdom in the line of duty in trying to protect our community.

Pakistani police's sincerity in putting its lives at stake for its citizens despite being underfunded and under-resourced is there for everyone to see. Unfortunately, there have also been cases of negligence, mismanagement, and excessive use of force that have inevitably harmed the reputation of

the police force and enhanced the trust deficit between police and the citizenry. There is a dire need to build that trust back.

One of the few ways to improve this trust deficit is to improve community engagement and indulge in exercises that build capacity. These changes can gravely improve the state of policing in Pakistan. But in order to enhance community engagement, it is important to understand what is the purpose of engaging the community and how best can it be achieved.

Community engagement, as the term suggests, is the theoretical idea that engagement between police and citizens is essential, it is the idea that the community must be involved and consulted in finding the best approaches to policing. The theoretical case for community engagement drives the idea that police need to be seen by the citizens as one of their own. This can result in greater community engagement which will substantially improve the police-community relationship and reduce the level of crime and disorder. While community engagement can take place at multiple levels, it is important to make its philosophy accessible at all levels to

all constables/officers of the police. From neighbourhood issues like petty crimes to wider issues of national security, community engagement needs to be one of the central focuses.

While there are various theoretical benefits of community engagement that can be adopted by Pakistani police, it's the implementation of it that is often an obstacle. The evidence of community engagement and its effect on policing has often been blurred by a lack of sufficient data. But a report that conducted research on the direct effects of engagement and how it affects policing in the United States of America made some noteworthy recommendations. It identified organisational commitment and cultural change as one the fundamentals; this is incredibly important especially in the aspect of Pakistan. The damage done by the colonial style of policing can only change if there is a change in the policing culture. Young officers being inducted need to be informed how the philosophy of policing includes engaging the community and treating them as equals. It is only in that instance that recommendations from the community will be given their due importance. Apart from this, as recommended by the report, the community engagement needs to be mainstreamed. It cannot remain a one-off program or be restricted to a division of the police.

Police in Pakistan need to be flexible in this two-way dialogue with the community. There is no single or all-encompassing approach either at the national or local level. ICT police has recently taken a great initiative of community dialogue and feedback to develop training program for its police cadres. The more dialogue and engagement take place, the more confidence and trust with the community is restored. This will inevitably lead to greater capacity building. Additionally, slowly but gradually police-community roles can be defined to bring greater clarity. While

police in Pakistan are attempting to engage the community and a shift in that context is visible, however for it has to change to take effect at a larger level, it needs to be conducted at the core of the philosophy of policing.

The success of community engagement cannot be achieved in a short span. It is a long and tedious process and its success is dependent on multiple factors like the political will of policymakers and organisational and cultural change in the police. Moreover, even when the benefits of community engagement aren't evident early on, it's important to continue for any long-term benefit to show. Community engagement will only bear fruit when all issues that are hindering or affecting the proper implementation of it are identified and addressed effectively.

As a confidence-building measure, the police can start putting cameras on police officers investigating to promote accountability and build the community's trust in policing. This will ensure the community that they will be dealt with fairly. This requires the government to increase police funding and grant the necessary funds to allow the police to take measures that improve the public image of the police. Another measure that can be taken is to record the audio of every single phone call made to police throughout Pakistan.

Regardless, Police forces across Pakistan must cooperate to ensure a sustained community engagement policy. And they need to be committed towards it without expecting an immediate improvement in the police-community relationship. The Police force can show its commitment by creating a system that benefits those who engage the public and create a serious accountability measure within. And while the task of improving the public image of police may take time, the door of it leads through community engagement.

POLICE TRAINING IN PAKISTAN: THE NEED TO IMPROVE

by *Hamna Sajjad, Research Officer at Centre for Law and Security*

There are three branches of law in any democratic country: the legislators, the judiciary, and the executives. From them, it is the executives who have the job of applying the laws of their country effectively and the police falls well within this branch. But, applying the laws requires for the police to be aware of their importance, and to harbor the respect for them. However, in Pakistan unfortunately, the police are considered to be one of the most feared, distrusted and complained against government institution. Although measures have been taken to eliminate this negative image, what needs to be properly improved is the training of the police, to make it more practical than theoretical.

