

FOREWARD

Chakwal Police is facing unprecedented challenges of great severity and magnitude. The major issues being confronted by the District Police Chakwal are combating terrorism, fighting ever more desperate and better equipped criminals and trying to meet the rising expectations of the public. These issues affect the administrative and operational priorities and strategic objects of the police. The Annual Policing Plan 2015-16 circumscribe all these thematic conceptions and makes recommendations based on our social, cultural and capacity of the Police force.

To reinforce our pledge for a balanced force, we have introduced modern concepts of policing as part of the curricula short courses at Police lines in the shape of training strategy. We intend to change the mind set and abysmal state of police cultural at police station level by issuing police guideline like Free Registration cases, Code of Conduct, Guideline of Police Public Relations, Strategy of Kidnapping for Ransom, Strategy to fight Street Crime, Police Commission of Police Encounters to check their veracity and genuineness. Our key performance indicators are based on innovative tools of control encompassing every area of policing. Our major concern is to prevent, restrict and retard the tide of rising crime, abuse of human rights and terrorism.

We intend to transform police into a proactive organization and change its traditional Irish constabulary model to intelligence led policing in which every information is analyzed thoroughly, on the base of statistical data and counter strategies are devised. Therefore major responsibility for implementation rests with senior police command at district level.

Chakwal Police is committed to be changed into a thoroughly professional, accountable and service oriented department delivering dynamic and effective law enforcement. We promise to continue the struggle to clean our District, of the criminals and terrorist who pose a great threat to the life and property of the general public. We also remember the sacrifices of our Police Officers who offered their lives in order to stem the heinous crime which has blighted our beloved country. In this back drop, we have endeavored to prepare Annual Policing Plan 2015-16, to reset, revise and review our goals, objectives and targets to meet the challenges of the future.

**District Police Officer,
Chakwal.**

Chapter 1

INTRODUCTION

Article 10(4) of the Police Order 2002 envisages formulation of Annual District Policing Plan. The plan shall include objectives of policing, financial resources likely to be available during the year, target and mechanism for achieving those targets. As a statutory requirement, “Annual Policing Plan 2015-16” is supposed to be submitted to the competent authority for its approval. Although, objectives are derived from the overarching vision for the District Police but the financial resources, earmarked by the government for Chakwal in the financial year and constraints thereof have change initiatives in transforming District Police into an efficient and transparent public service provider entity will be more dependent on the behavioral transformation through short courses at Police liens, redesigning human resource management practice and developing standard operating procedure for police processes and professionalism. However, it is necessary to register at the out that reforming police in accordance with the wishes of the citizens of District Chakwal is inescapably a cost intensive effort where huge public money is involved. Sir Robert Peel in his address to the British parliament on Police Reforms in 1907 expressed his views that,

“The quality of policing is directly proportional to the financial aspects policing. It will be difficult to get a good result without paying for it”.

Despite this financial stringency, Chakwal Police is fully cognizant and committed to its pivotal and crucial role in warding off today’s biggest menace namely terrorism in addition to performing other basic functions and duties as enumerated in “Our Policing Plan”. Effective response to this challenge entails that various components of Chakwal Police act in unison and that optimum levels of coordination and synergies be achieved with other relevant entities within and without the District, in the interest of comprehensive approach to law enforcement, we have also been guided by the need to ensure that counter-terrorism role of the Police would not detract from its ability to meet the broader responsibility entrusted to it maintenance of law and order in the District.

Our Policing Pledge

- Protect life, property and liberty of citizens.
- Ensure justice and fair play.
- Ensuring fair investigation to both the parties.

- Treating with everyone with dignity, respect and provide fair access to services
- Respects for human rights
- Guide and assist citizen particularly vulnerable groups
- Torture free environment
- Role in relation to relief work in emergencies and natural calamities / national disaster.
- Promote amity and never allow personal feelings prejudices or friendship to influence decision making
- Maintain self restraint during law & order situations
- Avoid unnecessary excessive use of force
- Assist other government agencies / departments in discharging their function/duties.

Mission

Our **mission** is to fight against the crime and win by providing dynamic and effective law enforcement.

The Chakwal Police will strive to uphold core values like integrity, courage, loyalty and fairness in order to promote professionalism and trust. Additionally, we will not be mere protectors of public, we should be guardians of the people and friends to the community and must be a service of tenacious individuals, bounded by a common purpose to serve and go beyond the call of duty.

Our **motto** is based on the principle of 4Ps which says that policing can effectively be measured by purposeful, performance oriented, public centric and punitive action.

Vision

Transformation of the District Police Chakwal into a service oriented, thoroughly professional, transparent and accountable to general public.

Values

The Chakwal Police espouses certain organizational principals and values that guide our policing methodology, based on impeccable integrity, commitment to fairness, high degree professionalism, strong accountability and maintaining excellence in ultimate task of services to community in an uninterrupted incremental and evolving manner. Keeping in view that the Police is not a force rather it is a service for general public.

Targets to be achieved

Our real target will be;

“Achieve public confidence so that by June 2013 the public is convinced that the Chakwal Police is dealing effectively with terrorism, anti-social behavior and crime issues in the District Chakwal.”

CRIME CLOCK

To achieve this encompassing target, we will set the following operational and administrative priorities;

1.5 Operational priorities

Operational priorities of Chakwal Police for 2015-16 are as follows:

- i. Combating Terrorism and suicide bombing
- ii. Drive against Hardened Criminals
- iii. Maintenance of Public peace and order
- iv. Security of key installations and foreigners
- v. Fair and speedy investigation
- vi. Torture free policing
- vii. Intelligence based policing Model
- viii. Prevention of heinous crime/house robberies/street crime
- ix. Liaison with judiciary
- x. Ensuring peace during Muharram-ul-Harram
- xi. Enforcement of traffic discipline
- xii. Free Registration Policy 2011
- xiii. Prompt and professional response to call for service
- xiv. Complaints Managements System
- xv. Zero tolerance against social violence
- xvi. Dissemination of information to public
- xvii. Developing performance indicators, monitoring mechanism and benchmarks
- xviii. Devising SOPs for operational clarity and transparency

Administrative priorities

Administrative priorities of Chakwal Police 2015-16 are as follow:-

- i. Improving image of Police
- ii. Change in Thana Culture
- iii. Community Policing
- iv. Accountability
- v. Improvement of Training Standards (in short courses being held in the District Police Liens).
- vi. Merit-Based Recruitment, promotions and posting / transfers
- vii. Computerization

- viii. New Initiatives taken by traffic Police
- ix. Security of tenure at operational levels
- x. Welfare and incentives for police service
- xi. Accessibility to force and redressal of their problems
- xii. Promoting team work and spirit.
- xiii. Financial discipline and utilization resources
- xiv. Implementation of code of conduct 2013.
- xv. On line receipt of applications
- xvi. Development of SOPs.

