



ONE DAY WORKSHOP ON RESEARCH AND DEVELOPMENT

Organised by National Police Bureau

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&

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Gratitude to:

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Al Quran

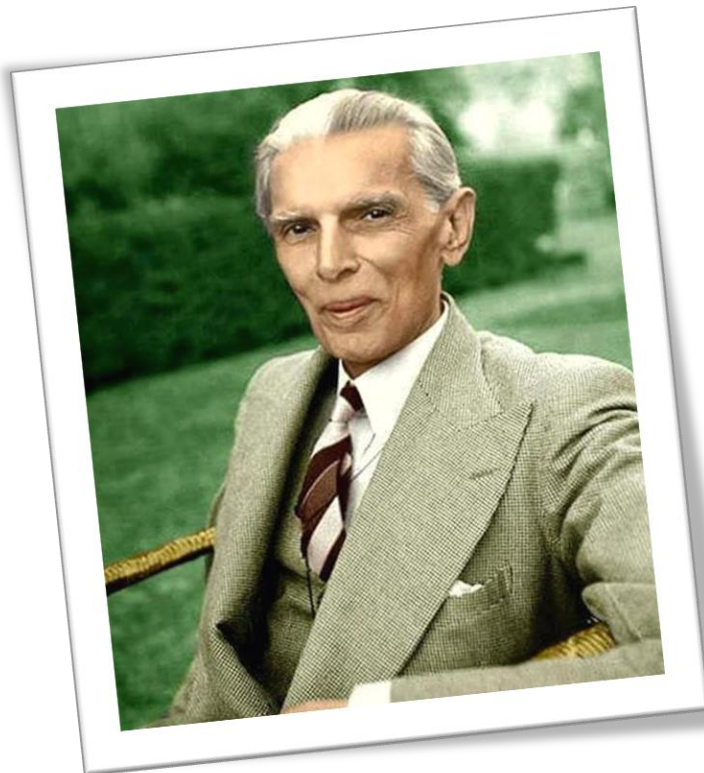
"Verily, in this is indeed a sign for people who think".

(Surah An-Nahl, verse 69)

Quaid's words of wisdom

*"Think 100 times before you take a decision, but once that
decision is taken, stand by it as one man".*

*(In 1937, following elections held under the new government of
India Act.)*



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MESSAGE

I am pleased that National Police Bureau has organized a capacity building workshop for fifteen Police organizations on Research & Development. Research is awfully important to solve problems and making right decisions



My Gratitude to all the police chiefs for sparing their officials and allowing them to attend this workshop. I am hopeful that a national cohesion and standards, in the police organizations after this workshop shall be ensured.

I recap National Police Bureau, the think tank and one of the fifteen police organizations, is striving hard through utter dedication, of its officials, to continuously chip in for transformation and progression of its law enforcement agencies.

Prayers and best wishes!

(Iqbal Mehmood) PSP

QPM

Director General
National Police Bureau
Islamabad

FOREWORD

National Police Bureau as a think tank had organized a capacity building workshop on Research and Development. The capacity building program was attended by reps. of five organizations out of 15 Police Units. The aim of this exercise was capacity building in the field of research and development as well as sharing of knowledge.

The program was well organized. There were two sessions. First was the interactive session, in which working in different organizations, challenges, plans, ailments and future courses of respective organizations were brought into discussion. Whereas the second session was a lecture by a senior researcher who shared his independent thoughts on how R&D can transform and evolve in an organization.

My Thanks to all the participants and trainer for joining this workshop. Special thanks to Director General, NPB for motivation.

God bless you all!

Dr Syed Kaleem Imam
TI, QPM, PPM, UNPM
Director (NPSC)
Islamabad

OVERVIEW

National Police Bureau

In the aftermath of Police Reforms, Bureau of Police Research and Development BPRD was renamed as National Police Bureau on 16th November, 2001. It was established as a statutory body, under Article-162 of Police Order 2002, mandated to perform research and development function.

It is recapped that NPB persevere with the vision to “Reshape police into a professionally competent, operationally neutral and publicly accountable service-delivery organization” strives with its mission to venture “Building standards for professional policing, and acting as a national think tank on issues relating to criminal justice reform, public safety and police information technology”.

