

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

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ABSTRACT

Countering terrorism is an essential national strategy. Pakistan, is making long term counter terrorism policies .This present research focuses on the role of police regarding this issue by raising some questions. What are the perceptions of public about police legitimacy, police performance, procedural justice and distributive justice? What are the instigating factors that may influence publics' attitude towards police and counter terrorism policing strategies? Pakistan police force must improve its police public relationship as a method to employ in combating and dealing with terror threats, since this strategy will have a direct impact on fight against terrorism in Pakistan. Miscreants attacked states legal institutions to make it more fragile in order to challenge the writ of the government. Police has also become target for these extremist groups in Pakistan because of its politicization that some terrorist organizations consider against their religious ethos so the role of police becomes important in the affairs of state. The best practices for fight against radicalization, Building Trust between the Citizens and the Police: Incorporating International Experiences and Police – Army Cooperation are important steps. Since the police is conscientious for positively symbolizing the authority of the state, their conduct to citizens is imperative for promotion of law-abiding approach amongst the public. Responsible role of police will help the state and society to counter terrorism in Pakistan.

Key Words: National Strategy, Police Legitimacy, Counter Terrorism, Policing

Introduction

Within an anti-terrorist narrative of state policy, counterterrorism reserves a more institutional role. State policy for counterterrorism encompasses a wide array of factors that range from enhancement of security to intelligence operations and from mitigating policies to premeditated aversion strategies. Law enforcement agencies are tailor-made to diversify their operational dynamics with respect to any amended security and law enforcement anomalies which also, in turn, requires amendment in policy structures to better provide suitability to operational jurisdictional mandate. In this regard, police has a three-fold set of responsibilities;

firstly, to ensure a congenial civic security framework to allow consistency of normal life in a society;

secondly, to provide an efficient and reliable intelligence arrangement on which enhanced law enforcement agencies can develop a counterterrorist mechanism; and

thirdly, to provide sufficient investigative potential during legal course of action on counterterrorism procedure.

Role of the police in counterterrorism is extraordinary which warrants a set of extraordinary structural reformations to police as an institution.

On one end, police is required to maintain public order and on the other hand it is designed to preemptively provide sufficient intelligence coherence for advanced law enforcement agencies to prevent, contain and/or forestall any terrorist activity. Role of police, as compared to enhanced law enforcement agencies, is on a tactical level and as a law enforcement agency of first instance whereby contact with any terrorist activity, through intelligence or operationally, would be with police before any counterterrorist forces are deployed for securitization.

Counterterrorism is an institutional terminology which usually entails six core elements;

1. proper intelligence information to identify strike patterns and/or targets
2. activation of relevant preempting forces charged with averting a terrorist threat, if aversion is not possible then to interrupt any said terrorist threat by means of force or other means necessary
3. to contain the damage and collateral whether a terrorist activity succeeds or miscarries
4. maintenance of a congenial environment for further intelligence and information collection and to allow reprisal operations on said intelligence once verified to further preempt any imminent threats.
5. Within this arrangement, police remains an imperative unit in both preempting any terrorist threat and in calculating intelligence for further action
6. Contemporary role of police is not suitable to police sufficient operational and technical leverage over the counterterrorism policy and where police as a department is further distributed into forces that are actually purpose built for rendering counterterrorism services, police department as a whole requires structural amendments to suit coming threats.

Counterterrorism requires an intricately patterned institutional framework where all institutions are not only structured to operate autonomously but also to provide credence and credibility to the operations as a whole and any institution if taken selectively, would result in fractures in the counterterrorism framework and would lead to ambiguities that can be tactically and strategically dent counterterrorism.

Police Reforms and Act: A Historical Overview

After the independence of Pakistan, efforts for reforming the outmoded, colonial and inherited police system were made firstly by the Governor General of Pakistan, Muhammad Ali Jinnah. A Pildat Position Paper of 2015 entitled Police

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

System of Pakistan details the historical perspective of police reforms and their acts built through history. Bringing about a perceptible amend in the Irish-type of colonial policing in Karachi’s city, the Sind Assembly in 1948 passed a bill (XXX of 1948).

<ul style="list-style-type: none"> • 1948: 	<p>It was observed by Mr.M.A.Khuro, the Chief Minister who successfully had piloted the bill that: “Karachi has very much developed and many more people have come in. The population has considerably increased and the police force in the present conditions will not be able to cope up with the situation. Therefore, like Bombay, we are going to appoint the Commissioner of Police for the city of Karachi and give him powers which are identical to those which are given to the Police Commissioner of Bombay. This is the main idea behind it. The powers that he will enjoy are in respect of curfews, processions, public meetings, permission of these, regulating arms and licenses. I think it is high time that Karachi city should have a Bill like this. There should be a regular Police Commissioner for this city.”</p>
<p>1961-1962:</p>	<p>During 1961-1962, the Committee on Pay and Service, under Justice Cornelius recommended an introduction to the metropolitan system for policing cities like those of Karachi and Lahore, but the suggestion did not get ‘ accepted’ for execution of the ‘ decision-makers.’</p>
<p>1985:</p>	<ul style="list-style-type: none"> • During 1985, Prime Minister Junejo introduced a Police Committee for examining whether the present police system which was founded on the Police Act of 1861 had the potential for the increasing challenges to law and order situation, especially in the major urban centers of Pakistan and for considering introducing a Metropolitan Police System as it subsisted in other parts of the world. An in-depth analysis of the problem favored restructuring and replacement of the police system to that of the Metropolitan Police System. However, before progress could have been made to implement this ruling, in 1988, Prime Minister’s Junejo government got dismissed with the extended-debated organizational alterations suffering a major impede.
<p>1989:</p>	<p>After the installation of the elected government of Prime Minister Benazir Bhutto, she announced the replacement of</p>

	<p>the old system of police with that of the Metropolitan System of the Police, improve the complete hierarchy of the system. A UN Mission makes categorical suggestions supported the fact that the first fundamental step in the process of renewing the police reforms was its need of the political leadership at all stages to state that the country required an effective , practical , self-governing , yet a publically responsible police vital for the progress of the constant democratic governmental institution . It was observed by the Mission that</p> <p>“The present police system, which has been allowed to deteriorate so badly by successive governments and been so abused for political patronage, has not yet completely broken down due to the dedication, integrity, initiative and professionalism of a large number of individual officers and constables. In spite of their best efforts, policing will collapse not only in Karachi but also in other parts of the country unless law enforcement institutions are strengthened immediately. ”</p> <p>In Japan, The analysis of the police reforms of 1947-54 made the team conclude that it was important for Pakistan’s police to focus on creating a link of trust between the people and the police and that Pakistan’s police approved the idea of public services.</p>
1998:	During March of 1998, PML (N), 2010, Good Governance Group Program funding support from the Japanese report recommended depolitization of the police and their hiring, postings, reassignment, teaching and career progress to be guaranteed on merit.