Chapter 2

COMBATING TERRORISM

(Counter terrorism, strategies and recommendations)

As the biggest challenge of today is terrorism and extremism, and Counter Terrorism Department (CTD) is specifically raised and mandated to give a robust and effective fight to this menace. It is expected from the CTD Unit Chakwal to achieve tangible / measurable results in this year to gain the confidence of general public and secure communities in this District. Keeping in view the generic mandate of CTD and there are a lot of expectations from CTD Department.

Following may be the flow cycle of combating terrorism and extremism;

Counter terrorism with public Information.

The whole cycle revolves around the human intelligence which is the key to success in any counter terror strategy. The lesson drawn from Malaya and Sri Lanka is that Police cannot fight insurgents unless it establishes close contact with public by weeding out corruption and bringing about drastic administrative changes in its set up. The center of gravity of policing in today's world lies in community mobilization and no counter terror efforts will be fruitful unless it is based on public centric policing.

Combating Terrorism (General Guidelines)

The following measures in the counterterrorism strategy are being pursued by Chakwal Police.

- Activists of banned extremist organization are closely monitored and their activities are restricted through legal mechanism.
- 4th Schedule lists revised and updated on regular basis to include ATBs, RAPs, Lal Masjid Elements (LME's) LJ, JM and RGB
- The enforcement of loudspeaker and amplifier ordinance and action against misuse of Loud Speaker, wall chalking and Hate material
- Check down on Chanda collection by prescribed organizations
- Mischief mongers and fire brand speakers not allowed to address any gathering in the District
- Combining the areas and camps occupied by Afghan population and repatriation of illegal settlers

- Profile analysis of suicide bombers
- Procurement of technical gadgetry and scanners to be fixed on all entry points
- Construction of fortified check posts with CCTV Cameras and aggressive checking at all entry points into Chakwal including Motorways and National Highways.
- Strict vigilance at key installations and sensitive points
- Special duties deploys on Mosques and other places of worships at the time of prayers
- Institutionalized intelligence sharing
- Local media and cable TV channels have been sensitized regarding Government policy / action combating terrorism
- Intelligence regarding the activities of sectarian terrorist are being collected from all possible means
- Complete record regarding relatives / visitors of under trial sectarian accused will be maintained
- Persons on hit list of possible targets will be briefed properly in order to avoid
- Strengthen the Beat System

Response to Terrorism

- In order to ensure that adequate tactical capacity is available with Chakwal Police to respond to incidents of terrorism, Rapid Response Force has been established to bring to justice terrorists, their recruiters and facilitators
- Training: Quality Improvement
- Weapons training by Pakistan Army formation will be fruitful.
- EX-SSG weapons and drill instructors
- General uplifting of training institutions
- Better intelligence
- Coordination with other agencies
- Joint Task Teams
- Police Public Committees
- Steps for inter faith harmony
- Meeting with Ulama
- Policy of winning hearts and minds may be invoked again to establish tolerant atmosphere

Planned Measures

- Comprehensive counter –terrorism strategy
- More coordination among intelligence agencies
- Effective linkage of Chakwal Police with NACTA
- Capacity Building
- Human Resources Development
- Forensic Expertise
- Logistics and Equipment
- Proper investigation of terror related cases
- Access to modern surveillance technologies

Chapter 3

CRIME CONTROL STRATEGIES

(Maintaining order, investigation initiatives & recommendations)

Drive against hardened criminals

Concerts steps will be taken for the arrest of proclaimed offenders and absconders of cases of murder, robbery, dacoity and kidnapping for ransom by updating lists, crackdown on hide outs, completion of record and by name allocation of PO's to dedicated teams. Following procedural measures will be taken to achieve maximum results;

- Proceeding u/s 88 Cr.P.C against court absconders
- Daily supervision of the campaign with strict accountability
- Correspondence for Fixation of head money for hardened Pos / terrorists
- Updated Red Book and Black Book for wider circulation
- Publicity of POs with photographer in print / electronic media
- Establishment of dedicated teams at district level

Maintenance of Public peace and order

With the increase of complexity in the social fabric of Chakwal, maintenance of public order has emerged as a major challenge for police at district level. This year, it is resolved that the issue of maintenance of public order will be dealt with in a scientific and proactive manner. Extensive community – police interaction will be made to keep communities peaceful and law abiding. Interest groups should be identified and marginalized through proactive negotiations. Following guideline are mandatory to follow;

- Maintenance of public peace and order during public protests, power riots, religious riots etc.
- Regulate processions and public gathering in accordance with Police Order 2002, Criminal procedure Code and Police Rules
- Maintain peace and harmony during Muharram
- Maintenance of peace on national days special occasions
- Work in unison with notables of the area and various pressure groups like Traders and Ulema for maintaining peace and order in accordance with government policy
- Activation of Peace Committees at Police Station level to develop interfaith harmony between the people of different sect

- Metal Detectors – Security measures adopted to guard sensitive Masajid/Imam Braghahs.
- Entry to all special events through Walk Through Gates
- Implementation of SOPs

Specifying areas and mode of protest

- With the rapidly changing socio-economic conditions the job of maintaining public peace will become more difficult day by day. A statistical and analytical approach based on data analysis be conducted figure out troubled areas to devise proper security planning for any unforeseen circumstance.
- It has been observed that a small issue can ignite public unrest which soon turns into a major law & order problem. It is therefore suggested that DPOs and RPOs should conduct surveys of their respective areas to see past trends of violence and plan future strategies accordingly.
- They should also customize the SOP issued by PHQ accordingly any specify certain public areas protests.

Security of Key installation & Foreigners

- Categorization of sensitive installation into A,B,C by Special Branch
- Regular visit and surveys of such vital installations
- Security of all dignitaries, VIPs / VVIPs and diplomats in accordance with the Blue Book
- Enhanced security of all foreigners especially, Chinese nationals involved in development project in the Province. An elaborate SOP regarding overstay of foreigners has been prepared to strengthen their monitoring and surveillance mechanism. It will also assist CTD in its counter-terror strategy.
- Proper registration of all foreigners residing in Chakwal.
- Preparation of contingency plan for security of foreigners by Special Branch and District Police
- Security enhancement of all government functionaries and building against suicide attacks and bomb blasts.
- Securing of all key installations and sensitive places against any act of terrorism
- Installation of CCTV Cameras on all sensitive installations.