It is heartening that NPB is now the premier institution for steering the police reform efforts in the country. It has the legal responsibility to act as the Secretariat of the National Public Safety commission, the highest body meant for accountability of police through society's representation.

Likewise, it is the secretariat of the National Police Management Board, a body comprising senior police leadership, which provides leadership in professional and organizational matters. It is in the context the think tank on police and prison reforms and acts as the focal point for reforms and coordination.

The NPB is also mandated to deliberate on most of the criminal justice related matters and be the generator of policy initiatives on police reforms. The bureau correspondingly stand-in as the repository of knowledge about police professional standards, helps the Ministry of Interior improve the quality of policing in Pakistan.

In the context NPB has successfully held Retired Inspectors General of Police's Conference, Media and Police Executives Workshop, National Police Executive Seminar, training on “Gender Based Violence Advocacy and numerous Capacity Building programs, to upsurge the participants knowledge about their profession, institutions and related national police interrelated practices.

CONCEPT NOTE

Research is an official inquisitiveness. It is prodding and curious for initiatives. Moderately he who does not research has nothing to communicate or yearn for. Policing is an essential organ of any state. It tackles human shrewdness stemming criminality.

It is vital that police functionaries remain modern, analyse emerging trends, its drivers and its manifestations optimize police practical working. This has led to establishment of Research and development (R&D) section in almost all police organizations.

To further galvanize its undertakings it is important that the fifteen police R&D sections are unified and methodological, in their studies, in their after action review, and are well versed with other national and international organizational learnings. Without doubt proper appraisal would unveil a rational and logical actionable policy and strategies so vital for optimum engagements.

In the context NPB held the said Conference of Heads of R&D Sections. The objective was to bring national cohesion in understanding each other activities, ailments, challenges and future course. It was to create uniformity in research procedures, sharing best practices and in the process assist in the formation of NPB research and development section.

In addition, a capacity building session to benefit in comprehending trends and latest methodology adopted by successful organization was carried out.

A final report of outcomes and deliberations is being shared with the participants to further strengthen their R&D Sections in Police organizations.

AGENDA AND PROCEEDINGS

A. Inaugural Session

1. Recitation of Quranic Verses
2. Fateha for Shuhada
3. Introduction of the participants
4. Welcome address by DG NPB

B. Cohesive and Partaking Session

5. Deliberations; milieu, challenges, ailments, methodology, future programs
6. Summing up of the deliberations

C. Lunch

D. Capacity Building and Awareness Session

7. Discourse by resource person
8. Q & A

E. Closing Session

9. Award of certificates by DG NPB to the participants
10. Group photograph

WORKSHOP NOTES

The one-day workshop on Research and Development organized by the National Police Bureau (NPB) took place on the NPB premises on July 18, 2016. The workshop started with the recitation of the Holy Quran and was followed by a round of introductions of the participants.

SESSION 1

Director General, National Police Bureau, **Mr. Iqbal Mehmood** gave introductory remarks for the workshop, highlighting the importance of Research and Development (R&D) for service delivery. After briefing about the agenda, the workshop was set in motion. He described research as an art that does not come naturally to everyone, rather has to be learnt through knowledge and practice. Research is important for the police departments as they are facing a series of issues which need to be thoroughly evaluated.

He explained that the performance of police department suffers because we do not have proper research going on to understand the shortcomings. It is easy to play the blame-game for the police's performance by holding others responsible, but the issues that lie within need to be addressed through research. To set the basis, Mr. Iqbal Mehmood gave a presentation defining what research entails and what primary model of research ought to be followed by the police departments. The model comprises of three aspects of R&D, which are:

- Staffed by planners and researchers tasked to analyse, review, conceptualize, assess and review the ongoing actions, schemes, programs/SOP.
- Ponder and research for future schemes in functional or technological fields which may facilitate future SOP often intended to yield an immediate profit, and but generally carries greater risk and an uncertain return.

