



Strategic Framework

For

Khyber Pakhtunkhwa Police

Office of the

Inspector General Khyber Pakhtunkhwa Police



INSPECTOR GENERAL'S MESSAGE

The undersigned took over the command of Khyber Pakhtunkhwa in the last week of September 2013 as Inspector General of Police. In the course of my extensive touring of the province and interaction with all ranks of the Police over the last five months, I have found this force to be gifted with distinct traits of courage, bravery, motivation and field craft.

However, ongoing militancy in and around the province has changed the traditional role of policing. A role which is not only more challenging in nature but also extremely unconventional in practice. This, coupled with a myriad of our internal institutional challenges, necessitated the need for having a well thought out vision and a systematic & result-oriented strategy to actualize the vision.

It gives me immense pleasure to state that after exhaustive deliberations and feedback from within the department, members of civil society, academia, NGOs, technology and process experts and various security analysts, we have not only been able to ascertain the future aims for ourselves in light of "Policing by Objectives" theory but have also evolved and are successfully implementing a comprehensive strategic framework to achieve the ultimate objective of winning public trust through better service delivery.

Although there are no quick fixes for the challenges confronting the province and its police force, we believe our steps are in the right direction and would help generate outcomes that are not only effective but also sustainable, Insha 'Allah. It is quiet heartening for us and the future of security apparatus of the province that the steps taken by Khyber Pakhtunkhwa police as per its strategic framework are receiving positive feedback and acclamation from media, civil society and most importantly the opposition political parties.

I would also take this opportunity to express my indebtedness to the present Government of Khyber Pakhtunkhwa for extending its full support. The Government's policy of non-interference in the operational matters is encouraging the Police Department to take these initiatives for better service delivery.

Nasir Khan Durrani, PSP
Inspector General of Police
Khyber Pakhtunkhwa
Dated 25th August 24, 2014

VISION

To promote a society free from fear of crime and injustice

MISSION STATEMENT

To protect the life, property and honour of the citizens; maintain public order and enforce the laws of the land, to the best of our ability and without any discrimination, through modern, proactive policing and community participation

CORE VALUES



STRATEGIC FRAMEWORK

The strategic framework for KP Police, **aimed at winning public trust through better service delivery**, is built on the following pillars:

- Capacity Building through modern training and incorporation of technological advances
- Structural reforms with the objective of improving the processes
- Enhanced community engagement



CAPACITY BUILDING

Despite being faced with unprecedented challenges, the force was lacking in both training and technical support requisite to counter them. The capacity building component of our strategy, has initiated a number of new training programs, revision & up-gradation of existing course contents, specialized police training schools and introduction of technological solution in everyday functioning of the force. The recently introduced training programs include cutting-edge commando training for the personnel of the newly raised Special Combat Unit on the pattern of Special Services Group of the Army, advanced training and equipment for Rapid Response Force and mandatory Elite Training for all the Lower Course candidates.

Likewise, keeping in view the need to bring the KP Police at par with modern police forces and perform the multi- dimensional roles as per the expectations of the citizenry, the KP Police has **introduced modern physical and academic training modules** in the recruits training course so as to enhance the capacity of its future human resource. From now onwards, in addition to the conventional physical training of parade, the recruits will be given training in swimming, martial arts and un-armed combat. Likewise, the recruits will also be given special training for carrying out rescue operations in natural calamities, public disorder management and stop & search operations. Similarly, on the academic side of recruit training, a number of changes have been introduced with a view to sensitize and equip the police to perform its functions including the fight against terrorism in a professional, scientific and public friendly manner. The additions made to the academic side of recruit training include modules on Human Rights, Gender Sensitive Policing, Personal & Personnel Safety, introduction of Information Technology tools incorporated in the day to day functioning of KP Police and overview of the recently introduced legislations including Protection of Pakistan Act 2014, KP Restriction of Rented Building Security Act 2014 and KP Restriction of Hotel Businesses Security Act 2014.

In order to bring our force at par with modern police forces of advanced countries we have introduced **six new specialized schools**. These include **Police School of Investigation Peshawar** – aimed at teaching advanced investigation techniques to the police investigators; **Police School of Intelligence Abbottabad** – aimed at imparting conventional & unconventional intelligence techniques to the personnel of Special Branch, Counter Terrorism Department and District Security Branch; **Police School of Explosive Handling Nowshera** – aimed at teaching the contemporary techniques of explosive handling to the personnel; **Police School of Public Disorder Management Mardan** – established with the objective train the personnel to cope with agitating mobs and law & order situations in a professional manner; **Police School of Traffic Management Peshawar** - aimed to be a center of learning for traffic police personnel as well as traffic engineers; **Police School of Tactics Peshawar** - envisioned to equip field officers with modern security and operational tactics. While the Police School of Investigation, Police School of Intelligence and Police School of Tactics have started functioning, the remaining three are expected to be made functional by October 2014. The purpose behind establishment of these schools is to provide modern

day education/expertise to concerned police officials and to act as centers of research & development in their respective fields.

