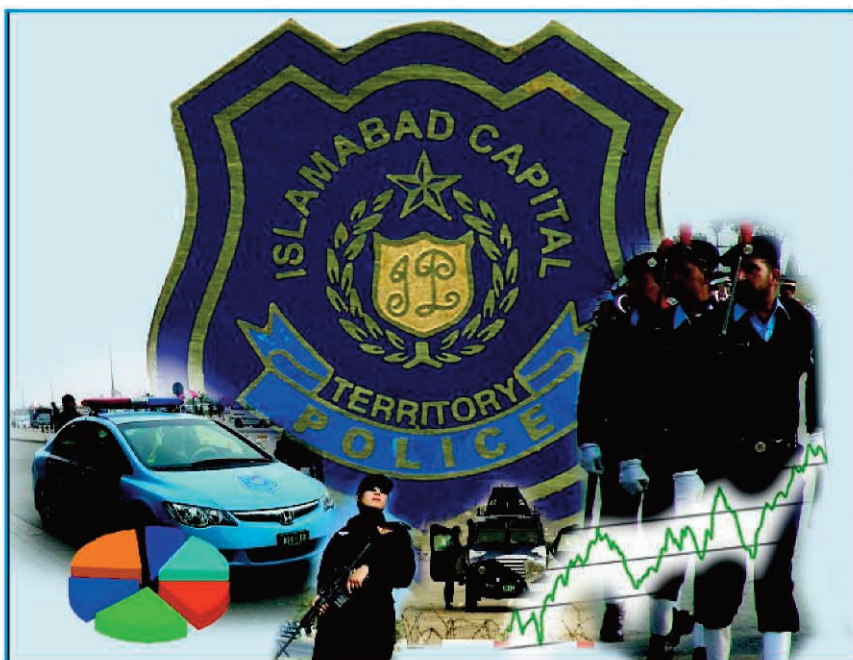




Centre for Peace and
Development Initiatives



Islamabad Police Budget

Issues, Concerns and Recommendations for Reforms

“Full budget transparency is crucial to the maintenance of a healthy government in several ways. It deters corruption and irresponsibility by making any misallocation of funds easily discoverable, combats public apathy by offering ordinary citizens direct and simple access to information on programs they care about — which in turn increases confidence in the state government and its initiatives — and prevents politicians and pundits from making false allegations about government expenditures.”

Tufts Daily Editorial, April 14, 2010

Islamabad Police Budget

Issues, Concerns and Recommendations for Reforms

Dedicated to those brave police persons who have sacrificed their lives and suffered injuries in the fight against terrorism. We owe it to them to make police a trusted, professional, efficient and honest service in order to achieve lasting victory over criminals and the forces of extremism and terrorism. People and police can work together for better policing. This would be the befitting tribute to the martyred police persons.

Dedication

Center for Peace and Development Initiatives (CPDI) would welcome reproduction and dissemination of the contents of the report with due acknowledgments.

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Disclaimer:

Every effort has been made to ensure the accuracy of the contents of this publication. The organization does not accept any responsibility of any omission as it is not deliberate. Nevertheless, we will appreciate provision of accurate information to improve our work.

CONTENTS

Acronyms	vi
1. Overview:	1
2. Total Budget:	5
3. Allocation for Employees Related Expenses:	7
4. Allocation for Operating Expenses:	9
5. Allocation for Repair and Maintenance:	13
6. Budget and the Junior Police Staff:	15
7. Other Budget Issues:	19
8. Budget and Police Performance:	23
8.1. Rescue 15	25
8.2. Islamabad Traffic Police (ITP)	25
8.3. Countering Terrorism	25
8.4. Outreach Programs	26
9. Recommendations:	27

ACRONYMS

AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
DDO	DRAWING AND DISBURSING OFFICER
HIV	HUMAN IMMUNODEFICIENCY VIRUS
IGP	INSPECTOR GENERAL OF POLICE
ITP	ISLAMABAD TRAFFIC POLICE
PM	PRIME MINISTER
SHO	STATION HOUSE OFFICER
TB	TUBERCULOSIS
VIP	VERY IMPORTANT PERSON

Overview

Islamabad is the capital of Pakistan. According to 2009 estimates, its total population is 1.21 million. It is predominantly an urban district, as 0.87 million people live in the urban parts and 0.34 million people live in the rural parts.