- Coordination with Armed Force intelligence Agencies on security issues
- Proper briefing of Force deployed

Fair and Speedy Investigation

In accordance with the provisions of Police Order 2002, a separate & independent Investigation Wing has been established. Transparency and fair play are main objectives in conducting Investigations of all the cases.

The investigating Officers adopt different techniques which are case specific; however, the major problem is that such methods rarely produce any evidentiary leads. The reliance of these techniques results in delaying the resolution and do not add any significant information to the case. Therefore, specific investigation plans are being developed to see whether it will produce any meaningful information or engender further delay.

A booklet titled “Modern Interrogation Techniques” prepared by R&D has been circulated to all the SHOs. The booklet is a translation of international interrogation Manual and three other leading books on conducting successful interrogation. It contains fifty important points on successful interrogation and ten silent features of investigation leading to confession. It also provides how the investigation should be planned and the importance of the venue of the interrogation. Implementation of these techniques will definitely improve the quality of investigation and methodology of the interrogation.

The techniques like thorough interviews and interrogation, surveillance and various tests are important tools of investigation, Following guideline are provided to realize this objective;

- Preparation of investigation plan
- Surveillance, interviews and interrogation, to maximize opportunity of observation
- Separation of investigation Staff from watch and ward at the Police Station level
- Challan of the cases to be submitted in the court within 14 days of registration of the FIR
- Early trial of the criminal cases ensured through vigorous prosecution

- SHOs will hold weekly meeting, SPs / DSPs Investigation will hold two meetings in a month and DPO will hold monthly meeting to review and monitor investigation.

Special emphasis shall be laid on capacity building of investigation officers.

Following will be done;

- One week work ship for investigation officers will be conducted in District Police Lines Schools in each month
- Fair investigation is a basic bench mark for performance evaluation.

It will be ensured that action is taken on the following issues:

- Registration of false FIR
- No arrest, torture and challan of innocent persons
- Punitive action of faulty investigation
- Action u/s 182 on false FIRs
- Registration on cases under 155, 156 Police Order,2002
- Action against harbourers patrons of criminal and influential persons harboring absconders of criminals would be special target of Chakwal Police in order to ensure rule of law

Recommendations

- Induction of SI (investigation) through PPSC
- No Inspector Legal is working in this District, permission be granted for recruitment through PPSC
- Improved procedure for change of investigation
- Utilization of crime scene mobile lab / vans facilities are not available in this District, which are necessary.
- Provision of more vehicles for investigation purpose
- Authorization to use mobile phone data and call recording facility
- Enhanced role of Special Branch and CTD on organized mafias
- Discourages re-investigation and repeated / multiple investigation
- Establishment of cyber support units at district level
- PROMIS for facilitating the investigation and making it evidentiary intensive
- Reporting rooms in all police stations to be upgraded.

- Establishment of technology based separate interrogation rooms at police station level

Facilities to be provided;

Audio-visual, Nucleic Acid) & Serology, Firearms & Tool Marks, Latent, Finger Print, Narcotics, Pathology & Histopathology, Polygraph Readers, Questioned Documents, Toxicology and Trace Chemistry;

Keeping in view the above mentioned facts it is hoped that the PFSL, Punjab will add a lot in making police investigation transparent, modern and reliable.

The new forensic science laboratory established will offer a wide range of facilities to the investigation officers. It will make investigation scientific and enhanced is evidentiary value. The Important thing is that investigation officers at local level should have liaison with the on field units of forensic lab who then can coordinate to send sample, prints (finger & foot), videos etc to the lab for in depth analysis and examination.

Crime investigation is a team effort where investigation and scientific experts facilitate each other on daily basis. The FSL will provide police investigators the missing links between crime and suspects. Recent innovations and dynamics of forensics have led to result oriented investigation; the role of FSL will no longer be confined to criminal administration system only. It now encompasses the areas like law & order, communal violence and terrorist activities etc.

3.6 Role of PHP (Safe Highways)

Punjab Highways Patrol (PHP) in mandated for safe highways across Chakwal. Although, PHP is already doing its job to keep highways safe but still a lot is required to be done. The target set for PHP is to reduce incidence of robberies on highways to 50% of total highway robberies registered in year 2010. To achieve this target PHP is required to conduct;

- Statistical study of highway crime and efforts to prevent it
- Improve supervision at SP and DSP level
- Efficiently use human and logistics resources
- Increase its presence on vulnerable points
- Make each and every member of PHP to count
- Enforce discipline in its stringent sense
- Coordinate with district police fir synergy and optimum utilization
- Engage in hot pursuit of highways robbers

- Improve its image in the eyes of commuters and road users with politeness and better service delivery
- Develop quantifiable performance indicators and public opinion polls. The most important monitoring tool of PHP is web based CCTV cameras. It is with the PMU controlled by Home Department with a like available to PHP. It will help in fathering supervision of PHP posts and staff and will result in better service delivery. The Project Monitoring Unit (PMU) was created with 187 posts in 2005. Recently it has been decided to decrease the strength of Monitoring Unit and physical inspection/monitoring of patrolling posts have been vested with Punjab Highways Patrol. The Directorate of Monitoring will now function as nucleus of planned integrate Command and Control Center. It will help in furthering the supervision of PHP posts and staff will result in better service delivery.

Prevention of House Robberies

- Reduce dacoities / robberies of all types by 10 percent in year 2014-15 in comparison with year 2015-16
- By reducing auto snatching.
- Check criminal record of previous five years; identify gangs of robbers and auto-snatchers and re-arrest them; get their bails cancelled and prosecute them successfully.
- Utilization of preventative laws
- New history sheets should be opened with effective supervision by SDPOs who should register their personal comments in it.
- Preparation of Photo albums by CRO
- Sketch making facilities to be extended to district level

Strategy to Combat Street Crimes

Street crime has become a buzz word for the crime committed in metropolitan / urban areas. In its wider interpretation it includes pick-pocketing, mobile phone/purse snatching, drug dealing, wounding, assaults and public order offences. Sometimes street crime interchangeably used for mugging, which is category of violent crime and refers to all robberies, attempted robberies etc.