Pakistan's police institution may have a lack a clear system of accountability. There are claims of corruption at the highest levels, with district level officers being controlled by wealthy and influential members of society; and to be indifferent to the hardships of ordinary citizens. Furthermore, the institution of police has serious allegations of human rights violations being carried out by the force.

Among the reasons listed for such violations, a primary factor is inadequate training. Although the mission of the police training branch is stated to be the building of "the capacity in the human resource" so that the challenges which come with policing can be tackled. Yet, unfortunately, the training is claimed to be redundant and weak, having little relevance to the field of policing. The specialised trainings, as well, lack competitiveness and this is supported by the fact that there are hardly any dropouts in the training phase. This implies that the training is

seen as nothing more than a mere formality which needs to be fulfilled to obtain the benefits which come with joining the police.



But there are consequences of poor training. It leads to inefficient and troublesome policing for citizens leading to allegations of unprofessionalism and excessive use of force. Training is key to good investigation. If a police officer is not equipped well with modern ways of training, it will create hurdles towards building the trust in police force. Majority of investigation officers are unaware of modern scientific techniques of investigation, encouraging many including courts to continue questioning the credibility of the evidence which is collected. Proper training of police force, especially investigation officers can help overcome this problem.

There is a also a lot of debate about corruption and incompetence, which is also

attributable to lack of proper training. Lack of proper training means increased corruption in the police force. The Former IGP, Zulfiqar Cheema, expressed that there are two basic qualities required for the police officers and they are “integrity and effectiveness.” However, he went on to state that some officers who are honest are otherwise ineffective, being useless in the field of law enforcement as they can hardly contribute to the system. Whereas there are some effective officers but then they are corrupt. He also added that the current political influence upon the police is one which was not present even during the dictatorial regime.

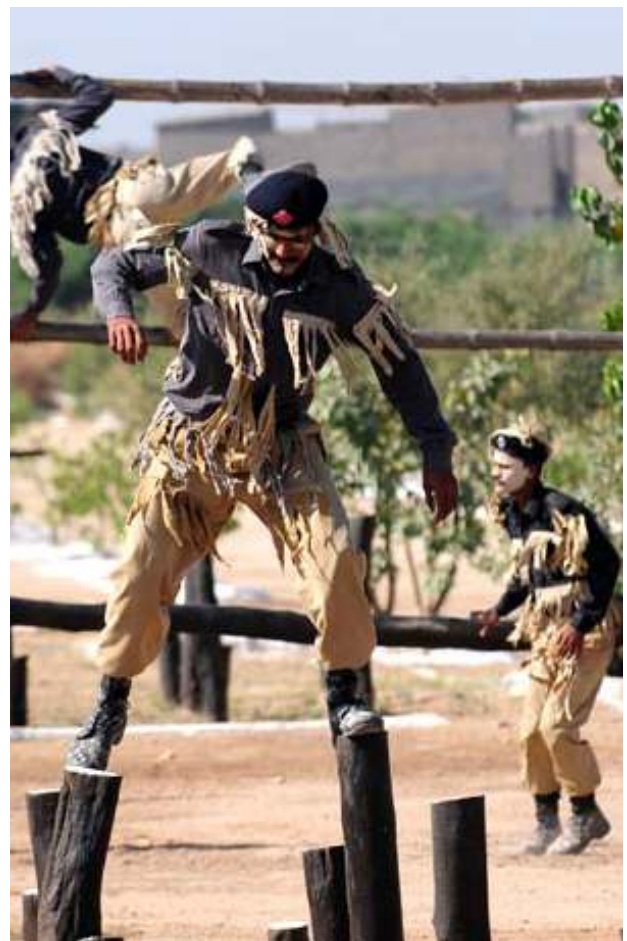
Criteria of selection of police officers is also very important. It serves as the basis of recruitment and training. Currently, to join the police institution, the CSS exam needs to be passed. However, the former IGP Islamabad, Sikandar Hayat expressed that certainly there are no officers who are completely appropriate for the key posts in the institution and, instead those who can meet the minimum standard are selected for the job.