Table 1:

Rural and Urban Population of Islamabad District

Year	Urban	Rural	Total
1998	0.53	0.28	0.8
2009	0.87	0.34	1.21

Source: National Institute of Population Studies (NIPS), Islamabad.

In Islamabad, Capital Territory Police was established in 1981 for performing police functions. Currently, the Islamabad Police consists of three main divisions, which include:

1. Operations Division
2. Logistics Division
3. Security Division

¹ Islamabad Police website i.e. <http://www.islamabadpolice.gov.pk>

² One wonders as to why, despite having such a very good police to population ratio, the Islamabad police is unable to offer decent working hours to its employees. Policemen continue to complain that they have to work for long hours. This matter needs to be thoroughly investigated with the aim of improving the human resource management capacity and systems of Islamabad police.

³ It may be noted that, in addition to Islamabad police, various other agencies are also engaged in security related duties in order to assist the Islamabad police. For instance, personnel of Punjab police, Rangers and Frontier Corp are often posted in Islamabad on specific assignments of varying durations. Given this, the police to people ratio can be considered as even better, as the police has the support of other agencies at its disposal, although for varying strengths and durations.

In 2010–11, the total sanctioned strength of all the above 3 divisions of Capital Territory Police is 10,995 including 251 officers and 10,744 other staff. This means that, for every 110 persons living in Islamabad, there is one police person employed. This seems to be a very good ratio; although allocation of significant police resources to VIP protection adversely affects the quality of police service for common people.

The Operations Division is responsible, among others, for maintenance of law and order and management of traffic in the Islamabad Capital Territory (ICT). This Division maintains law and order and investigates crimes through 15 police stations in Islamabad. These police stations are:

- Aabpara
- Golra Sharif
- Kohsar
- Sihala
- Margala
- Tarnol
- Industrial Area I-9
- Barakaho
- Shahzad Town
- Sabzi Mandi
- Shalimar
- Karal
- Nilor
- Women Police Station
- Secretariat

The Logistics Division manages and provides the required logistics support to the police operations throughout ICT. The Security Division is responsible for the security of VIPs and government buildings like the President and PM House, diplomatic enclave and other official offices and installations. A general perception is that disproportionately high percentage of resources is consumed by this Division, while security of ordinary citizens lacks adequate attention.

Total Budget

Total current budget allocation for Islamabad police is PKR 4.13 billion in 2010-11, as compared to PKR 0.6 billion allocated in 2003-04. This means that, over these years, the budget allocation for Islamabad police has gone up, in nominal terms, by 588 percent – indicating about 84 percent per year increase on average. This is unprecedented increase in the history of Islamabad police. The question is: whether this increase has really resulted in improved service delivery and public safety conditions for the residents of Islamabad? Such questions should be asked around the time of budget every year in order to better plan and decide about allocation of resources for the next year.

The Table 2 below shows the annual original and revised total allocations for Islamabad police from 2003-04 to 2010-11:

Year	Original Allocation (In Billion PKR)	Revised Allocation (In Billion PKR)
2003-04	0.60	0.63
2004-05	0.78	0.97
2005-06	0.89	1.03
2006-07	1.18	1.29
2007-08	1.36	1.37
2008-09	1.64	1.65
2009-10	3.65	3.65
2010-11	4.13	-

Source: Annual Budget Books 2003-04 to 2010-11.

Allocation for Employees Related Expenses

May God prevent us from becoming 'right-thinking men' -- that is to say, men who agree perfectly with their own police.

Thomas Merton

Total allocation for employees' related expenses in the year 2010--11 budget is PKR 3.6 billions, as compared to PKR 0.52 billion in 2003--04. Hence, there has been a total increase of 592 percent in the budget since 2003--04 -- i.e. an average per year increase of about 84 percent.

In 2010--11, the employees' related allocation amounts to 87.3 percent of the total annual current budget for the Islamabad police. In other words, 87.3 percent of the Islamabad police current budget is meant only for salaries and allowances of officers and other staff. It may be noted that, in the year 2003--04, the employees' related allocation was 86.6 percent of the total current budget of Islamabad police. Hence, over the years, the budget for employees' related expenses of Islamabad police has not changed much in terms of the percentage of total budget.