Keeping in view the magnitude of the problem following strategy has been devised and circulated to all field formation especially in urban areas in the shape of guideline.

- Deployment of officials in plain clothes.
- Creation of District Technical Team for mobile phone data analysis
- Identifying crime hot spots, timing, locations patterns
- Crime Analysis – Geographical mapping of prevention
- Preparation and updating of the Police Station record about street crime
- Preparation of Albums of recorded criminals by CRO
- Intelligence sharing and enhanced role of Special Branch, CTD
- Intelligence led Targeted operations
- Display of photographs of criminals at conspicuous places, Police Stations News papers and TV etc.
- Registration of SIMs / Franchise holders of cell phone
- Online verification from NADRA
- CCTV surveillance of shopping malls/high risk areas/streets
- Proactive role of the Beat Officers and tasking them to gather intelligence
- Cultivation of informers and giving them incentives
- Criminals intelligence database in investigation branch/districts under separate head.

Use of Technology – CCTV surveillance

CCTV surveillance of all street crime affected areas, as pilot project may be launched containing:-

- a. CCTV cameras network and software should have vehicle number plate recognition and capability to zoom into record the facial features of offenders
- b. Software with facial recognition capabilities from fed obtained through CCTV coverage
- c. Useful for short listing offenders in all types of offences but especially useful for street crime and kidnapping from ransom cases

Technology Requirement

- Requirements for the urban cities of Chakwal:- (Security)
 - 150 CCTV cameras
 - 20 interrogation rooms
 - 08 surveillance vehicles
 - One PROMIS Data centre
 - 90 Trackers in patrolling vehicles

IMEI tracking of stolen / snatched phone.

- Database of all stolen / snatched mobile hand sets in Chakwal to be maintained at District level
- List of all stolen / snatched mobile phones to be shared with mobile phone operators for IMEI tracking on an ongoing basis
- Field formation to take action against all offenders identified through tracked hand sets

Strategy – Kidnapping for Ransom.

Kidnapping for ransom is an organized crime and sends very serious signals of fear and insecurity amongst the masses.

In order to counter, combat and arrest this trend following strategic guideline has been issued for implementation:-

- Coordination with other intelligence agencies through district intelligence coordination committee
- Use of satellite tracking devices during delivery during of ransom
- Preparation of flawless case files based on material / circumstantial evidence containing to contradiction in statements
- Identification parades of the accused as a mandatory requirement
- Due weight age and follow up of expert opinion
- Monitoring by PO till decision of the case for exemplary punishment

Unity of Command at the Operational Level

- No separate hierarchy in district
- SHO to have command over Police Station both Operation and Investigation Staff
- Investigation of cases of Local & Special Branch Laws by operation wing
- Investigation staff to investigate of the cases

Liaison with Judiciary

Under article 109 of Police Order, a Criminal Justice Co-ordination Committee has been established which comprises Session Judge, District Police Officer, Superintendent of Jail, District Probation Officer, District Public Prosecutor and Head of Investigation in a District. The committee conducts formal and informal meeting to discuss following issues:-

- Promote understanding, coordination and cooperation in the administration of criminal justice system such as weakness

and fault in the investigation system, Pre-arrest bails, Police and Judicial Remands, Illegal Detention etc.

- Exchange information no local development which may affect other parts of the system
- Formulate coordinated priorities and plan to give affect to locally agreed policies
- Raise relevant issues with appropriate authorities
- Review the implementation of decision taken by Criminal Justice Coordination Committee
- Registration of cases against criminal, corrupt and incompetent Police officers
- All the SHOs have been asked to have better liaison with judiciary

Ensuring Peace during Muharram-ul-Harram

To Maintain Law & Order during the forthcoming Muharram-ul-Harram, a comprehensive Security Plan is being prepared. To keep the peace and harmony, various meeting will also be held with the member of Peace Committee and Ulema of all the sects. Some of the salient features/guidelines are given below:-

- Pre-Muharram arrangements include collection of advanced reconnaissance, contingency plan, meeting with peace committee, re-energizing mohallah committees, establishments of Joint Task Teams, preparation for control room, banning of entry of fire brand speakers.
- Some of the pre-Muharram preventive measures include strict surveillance of all activities, arrest of sectarian POs, strict enforcement of ban of brandishing arms etc, ban of provocative posters etc, action against authors, printers who write and publish objectionable material, ban on misuse of loud speakers and security of high profile personalities.
- Briefing about Muharram duties to the force and strategic deployment thereof.
- Establishment of police pickets, strict checking at entry / exit points. No changes in procession rout/time
- Technical sweeping be carried out and sniffer dogs be used where possible
- Complete search of shops, houses and other buildings in the locality on the route.
- Blocking of tributaries and link roads leading to the procession.
- Proper identification mechanisms of private security guards at Imam Bargahs.
- Cordoning and sealing the area in case of any unforeseen incident / mishap
- Establishing contact with Army and deployment of plain clothes duty in coordination with Special Branch, CTD and Health Department
- Arrangements for dispersal and post-Muharram plan.

Targets of Traffic Police

- Chakwal Police will revive its model traffic police by ensuring firm and polite enforcement strategy
- Training, capacity building and equipment up gradation will be the special focus of traffic police all over the province, particularly in Chakwal.
- Enforcement of traffic laws & revenue generation through realization of traffic fine and driving license fee

Prompt and Professional Response to Calls for Services

- Rescue 15 in Chakwal would be a modal response centre for citizen's calls for service in emergencies. Chakwal Police will reach the door steps within minimum time.
- Rescue 15 Response Centre will be improved district level as well as at Tehsil level
- Data of all Stolen / snatched vehicles must be stored in every Rescue 15 other department associated with disaster management.