Nevertheless, the above is not to say that steps have not been taken to recenter the police to fulfill its constitutional duty. In 2017, the Khyber Pakhtunkhwa Police Act was passed in the province. The Pakistan Tehreek-e-Insaf also undertook to professionalize police through reorganization, the provision of specialized training, improving public outreach to the police and by addressing the gender imbalance by having more females join. Furthermore, the Punjab police decided to conduct a refresher training course in 2018, in which more than five hundred police officers were given lectures by experts on the ethics of the police force. However, a police official claimed that until the existing system in which the police officers work is changed, one where there is a lack of proper housing, medical and education facilities, the behavior of the police with the public cannot be changed.

Yet, when close attention is paid, it will be

understood that providing simple lectures on how a police officer should behave is not enough for the police to uphold its constitutional duty, as it is easy for one to be informed about professional responsibilities. Instead, it is practical training and capacity building of the police force that needs to be prioritized, there are some duties and functions that can only be embedded within the police force once there are rigorous and practical training courses that are mandatory at all trainings of the police.

Reforming laws should not only be limited to the assumption of the power which the police force entails but rather should truly change the way the police carry out its duties. At the same time, these laws should aid the force in their duties. This means clearly laying down the responsibilities of the police and, most importantly, state the penalties. For, it is evident that until the police are trained in a practical manner, the enforcement of the law will not take place in an effective manner.



THE INTERNATIONAL STANDARDS OF POLICE: WHAT CAN PAKISTAN LEARN FROM IT?

by *Mahnoor Islam, Junior Research Associate at Centre for Law and Security*

The past year has seen much discussion on the negligence and incompetence of the police around the world. The George Floyd incident brought to light how misuse of police power which can result in major harm. Pakistan has also recently seen some incidents resulting in public uproar and calls for introspection the way police handle such situations. Nageebullah's police encounter, Sahiwal incident and recent incident of Usama Satti are to name the few. Can police avoid such situations? An effective, well trained police force is vital in order to curb police brutality and extra-judicial killings.

Police in Pakistan is dealing with some challenges that contribute towards its incapacity to deal with these situations especially when it comes to personnel on ground. The department is understaffed and policemen are under-equipped. The police also lack forensic services and have suffered because of the decades of corruption, nepotism and political manipulation. Pakistan's civilian law enforcement structure has failed to develop any advanced counterterrorism strategies because of the lack of modern investigative tools, requisite skills and incentives. The perception and image of police with the common man also causes hurdles for the police when it comes to law enforcement, which sees police as the oppressor and a tool for usurpation.

A sound legal framework is a precondition for an efficient police force. A police training framework should discuss the role of the police clearly which is to maintain law and

order, to protect an individual's rights and freedoms, to prevent crimes and to provide assistance to the general public. It should discuss the limits of power and what may account to abuse of power. The police should not cross the boundaries set by domestic legislation as well as international law.



The police have powers which temporality deprive people of their freedom of movement and are allowed to use a lethal weapon in extreme circumstances such as terrorism. The police should operate by the principle that 'everyone shall be subject to such limitations

as are determined by law solely for the purpose of securing due recognition and respect for the right and freedom of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.' Recently, a judgement by the Honorable Supreme Court has also clarified and limited police's power of arrest in cases. Justice Syed Mahnoor Ali Shah held that a police officer should have sufficient grounds prior to exercise of his discretion to arrest a person on the basis of some allegations. In order to make sure police don't exceed their powers, the police officers must know and should perform their duties in line with the universally agreed standards of Human Rights as put forward by the Universal Declaration of Human Rights.



In 2014, The UN introduced the Strategic Guidance Framework for International Policing (SGF) which aimed to define the 'what' of UN policing and ensure a more consistent approach towards police reform. The policy discusses four guideline documents that describe four core areas of police

administration, police capacity building, police command and police operations. Additional manuals have also been published which describe specific police tasks such as community-oriented policing and intelligence-led policing.