Table 3:**Employees Related Allocations 2003–04 – 2010–11**

Year	Original Allocation (PKR)	Original Allocation (As %age of Total)	Revised Allocation (PKR)	Revised Allocation (As %age of Total)
2003–04	523,553,000	86.6	523,553,000	83.8
2004–05	658,264,000	84.0	658,264,000	68
2005–06	788,300,000	88.9	860,860,000	83.7
2006–07	999,500,000	85.0	999,500,000	77.7
2007–08	1,059,878,000	77.7	1,059,878,000	77.5
2008–09	1,337,075,000	81.5	1,337,075,000	81.5
2009–10	3,342,963,000	91.7	3,329,263,000	91
2010–11	3,600,000,000	87.3	-	-

Source: Annual Budget Books 2003–04 to 2010–11.

While the employees' related expenses of Islamabad police have substantially gone up since 2003–04, it may be noted that the major increase has been witnessed in allowances and not in the basic pays. It is evident from the fact that the pays have increased at the rate of 23.5 percent per year since 2003–04; as compared to 215 percent per year increase in allowances.

Major increase in the employees' related expenses took place in the 2009–10 budget in view of the government's decision to nearly double the salaries of police employees; although it was done by primarily increasing the allowances and not the basic pay. Nevertheless, this increase in salaries was a welcome and a long overdue step. Simultaneously, however, it may be asked: has it really lead to improvement in public safety conditions and police performance? If yes, what exactly are these performance bench marks?

Allocation for Operating Expenses

The police, like other organizations, needs funds for routine operations. However, allocations for such needs are usually very low.

The operating expenses include expenses related to, among others, communication, utilities, occupancy costs, travel and transportation. In 2010–11, the total allocation for operating expenses of Islamabad police is PKR 303 million, as against an allocation of PKR 60 million in 2003–04. This shows a growth of about 58 percent per year on average since 2003–04.

Allocations for operating expenses as a percentage of total annual budgets have traditionally remained very low. In recent years, especially since 2001 due to 'war on terrorism', there has been some improvement; although allocations remain inadequate and do not reflect a consistent policy in terms of maintaining a certain minimal percentage of total police allocations for operational needs. In 2010–11, the amount allocated for operating expenses has witnessed significant increase, as it has gone up from PKR 205 millions in 2009–10 to PKR 303 millions in 2010–11. This depicts an increase of 48 percent in one year. However, when we examine the previous years' allocations, it becomes clear that the allocated amounts remained the same in 2007–2008 and 2008–09; and then witnessed some decrease in the year 2009–10 in nominal terms. Obviously, the allocations had actually witnessed significant decrease in real terms.

Table 4:**Operating Expenses Allocations 2007–08 – 2010–11**

	2007–08 (PKR in Millions)	2008–09 (PKR in Millions)	2009–10 (PKR in Millions)	2010–11 (PKR in Millions)
Communications	7.1	7.1	7.1	7.7
Utilities	24.0	24.0	24.2	24.8
Occupancy costs	8.5	11.6	4.3	5.5
Travel & transportation	111.2	114.2	120.3	175.3
General	59.2	53.1	49.0	89.5
Total	210	210	204.9	302.8

Source: Annual Budget Books 2007–08 to 2010–11.

The following Table shows the share of operating expenses in the total budget or total current budget of Islamabad police from 2003–04 to 2010–11

Table 5:**Allocation for Operating Expenses 2003–04 – 2010–11**

Year	Original Allocation (PKR)	Original Allocation (As %age of Total)	Revised Allocation (PKR)	Revised Allocation (As %age of Total)
2003–04	60,200,000	10	67,425,000	10.8
2004–05	96,000,000	12.3	98,000,000	10
2005–06	75,000,000	8.5	103,287,000	10
2006–07	125,000,000	10.6	154,400,000	12
2007–08	210,000,000	15.4	211,081,000	15.4

2008–09	210,000,000	12.8	214,222,000	13
2009–10	204,900,000	5.6	204,400,000	5.6
2010–11	302,700,000	7.3	-	-
<i>Source: Annual Budget Books 2003–04 to 2010–11.</i>				

The above Table shows that the allocation for operating expenses of Islamabad police has gone up from PKR 60 million in 2003–04 to about PKR 303 million in 2010–11. This is a substantial increase in terms of amounts; although it is still very low as a percentage of the total current budget and is not adequate in view of the actual needs of Islamabad police. The above table also shows significant changes in terms of percentage allocations over these years i.e. between 5.6 percent and 15.4 percent.