Complaint Management System

- Complaints against police are entertained at Open Court in Chakwal and online at dPOCHAKWAL@gmail.com. In case of any complaint, strict legal actions are being initiated against the defaulter officers / officials.
- Response time varies between 24 hours up to one week depending on nature on complaint and district involved
- District Complaints Cell has been established in the DPO Office Chakwal, which is working round the clock
- Every complaint, whether false or true, is being responded to by telephone call or letter (time limit 07 days)

Zero Tolerance Violence

- BY reducing the rate of violent crimes like murders, use of firearms in murderous assaults.
- Discourage the trend of aerial firing, especially in big cities
- Complete ban on display of arms / weapons
- Complete verification of the fire cracker shops and ensuring stringent measure
- Regular inspection of arms dealer shops and stock checking

- Strengthening of the inter provincial check posts for control of weapon smuggling

Zero Tolerance Violence

- Strict implementation on the use of fire crackers
- Ensuring implementation of violation of one dish
- Drive against kite flying (users and manufacturers)
- Action against beggars at busy points urban centers
- Facilitating price control round the year especially during Ramzan
- Taking cognizance of hoarding during wheat harvesting season
- Action against child marriages/child labor

Performance Indicators, Benchmarks and Monitoring Mechanism

- Monthly crime meetings are being held to evaluate performance and monitor it regularly on the basis of operational and administrative priorities set forth in this Annual Policing Plan.
- Quality service response to social challenges and catastrophic events
- Number of complaints about non-registration of cases.
- Number of welfare schemes initiated and monitored
- Performance to be measured on number of cases traced rather than number of cases registered
- Number of complaints of Human Rights violations
- Number of cases of security lapses like escape from police custody, death in police custody etc.
- Commanding respect and ensuring discipline
- Preparation of comprehensive policing plans at PS, Tehsil and District level.

Planned Inspections of Police Station

- SDPOs will carry out informal inspections of each Police Station once a month.
- DPO himself will carry out quarterly formal inspection of each Police Station.
- Other G.Os will carry out quarterly formal inspection of each Police Station.
- W/RPO will carry out one formal inspection in each district during this period.

Performance Evaluation

- Evaluation of SHOs and SDPOs on monthly and fortnightly basis
- Annual evaluation containing a gist of all such reports.

Chapter 4

CHANGING THANA CULTURE

(Reason, initiatives and recommendations)

“*Thana Culture*” is often defined as culture of repression, abuse of authority highhandedness, misbehavior, “*Selfish*”, unsociability, pessimism, corruption, partisan, inefficiency, indifference and many other negative social attributes. Work ethics are considered to be non-transparent, outdated modes of operations / investigation and negative conduct. Lack of accountability and failure to communicate to public are additional factors contributing to the negative image of police. There are also question marks over formal (investigation, law & order situation etc) and informal (mediation, public dealing etc) professionalism of police officers.

On the touchtone of J-Curve modal there has been a consistently widening gap between expectation and achievement for the last two decades. From the policeman perspective, it is a culture of stress, frustration, job over stretching, sub-human working ecology and condition, insecurity, missing ownership, pessimism and financial stringency. If we dovetail both perspectives we can say in one sentence that “A common citizen of Chakwal is afraid of visiting police station alone for preferring his grievance”. He needs somebody who is notable or influential in the community and in the police station to accompany him. He is afraid of disrespect and indifference as he perceives that police will not listen to him.

Hence, on both sides of the societal prism, there is negativity and regressive trends continuously producing a sum total of social depression and state of anomie.

Steps taken for changing Thana Culture

Three-prolonged strategy may be devised for re-vamping or engineering the Chakwal police culture;

Internal Accountability

Although an effective mechanism of internal accountability is already in vogue in police but the thrust of that accountability system is more on discipline side rather than on social accountability of the police. There is a need to develop parameters for making police more responsive and public friendly. The police officials who are creating

distrust and gap between the community and police should be sorted out. At the same time, the officers who are gaining public confidence and are honest should be generously rewarded.

Community Policing

Community policing is based on the broader principle of collective, corrective and community based actions of police. It is an innovative way of identifying the causes of the problems and solving these problems with active participation of the public. It is a combination of management philosophy and a new way to do the business of policing.

As defined by Pamela Mayhall, Police community relation is person to person relationship that involves mutual respect and acceptance, self awareness and other-awareness, interdependence rather dependence, communication and continuing to work on these relationship, effective commitment and mutual willingness to listen in crises, mutual problem solving. It works for community based crime prevention and tries to accomplish:-

- Disputes Resolution;
- Police part of the community not apart from it;
- Prioritization of community's needs;
- Accountable to public;
- Mutual Trust-Bridging the gap;
- Proactive policing;

Community Policing Plan

- Chakwal Police alongwith other stake holders plan to establish Rabta Committees. These Committees will be established at Mohalla level / Union Council level, Tehsil level and District level, each consisting of 10/15 members. The Members would be volunteers, people of good repute, non-controversial, having no personal motives, non-political, neutral persons having respect & credibility and sound standing in their respective professions and with no criminal record.
- **Objectives**
- To Create an environment helpful to the citizens to redress their grievances.

- To promote Police Public cooperation and invigorate the public confidence in police as per the provisions of Police Order 2002.
- To enhance the professional skill of the police by improving the working conditions and infra structural facilities of the police.
- To assist the police in materializing its organizational goals
- Community Policing organization may be established in districts with appropriate sub-committee like Tehsil Committees, Legal Committees, Traffic Committees, Media Committees and other appropriate committees according to the local conditions of a particular district.
- Peace Committees comprising of Ulema, religious leaders of all sects, political leaders and notables of the area have been established at police station & District level; which assist the District Police to keep peace and religious harmony among all religious congregations.
- Beat System, Neighborhood watch system (Theekri Pehra and Chowkidara system) and Mohallah Committees have been established in district of Chakwal, with the active participation of the community. We hope it would prove to be a milestone in improving the law and order scenario in the province.

Role of women police officers in Policing

As a policy, Chakwal Police strongly recommends gender mainstreaming of woman police and optimizing their performance in police organization, in fighting crime by their professional grooming / capacity building, to meet the challenges of 21st century policing. We look forward to delegate more operational role in future to the women police for dispensation of justice to the public for strategizing our efforts to counter and combat crime. On their part we expect high level of commitment and professionalism to be proactive members of Chakwal Police individually and collectively. Women police officers are being encouraged to play their part in community mobilization. Recently women ASPs/SDPOs have been posted in few urban centers of Chakwal. To facilitate the posting mechanisms of these officers a statistical analysis of population and crime against women will be conducted at urban centers and then women police officers will be posted in those cities that exhibit high crime against women. These officers are encouraged to have liaison with NGOs working for women empowerment. They will develop a meaningful association with media to expose negative side of our social and cultural taboos. Finally their role be increased from urban centers to rural areas.