What can be learned from the UN Framework is that the basic functions of the police don't vary from country to country and can be easily incorporated into domestic legislation. As mentioned above, the SGF states that the main duties of the police is to prevent, detect and investigate crime along with protecting people and their property while also maintaining public safety. The SGF also mentions that all officials have an 'obligation' to protect and respect human rights which include the right to life, liberty and security. On accountability, the SGF as well as the UN's Code of Conduct for Law Enforcement Officials states that the police are accountable to the law, the public and to the civilian democratic oversight bodies. The UN also discusses the need for effective mechanisms for accountability over police conduct such as in situations of human rights violations. There is a need for robust accountability mechanisms in Pakistan as well which strive to uphold the definition of accountability under the SGF.

The UN has also recognised that community problems require community engaged solutions. Therefore, efforts have been made by the UN to support local police through a community-orientated policing approach. This can be seen in the SGF as 'strategy for encouraging the public to act as partners with the police in preventing and managing crime as well as other aspects of security and order based on the needs of the community.' Success of such a model can be seen in the city of Camden, New Jersey in the US. In 2013, the police was reformed and an improvement in the community engagement between the police and the public. The community had become more inclined towards sharing information with the police regarding crimes.

According to the United Nations Police in Peacekeeping Operations and Special Political Missions, the UN has introduced Formed Police Units whose main aim is public order management, whose main focus is to facilitate the population's exercise of human rights without disturbance or hindrance. When discussing capacity building and development, according to the United Nations Police in Peacekeeping Operations and Special Political Missions, capacity building efforts work to strengthen the aptitudes, resources, relationships and conditions which are necessary to achieve an intended purpose which is to maintain law and order and protect civilians. Institution building is also considered to be an essential part of capacity building along with engagement with individual personnel, organisational units as well as broader institutions. All capacity building activities are subject to regular, systematic and objective monitoring and evaluation in order to determine relevance, efficiency, effectiveness, impact and/or sustainability. The UN also regularly reviews accountability procedures for both internal and external management of their police. Individual training experts are also attached to each capacity building programme.

With regards to training, the UN uses Performance Gap Analysis and Training Needs Assessments to come up with a comprehensive training plan. Education

includes a number of areas such as anti-corruption, managerial and problem solving skills, prevention and investigation of sexual and gender based violence, legal issues, criminal intelligence and operational policing skills as well as contemporary training methodologies and techniques. An implementation of this can be seen in Germany where the German police training covers everything from domestic violence cases to situational management such as how to disarm someone who has a lethal weapon. The UN has also introduced gender sensitive policing as well which they have deemed as an operational necessity to address the differentiated security needs of women, men, girls and boys.

To sum up, Pakistan's police needs to incorporate international standards into its policing. What Pakistan can do is implement the policies that have been introduced by the UN and incorporate them into their training manuals. The UN has a very comprehensive police training system. It will also help police in Pakistan towards betterment of its image as it incorporates these quality standards into its training and practice. Change can come only by introducing better policies and removing some fundamental hindrances such as nepotism and political pressures. There is a lot to learn for Pakistan from these international standards.

CONSULTATIVE SESSION HIGHLIGHTS

Comments by

Justice Ali Nawaz Chowhan

Honorary Chairman, Legal Forum for Oppressed voices of Kashmir

Police serves to maintain law and order by protecting members of the public and their property, preventing crime reducing the fear of crime and improving the quality of life for all citizens. Pakistan's police have made significant contribution towards the same, in particular towards combatting terrorism in the country.

However, crime and how it affects a society is a sociological problem and has to be treated as such. People behave differently in different circumstances. How people respond towards petty crimes in central Punjab will be different to how people would respond to the same in the Capital. In order to determine the reasons for Pakistani society's sociological conditioning, it's important to look at the history of Pakistan.



The War of Independence in 1857 came about and it replaced the systems of Kotwal and the system of the Mughals. People formed a body and then 1861 war came about with a philosophy and purpose, that was to subjugate people from the colony because the Hindus and Muslims had at that time united to fight the British because of that cartridge, beef and the pork issue. So, the philosophy of policing at the time was to control and discipline citizens. The 1861 philosophy to an extent is still prevalent as it has been indoctrinated in our society.