In the meanwhile, however, it is a legitimate question to ask how much of the funds allocated for operating expenses are actually spent on police stations and other facilities meant for protecting or interacting with the common people. There exists a widely held perception that these allocations are largely consumed by officers and VIP protection operations; and hence little amounts are left for police stations or posts where common people usually interact with police. These perceptions may not be accurate but are not likely to change until and unless Islamabad police commits itself to become a transparent organization by disclosing all the relevant information for public information. Currently, all such information is treated as classified and is not even accessible to most police employees and officers.

Allocation for Repair and Maintenance

It is important to allocate adequate funds for repair and maintenance to the Police so that it could maintain its buildings, transport, machinery, equipment, computers, furniture and fixtures. However, as in other departments, this aspect has remained neglected for the last many years. Successive governments have failed to adequately provide for the police, which is supposed to protect human rights and freedoms, maintain law and order and protect the people against crimes.

The Table below shows that a meager amount is allocated every year for the repair and maintenance of a large infrastructure meant for around 11,000 employees. In the year 2009–10, only PKR 20.5 million were allocated for the purpose. In 2010–11, this allocation has been increased to PKR 35 millions.

Table 6:

Allocation for Repair and Maintenance 2003–04 – 2010–11

Year	Original Allocation (PKR)	Revised Allocation (PKR)
2003–04	10,000,000	10,689,000
2004–05	12,000,000	12,000,000
2005–06	12,500,000	12,500,000
2006–07	20,000,000	20,000,000
2007–08	23,000,000	23,000,000
2008–09	23,000,000	22,000,000
2009–10	20,500,000	20,500,000
2010–11	35,000,000	-

Source: Annual Budget Books 2003–04 to 2010–11.

Budget and the Junior Police Staff

Within the police department, the junior police personnel suffer the most in view of low allocations or their inability to access the funds meant for transport, communication, repair and maintenance or other operations. Although police employees’ acknowledge that situation has improved to a certain extent in the last few years, they continue to suffer due to the following constraints ⁴:

⁴ Information presented in this section is based on selected interviews with police employees posted in several police stations.

- In general, each Police Station has at its disposal 2–3 vehicles but these are largely meant for patrolling. In several situations, these vehicles are not available to most of the staff of the police station for investigations, routine official travel within the jurisdiction of the police station or for other administrative or judiciary-related matters including attendance of courts.
- Official transport is usually not available to visit crime scene or to pursue investigation of various crimes, which may even involve travel to other districts. It is very rare for the junior police staff to submit travel reimbursement claims or be successful in obtaining reimbursements due to variety of reasons including non-availability of funds, cumbersome procedure or non-cooperation of Drawing and Disbursing Officers (DDO).
- Limited funds are allocated for legitimate investigation needs. On the other hand, even the allocated funds do not fully reach the related investigation officers due to the systemic inefficiencies or problem of corruption among senior ranks. Since these funds are usually handled through cash, it is hard to ensure that investigation officers get the exact amounts drawn and disbursed in their names. Sometimes, investigation officers are also reluctant to use the available funds due to documentary requirements.
- No official funds are made available for drinking water, not even during the summer season, in police stations or police check points established throughout Islamabad⁵.
- No junior police staff or officer in the police stations gets reimbursement for mobile phones. All the mobile communication is managed by the junior police staff on their own, which usually means through bribes or extortions.

⁵ In the police stations, where drinking water facility is available, it is either managed by the policemen themselves or through private donations. Police stations or posts do not usually get any official funds to maintain such facilities. Many people think that, while private donations for police facilities should be encouraged, simultaneously, it is very important that the police department becomes transparent in the utilization of public funds already allocated to it. In the current situation, it seems that significant private donations are solicited by using police influence without first addressing the systemic inefficiencies in the use and management of public funds already at the disposal of police department. Improved transparency and credibility can help the police department in mobilizing greater private donations and community participation and support.