“Free Registration of FIR” Regime

The registration of FIRs should be based on the principal of free, fair and forthwith documentation of information. The concept of “Free Registration of FIR” is being put forward as a tool of cultural transformation. However, there are certain pitfalls of this regime in addition to indirect increase of cost of the policing system. Ideally cognizable information, received in the police station should end up with an FIR. After due investigation, it should be decided that the case is made out or not. However, our Criminal justice System dose not encompass that a false FIR has horrible consequences for innocent citizen. It is a Herculean task to get a false FIR cancelled in Pakistan, and the cancellation is without impunity for the person who has lodged false information report.

However, Keeping in view the various Court decisions, following guideline have been issued:-

1. Whenever an application containing the grounds based on cognizable offences are made, cases should immediately be registered under the relevant provision of law.
2. As is provided in the Criminal procedure Code as well as in the other relevant laws on the subject, there should be sufficient evidence against an accused before he is assisted in a case. The role of SDPOs needs to be much more visible who should constantly scrutinize the police files and particularly those wherein an accused has been arrested or is likely to be arrested.
3. It is a legal right of a citizen to get an FIR recorded under section 154 of the Code of Criminal Procedure. An officer in charge of the Police Station can refuse to investigate a case if sufficient ground to enter upon an investigation does not exist but should not refuse to register the case.
4. Unfortunately, the citizens have been denied this right for a very long time and the major complaint against the police is that they are reluctant to register FIR and mostly indulge in burking of crime. There are a host of reasons for this attitude; predominant being the fear of being judged adversely on the basis of increase in registered crime. All the SHOs have repeatedly been directed in unambiguous terms that they and their subordinates should shed this fear and register cases freely in accordance with law.
5. Public faces resistance in exercise of their legal of getting an FIR recorded regarding commission of a cognizable offence. Complaints of non registration of cases and minimizing the offence are still pouring in. it clearly shows that the Supervisory Officers are not playing their role in removing this long standing complaint of the citizens. The directions of the Inspector General have either not been conveyed to the officers incharge of the Police Stations with full urgency and impact or the practice of burking, which still continues, has a tacit approval of the subordinates at the Police Stations are liable for violating the mandatory provisions of law and ignoring the instructions.
6. In future, a policy of zero tolerance shall be adopted. Whenever a matter of non registration of case on report of commission of a cognizable offence or minimizing of offence comes to notice the concerned SHO shall be placed under suspension immediately and proceeded against under the PEEDA Act, 2006.

7. In cases of complaints from subdivision, the Supervisory Officers, SDPO's and SP's shall also be dealt with departmentally for poor supervision.
8. The facility of the wireless is available at every station of the District for information of offences, incidents of theft Robbery, Car / Auto theft etc. broadcasted on the wireless network shall be entered in this register. A copy of the same shall be submitted to the District Police Officer every morning.
9. In the office of DPO, the Reader's Branch shall reconcile / compare the information received from the "Reporting Centers" and the information received from the Wireless Control Centers and compares it to the FIR register. In case any of the cognizable incidents has not been registered the matter is being brought to the notice of the District Police Officer immediately for further necessary legal action as per law.
10. If a written report is of non-cognizable nature the SHO shall enter the text of the report in the daily diary (Register No.2) and then refer the matter to the Magistrate who may either take cognizance or send it to the court of competent jurisdiction for further proceedings.
11. If a report constituting a cognizable offence is reported and it's registration is avoided or omitted by the SHO, he will be liable to the imposition of minimum punishment of a major penalty as laid down in the PEEDA Act 2006.

It is expected that SDPOs would conduct an exhaustive analysis of the situation in their respective areas of jurisdiction, taking into account the statistics about number of complaint received, FIRs registered thereon and the reason for non-registration cases where no action was taken on the complaints. Remedial measures must be accordingly devised and promptly taken to redress the grievance or the public. The SDPOs may also send a self contained report to District Police Officer, for perusal.

Public feedback System

In order to improve performance of Police, Public feedback is necessary. A system has been devised recently and citizen feedback centers have been established in the office of the DPO Chakwal to get public impressions about police working and to make genuine efforts to bring a positive change in the police culture. The details of feedback are being submitted to the High ups.

Improving Image of Police

Police in Pakistan is undergoing a major credibility crisis. Police should change its behavior and attitude towards the public in order to improve its public image. The world is moving towards the concept of Community Policing at rapid pace; which is policing strategy and philosophy based on the notion that community interaction and support can help control crime and reduce fear of crime.

- Security of tenure of posting / transfers for a fixed one year at least.
- Open Kuchehries are being held regularly at DPO / SDPO office level to attend public complain and address their grievances.
- Rescue 15 and Police Help Centers are functional round the clock
- Close liaison with media to project the soft image of police
- Complaints can be sent via e-mail to the Central Police Office
- Achievements of Police to be publicized
- Meaningful / visible patrolling to restore public confidence and minimize crime
- Preservation of public peace and ensuring safety of the citizen
- Ensuring culture of transparency
- Ensuring fair investigation of cases
- Complaint Cell has been established in the office of the undersigned.
- Zero tolerance against corrupt practices and misuse of authority
- Organization of seminars, workshops and surveys of police image
- Public satisfaction of investigative journalism
- Citizen feedback system
- Help desk of foreigners
- Improving of work ecology at Police Station

Priorities for Positive Change

All the SDPOs/SHOs have been directed to be accessible to the public and the media and should set personal examples of courtesy and cooperation. For positive change in Police improvement in recruitment, training, performance evaluation & promotion mechanism, internal administration, techniques for community mobilization, accountability, media management, capacity building and persistent efforts for altitudinal change are essential. For improvement of work ecology at Police Station and training enters, ecology strategies are being devised.

Code of Conduct 2013

The article 114 of the Police Order, 2002, Police Rules 14.4 empower the provincial Police Officer, to issue a Code of Conduct to regulate police

practices and to provide a set of guideline laying out how the police should act and behave both on & off duty in order to bring them in conformity with new law while performing their duties in official capacity. This Code of Conduct does not seek to restrict police officer's discretion; rather it aims to define the parameters of conduct with in which that discretion should be exercised.

Keeping that in view a Code of Conduct has been issued and brought to the notice of the rank and file of Chakwal Police. Any violation of the same shall be a ground for punishment under the Punjab Employee Efficiency, Discipline and Accountability Act, 2006.

The main features of Code of Conduct include honesty, integrity, fairness, impartiality, transparency, politeness and tolerance, abuse of authority, lawful orders, confidentiality or orders, appearance, non-participation in politics and other general guidelines.