In Sweden once, they were looking for a doctor to perform post-partum examination. They had none because murders do not take place there. The society has sociologically reached a stage where there is peace and calm in society. On the other hand, in Pakistani society, one of the biggest failures comes from the fact there is a morality crisis in Pakistan. There is a need for a systemic change and our local police cannot be totally blamed for cruelty in society. The cruelty is everywhere but we have to change the whole ambiance of the society and that the leaders will have to take the first step.

While Objective Resolution have been passed in the past to change this society and transform it but we have failed. So, it's not the implementors or enforcers that can bring material change until the philosophy changes. It is the philosophy of any society that has to change for there to be a systemic difference. The question is whose responsibility is it to bring about change? The responsibility of it lies on national leaders that will have to lead from the front in bringing about a sociological change.

However, there are certain books on investigation which could be a part of the curriculum and one such book is by Chaudhry Nazir Ali, former Attorney General of Pakistan and it's the best book I saw on investigation. And he has given his own cases which he was pleading. And those were the British cases.

CONSULTATIVE SESSION HIGHLIGHTS

Comments by

Rehman Azhar

Executive Director, Centre for Law and National Security

The training policy that been drafted by the Islamabad Capital Territory (ICT) Police is very important as it acts as the foundational vision for the future of ICT Police. The implementation of such a policy will greatly add value and build capacity in young officers of the ICT police. Keeping in line with the policy, there are certain recommendations that can be made to further assist the ICT police in achieving its goals and objectives.

The first step to developing a comprehensive training policy is to conduct a Training Need Assessment (TNA) that identifies the gaps that exist in the training of police officers, and develop a training policy that caters those gaps. The same can be done through surveys, focus groups and interviews that determines the design of needs analysis. Once the data has been collected and thoroughly analyzed to ensure that the gaps in performance are correctly identified, the training can then be designed in a way that addresses the performance gap and ensures the Police organization runs at its full capacity.



Starting off with training policy, it is recommended that the goals and objectives set for police training, are very open and broad. The aims are similar to those found in constitutions that are often vague in nature. These aims and goals need to be more specific and training oriented because when we make a training document, it is important to clearly state the goals and objective, the police goals and objectives is a technical matter and these should be further updated according to training document.

Concerning the training policy document itself, it is publicly available, for a simple reader there are many terms which cannot be understood, terms should be clarified in a sperate chapter for the people so that layman from the community can be engaged and a sustainable relationship between police and citizens can be established. Thirdly, the Training Developing Unit's organizational structure is not mentioned as to how the unit works and the organizational structure and this should be added. Since this is a training document, it should have the info on the unit and if there is more information then understanding it will become better and easier.

Furthermore, there is a need to introduce a comprehensive course on patrolling, that may turn out to be very vital and will help the police force in overcoming many issues that come under police patrolling and police dealing with the public. Another matter that should be closely looked at is to ensure that all best practices of training and policing from the world are considered and followed wherever possible to ensure a fair and effective policing system in Pakistan.

Lastly, accountability is a key component in any institution, whether in public or private sector. If the Islamabad police can come together, it can create an accountability mechanism that will greatly benefit police training. The police officers in the training can be informed of how they will be held accountable if they fail to follow the desired policing conduct.