- Accumulate statistics that may express the state of an organization, the degree of challenges, omissions, commissions, or the lure of evolution

After the introductory remarks, **Dr. Syed Kaleem Imam**, Director, National Public Safety Commission, asked the participants to give a brief background of their department's environment, the challenges they face, their plans and recommendations to address those challenges and highlight the coordination help that they require from National Police Bureau.

Mr. Ahmed Mukhtar Khan, from Motorway Police, explained that the Motorway Police force was created to assist the people who travel on the motorway. Commending the performance of the motorway police, he said that all members are playing a responsible role within this department. The Motorway Police members regularly participate in training and grooming activities through special courses from time to time in which personnel of all ranks are given due participation. Our main concern is raising public awareness regarding road discipline. It is our focus to provide help during accidents on the motorways.

The main challenges faced by the motorway police are with regards to heavy vehicle traffic and their drivers. It has been analysed that the drivers of such heavy vehicles are not much educated and skilled. Even the validity of the driving licenses they possess is questionable. They often suffer from weak eyesight and are abundantly found to have health problems like diabetes, blood pressure and psychological issues. The owners of those vehicles and the general public are not aware of these problems. The most common factors behind road accidents are unrest of drivers and overloading of vehicles. Often times, the heavy vehicle drivers are also found to be drug-addicts as well.

The Motorway Police Department has developed methods to address these issues. A specialized campaign on overloading has controlled the issue to a considerable degree and Inspector General Motorway Police has recently initiated a health program for drivers of heavy vehicles in which their medical tests are conducted and they are given free medical aid. Moreover, their contractors are also advised about their resting needs and are guided to reduce working hours. Motorway Police actively relies on R&D. Data collection is

given due importance for traffic and road accidents analysis. It has been studied that understanding of traffic rules and road sense differs by culture. People from different socioeconomic and occupational classes have different approaches of road safety.

Mr. Ahmed Rizwan, from the Research Wing of Intelligence Bureau (IB) explained that his organization works like a think tank as is formally known as Research and Analysis (R&A) wing. IB has over 30 years of experience and the institution has been headed by some high profile members of PSB over the years. The organization has established close working relations with all the leading think tanks, academic institutions and independent researchers.

He explained that over the years, the research wing had gained a reputation of not being an important department in the workings of police. Appointment in the research wing is not considered a serious job and most people just idly pass their time when appointed to this department. However, with the new leadership of R&A, this impression is slowly wearing off and it seems to be headed in the right direction.

Explaining their research procedure, Mr. Rizwan informed the participants that they receive raw intelligence from their field officers and reports from all the provincial units before analysing any data. The approach of IB is penetrated deep within the system, down to the tehsil and district level, and information is gathered through all these units. It is further compounded with data collected from think tanks, NGOs and other research organizations. Any information passed on to the Ministry of Interior or the Prime Minister Secretariat passes through a rigorous procedure of double-checking before being forwarded.

Highlighting the challenges they face in their department, Mr. Rizwan said that attracting capable officers is problematic for them as competitive officers do not choose research wing out of choice. People opt for more lucrative posts where they can get perks and privileges. The success of the department relies on competitive officers who prioritize research.

Mr. Ahmed Ishaq Jahangir, DIG R&D Punjab, gave a brief background for the R&D department in Punjab Police. He informed that the department was established in the 1990s and was headed by an Additional IG (R&D), a DIG (R&D) and two SSPs along with ministerial staff. Like other research departments in the police force, this was also regarded as a stop-by post and no serious work got done in the department. Under the state of affairs, the new leadership in 2014 restructured the R&D department and removed the posts of Additional IG and two SSPs and drastically reduced the personnel.

The R&D department produces two documents annually – an annual policing program and an annual administration of the report. Data for these two reports is collected from 36 districts across the province. Both of the reports are then published on their website.

The R&D department is also overseeing the implementation of the Police Order of 2002. In doing so, the department often taken up various initiatives, but due to the short-term tenures of officers in the department, no tangible outputs have come forth. For instance, the department has made a concept note on the Police Complaint Authority combining information from international models and hybrid models by, conforming to the national laws. All the ideas and initiatives are discussed and debated with senior officers before putting them out.