Movement for Introducing Comprehensive Police Reforms

Having faced a deepened predicament, both, on the inside, within its police organization and on the outside, with the public, the police system of 1861 came under strain because of the social variation brought about during 1947 after gaining freedom from the colonial rule. During the 20th century, the police system collapsed completely because of increasing hasty meddling in areas which were important for the police administration through ‘persons of influence.’ Frequent protest against the police varied from impolite incidence of disregard, ineffectiveness, incompetence, arbitrariness, insufficient or no reaction to the request of citizens for help. Furthermore, there were institutional misuse of power

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

and extensive alternative towards high-handedness and bribery. Policing through consent was non-existent. Citizens also showed modest or no cooperation towards the police. Their perception of the police was that it did not maintain the rule of law, but instead of being dishonest, tactless and a force extremely politicized looking to protect the interest of those in power. Whatever understanding subsisted, they have woefully been inadequate lacking confidence of the public. There was no probable instrument of policing the police. People needed a “fundamental change.” in their manner of policing since the organization of police, intended for the purpose of colonialism came under strain because of multifaceted features including growing terrorism, sectarianism, increasing weaponization, population explosion and contemporary events of life. In the 1990’s, the phenomena of urban terrorism took the lives of hundreds of people, giving Karachi the notorious title of ‘the City of Death.’ Eventually, poor implementation of the law became a severe threat to Pakistan’s promising democratic regulation, its economy, its security, its interests and citizen integrity. While each year, the country used up billions on organizations of the police, civil and armed forces, however, citizens continued to counter feelings of insecurity. It seemed as if the law enforcement structure had been devised to not work. The way out lay in

- a. Drastically modifying the manner in which the police functioned.
- b. Building a sub-culture of specialized policing, instructed and prepared to support the Rule of law.
- c. Reallocating the old oppressive performance of policing towards that of community policing.
- d. Reformulating police towards establishing affiliation with civilians and the societies.

1990:	It was during November of 1999 that an opportunity for reinventing the movement of police was tasked to the Focal Group on Police Reforms by the Government of Pakistan, suggesting essential reformation of the police. The recommendations of the report were received and debated enthusiastically. More considerably, the National Reconstruction Bureau (NRB) of Pakistan decided to give high priority for police restructuring. The think tank, NRB is compromising a Justice of Peace from Britain and three seniors’ officers of the police who best knew the practices of police speaking with many officers of the police listened to many stakeholders from across Pakistan seeking their thoughts, efforts and inspirations. It requested an analysis from the judiciary and expert of the criminal sub-system, holding a practical conversation with business chiefs who had made use of inventive practices for improving their organizations. It was concluded that each institute whether
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	<p>public or private was only to perform better if it was created on legitimate principles of the organization. In Pakistan's case, over the years, policing was abused callously. Discerning application of law against the challengers either because of political intrusion or influential people became the standard instead of an exemption. As a first step towards development, it was concluded by the NRB, that preserving the liability of the situation on law and order decidedly should rest with the police. The hierarchy of the police was also to be made accountable not only for the organization, but also for the force internal management. Policing, no longer was to become the subject of dual management. Secondly, it was concurred that some essential steps were required for professional competence of the police, its operational neutrality, functional cohesiveness and organizational responsibility.</p>
<p>The Event of 9/11 and the 2002 Police Order:</p>	<p>This new order was publicized on 14th of August, 2002 and it replaced the police act which was 141-years-old and was being practiced in the four provinces of Pakistan. A Pildat , Citizen Report of 2015 entitled “ Police , Politics and the People of Pakistan elaborates that in the beginning of the 21st Century, following the attacks of 9/11 , Pakistan found itself engaged in the global War on Terrorism. As of military dictators, General Pervez Musharraf also began his tenure upon a reformist program which resulted in the Police Order 2002. Based on the UK Model, it aimed at initiating a policy of neutrality which was to be accountable, having operational autonomy and a professional police organization. Structurally as well, it was to reinstate political organization of the police force by instruments of public safety commissions at the levels of the districts, provinces and national. In due course, the Police Order of 2002 was changed in letter and spirit stripping it of progressive developments, with politics dominating over the public interests The phase of this “controlled democracy” beginning from 2002 to 2007, when the state was headed by a military ruler, only lip service was being paid towards policing. Isolated endeavors for institutional and structural alteration were made by some proficiently entrusted policing officers; nevertheless, lack of dedication within the leadership of the Police was a factor which did not permit meaningful changes. This was the order of a long-needed change needed for the working of the police. It gave the</p>

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

	<p>police operational independence and freedom from illegal political intervention. More significantly, it envisaged better police liability towards its external institutions. When implemented in letter and spirit, the Police Order lays the organizational foundation for meeting the challenges related to law and order, of the 21st century. Aimed to bring an essential change to the ‘old police culture’, it turns the organization towards setting up and endorsing the rule of law. In fact, this police order gives meaning for competent police operations, improved decision –making qualities, better discipline of the police force and an overhaul to internal lapses and external police accountability. Nonetheless, the hastily amendments made to the Police Order of 2002 weakened the operational independence of the police , made the external mistaken bodies less effectual and overcome the very rationale of the entire reform endeavors. The Police Order of 2002 mainly served those who exerted control, but were slightly outfitted for enforcement of the law, without fearing, favoring or upholding the Rule of Law. It was devised neither as a neutral apparatus of enforcing the law, nor was it an agency of public service which enjoyed support from the community.</p>
<p>The 2004 Police Order (Amendment) Ordinance:</p>	<p>Instead of making sure that the Police Order of 2002 be implemented, in November 2002, the Federal Government under demands from the Government of Punjab , made many revisions to the two year old law which had still to be implemented in its vital characteristic. Specifically, the amendments were devised for enhancing the role of the government for appointing important officers of the police and the work of public oversight bodies thus damaging their self-sufficiency and independence. While the foundational regulation of the Police Order 2002 was its depoliticization, the amendments made in a hurry concluded in providing a constitutional foundation for politicizing police. At present, an astonishing and worrying feature of Pakistan’s policing system is that all over the country, there is no standardized law which governs the forces of the police. While the provinces of Punjab and Khyber Pakhtunkwa continue following the Police Order of 2002, with certain modifications, the Police Act of 1861 is still being carried out in the rest of the provinces. Sindh and Balochistan continue to have their individual acts of Police, initiated in</p>