1. The following are some of the proposed recommendations on how to improve the ICT Training Policy. The policy should clearly identify benchmarks and goals that the ICT are aiming to achieve through the provision of these trainings. The objectives should be concise and specific that describes results and tangible deliverables that the training will produce.
2. It is important to map out the purpose, scope and organizational structure of the Training Development Unit.
3. The Training Policy should provide a comprehensive curriculum with regards to the trainings offered. It is recommended that under each training course name the policy lists down the specific courses that will be offered during the training duration, and identify the learning goal and objective, and points to be addressed.
4. Please note that the courses proposed herein are not exhaustive.
 - **Baseline Requirements:** Uniformed police must master an array of baseline skills in order to perform their duties. These may include Report Writing, Information and Computer Technology, Communication, Languages, Radio, Police Vehicle Operation, Stress Management, Physical Fitness and Self Defence, Defensive Tactics, Survival Skills, Firearms, and First Aid and Cardiopulmonary Resuscitation (CPR).
 - **Patrolling:** Front-line police personnel need patrolling skills to perform their daily jobs. These include in-depth knowledge of general patrol procedures, traffic law and management, how to conduct searches of individuals, buildings and vehicles, the procedure for temporary seizure and identification of items, as well as what to do as a first responder to a major incident.
 - **Basic Investigation and Procedure:** Uniformed police personnel require solid knowledge of state and local police-related laws and applicable policies. They must have a command of the basics of criminal law, classification of crimes, and the general criminal investigation and procedure as well as the gathering of evidence.
 - **Field Training:** Field training allows trainees to apply the knowledge and skills learned in the classroom to real police work. Such training sessions can play a vital role in helping police officers in dealing with different cases, how to collect evidence and how the same may be produced before a court of law.
 - **Capacity Building Courses:** The section on capacity building and development courses should also lay out the fundamental principles, approaches and courses for police capacity building and developments. This will allow the ICT Police to be more professional in how they design, implement, monitor and evaluate the police capacity building and development projects and programmes in future. Some of the broad areas that may be offered under capacity building courses includes serious and organised crime; cyber related crimes; public order and prevention; mental health and support for law enforcement officers; leadership development; information systems and interoperability; fundamental rights; law enforcement cooperation

and information exchange; law enforcement technologies, forensics and other specific areas; and problem-based trainings.

5. It is suggested that the ICT Police should look into providing training to uniformed police personnel on what and how to apply international standards of human rights and practice for the police. In this regard, the ICT Police incorporate human rights standards into standing orders for the police and ensure basic understanding of human rights for police personnel at recruitment and periodically.

CONSULTATIVE SESSION HIGHLIGHTS

Comments by

Jawad Hussain Adil

Ex Civil Judge

Today, majority of the work done by the police is on the Criminal Procedure Code, but the bridge that exists between the magistrate and the police is being eliminated. The basic function of the police institution is to prevent and reject crime, however it is this function which is being threatened. There is an evident lack of resources in the police, proven by the fact that there are few officers present on duty at a given time.

If this issue is not addressed, then regardless of how much we may train our police to be physically fit, the police officers will lack the skill and knowledge to manage themselves in any situation, especially the unexpected ones. An example of such a situation may be where a petty crime has been committed and the civilian reports it to the police on the roadside. It is in situation like these that the

police officers have an opportunity to build a relationship of trust and respect with citizens. It is moments like these that eventually determine the public image of the police.

This image of the police is what matters a lot because if their image is good in the eyes of the people, the people will come closer to the police and thereby, the police will have the opportunity to help the public the way it is supposed to do so. Otherwise, this gap which is present between the police and the people will not be filled and thus, the police will not be able to work properly.

A small example here about police responsibility may be relevant. The S.103 of the CRPS concerns local witnesses and the need for them in a criminal case.

However, until today not a single local witness has been prepared by the police and the blame for this lies partially with the police and partially with the courts. But there is also a lack of cooperation on the part of the public with the police because what they are concerned about is that they will be called over to the police station over and over again and therefore, people avoid the police.

Henceforth, it is recommended that police officers are given sensitivity training when dealing with victims of crime. The police's understanding of law of evidence also needs to be enhanced through capacity building exercises as to ensure that no perpetrator is set free because of a lack of technical knowledge of legal proceedings.



CONSULTATIVE SESSION HIGHLIGHTS

Comments by

Rizwan Abbasi

Advocate Supreme Court

One of the first questions we should ask ourselves is which members of society should be allowed to serve in the police force? This is a fundamental question, as the induction of young people into the police determines the eventual philosophy and efficacy of the force. It is an incredibly important issue to consider because when we compare our police force with forces from the developed nations like European and American police forces, we find ourselves lacking in capacity. So first of all, it is recommended that whoever is inducted in police, should be conducted on the basis of ideology. People whose motivation, whose ideology is to curb crime are much better suited for the job. It is the induction and training of highly motivated officers that will systemically improve the police force from within.