Chapter 5

TRAINING

(New trends, initiative and recommendations)

It is the most important aspect of policing and certainly the most difficult one. Here the guiding principles should be moderation, modification and maturity of police force. Punjab Police has recently ventured a comprehensive "Punjab Police Training Policy" covering all the modern needs of an accountable police but mere over-hauling of training techniques and modes may not yields results, If is not coupled with major infrastructural improvements.

Police Strength

There is a cute shortage of strength in this District which is the main hurdle in the performance of official duties.

A special reference is required to be given herewith reference to capacity building of investigation. Therefore, there is a dire need to train newly recruited junior police officers, as investigation officer on modern lines with exhaustive exposure to Forensic Science and its techniques.

Improvement of Training Standard

Training Branch should develop an exhaustive Training Policy document which is in the process of approval. That document will transform, on its implementation, training institutes in accordance with the modern needs and requirements.

- The Syllabi at Police training schools and colleges should be revised. More emphasis is being laid on quality of investigation, specialized training to the Elite to fight terrorism, PC battalion for disaster management, training on investigation of terrorism cases and cyber-crime.
- Grading system in all courses should be introduced and linked with promotion to all ranks.

Training Modules Planned

- Counter-terrorism Strategies
- Stress Management
- Communication Skills
- Motivation and Accountability
- Media Management

- Scientific Interrogation
- Simulation Exercise
- Modern Weapons Training
- Anti-Corruption / Disciplinary Procedure
- Negotiation Skills

Recommendations

Proposed Training Facilities

- Investigation Training Centre as recommended by CSD Global Team
- Police School of intelligence
- Posting in PTIs be declared as field posting
- Adequate budget allocation for Training
- Infrastructural improvements of Police College Sihala, Police Training Schools, Elite School, Police School for intelligence
- Establishment and improvement of Canine Unit
- Construction of Riverine Posts
- Improvement of professional competence
- Better combat capability
- Capacity building of training institution
- Motivational Courses in Police Lines School:
- Lectures to be delivered to improve quality of investigation by Prosecutors, Law officers and Retired Police Officers
- Public dealing to be included in all police training courses:
- Victimology (science to deal with victims)
- Kinesics (study of body language)
- Behavioral training
- Mock Exercise
- Scientific interrogation
- Simulation Exercises

Chapter 6

MEDIA MANAGEMENT

Information to Public.

CSO of this office, in police-media relationship, is responsible for building an effective, efficient and cordial relationship between media and police. For the smooth working policy guidelines have been issued for managing relationship between police and media with special emphasis on police-public relations and our commitment to professional interaction with electronic & print media.

The key feature here is to balance police interest with operational constraints, national security and privacy principle and sub-judice cases.

A well managed relationship with media can:-

- Prevent crime by raising public awareness of potential risks and law enforcement measures.
- Increase police accountability to its stakeholders
- Avoid unnecessary intrusion in police operational duties
- Provide broad guidance of police-public relations, less inconvenience, essential for effective and positive communication
- Strategic management of media including regular contacts with the main representatives of media helps in mitigating potential negative influence on and from this sector.
- Operational activities communicated to the general community and various stakeholders in a positive way
- Issue timely accurate information that is newsworthy and is in public interest. An informed community is more likely to cooperate with police
- Supply media organization with accurate information about who, what, when, where and why in investigation. In reporting an event, media may present information in a different way emphasis than police. Success lies in having an event reported accurately and in a positive way

Duties of Media Unit

A media unit within existing resources should be established for following purpose:-

- Scanning and monitoring of all kinds of media
- Forwarding media articles and news reports to the relevant units of the police organization
- Carrying out the relevant studies for the press conference to be authorized, organized and addressed by the IGP/PPO
- Preparing the bulletins / handouts for these conference
- Filling visuals that have been shot on video or photographed during important meetings, openings and ceremonies
- Submitting the information and documents to the media prepared by the relevant units about any police related matter after approval by the concerned authority
- Submitting the annual / monthly report prepared by the police units to the media organization.
- Coordination with all units of the police organization, monitoring the meetings, barrowings, conferences etc. and informing the media in according with the important opportunities for communication are not missed
- Deciding about the type of coverage like press conference, features stories to be presented in the news program etc.
- Keeping record of all media contacts
- Collecting and recording all coverage of activities relating to mass media
- Prompt follow up of the news/report sent to the media
- Carrying out all other tasks in relations to the Police Relations Branch

Developing Media Material / Press Releases

All material released or provided to members for dealing with the media have to be cleared by the authorized quarters as mentioned in previous chapters

Draft media releases, talking points fact sheets provided to the PPRB must be cleared by the concerned authority

- The unit has to operate seven days a week with a representative of the branch on call 24 hours to deal with major incidents.
- This process will ensure that the corporate goals and messages are not only checked for simple grammar and spelling, but also for branding, accuracy and consistency.
- Press release must be will written, short and direct
- All statements and releases have to be distributed to all concerned parties

Chapter 7

ACCOUNTABILITY

- The DPO is fully aware that effective Police accountability is essential for the improvement of policing culture in the District hence we intend to:-
- Strengthen internal accountability mechanism and supporting external accountability.
- Formal and informal inspections are being conducted by DPO and SDPOs.
- Disciplinary actions are being initiated under PEEDA Act and legal action under provisions of the Police Order 2002 against the delinquent officials.
- Under the supervision of DIG inspection and Vigilance, frequent inspections and surprise inspections of Police Stations are being conducted and delinquent officers are being punished.
- Major punishments are being proposed against investigation officers for misconduct.

Recommendation for Improving Accountability Mechanism

Empowerment of Police Officers under Anti-corruption laws

Police E&D Rules to replace PEEDA for weeding out corrupt elements

Empowerment of DPO to impose major penalty on Inspectors

Merit-based Recruitment, Promotions and Posting / Transfer

Merit-based Recruitment of Constables to fill all vacancies through committee headed by DIGs.

Merit-based promotion to the ranks of DSsP, Inspectors, SIs, ASIs and HCs

Promotions on merit alongwith merit-based promotion examinations

Posting of SHOs, SDPOs, on merit / seniority

Uniform promotion policy for all promotions and entry into lists

Chapter 8

COMPUTERIZATION

The IT Sector development is such an essential task for the Chakwal Police. Improving efficiency and effective service delivery are part of the objective to help the government's business visions of providing services to the citizens officiously.