	2011. As for Islamabad, Gilgit Baltistan and the state of Azad Jammu and Kashmir, they did not adopt the Police Order of 2002 and continue to live with the old Police Act of 1861
Punjab Police Order (Amended) Act of 2013:	In 2013, the government of Punjab concluded that the Police Order of 2002 was a suitable act transmitted by the Federal Government. However, the Police Act of 2013 provided four ‘amendments.’ Nevertheless, the Police Order of 2002 still needs to be executed under its imperative features.
Sindh Police Act (2014):	Sindh provincial government, breaching the Constitution quickly passed the Sindh (Repeal of the Police Order 2002 and Revival of the Police Act 1861) Act of 2011 on 13 th July, 2011. In practice, the police of Sindh is stuck with the Police Act of 1861. However, keeping in mind the current needs and confronts of the Sindh’s policing, a draft of the Sindh Police Act was made dealing with the historical ills suffered by the police in particular like that of political intervention, the uncertainty of the tenure, thana background, corruption and lack of efficient accountability.

Policing Under the Present Government

The federal government made some positive gains related to matters of policing, while continuing to show limitations which dealt with public concerns. The following are some examples:

- 1. National Internal Security Policy:** A first time, the comprehensive National Internal Security Policy (2014-2018) was drafted by the Ministry of Interior reflecting its decision to invest in Police reforms and their capacity structure for agencies enforcing law. However, in terms of its implementation and financial loyalties, NISP has not given satisfactory results.
- 2. Tussle between Government Institutions:** It has been over a year since the Federal Government had to assign an expert heading the authority of National Counter Terrorism. However, the tussle between the Ministry of Interior wanting to make NACTA as one of functionary organs has proved to be a failure in bringing the civil and military organizations on one page on matters related to confront on internal security. Resultantly, there is no strategy for countering terrorism and extremism. With the head of NACTA being a civilian servant having a military background, he would be facing daunting challenges heading the position of professional policing.

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

3. **Some Efforts Made:** Certain efforts have been made while assigning a proficiently competent Police Officer as the Director General of the Bureau of Intelligence. He has made differences in operations based on intelligence next to mafias of crime and terrorism in Karachi and other parts of the country.
4. **PM's Choice and Standstill towards an Operation:** During 2012, a tripartite corporation among the Rangers, the IB and the Karachi Police started soundly, initially yielding positive end results, but still Karachi's commander was removed due to technical legal affairs. Above that, the Prime Minister was unable to appoint an IG in accordance with the choice of the Federal Government. As a result, operation in Karachi became a low priority concern with the government losing the momentum needed for actions against the criminals.
5. **The Role of the Opposition Parties:** The sit-in of the PTI and PAT relentlessly tested the writ of the Federal Government. Panic-stricken reactions towards confrontation and disarray lead to the regular alterations of the police commanders promoting improbability towards the Islamabad Police. Interference by the bureaucracy and political hold on matters of professional policing lead to the city being paralyzed. Unity of Command and public arrangement continue as big confronts for the police in the capital.
- **Measures Undertaken By the Government of Punjab:** In the Punjab, for more than two decades , one party , one family and only one man has governed the Province of Punjab , Muhammad Shabaz Sharif. During his term during 1997-1999, acting as a Chief Minister, the Police command was based on merit. The 2013 May elections lead to the PML-N gaining electoral victory bringing the iron man back into the business. Still, the situation of law and order over the previous year's leads to many challenges which included:
 1. **Acts of Terrorism, Extremism and Sectarianism:** The year of 2013 was one of the most violent in terms of acts of killings, terrorism, extremism and sectarianism, especially in the vicinities of KP, Karachi, Balochistan and FATA. While the province of Punjab moderately remained peaceful, prejudice and religious extremism upshot in incidents of blasphemy and hostility against the minority group of Christians. Some Shia doctors and professionals also got killed during the end of 2013 and the beginning of 2014. According to certain security analysts, the perception of Punjab Government taking a softer approach against groups of banned militants was regarded as appeasement towards the non-state actors.
 2. **Heinous Crimes and Violence:** As of 2014, the rate of heinous crimes has been reduced. Police encounters rose and many police officials got killed. Nevertheless, on daily basis, about 14 robberies,

11 dacoities and 15 robberies reflected the grim nature of the threat posed by violence and guns.

3. June 17 Killing and the Incident of Model Town –The Case of Police Mishandling: The unfortunate incident of killings on June 17 spoiled the reputation of the Punjab Police. Using vicious force for political vengeance, the government of Punjab realized the exploitation of the situation and came under pressure to introduce police reforms and amendments which were of public interest.

- **Policing in Sindh : Much of the Past:** In general Sindh and in particular Karachi from 2008-2013 , under the rule of PPP supported coalition government , observed unprecedented hostility , targeted assassination , kidnapping for money , sectarian assaults and the development of militant wings supported by political forces. In the framework of policing and the position on law and order, certain developments deserve to be mentioned.
 1. **Partnering with the Federal Government:** The Provincial Government is to be credited for partnering with the Federal Government for the Karachi operation. With Rangers and the Federal Government participating directly , the police of Karachi were given the professional command of not only setting their own house in order , but for launching an operation across the board neither considering the political divide nor being perceived under the syndrome of victimhood.
 2. **Sacrifices by the Police:** Remarkable number of casualties during 2013 reflects enormous sacrifices made by the police for struggling with crimes. It is unfortunate to know that the Police Command has not been able to provide enough equipment and adequate training required for the protection of the Police personnel.
 3. **Karachi – The City Needs Much More:** Having a population of above than 20 million, Karachi presents many challenges for the organizations in the states. As a mammoth city , Karachi needs much investment as of sources and manpower.
 4. **Urban and Rural Challenges Remain:** On the whole, the crime and orderly state of affairs remained the same during 2014. While assassinations and kidnapping for money showed some decline, robberies, regrettably raised specifying rising violence, both in the urban and in the rural areas of Sindh.
 5. **Culture of Violence:** The overall state of crime reveals unsuccessful policing, a tradition of violence and lack of soci-economic impartiality in the province.
- **Policing in KP – Bringing about a Change:** In KPK, the leadership of the PTI having been able to find a wonderful Police Officer from the province of Punjab was able to make gains in policing. The most

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

significant strategic choice for the Government of KPK was the free hand it had given to the management and the maneuver of the Police Department. There exists unity in command and there is less political interference in posting, reassignments, support, staffing and inquiry along with following steps (Durrani, N, 2014).