- By mid-2010, police stations in Islamabad did not have fax or photo copy machines, although the police leadership had promised to provide the same within a year or so. This could not be because of lack of funds, as the funds needed for providing these machines could have been easily spared. This situation clearly illustrated that, over the past years, the police leadership had not made it a priority to ensure that police stations were well-equipped and looked after, so that optimal services could be provided to the people.
- Police stations rarely get any funds for repair or maintenance. If and when repair and maintenance is done, it is usually through questionable private sources.
- Despite the fact that police staff has long duty hours, there is no official arrangement for refreshments or meals for them. They are only provided a modest amount as ration allowance along with their monthly salary.
- Accommodation facilities are non-existent and, as a result, police employees have to make their own arrangements. As rents are very high in Islamabad, they mostly have to live in far off localities involving long-distance travel to duty stations, very often at odd hours.
- Like other officials, police employees are also largely dependent on overcrowded government health facilities. There is only one small health facility currently managed by the police department itself.
- In general, police stations do not get stationery or funds to buy stationery from the market. In some cases, even if adequate funds are available with the relevant office, the responsible persons in the police stations do not bother to submit requests and keep arranging stationery through questionable privately managed sources.
- Police employees get only two uniforms of questionable quality for the whole year. These being inadequate, they have to make their own arrangements for additional uniforms.
- Police employees do not consider the two pairs of shoes, which are issued to them, as appropriate. Therefore, they usually get their own from the market.

Other Budget Issues

Some of the systemic issues in relation to budget preparation and implementation are presented as below:

- Large amounts of police funds involve cash transactions, which leave a lot of room for misappropriations and corruption. It should not be a problem in Islamabad to put stringent restrictions on cash transactions and, thereby, ensure that most of the payments are made through crossed cheques or bank transfers. The financial system of Islamabad police needs to be substantially improved in this regard. By minimizing cash transactions, the Islamabad police can not only reduce the opportunities of misappropriation but also contribute to the government efforts aimed at documentation of economy.
- Budget making process is not needs-based and participatory. It does not involve any serious exercise aimed at assessing needs based on a clear understanding of police plans, operations and needs. Usually, it is prepared by a few officers, who use the previous year budget to develop the one for the next year, while making a few changes without much home work that involves the lower most units too.
- Usually, the budget making process does not take into account the needs of lowest ranks or units such as the police station or posts in the police department.
- No police station-wise budget is prepared or shared with the police stations or parliamentarians. Even the budget books do not reflect allocations separately for each police station. As a result, Station House Officer (SHO) as well as other stakeholders usually have no idea about the annual police budget and what is in it for police stations.

- Police stations do not have adequate funds at their disposal for day to day needs, despite that the Police Rules provide for a system of petty cash. Furthermore, SHO has no drawing and disbursement authority. As a result, any expense or claim for reimbursement has to be submitted to the relevant office of Superintendent of Police, which has the drawing and disbursing powers. Hence, the process for making expenses, claiming reimbursements and seeking approvals is cumbersome and involves travel to the relevant office, which may not be easily accessible.
- Employees working in police stations are never proactively and fully informed about the annual police budget or their entitlements regarding stationary, allowances or reimbursements of actual expenses incurred by them in the course of performing official duty.
- Budget preparation and implementation process is non-transparent. Peoples' right to access related information is not implemented by the Islamabad police; although this right has now been recognized in Article 19-A of the Constitution of Pakistan. As a result, people cannot play their oversight role; nor can they appreciate and support the fair and genuine needs of the police. Hence, the rumors abound and the distrust remains.
- Budget books, which are presented before the Parliament, include lump sum allocations against broad categories. Detailed budget books are hard to access, which makes it difficult to independently verify whether sub-allocations or priorities are efficiently and fairly determined with legitimate priorities.
- Needs and demands of junior police staff are not given due attention both in terms of budget allocation and budget implementation. Resources provided to the police stations are generally inadequate. Furthermore, due to procedural inefficiencies and information-gaps, it is not easy for the junior staff to access funds meant for transport, communications and other operational needs.
- In the budget, little attention is paid to create adequate incentives for women to join the police service and then be able to work in a decent work environment. Given the fact that the women have a very little representa-

tion in the police department, it is important that the police department takes appropriate measures to create appropriate incentives and decent work environment.