Secondly, uniformity in police laws. In all provinces, there are different amendments. If we see police groups and police laws today there are various amendments that have taken place. Every province has adopted laws and made amendments as per their own choice. So, one man who is travelling from Islamabad and when he enters KPK, if he does something there, he is told that he is not allowed to do it as the police law in this jurisdiction is different. So, this is unfortunate. Keeping all in all the amendments aside, there must exist uniformity, even if that means eliminating all amendments and making one law.

Third, VIP culture in our country. It goes two ways. One, it effects efficiency of the local police. Because of their own pressures and secondly, it also involves strength of local police as well. There is separate security force for a political person and an ordinary person does not need it. It is recommended that the present serving police officers should not be used for private security duties. And they should be given specialized trainings for specialized subjects for a specialized set of circumstances. For example, if one has been given ATS training then they should stay with the ATS, because there are different dynamics at play.

A man who deals with a rape victim should have a different dynamic training, knowing how to deal with the victim, as though they are their own daughter, brother, son and then determine what steps are to be taken. The point is that for how long will we produce master of non and jack of all? We should go for specialized people in every phases of our lives. And same is with the police. There should be sections who focus on their own avenues with specialized training and when those people investigate for ten years, they themselves will become an instituted and be able to welcome future generation.

The biggest flaw in our investigation system is that we are away from scientific investigation. We should go for scientific investigation in which we have entered into, but we are just collecting one thing: mobile

phone data, claiming that it is scientific investigation. Now mobile phone data does not pinpoint your location but gives you a said radius and that's all, nothing else. Lack of scientific investigation should be reduced and this is the direction we must head into.

CONSULTATIVE SESSION HIGHLIGHTS

Comments by

Sheikh Waqas Bin Aamir

Head of Law Department, The Millennium Universal College

Lawyers study Jurisprudence which talks about the 'fear of law rather than fear of people' in tandem with the notion of critical reflective attitude as talked about by HLA Hart. In order to change the society, this perception needs to change. There is a lack of confidence between the public and the police. If one person is travelling, they won't be wearing a seatbelt because of fear of law, they will wear a seatbelt because they fear the police, it is this mindset that needs to change. On motorways, when traffic police stop us, we stop, if an officer fines us, we accept the fine. However, when a police officer stops us at a checkpoint, we refuse to comply with them. This relationship between the police and the public needs to change.



Depoliticization is another aspect that the police need to undertake. We need to stop the VIP culture. The energies are not focused. It's important that we challenge the VIP culture as it threatens the very fabric of police community relations. Transparency is another aspect that lacks within the police. Police have the capacity but the technical training in some cases is lacking which affects their ability to do their duties properly.

Another good initiative is the introduction of short courses. Capacity building and situational management need to be introduced. A rape victim has to be dealt with differently. An assault victim is to be dealt with differently. A person who has been robbed is in a different mental state, when they reach a police station, instead of the victims being comforted, their hardships are increased. It is this mental aptitude needs to be changed.

People in Pakistan as taxpayers and as citizens don't have confidence in the police. This lack of trust reflects a serious trust deficiency which is affecting policing in Pakistan. Modern training sessions are very important. If we talk about our institution, we train our students on basic ethics in a courtroom. A man is known by his dress and address. While we work on other things, these things also need to be addressed.

Lastly, it is important that mental health is given a priority. Seminars should be mandatory because if certain requirements are not being met, how do we move forward? Challenge them based on ground realities. Find out their true reflection. Dynamics have changed and the police training policy needs to reflect the same.

CONSULTATIVE SESSION HIGHLIGHTS

Comments by **Shoaib Shaheen**

Advocate Supreme Court

In comparison with the modern developed countries Pakistan's police force is lacking competency and capacity. It is pertinent to note that these deficiencies in particular with respect to the competence of police may be improved through the introduction of comprehensive training policies. While, many training policies have been presented in Pakistan, it is important that all stakeholders are engaged and consulted in the policy making process, as any recommendations made by experts can greatly assist in improving policing standards of the country. However, the first step is to identify the problems resulting in the lack of competency and capacity.