- 1. Removal of the Corrupt Police:** The establishment of a Directorate of Police Complaint, internal liability and stringent disciplinary acts resulted in the confiscation of 339 corrupt police officials who had served over the past one year.
- 2. New Schools of Police Institutions:** Developing human resources and capacity structure was made precedence by establishing new schools of Police training.
- 3. Other Initiatives:** Other projects included rising of the police salaries, provision of constabulary, direct admission to the Police Command during Internal Command Access Line (iCAL) and speedy track support of officials during the commission on public service.
- 4. Transparent Financial Management:** A transparent system of financial organization and procurement has been initiated through a system of third party audit by connecting representation from the departments of NAB, Finance and Planning.
- 5. Challenges to Terrorism:** While analyzing challenges against terrorism, a practical legislative framework was presented, i.e. Restriction of Rented Building Security Act 2014; Restriction of Hotel Businesses Security Act, 2014 and Security of Sensitive and Vulnerable Places and Establishment Ordinance, 2014.
- 6. Department of Counter Terrorism for Intelligence:** A new department for countering terrorism (CTD) has been created for collecting intelligence, operations, research and observation with seven Police areas of the province of KP.
- 7. Progressive Forces:** A Rapid Response Force (RRF) having a highly prepared elite force, endowed with superior firepower has been trained to fight against systematized armed attack, situations where people are taken hostage and those encountering with terrorist. In a similar manner, the Bomb Disposal Unit (BDU) has been overhauled.
- 8. Completion of Forensic Labs:** In Swat, a Forensic Science Lab is about to be completed and the mobile units of FSL are standing for investigating cases of terrorism and homicide crimes.
- 9. Public Service Projects:** Certain projects on public service include Dispute Resolution Councils (DRCs); Police Assistant Line(PAL); Online FIR Registration ; Police Assistance Line (PAL); Online FIR registration; Police Access Service (PAS) and creation of Female Help Desks in the Police stations.

Although, these Police reforms are improving slowly, there is improvement in the way people perceived the Police of KPK which is setting as a modernizer for

police dependability and answerability of the department of public service. Despite of having made considerable achievements for organized crimes, the Police of KPK has an enormous challenge ahead in dealing with TTP reaction because of the military operations conducted in the regions of FATA and North Waziristan. KP is to stay as a Frontline province requiring greatest Government attention and support from the civil society.

- **Police Void in Balochistan:** In terms of policing, the province of Balochistan made some advancements which reflected certain positive trends. Having made improvements in situation of law and order, the command of the Police along with support given to it by the government is practicing a following development agenda.
 1. **Revamping:** Police have refurbished the CID, the Training College of the Police, the Constabulary of Balochistan and has created a school of Anti-Terrorism Force.
 2. **Schooling and Capability Build-Up of the Armed Forces:** Provision of arms and ammos has increased the worth of the police combatants fighting against hard-core criminals.
 3. **Amount for Revamping the Police Force:** Despite of constraints relating to resources, the Provincial government gave in a sum of 1 billion for an efficient overhaul of the police force.
 4. **Establishment of Command and Control Center:** Quetta has established a command and control centre having cameras.
 5. **Recruitments:** Recently , based on merit there has been recruitment of about 1600 constables.
 6. **Little Political Interference:** There has been little political interference in police operations since the appointment of the IG, during the tenure of the current Chief Minister was provided a free hand for dealing with affairs of the police (Amlish, M.2014).

Identifying Problem Statements in Pakistan's Police System

- **Increasing Radicalization and Global Islamist Groups:** Urbanization and the trend of Pakistani men operational in Gulf “city” greatly has added to the Middle Eastern form of Islam like the school of Salafi. A few times back, the school of Ahl-e-Hadith practice was unheard of, however, now it has made its way into Lahore and other cities, remaining indefinitely in many of the rural districts. Their ideologies are regularly connected with radical movements. Take for example the terrorist group of Lashkar-e-Taiba, which follows the ideology of Ahl-e- Hadith.
- **Shia-Sunni Argument:** Barely known in the rural vicinities, the conflict between Shia and the Sunni's has augmented in the urban setting. This is in alignment to the research of social science concerning the impact of urbanization based on religious and ethnic arguments , together in South

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

Asia and more generally (Varshney, A , 2002). Violent sectarian clashes have increased Quetta's significance because of considerable Shia population and to reinforce the radical Sunni groups which have anti-Shia ideology as a rousing apprehension. Lashkar-e-Jhangvi and Sipah-e-Sahaba , the terrorist groups, principally are based in Punjab having secure binds to the Shura Taliban of Quetta and many other extremist groups (like the Haqqani network) energetic in regions around the border.

- **The Shifting Dynamic of Counterterrorism:** The counterterrorism operations of Pakistan would be damaged because of its resources and increasing urbanization because the resource and policing needed for the operation conducted in the urban areas extensively is unusual from that practiced predominately in the rural areas. As an example, efficient operations of urban counterterrorism depend on strong gathering of intelligence and strategic direct of the neighborhood wherein the municipal organization has modest presence. As an example, take Karachi , where in the Kachi Abadi of the Pashtuns , police not being able to address the language of the inhabitants , directly identified as outsiders, potentially were outgunned by the Taliban who had an effective organization over the shantytown. For the past few years, the counterterrorist division of the central government mainly have centered on FATA's sparsely populated areas. The sources and instructions required for the assault in isolated rural areas vary strikingly from those necessitated in capturing the suspect in a city bazaar (Perito, R and Pervez, T, 2014).
- **The Missing Police –Citizen Linkage Needed for Tackling Terrorists:** International practice for countering terrorism has demonstrated that the solution needed for putting off violence is aligned with the policing, which creates the authority of the government winning the popular support. In a society which is at risk from widespread violence, the liability of security does not lie in the operation of the police among its population. Instead, the performance of their obligations in a professional approach helps put together support for the representative government. Terrorist acts are an offense and henceforth are the task of the police and the system of criminal justice (Bayley, D and Perito, R , 2010). Killing of terrorist and their imprisonment does not provide for successful resolutions to insecurity. The way out is in identification of the would-be terrorist who would perform violent acts by making use of the information being given by the citizens to the police. For this strategy to work effectively, the police have to comprehend the magnitude of working along with the citizens.
- **Absence of Standard Operating Procedures (SOPs):** Improvement of professional policing at levels of the station and well being of the officers calls for preparation, sharing and guidance on many standard operating procedures (SOPs) which call for taking actions against incidents of