Budget and Police Performance

A budget analysis exercise becomes more meaningful when it takes into account the performance of the department as well. In fact, budget allocations must be linked with clear performance targets and related indicators; which should then serve as a basis for accountability. As a good practice, the government must ask the departments to come up with performance improvement plans against increased budget allocations. However, in Pakistan, budget allocations are rarely linked with performance targets. As a result, there does not exist a comprehensive system of assessing performance against established baselines, available resources and the challenges being faced.

There are not enough jails, not enough policemen,
not enough courts to enforce a law not supported by
the people.

Hubert H. Humphrey

However, in general, it can be said that people in Islamabad continue to feel insecure in view of regularly reported incidents of crimes including abductions, car theft and acts of terrorism. Questions are usually raised about various aspects of public safety and police performance, especially in view of the following⁶:

- Complaints of corruption regarding the police staff posted in police stations and police pickets continue to remain common.

⁶ Information presented in this section is based on selected interviews and random discussions with members of communities in Islamabad.

- While main roads have a large number of police pickets, little attention is paid to improving public safety conditions in residential blocks where common people live.
- People lack faith in the impartiality of police investigations, especially when these relate to matters involving common members of the communities and influential persons.
- Quality of investigations is usually poor in view of limited use of forensic and other scientific methods. Alleged criminals arrested by police are often released by courts due to lack of evidence or poor quality of investigations.
- Police officers often claim credit on the basis of the number of alleged criminals arrested; and not on the basis of alleged criminals that it got convicted.
- Under-reporting of crimes remains an issue in view of police reluctance to register cases due to a variety of factors.
- Complaints about arbitrary detentions, detentions based on mere allegations but little evidence and police torture continue to be reported in the absence of a zero tolerance policy regarding these issues by senior police officers.

In general public's perception, it seems that the performance of Islamabad police has significantly improved in certain specific areas over the last few years. Such areas of improved performance include the following:

8.1. Rescue 15

Started in 2000, Rescue 15 is meant to respond to emergency and distress calls by members of the public; and it has proven to be quite efficient. Islamabad police claims that the response time to such calls has been reduced to 5-7 minutes. Islamabad police has the credit to pioneer this service; which has by now been widely replicated across the country by the police departments.

8.2. Islamabad Traffic Police (ITP)

Formed in 2006 as a separate branch within the Operations Division, ITP has developed a reputation of police service, which is courteous, people friendly and helpful; and which is largely viewed by the people as honest and quite strict in the enforcement of traffic rules. ITP has also been involved in a range of public awareness campaigns. However, while its acclaimed as a model organization in terms of the attitude of its personnel towards members of the public, its performance has been occasionally questioned in terms of its weaknesses in maintaining traffic discipline. It is also said that its focus has been on a few aspects of traffic rules (e.g. speed, signal or cell phone use violations), while others like lane or parking discipline are not given due attention.

8.3. Countering Terrorism

Over the last few years, the Islamabad police has been involved in countering terrorism through a range of measures, which include pre-emptive actions, establishing and managing security pickets, enhanced security measures for VIP protection and investigation of terrorism incidents. In scientific terms, it is hard to assess the successes of Islamabad police on this count in the absence of a comprehensive and a methodologically valid performance assessment system. However, it has been reported that Islamabad police has foiled a large number of terrorist plots, besides arresting many alleged terrorists. Furthermore, Islamabad police has been making extensive and visible efforts to counter terrorism and, in the process, a large number of police personnel have sacrificed their lives in the line of duty. Such sacrifices and the fact that, despite limited resources, police personnel remain at the forefront of counter terrorism measures, have earned police a wide-scale public acclaim, admiration and good will.