E-policing computerization net-working infrastructure and information Technology related projects initiated, developed and implemented by the Government of Punjab for Police Department through information Technology Department.

Driving License System

Vehicle Tracking

Chapter 9

BUILDING HIGH MORALE & POLICE WELFARE (INITIATIVES AND STEPS)

1.6 year of the Constable 2015-16

- Preparation of Master Plan in consultation with professional experts for Development of Police Lines.
- Utilization of 80% development funds (repair) on projects relating to constabulary.
- Seven day for submission of all dowry cases, Shaheed Claim, scholarship and financial assistance cases.
- Renovation / Uplift of Accommodation/Missing Facilities, Family Quarter, Barrack Accommodation, Clean Drinking Water, Sanitation, Washing Rooms, New Construction.
- Plantation campaign, one person one plant.
- Recreational Facilities / Gymnasium, Sports day, Daily Sports hours.
- Frequent meeting with Constabulary to redress their grievances.
- Provision of messing / Canteen / Mess meeting in Police Lines / Police Stations.
- Establishment of Welfare Shops/Stores/Utility Stores, CSD.
- Celebration of Shaheed day as Annual features on 23rd March. Publication of "Shaheed book". Invitation to the families of Shaheed as Chief Guest.
- Arrangements for Doctors, Vaccination, blood groupings. Hepatitis test, sprays, Dengue campaign, Medical insurance.
- Weekly Day Off for officers from the rank of a Constable to the Inspectors.
- Establishment of Police Welfare Schools for quality education.

Welfare and Incentive for Police Service

- Messing has been significantly improved as far as the dietary standard and the dining conditions are concerned in the district
- New barracks are being constructed in Police Stations and Police Lines in all District to provide accommodation to the force.
- Scholarship amount for the children of Police employees has also been increased
- Dowry fund is also being given to the police employees at the marriage of their daughters.
- When a Police officer dies during service or is martyred, an amount of 50,000 is given for funeral arrangements.

- As compensation an additional pay (basic pay + allowance) is given at the time retirement
- Full medical cover is provided to the Police employees suffering from a serious disease
- Compensation to the family of Shaheed has been increased from 5 Lac to 30 Lac.
- Shaheed is considered to be a living person and on duty and his / her family enjoys all the benefits of pay till the completion of his or her 60 years service, including pension
- Children of a Shaheed are provided education at the expense of the Police department. In addition to it the education at the expense of the children also be borne by Punjab Police
- Officers / officials incapacitated and released from service on account of having become invalid as a result of injuries in police encounters, bomb blasts, riots, watch and ward duties or terrorist incidents but including accidents in the discharge of official duties shall be granted 5 Lac rupees in each case.

Accessibility to Force and Redressal of Problems

- Weekly Orderly Room.
- Liberal police on leave / weekly day off
- Personal problem of all ranks to be attended / addressed

Chapter 10

Research and Development

During the current year R&D has formulated policy instructions, Police Public Relations, Strategy to Combat Kidnapping for Ransom Cases, Prevention of Gruesome Murders and Sexual Abuse of Children, Establishment of Women Complaint Centers in existing Police Stations, Strategy to Combat Street Crime, Police Commission on Police Encounter to check their Veracity and Genuineness, Overseas Pakistan Police Help Desk, Registration Policy 2011, Guidelines for Investigation of cases u/s 489/F PPC, Modern / Latest Investigation Techniques and Guidelines/SOPs for Control of Overstay for Foreigners in Pakistan, Prevention of incident of escapes from police custody, SOPs for security of Judges and Court premises. These SOPs on important policing functions, Standing Orders on important policing subject by the Inspector General of Police Punjab are for the guidance of field formations.

Recently R&D branch has compiled and published in a booklet form, Policy Guidelines and Operational Instruction issued by the Inspector General of Police Punjab form time to time.

Discipline is very curial and important to an organization like police. Based on international best practices, the branch has formulated a "Code of Conduct", which will serve as guidelines for regulation the conduct and behavior of the rank and file of Police Department.

Chapter 11

FINANCIAL RESOURCES

Budget 2015-16

Budget for financial year 2015-16 is given below:

Functional Head	Budget estimates 2015-16 (Millions)
032102-LQ 4125 DIRECTIONS	4.524 Millions
032102-LQ-4126 SUPERINTENDENCE	-
032102-LQ-4127 DISTRICT POLICE	500.6465 Millions
032102-LQ-4128 C.I.D.	-
032102-LQ-4129 SPECIAL BRANCH	-
032102-LW-4120 ELITE POLICE FORCE	-
032111-LQ-4136 POLICE TRAINING INSTITUTE	-
032113-LQ-4131 PUNJAB CONSTABULARY	-
032150-LQ-4133 POLICE SUPPLIES	6.9852 Millions
032150-LQ-4134 P.Q.R.	3.506 Millions
032150-LQ-4135 WORKS	0.552 Millions
Total:-	516.2137 Millions

Financial Discipline

On receipt of Annual Budget from Govt. of the Punjab, Finance Department, Finance Branch allocates funds to the concerned Units for allotment to their subordinate offices/district. On demand basis, further correspondence is made with the office of Secretary Finance. If demand is less than Rs.3.0 million requests is made to Secretary Finance for allocation of additional funds through supplementary grant. If demand exceeds Rs.3.0 million a summary is moved for the approval of Chief Minister, Punjab.

To keep a check on the allocated funds / expenditure reconciliation is carried out regularly. Every DDO submits expenditure statement duly verified by concerned District Accounts Officer by 10th of every month. These expenditure statements are complied and expenditure of each DDO is reconciled with the figure obtained from the Accountant General, Punjab. If any error / omission is noticed, the same is communicated to the quarter concerned for rectification. This process continues throughout the financial year. The office of Director Audit, PHQ, Punjab conduct internal audit on a regular basis. On receipt of complaint special audits are also carried out. External audit is carried out by the office of the Auditor General of Pakistan. If an audit objection/audit Para is conveyed by the office of the Audits General of Pakistan, its compliance is made and presented to Departmental Accounts Committee (DAC), Special Departmental Accounts Committee (SDAC) and Public Accounts Committee (PAC) depending upon the nature of objection/audit Para. Further compliant of DAC, SDAC and PAC's direction are also made till such objection / audit pares are complied with.

Chakwal Police realizes value for money and would utilize financial resources as committed in budget for financial year 2015-16 with utmost professionalism and integrity.

The end.