terrorism and defending the terrorist against attacks. An interview with an officer of the PSP expressed how after a bomb blasted in the car, he hurried to the sight having no idea on what to do. At present there are very few SOPs which have guided station house policing while supporting the victims, guaranteeing medical workers, securing the sights of the blast, interrogating witnesses and filing reports for incidents related to terrorism. The local police also are not trained in life-saving and first-aid practices. Likewise, no SOPs have been instituted for securing police stations and taking actions against direct terrorist attacks. These kinds of procedures would not help save lives and facilitate the personnel's of the police stations to protect themselves till units of special reaction get there. The police would have to be taught on how to respond in situations of crisis. Currently, rank-and-file police receive no in-service for upgrading their policing proficiency after having graduated from their course on foundational training (Perito, R and Pervez, T, 2014).

- **Methods for Intelligence Collection:** The practices of station house reporting has been done and continues to be following the same methods of keeping their records done by hand. Recordkeeping and internet communications between the stations and the headquarters remain bounded to certain model stations in the urban areas. Also, there is no efficient means for the superior police authority to give information related to terrorism, regularly to stations of the police in a well-timed way, nor can any actionable intelligence be taken for conducting its counterterrorist operations. The Police Stations require a new structure which is to collect information and make analysis along with new workforce prepared to execute these duties. The Police Rules of 1934 provided a system to the police station for keeping of the records; The 1997 National Counterterrorism Act gave process and power to the police for inspection of the suspected terrorist. The February 2013 Fair Trial Act widened the powers to embrace wire taps and other kinds of electronic snooping. However, in general, these practices are not pursued (Sultan, A, 2012). And the police remain ignorant regarding laws and countering terrorism, which are yet to be seen as part of their responsibilities.
- **Awareness on Countering Terrorism:** Countering terrorism is an essential national precedence and is to be one of the primary duties allocated to the officer of the station house and his subordinates. Understanding on counterterrorism, collecting information from terrorist groups and his assistant and arresting and detection of terrorists needs to be incorporated into the daily work of the police. New SOPs reordering major concerns and sensitizing police officer to be responsive to the behavior of terrorism, which they have to come across during their regular jobs. Organized crime, involvement of the criminals for money, extortion and trafficking of narcotics is openly related to funding of

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

Pakistan's Tehrik-i-Taliban and other groups of the terrorist (Rana, A.M, 2014). An officer of the PSP interviewed expressed the immediate benefits that came with training lessons of one-week on countering terrorism that was developed and conveyed to the constables of a district. Training not only improved and energized the trainees, but also gave them new proficiency assigning roles when dealing with the national emergency. After taking the course, the owner of a restaurant told one of the trainees that each day a man would buy ten meals and take them a house where it seemed as if no one was living. After the constable investigated, police searched the house arresting members of the terrorist (Perito, R and Pervez, T, 2014).

- **Replication of Punjab's Counterterrorism Force in Other Provinces:** In Pakistan methods for gathering and sharing of information among the intelligence and the police is dawdling resulting in failure of time-sensitive information. This situation continues inspite of efforts by the federal government for introducing new equipments intended for bringing improvements in police acts instituting electronic connectivity among stations of the local police and the provincial and national counterterrorism divisions. Islamabad introduced the a system of Pakistan Automated Finger Printing Identification, a computerized database at the national level, which was to permit immediate identification of criminals and the terrorists, however, regrettably, this proposal was never fully executed due to lack of financial resources and negligence of the police and political leadership. The provincial government of Punjab is in the practice of developing in Lahore a Punjab Police Integrated Command Control and Communication Center which when completed would craft connectivity among the provinces police units, improving their competence for trading information related to crime and terrorism. These attempts of computerization for interrogation should be imitated by other provinces for improving the skill of the police for sharing information (Perito, R and Pervez, T, 2014).
- **Correcting the Misdirected Alternative Advances:** The provinces of Punjab and Khyber Pakhtunkhwa for dealing with situation of crisis announced the establishment of New Counterterrorism Force (CTF) part of the Counter Terrorism Department (CTD). Although the provincial police of the CTDs has a vital role to play for centralizing experts , gathering , investigating and distributing information related to CT , these particular units on CT like those of the Punjab Elite Police Force have a disadvantage i.e. these units draw insufficient financial , material and personnel resources away from the usual police waning the institution accountable for enforcing law and establishing undesirable comparison among the regular police force and their counterparts. Instead of putting to one side the regular police, enhancement of their capabilities starting off at the station level provides for an instant and lucrative method for

countering terrorism and other kinds of violent offenses The thought of the current force being evaded in support of the specialized units runs real dangers of preserving the quality of force (Perito, R and Pervez, T, 2014).

Improvements and Steps towards Progress

- **Enhancing the Financial Support Needed by the Police:** Currently, the annual budget of the Punjab Police is US\$ 0.79 for around 101 million people which amounts to 6% of the total budget of the province. Of this, around 80.13% is committed to pays and grants , 7.57 % is for charges of the fuel , 2.08% is dedicated for training and 10.22% is for miscellaneous operating cost. Somewhat similar conditions are present in other provinces. Markedly, inspite of the desperate requirements for developing the operational competence, little section of the budget is utilized for developing the infrastructure, technology maintenance, preparation, survey and patrolling. A fragile financial system has an effect on police competence and its morale (Pildad, 2016).
- **Improving the Operational Capacity:** Apart from the National Police Academy, which provides training to the fresh recruits of Assistant Superintendents of Police , designing core curriculum and their preparation lacks the contribution of quality , customary feedback and assessment in police institution. Punjab's two major institutions Sihala and Chuhg College are not able to cooperatively train around 2, 500 officers in a given time period. In addition, police are deficient in specialized police skillfulness, refresher classes and distribution of the budget. All of the provinces spend about only 2% of the police budget, while internationally the spending is around 10% (Pildad, 2016).
- **Nonalignment of the Police Stations:** Any efforts in reforming the police in particular need to concentrate on improving the stations of the police. Many ills influence the police stations which include **i) Tenure Improbability:** The average tenure of a police officer is only 3-6 months. **ii) There is a random and an ad hoc styled management, presentation of the police station.** **iii) There is declining number of the police personnel.** For example the number of constables in Karachi's Preedy Police Station decreased from 90 to 70 during 2015 as of 2005. **iv) The ratio of the police to that of the population is poor,** i.e. in Lahore the ratio is 1: 155, Delhi has a ratio of 1: 291, and Lahore has a ratio of 1: 337. Islamabad 1:625, while Karachi has a ratio of 1: 850 .**v) Poor convenience and rejoinder towards women:** The number of police women in police stations is inadequate. **vi) Difficulties related to Infrastructure and Equipment:** Around 131/709 stations of the Punjab station do not have suitable buildings, 89 are still to be constructed and 57 have been housed in buildings which are rented. In KP, around 130/282