8.4. Outreach Programs

In recent years, the Islamabad Police has been implementing various community outreach programs with the aim of improving the image of police and mobilizing community support in the face of serious terrorism and other law and order challenges. To a certain extent, these programs have helped the police in improving its public image. Among others, such programs and initiatives include:

- Awareness campaigns for TB, polio and HIV/AIDS;
- Blood donations camps for the Thalasaemia patients;

- Islamabad police has established an FM radio station;
- Reaching out to educational institutions for awareness about police, law and order and traffic rules.

Recommendations

If implemented in letter and spirit, the following recommendations relating to the Islamabad Police Budget can lead to significant improvement in police performance:

- The salaries of police officers and staff have been increased, which is a welcome step. However, it has been done by essentially increasing allowances, which would not benefit the police employees in terms of annual increments or post-retirement benefits. The government must take steps to improve their basic pay structure.
- The government must allocate at least 20 percent of the total police budget for non-salary current expenditures including operating expenses and repair and maintenance.
- Not more than 20 percent of total police budget and resources should be allocated for command related needs. About 80 percent budget and resources should be meant for operational level needs.
- Stringent restrictions must be imposed on cash-based transactions. All payments, except the ones of petty amounts, must be made through crossed cheques or bank transfers.

- Adequate funds must be allocated to computerize the police department and organize it on modern lines, so that it could use the modern techniques to protect people and investigate crimes.
- Budget making process must be made needs-based and participatory. It should be prepared at the lowest levels, while ensuring input of all ranks, and then finalized in view of the nature and scale of police operations and availability of funds. This process will ensure that senior officers in the concerned ministries at least know what the staff at the lowest level needs and demands, and what exactly is the gap between the needs and the allocated resources.
- Budget making and implementation process must be made completely transparent. All the related information must be made proactively accessible through websites and publications. Citizens should also have the right to request additional information, if and when anyone among them deems it appropriate⁷. This is also a legal and constitutional requirement under Freedom of Information Ordinance 2002 and Article 19-A of the Constitution.
- Junior police staff should also be given equal access to resources allocated for travel and communications. Their other needs related to accommodation and physical and mental health should also be given due consideration in the process of preparing and implementing annual budget.
- In each police station, there should be appointment of accounts staff to manage accounts locally and in a decentralized manner. SHOs should be given drawing and disbursing powers in the interest of delegation of authority and efficiency.

⁷ Currently, there exists a pervasive culture of secrecy in government departments including police. This culture of secrecy, on the one hand, allows and sustains continuation of inefficient and corrupt practices and, on the other hand, is largely responsible for the mistrust and gulf that exists between the citizens and the government. "Nothing wipes out a relationship like trying to cover something up". This point is explained in a study done in the US context: Clifford Karchmer, Media Relations and Police Budgeting: A successful equation, November 30, 2002.
http://www.policeforum.org/upload/Media%20Relations%20&%20Budgeting_570119206_12292005150341.pdf

- Budget allocations must be linked with clearly defined performance targets and related indicators. These targets and indicators should also be made the basis of accountability and assessing performance of individual officers.
- Islamabad police must design and implement a comprehensive system of assessing its performance against a scientifically established baseline. This assessment system must take into account multiple factors including, among others, public perception, arrests of alleged criminals, recovery of stolen goods, success of pre-emptive actions, community participation, success of investigations and conviction rates. Transparently and scientifically managed, such a system could go a long way in terms of strengthening the police as a credible institution. It could also help in de-politicizing the department against arbitrary decisions made at the highest levels.
- Police budget must include allocations to create incentives for women to join police service at all levels, and then be able to serve in a decent work environment.

The Centre for Peace and Development Initiatives (CPDI) is an independent, non-partisan and a not-for-profit civil society organization working on issues of peace and development in Pakistan. It is registered under Section 42 of the Companies Ordinance, 1984 (XLVII of 1984). It was established in September 2003 by a group of concerned citizens who realized that there was a need to approach the issues of peace and development in an integrated manner. The CPDI is a first initiative of its kind in Pakistan. It seeks to inform and influence public policies and civil society initiatives through research-based advocacy and capacity building in order to promote citizenship, build peace and achieve inclusive and sustainable development. Areas of special sectoral focus include promotion of peace and tolerance, rule of law, transparency and access to information, budget watch and Legislative Watch and Development.



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