Talking about the challenges faced by the department, Mr. Jahangir expressed that according to the standing order, R&D Punjab as to collaborate with different universities and donors, but due the shrinkage of staff, the department has not been able to deliver in this regard. Furthermore, he raised the issue of external influence on the operations of R&D and other police affairs. He said that quite often the agenda is set by the Chief Minister, rather than by the IG and is set in motion in all provinces without due research and feasibility investigation.

Suggesting solutions, Mr. Jahangir said that the department should have a full-fledged legal wing to cater to legal research, analysts and program evaluators analyse the feasibility of different projects. He expressed that there is

much room for improvement in the R&D departments of police, but it needs to be coped with a permanency in the tenure of committed officers.

Mr. Sheikh Muhammad Umer spoke on behalf of NACTA. NACTA was created in 2008; however, till 2015 it remained dormant due to various political and administrative reasons. In 2015, an attempt was made to reinvent NACTA. Initially the policymaker to analyse intelligence and coordinate with the friendly foreign agencies conceived NACTA, however, overtime its operational role dwindled.

Currently, NACTA works as a think-tank for researching acts of terrorisms etc. it comprises of three cells: counter terrorism cell, intelligence cell and research base. Counter terrorism is the combination of intelligence and field operations. The research wing is being supported by the National Crisis Management Cell (NCMC). They are working as the main database of NACTA since they are taking information on a daily basis from all four provinces. He reported that the research wing is not working at full capacity but at a workable pace to provide information to the law enforcement agencies, along with providing recommendations to the national government regarding policies counter terrorism. NACTA's on-going projects include work on National Explosive Policy, Madaris Policy, Freezing of Assets rule etc.

NACTA is currently in the phase of organizing workshops and conferences. The aim is to create an overall consensus on various issues relevant to the police department. Highlighting why research wings are considered secondary, Mr. Umer said that the primary role of police is to ensure law enforcement and discipline. Accordingly, the priorities of all officers at the senior level are on those aspects rather than research, which tend to get side-lined. The higher police gentry is more inclined towards getting short term results rather than focusing on research, which is a time consuming task with effects evident in the long run.

Commenting on the enforcement of Dolphin Force by the Punjab Police, Mr. Umer said that the initiative came from the Chief Minister rather than the police leadership. Without due research on local needs and setups, the initiative was from adopted from Istanbul and enforced here. This reflects where the

decision-making lies. He also strongly criticised the Police Order of 2002 and labelled 112 out of 187 redundant.

As a way forward, Mr. Umer suggested to make research an important aspect of each police department. He advised to utilize the knowledge and experience of junior level constables.

Representing the Research Wing of National Police Bureau, **Mian Arfan ul Haq**, Senior Research Officer said that their job entails collecting data from all police units, analysing, proofreading, and then publishing it. They are also responsible for producing best practices manual and crime reports etc. to forward to the relevant ministries.

Highlighting the challenges they face, Mr. Arfan said that coordination with the provinces is the most difficult task. Delayed responses on behalf of the provincial units set back the work of National Police Bureau research wing as data is not collected in time leading to incomplete analysis. Unless qualified individuals with the right expertise are not hired for research purposes, the research wing of police units will continue to face issues.

Mr. Aurang Zaib, Deputy Director NACTA also complained about the coordination problem. Unless a proper coordination mechanism exists for data collection at the grass root level, performance will be compromised. Data collection should be linked through an IT based system to ensure timely responses.

Ms. Nida Anum, Deputy Director (legal) NACTA, suggested that there needs to be a mechanism for R&D in every police unit. It should not be based on the priorities of any single individual, rather should be in effect through a proper framework.

Ms. Nighat Haider, Deputy Director NPB, recommended that all R&D units in the police departments need to be interlinked. Information sharing is the key to encourage research.

Engr. Zulfiqar A Bhatti, Deputy Director NACTA, also seconded the earlier discussion and said that R&D is considered a secondary choice in any police department. He gave example of the research-based decisions made by the Pakistan Army on issues as petty as uniform material. Police has to make important decisions on weapons etc., and they should not be made without proper research. He suggested that the police departments should be headed by a qualified officer from a permanent post of Officer Grade 20, and should not be headed by police. Police officers should be rotated on a regular interval. He also suggested that research should be made mandatory for all police officers for their promotion.