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

stations of the police need rebuilding. In Balochistan , around 44/110 buildings of the police station are non-functional. vii) There is **reduced involvement** of the middle/senior police officials with those in the junior level working in the police stations (Pildad, 2016).

- **Non-Engagement in the Media:** Media representations of the police often, equally factual and fictional, frequently pays no attention to the important involvement of the police in their fight against countering terrorism. It is advised that the police have a direct proficient engagement with the media so that improved image of the police is highlighted , together with the development of a media wing and a team of social media showing the performance and sacrifices of the police (Pildad, 2016).
- **Reduction of Disconnect in the Criminal Justice System (CJS):** The Criminal Justice System surrounded among the relationship of the police, judiciary and lawyers, has regrettably been accusatorial. Involvement among all of these actors all the way through formal and informal discussions is the key in for plummeting the disconnect (Pildad, 2016).
- **Building Skills for Conflict Resolution and Countering Financing of the Terrorists:** Despite the gains made in counterterrorism operations like that of Zarb-e-Azb , police and agencies of intelligence need to play an essential responsibility , since those groups which are religiously motivated to take a longer time to depart (Seth G. Jones and Martin C , 2008.). For countering terrorism , in addition to the financial sustenance , adjustments and efforts to the laws on policing and competence building, operation , investigation and financing of the terrorist need to be made through a combined and joint force of intelligence, FIA and the State Bank of Pakistan. Those units of Investigating Terrorist Financing already exist within the FIA have to be made purposeful and spread out to other provinces. Although Conflict Resolution is said to be a political duty, yet with the police playing the function of peacekeeping more willingly than that of enforcing the law need to build up practical skills linked with religious, sectarian and ethnic quarrels (Pildad, 2016).
- **Revisiting Urban Policing:** In previous 10-15 years, many cities in Pakistan have observed a serious increase in criminal activities of property and offenses in the street. A culture of consumerism, proliferating prospect for the criminals, inequitable and feeble social control has produced serious confronts to policing in the urban centers. To overcome these problems all projects on safe cities is required for their completion in all centers of the urban areas. Moreover, smart and comprehensive policing practice use of crime patterns and analysis of data, community policing, preventive policing and hardening onto the targets need to be focused (Pildad, 2016).
- **Taking Action to the Needs of Rural Policing:** Mostly after sundown, on the link roads, stealing cattle's and street crimes badly impinge on the

rural population of Punjab and Sindh. Many reasons make crimes in these areas go under recorded or under reported. The political administration along with the police management should direct more consideration for understanding and taking action to the unusual security requirements of the rural districts (Pildad, 2016).

- **Cooperation on Intelligence Between Police Units:** Between police stations and agencies of intelligence, arrangements for sharing between the police station and other units collecting intelligence as the Special Branch (SB) as well as the Counter Terrorism Department (CTD). The Inspectors General of Police having an additional operational independence call for creating structures of integrated police intelligence under which field unit information, SB and CTD create a multiplier outcome for crime prevention and its recognition (Pildad, 2016).
- **The Responsibility of Police Leadership:** The leadership of the police, in general, has remained unsuccessful in protecting the institutions' rightful interests. While settling on the function and management of the police legality, the leadership role of policing remains crucial. Whereas in the UK, Australia and in other places, units of the police continue to exist, Pakistan has none.
- **Shortened Tenure of the Police Officers:** The dissatisfaction over the short and impulsive term of the police leadership troubles all the departments and ranks of the police over the country, in particular the significant tiers of Provincial Police Officer, District Police Officer and the Station House Officer. Reasons for shortened tenure include
- **Political Interference:** Interference by political parties in the organization of the police has been recognized to be a major faltering block in the candid and transparent working of Pakistan's police (Ali , A.S , 2012). Given the political reasons, these interventions based on political grounds direct repeated and hasty transfer of the police officers. According to some latest details, a Regional Police Officer along with a District Police Officer were relocated following fourteen and ten months of their tenure , respectively , since they were unable to hold the command of their local political leaders in power (Ali , F.G , 2014). This is because there exists a political subculture founded on the principle of political parties in authority making use of the police as a tool intimidating the opponents and favoring the supporters. Community interest gets subordinated to the interest of those parties who are in power. Powers of transferring, appointment and promotion of the police officers gets abused by those in power (Pervez , T , 2015).
- **Corruption:** In the region, the trend of corruption is widespread in many of the countries. This is factual of Pakistan's Police. According to a 2013 Survey on Transparency International, the departments of Revenue of the Police and Land were identified as the country's most crooked (National

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

Corruption Survey , 2013). According to a few people, political governments are not only tolerant of corruption; relatively they promote it for political achievements (Ali , A.S , 2012). Officers at the command level frequently are selected on the foundation of their keenness to obey lawful orders, disobey the law or pester the political opponents. As a replacement, these unchanged officers are provided the license of pandering to corruption with legitimate achievements made among their fellow officials and the political master (Ali , A.S , 2012).