The newly incorporated technological solutions, introduced as a component of Capacity Building component of our strategic framework have been launched and today constitute an essential part of everyday working of KP Police. These include **Vehicle Verification System** – a system enabling the field staff to nab the stolen vehicles by verifying the credential of any vehicle registered anywhere in the country through just a click on their mobile phone; **Digitization of Criminal Record** – a system aimed at digitizing the credentials of every reported crime and criminals/Proclaimed Offender thereby enabling the police force to check the background of any person from a click of their phone and putting in place better tools to prevent crime; **Geo-Tagging of Crime and Criminals** – an ambitious plan aimed at mapping & picturing the scenes of crime/terrorism and the known abodes of criminals/suspects on Google map through Android Operating System in order to enable the police personnel to perform their duties efficiently and systematically through improved supervision.

STRUCTURAL REFORMS

The second pillar of our strategic framework – structural reforms with the objective of improving the processes has resulted in a holistic overhaul of almost all the processes in police force. It is our firm belief that the product can only be improved by reforming the processes. In consequence of this strategy, we have introduced and are successfully implementing a number of new processes in police operations, policy making, recruitments, promotions, access to internal command and internal accountability. In operations, we have established a dedicated and specialized **Counter Terrorism Department, K-9 Unit and Cellular Forensics Cell**; revamped and re-equipped with advanced gadgetry the **Bomb Disposal Unit**, issued numerous Operational Guidelines so as to ensure a uniform & coherent approach towards the crime across the province and have introduced three new pieces of legislation in order to enable the police to better protect the citizenry. The recently introduced laws include **KP Restriction of Rented Buildings Act 2014, KP Restriction of Hotel Businesses Act 2014 and KP Security of Sensitive & Vulnerable Places and Establishments Ordinance 2014**.

Likewise, in order to formalize the consultative process amongst the senior command and to encourage vertical communication/access for junior ranks to the most senior command, we have introduced the concepts of Police Policy Board and Internal Command Access Line (ICAL). Though entirely different in their scopes, both the above said initiatives have the common objective of increasing communication within the department. The **Police Policy Board**, comprising of the IGP, all Additional IGsP, all Staff Officers in CPO, Commandant PTS Hangu, DG PCU, DIR FSL and CCPO, meets regularly wherein all new decisions, suggestions and problems are discussed and decisions are made after due consultation. The decisions so made are then formalized and circulated in the form of **Policy Guidelines**. It is then the responsibility of the concerned RPO and DPO to ensure compliance with these policy guidelines. Similarly, the idea behind the introduction of **Internal Command Access Lines (ICAL)** was to provide a forum to the constabulary and the officers to access the IGP through just a sms and to apprise him of their issues or to give a suggestion for improvement in police working. Subsequent to the

successful experience of access to the IGP through ICAL, the scope of ICAL has been expanded and now the senior command that can be accessed through ICAL include the IGP, all RPOs and AIG Establishment.

Recruitment, departmental promotions and Procurement are three such processes in police which if not undertaken in a transparent and merit based manner can have disastrous effects for the department as well as the society. Ironically, prior to the conception and implementation of KP Police Strategic Framework, all the above said processes were marred with corruption, nepotism and favoritism. We are proud to announce that we, as a part of our strategic framework for the improvement of KP Police, **have outsourced the recruitment and departmental promotion process to specialized and well reputed national testing organizations including National Testing Service (NTS) and EETA**. With the grace of Almighty Allah, the first recruitment of constables and junior clerks in police through NTS and EETA have been successfully completed in a transparent and verifiable manner. In order to ensure that emotionally stable and mentally sound individuals are recruited in the police department and to do away with the discretion at the disposal of interview panels so as to further increase the system's transparency, KP Police has done away with the interview stage and has replaced it with emotional intelligence test for all the aspirants. The emotional intelligence test has been introduced for the first time as a substitute for the interview in order to eliminate the element of discretion and nepotism. The emotional intelligence tests are being conducted by a panel comprising of specialized psychologist. Likewise, the departmental promotion exams have also been undertaken through EETA for the first time and this process too has earned a lot of acclaim from within the force.

Similarly, in order to eliminate discretion and corruption from our procurement process, we have **revamped and reconstituted the procurement committees** by incorporating non-departmental experts from Finance Department, Home Department, Planning & Development Department, NAB and armed forces. Lastly, in order to maintain the highest standards of professionalism and integrity, we have constituted a **Directorate of Police Complaints & Internal Accountability** within the CPO under the supervision of a DIG.

COMMUNITY ENGAGEMENT

The third and last pillar of our strategic framework is the increased engagement of community with police so as to enable the police and the community to work jointly towards providing better service to the citizenry. This particular component of our framework is predicated upon involving & facilitating the community in resolution of its disputes and to provide day to day services to the community in a cordial manner. In order to achieve our first objective, we have introduced and established **Dispute Resolution Committees (DRCs)** across the province at all district headquarters. These DRCs, comprising of respectable elders of the society and backed by the criminal justice system have been mandated to resolve the day to day petty disputes of the community through alternate dispute resolution. Today, owing to the tireless efforts of our officers and members of DRC, the citizens of KPK have a forum where they can get their matters resolved amicably without having to go through hectic, prolonged and expensive litigations. Similarly, the second initiative of ours undertaken under the ambit of enhanced community

engagement is that of **Police Assistance Lines (PAL)** which has been established with the objective of providing day to day police services to the public through a convenient and respectable one window operation. The PALs have been established at all the district headquarters and the citizens can now get their day to day issues with police department resolved through these centers.

It gives us immense pleasure, pride and hope to announce that the above said strategic framework has been practically implemented and the KP Police is headed towards becoming a modern and effective force capable of delivering as per our vision and mission statement.