Mr Muhammad Shahid, AD NPB, stressed that though research analysis takes time, its significance cannot be overruled. He seconded the idea proposed by Mr. Bhatti that research wings should be headed by non-police officers and they should have a permanent post.

In conclusion to the above discussion, **DG Iqbal Mehmood** emphasized on the need to enforce a standardized module of research for all the R&D units. All the relevant departments need to be engaged in research trainings and workshops. Furthermore, officers and staff at all levels need to be involved in such events. He narrated a study according to which a traffic warden has about 2-3 kilograms of lead content in his lungs. He suggested that such issues could be taken up for research and instead of blaming external entities for our lack of performance in this area, we should set ourselves right and take an initiative.

SESSION 2

In session 2, an external resource person, **Dr. Muhammad Arif Saleem**, Assistant Professor at International Islamic University Islamabad (IIUI), delivered a presentation on the importance of research and threw light on some of the basic research approaches that could be utilized by the police units. He explained research as an analogy to 'hands on pulse' – iterating it as a continuous process to stay updated on the changing scenarios. He also gave examples of some of the research conducted by his team on issues that are

otherwise considered menial but may generate insightful results such as water wastage and its associated costs at IIUI. He suggested various research ideas to the participants which could be undertaken at minimum costs but would greatly enhance the knowledge base of the police units such as an analysis of how many criminal suspects hail from madrassas and how many from formal educational institutes. He also emphasized on the need to refer to international best practices in order to improve the state of affairs in our country. He advised to use innovative methods of research such as understanding the science of garbage in a neighbourhood in order to understand the changing patterns of the residents of that neighbourhood. Such approaches could give deep insight for investigative matters. At the end of the presentation, he distributed sample questionnaire hand-outs to all the participants in order to guide them regarding the type of research tools they could use.

The presentation was followed by a short question answer session in which the participants discussed issues of data reliability and survey approaches with the resource person.

The workshop ended with concluding remarks of DG Iqbal Mehmood in which he reiterated the importance of research for all police units and promised to continue organizing capacity building events for their staff on a regular basis. He advised the participants to stay optimistic and do their best in making a better future.

The workshop ended with a certificate distribution ceremony, group photo and lunch.

CHALLENGES IDENTIFIED

1. Neither research departments nor their appointments are considered to be important in the Police Units
2. The productive or capable officers are difficult to attract as mostly officers go for lucrative posts.
3. Appointments on research posts are temporary and very short-term.
4. External influence (political meddling) disturbs the operations of R&D departments and other police affairs
5. The higher officials of police focus on short term gains and tend to neglect time-consuming processes like research.
6. Issues of coordination exist due to lack of a proper information sharing mechanism. Information provision and sharing is delayed.
7. Leadership is lost in responding to day-to-day issues and failing to realize the importance of introspection and research.
8. Organizations have failed to plan its course due to extraneous interference and lack of professionalism.

RECOMMENDATIONS/WAY FORWARD

1. Research appointments in the police units need to be made more attractive.
2. Police staff from all levels of hierarchy needs to be engaged in research activities in order to promote a culture of R&D. insight from the junior level staff such as constables may prove to be very effective for research.
3. Research departments should be equipped with designated expert wings such as legal wing, economic wing etc.
4. Every program or project introduced much go through a rigorous process of program evaluation carried out by experts.
5. All R&D units in the police departments need to be interlinked and a culture of information sharing needs to be inculcated to encourage research.
6. IT based techniques need to be introduced to get timely response and improve overall performance.
7. Hiring of qualified individuals with interest in research is essential to address challenges of research wing of Police units. For this purpose, research departments should be headed by non-police research experts who should be permanently appointed.
8. Appointment in research departments and producing research outputs must be made mandatory for promotions.
9. A standard module of research needs to be introduced for all R&D departments.
10. Data corroboration needs to be undertaken through third party entities in order to ensure authenticity.
11. R&D departments of police units should work to create linkages and partnerships with research organizations, NGOs, think-tanks and academia.

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PICTORIAL IMAGE OF THE SESSION





Director General, NPB with the participants of R & D workshop

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