- **Transfers on Fragile Arguments:** An additional reason for tenure shortness is the inclination to transfer the police on fragile grounds, many a time warding off pressure from the public in certain cases or because of their arbitrary management styles. A Superintendent of the Police in one province was posted since his district saw killing of a motorcyclist as a result of a kite twine. He was seized as being responsible for negligence in imposing a ban on flying kites in the province. The practice of illogically removal of the police officers is not impounded to political leaders alone , instead the leaders of the senior police are also responsible for transferring the subsidiary police officials on grounds of personal liking or disliking (Pervez , T , 2015).
- **Political Leadership and its Failure to Stand In Opposition to the Political Demand:** At many a times, the management of the senior police has failed to protect their subordinate who have been moved to other places because of the political interests of the political managers. This happened in Quetta, where in 2013, the political leadership wanted the transfer of the Police Superintendent since he did not permit the armed guards of the leader to go on the premise of the provincial assembly, but because of the strong stand taken by the then CCPO of Quetta, orders of the CM to get the Superintendent of the Police were cancelled. However, to keep their own postings defended, in most of the cases, the police leadership agrees to the order given by the CM (Pervez, T, 2015).
- **No Institutional Safeguards or Accountability System:** Lacking a reliable accountability apparatus , criticisms against the police are dealt with by posting them from one place to another instead of inquiring matters which asserted facts , making arrangements against the police officer who has been accused. As has been reported , in a certain district , a when the media showed a case of police negligence , the police officer of a police station was taken into custody on CM orders , just so that public pressure could be warded off. Later on police and judicial inquiry on request of the Supreme Court confirmed the police charges as false. There thus is no institutional protection for protecting the police officials from incidents of victimization by the political leaders or even their own heads (Pervez , T , 2015).

- **Lack of Political Will:** While financial restraint and normal disturbances in democratic dispensation is alluded to as obstacles towards police reform, the actual setback lies in the leading privileged who have not succeeded in demonstrating the political will needed for reforming the police. Many of the reforms not requiring huge budgets have been unsuccessful just because they have lacked political support.
- **Derisory Political Leadership:** Reforms are not brought about because of the leadership of police lacking the ability to oppose debilitating of the point demands. They are unable to create the changing attitudes needed for promotion of professionalism in order and file. This also is applicable to the fundamental functioning areas of crime registration, holding up to reasonable and free investigations, getting hold of the true suspects and setting up instruments of accountability for handling misconduct by the police (Suddle, S, 2012).
- **Anarchic Police Training:** In Pakistan, training of the police is disordered, both in content and methodology. Training focuses on building muscles instead of the minds. Challenges to developing human resources include improvement for critical investigations, assimilation of the modern technology, changing organizational culture for promoting receptive and responsible policing, concentrating on human rights and working on abilities for countering terrorism and cybercrimes. Moreover, lack of institutional methods for recognition, reward, promotion and sustenance of professional merit. The system has many mediocre people who essentially go up against important reforms (Suddle, S, 2012).
- **Negative Public Figures:** Historically, the public image of the police regarding the function and its operation has been negative. Consequently, there is a little controlled flow of information recounted for human security commencing from the police towards the public. Police trust is profoundly entrenched in all the levels of the society, making the citizens reach out to the citizens rarely, even during crisis (Suddle, S, 2012).
- **Police Rules Vs Court Rules:** An essential substantiate verification is the identification parade of the accused to the victim who has committed a crime. The current practice of the identification parade presented in the rules given by the police and those by the High Court is outdated and does not guarantee the safety of the witness. This disregard for the victim has understandable consequences. In a similar manner, no provision exists in the Act for “trial incognito” or safeguard of the victim in the course of voice and face distortion all through the trials, when these are regarded as a great international practice (Hameed, Z, 2012).
- **The Role of Police in De-Radicalization:** Although many countries have built up programs for de-radicalization, their triumph is arguable. Eventually, the success of these programs is dependent upon the function

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

of the police and its administration. The Prison-based de-radicalization advancement provides several gains. Firstly, the prison offers an atmosphere in which the prisoner is exposed to different views. Secondly, when the prisoners are involved in these productive activities of de-radicalization, they are likely to utilize their time inside the prison for mobilization of support from the outside, radicalizing additional prisoners forming structures of operational command. Lastly, the approach permits the police to examine movements after the militants have been rehabilitated, helping them assimilate into the society. Pakistan's program of rehabilitating terrorists is founded on post-insurgency perception of experiences in Khyber Pakhtunkhwa and the district of Swat. In an interview given by Manzar Zaidi, police engagement in programs of de-radicalization all over Pakistan has been made complicated by the fact of police not being able to win people's trust because of widespread corruption and what has generally been perceived as "selective, discriminatory and skewed responses of the police towards the citizens."

The police have a smallest amount of role to play with military running the whole of the project. Although the role of police was limited in the Swat Program of De-Radicalization, however with reforms it can be replicated in other parts of the country (Rana, A. M, 2012).

Four Approaches of De-Radicalization and Counter-Radicalization followed by Various Countries

Approach	Focus	Strategy	Objective
Security	Detainees	Rehabilitation	Reducing security threats
Societal	Vulnerable Communities	Engagement	Development of modern tendencies
Ideological	Clergy	Focuses on religion and its role in peace	Development of counter narratives and arguments
Political	At large, the Society	Winning of the hearts and minds	Neutralizing threats to security

Source: Rana, A, M (2012) De-Radicalization and the Role of the Police

The best practices for fight against radicalization unite all of the four approaches.

- **Building Trust between the Citizens and the Police:** Since the police are conscientious for positively symbolizing the authority of the state, their conduct to citizens is imperative for promotion of law-abiding approach amongst the public. Good relationship amid the citizens aids the police to establish trust, whereas an aggressive or offensive relation incites hostility, criminality and sometimes terrorism, in particular among the youth. A report by the Pak Institute for Peace Studies having 12 families who allegedly had committed terrorism showed how four of these people were eager to get back to their routine life but since those enforcing law contended "negative" response, they become powerless (Rana, A.M, 2012).
- **Incorporating International Experiences:** Most of the programs on rehabilitation and de-radicalization all over the world involve

contributions by the police. For example , in the UK , the police have established a “ Channel Project” which call for the officers to work together with associates of the Muslim groups rehabilitating extremists (Seifert, K , 2010).