Favoritism is an inherent problem that is rampant in the police force. Accordingly, there is a strong need to remove the same at all levels. The concept of 'the right man for the

right job' needs to be adopted. When at the highest-level favoritism will be abolished, it is also going to be finished at the very lowest level. It is important that the postings and promotion of police officers is merit based. What comes as a major hurdle in the way of gaining public's trust and what demoralizes the police officers is favoritism.

Furthermore, while talking about policy decisions, the biggest problem is the lack of funding. If the prosecution isn't given any benefits, if they don't have any facilities, it will inevitably affect an investigation and there is a likelihood that the perpetrator or the accused may get away because of inadequate resources. In other countries, they spend a lot of money on investigations while in Pakistan, our officers don't have basic facilities such as transport. Therefore, lack of funds is a fundamental factor in the process of investigation which creates obstructs the course of justice.

Lack of technology knowledge and resources is another factor. The new induction of police officers should have technology knowledge which includes forensics, medical sciences and DNA testing. While there are a few forensic laboratories across the country such as the one in Lahore where DNA testing is done. However, such facilities and laboratories should be increased all over the country so that officers don't have issues in investigations.

Motivation is very important. A concept was once introduced that was called 'out of turn promotion' which meant that whoever was exceptional in their work, would be promoted out of their turn. However, this scheme was misused and so the Supreme Court gave a judgement against the scheme. However, a similar scheme could be made that has an oversight committee that rewards police officers who responsibly fulfill their duties.

There is a gap in the police force between the PSP and field officers. Whoever comes from the PSP goes farther and holds all of the positions which is good however officers who comes from a lower division such as from a constable level or an ASP level, are negatively affected. Due to this gap, there are a lot of problems. When an ASP joins, it should be part of the training that he is made an SHO and officers at DSP level should be made SHOs as well so they are made aware areas that need attention. The working relationships of both officers needs to be addressed. Distribution of work such as investigation should be clearly defined.

The police also need to have a good relationship with the public. Open discussions should be there which includes criticisms. Through this, the police will understand their weaknesses. A lot of people don't come to the police out of the fear that if they go, they will not be granted justice. In many cases, the witnesses are not able to come forward and give their statement because of this trust deficiency. Different judges, members of the legal fraternity should be invited and meetings should be held so that such issues are dealt with properly. Political figures should also be included so that they know that standards need to be improved.

Investigation can be outsourced. Independent investigative agencies should be allowed to investigate so that the report can be evaluated and relied upon by the courts. When people go and work for the UN, they create reports and are trained. When they come back, their expertise can be utilized to discuss policies. There should also be a concept of security of tenure. Unless there are other reasons such as misconduct allegations, an officer should have security that they will not be removed for the next few years which could be 2 years or 3 years. This is important because if an officer such as a DSP comes with a new policy, he is given enough time to implement the policy during his tenure.

Coordination is also important which is again lacking. NACTA introduced a system under which all issues were to be discussed and coordinated upon but this could not have been functional. Coordination with other agencies should be present such as with the FIA, NAB, NACTA. There should be regular, high level meetings. The meetings can prove to be very beneficial in overall improving the standards of policing in Pakistan.

CONCLUSION



Training is important in any line of work, especially one where you have to make split second decisions that could be the difference between life and death. When an individual has that much power in their hands, communities want them to be the best they can be at their job. The range of police activities that must be undertaken and the complex factors involved in their proper performance place a premium on knowledge and ability. A police training program is essential for not only new recruits but also seasoned police officers. It improves the performance of police generally and prevents the many mistakes or failures so detrimental to the department's welfare. However, training does much more than prevent repetition of errors. It defines duties, instills enthusiasm, develops proper skills, habits and attitudes and inspires devotion to the job and loyalty to the leaders. Moreover, police training involves the very development of individual police officers. It prepares them to do a job better.



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