- **Police – Army Cooperation:** So far, sheer decline of the internal security can be seen as a contribution of the law enforcing machinery rather than growing efficiency of violence as a psychological and ideological trend. Instead of taking on challenges of internal security, the police force time after time has displayed dependence on the military. Resultantly, both police reliability and their efficiency have corroded. Since the Army has organizational power and skill in internal security it can assist the police force take on the responsibility for its own internal security. In milieu of the police reorganization, army’s organizational models for combating outfits need to be studied. There should be a self-maintaining, capable organization conceiving the entire continuum of the internal security threats faced by the country. Country’s reorganized force requiring the support of all those enforcing law. These include the intelligence, analysis, forensic, logistics and training subdivision together with the training of police schools, their staff colleges and capacities of research and analysis. At its operational and strategic level, army specialist of counterterrorism need to give education to the police officers regarding threats to internal security faced by the country. While the force of the police increase to pretentious responsibility on internal security , the void in junior and middle-tier headship ought to be filled by easing officers lateral shifting from officers of the Army. The School on Military Intelligence needs to give training to recruits’ of intelligence from the police. In addition ,more cooperation among intelligence of the police and the wing on counterintelligence , Pakistan’s military need to help one another carry out their personal assignment in an improve way (Brig . Asghar , S , 2012).
- **Women and Policing:** The officials in police belong to the same socioeconomic system as that of the general population of Pakistan, where many identities survive, both in the rural and the urban framework. With majority of the police officers coming from semirural regions where traditional, conservative and misogyny prevails, the police constantly fall short to put off violence related to honor killing in Pakistan. Several practitioners recommended a boost in enrollment of the women police officials, however the efficiency of such a policy has come under question from a well-educated, gender-sensitive and a sincere male police officer undeniably is to retort to complaints of a female more aptly than that of an ill-taught, unsensitized and untruthful female police officer. Although women need to be supported for joining the police, however, enlarging the recruits of women officials is not what inevitably might be

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

required. What is required is additional enforcement of laws which are women- friendly and gender-sensitive. Additionally, the media need to make public the constructive and efficient police retorts in a situation of crisis encountered by the complaints of the females. This information would aid in restoring the self-confidence of the police in public. There needs to be a continued program of educating and training of the police who are to be made conscious to vulnerabilities faced by women in family , society and the neighborhood. This kind of responsiveness would make the police take action against the needs of the women, more effectively. Training on Gender Sensitization for each police officer should be made compulsory all the way through their career. Instead of making more stations of women's police , the state need to establish special wings inside the present stations and where stations do not have women's wings , there needs to be , as of minimum women's cells (Khan , T , 2012).

Incorporating Models of Police Success

- 1. Models of Success – Policing in the U.S.:** Very few citizens of Pakistan hold the police in high regards and only a small number of people would propose that the police successfully are defending communities against aggression. The federal, provincial, regional police along with the law enforcing organization in Pakistan require the capacity for countering the terrorists and the insurgents. Before this happens, the police needs to build up the capabilities necessary for the functioning of the police, including prevention, response and investigation into the crimes of local societies. Agencies must enlist citizens who are truthful; train officers who are proficient create institutional barriers for fighting bribery and abuse. They need to achieve society's trust and make use of strategies which involve citizens in fighting against crimes. The United States faced related problems decades ago. However, through deliberate reforms, in the United States, law enforcement progressed over the last century, becoming world's most well-organized model.
- 2. Improving Skills and Expertise's:** It was during the era of reforms that professionalization of the police decreased corruption and built up forces of local and state police having improved knowledge for fighting crime. These forces were then able to execute forward-looking inventions for the technology and redesigning of the organizational structure promoting uniformity and stronger administration. The FBI also encouraged these reforms helping improve the image of the FBI as a national organization which made use of progressive forensic procedures, like fingerprint matching for arresting the criminals. Even though at this time, there are many documented ill-treatments by the organization, later the FBI was able to materialize as an influential, professional investigating agency able to promote nation's safety and security. In the years which followed,

in the U.S. law enforcement was restructured to become an upright profession garnering local communities' admiration and support. **Community-Focused Reforms:** It was during the 1960's and the 1970's that police reforms moved from the military-style model of policing towards involving policies promoting nearer ties with those communities who had been marginalized. Policies of community-based policing outlined community as a probable partner instead of a probable problem. Police enlisted help from the community for identification of problems related to crime, creating resolutions and supporting prevention of crime. Proficient professionals of the police, community participation were employed in building up programs and tactics used for addressing exclusive problems related to local crimes. This approach leads to a much stronger support from the community and a higher probability of citizens reporting crimes and providing information needed for police assistance. The success of this model in the cities of Los Angeles and New York has made it a prevalent policing model practice in the United States.

3. Insights for Improvement:

First, already established police reforms like elevated pay, more rigorous eligibility prerequisites, improved training and correct equipment) have demonstrated effectiveness for reduction of corruption. In due course of time, the United States has learnt that police officials are more liable to inducements and other kinds of financial corruption when either they are not given sufficient pay or they are not provided with resources wanted for performing the role of policing. Further, pitiable training and easiness with unprincipled individuals can allow these people to come into the police force creating minimal hiring standards for corruption and maltreatment. Now, officers of the police in the United States are paid satisfactory salaries and before they get hired their backgrounds are methodically investigated.

Second, professionalizing the police became an important element for reduction of corruption and police effectiveness all over the United States. Law enforcing bodies created the required expertise, developing integrity with the community for fighting crimes becoming an esteemed institution.

Lastly, community support is an important element for the police to gain legitimacy and lessen crimes. Without getting the local community support, in Pakistan, police would continue to be seen as illegitimate and crooked. They would be persisted in their struggles for preventing crimes and explore the offenses. Many of Pakistan's law enforcing organizations, especially Pakistan's local police cannot function without the contributions of the community associates (Alikhan, A, 2012).

On one end, police is required to maintain public order and on the other hand it is designed to preemptively provide sufficient intelligence coherence for

Counter Terrorism Police in Pakistan and Role of Police: A Way Forward

advanced law enforcement agencies to prevent, contain and/or forestall any terrorist activity. Role of police, as compared to enhanced law enforcement agencies, is on a tactical level and as a law enforcement agency of first instance whereby contact with any terrorist activity, through intelligence or operationally, would be with police before any counterterrorist forces are deployed for securitization.

Conclusion

Police in Pakistan is structured on providing a defined set of duties. These duties principally entail preservation of law and order in general public and to assistance to judicial forums for investigative purposes. Out of these conventional duties, police is generally considered a more civic security structure and therefore, neither considered a preempting counterterrorist arrangement nor deployed as such. Enhanced law enforcement agencies, hereby entailing paramilitary forces, specialized counterterrorism forces, military forces and other law enforcement agencies charged with securitizing a state generally restrict police access within the core of sphere of operations. This puts police as a supplementary force that is charged with moderated duties whilst still being a potential target. So Pakistan needs a more comprehensive policy to prepare police against terrorism.

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