

Process Documentation and Assessment Report of



Swat Police Training and Mentoring Cycle-2015

Conducted by Rozan



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Acknowledgments

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Foreword



The police are a key state institution for preventing human rights violations, upholding human rights and for maintaining public order. No society can progress without having a citizen-centric police service. The state and other stakeholders of society including civil society organizations (CSOs) need to work in collaboration with each other for strengthening this institution. Police training focuses primarily on the development of professional and technical skills. Interpersonal skills and development of sensitive attitudes is an area that I feel is not given its due importance in police trainings. Low interpersonal skills and insensitive attitudes mar not only the quality of work, but also credibility of the police in the eyes of the public.

Rozan is one of the few CSOs working for police's capacity building for the last 17 years. I appreciate them for joining hands with the Swat Police to improve its services for the general public, especially for women, children and minorities. I have been closely associated with the project with both implementers and trainees since its inception and have been very pleased with the outcome. It is satisfying to see the results of the Mentoring Cycle that Rozan conducted. The Mentoring Cycle was comprised of a series of trainings from July to December 2015 for a select group of police officers from the Police Training School Swat and the police stations of Mingora and Kabal. The trainings were aimed at attitudinal change, gender sensitization and bridging the gap between the police and the community.

It is encouraging for us that the findings of post-training evaluations reveal that the police officers found the exercise helpful in improving the quality of their professional and personal lives. Most significantly, the knowledge and skills incorporated by the trainings enhanced the level of satisfaction and trust of complainants over the police. One of the reasons for the successful trainings was that they were based on a detailed research that Rozan conducted during 2014 titled as "Challenges and Opportunities in Post-Conflict Swat: Needs of Women, Children and Minorities". Secondly, the training manuals that Rozan used are approved by the National Police Academy (NPA). Thirdly, the expertise and dedication of Rozan's trainers/facilitators were essential in making this an achievement.

I acknowledge the gender aspect of Rozan's trainings. It is critical to have women employed in the police not only for serving 50 percent of the country's population that is comprised of women, but also for generally improving services and image of the police. Women have all the potential to serve in the police; they only need to be provided with opportunities to unleash this potential. In Khyber Pakhtunkhwa, the strength of police is nearly 80,000 in which only around 670 are policewomen. Swat Police has plans to include policewomen in its investigation and operations departments. We know the challenges that policewomen face just because of their gender. In order to facilitate women to join the police, we are going to establish a daycare center for the children of police personnel at the Police Training School Swat where women have to stay for several months to obtain their preliminary and promotional trainings.

I believe in the trickle-down effect of a good or a bad deed at the institutional and societal level. I hope the way senior management of the Khyber Pakhtunkhwa Police is taking police reforms seriously, the same way every police official, right down to constable cadre will play its role efficiently for improving the institution. It is high time to convert the police force into a 'police

service'. We are already trying to change the mindset of police officers and personnel e.g. we ask the staff of police stations not to use the word 'suppliant' for the complainants rather see them as clients. It is important to realize that our salaries are paid by their taxes.

I, on behalf of the Swat Police, assure to keep cooperating with Rozan and other concerned CSOs for the betterment of policing in the region.

Azad Khan RPO/DIG Malakand Division

Introduction

The Police are one of the most critical institutions of the state. For the past 17 years, Rozan's Police Program 'Rabta' has been working with the police in Pakistan to foster positive and sustainable change in their attitudes and behavior in order to develop their capacity and ownership to deal with job stress as well as with issues such as violence against women and children. The Program's forte lies in its specially designed training workshops for police personnel that not only cover unconventional yet extremely relevant themes like power, gender and patriarchy, but also more generic topics like interpersonal communication skills and attitudes. These workshops are conducted in collaboration with the country's National Police Academy (NPA) and the Provincial Police Training Wings. Through this Program, Rozan has also begun advocacy for police reforms at the policy level and is also actively conducting policing research and analysis.

Background of the Project

In the year 2014, Rozan, HJURA¹-Swat and COMSATS CIIT²-Abbottabad, jointly carried out an action research in Swat on Policing Challenges and Opportunities in Post-Conflict Swat: Needs of Women, Children and Minorities. The research focused on four selected geographical areas of Swat³ and a pre and post-conflict assessment was conducted that identified key interventions to increase the resilience and effectiveness of political and police leadership. It outlined the steps necessary to enhance social cohesion to mitigate conflict, improve law and order and redress the *immediate and long-term needs of the Swat region*.

The study found that while police-community relations have seen gradual improvement in Swat following initiatives taken by the government during 2013-14 to improve policing, however, initiatives to depoliticize the police and increase accountability mechanisms needed to be strengthened a great deal more. Some of the other key findings from this field study revolved around police behavior and attitudes towards the general public and are highlighted in Box 1.

Box 1: Key Findings of the Research 2014

- There was a common perception held by most of the respondents that police behavior towards the general public was not up to the mark in terms of their attitude.
- There was a general feeling by the complainants that the police need to work on their communication skills, especially listening skills.
- In some cases the public faced difficulty in registering the First Information Report (FIR).

One of the clearest and most concrete recommendations that came out of this study was that in order to maintain the law and order situation, as well earn confidence and respect of the community, the Swat Police needed to be more efficient, polite, gender sensitive and politically neutral. The key intervention, therefore, should be to develop the capacity of the Swat Police regarding behavioral and attitudinal change through a series of training workshops.

¹ HJURA: Holistic Understanding for Justified Research and Action (HJURA) is a Swat-based non-profit, non-political, non-ethnic development oriented organization working in Khyber Pakhtunkhwa province and FATA regions of Pakistan.

² COMSATS CIIT: COMSATS Institute of Information Technology, Abbottabad.

³ Landicus and Gumbad/Mera in Mingora (one of the largest cities) and Dero and Kabal located in Kabal (one of the most attractive yet worst conflict hit rural towns) of district Swat.

Agreements with the RPO/DIG Malakand Division and Hujra

Rozan has learnt after working with the police over the last seventeen (17) years that in order to successfully design and execute a project, it is important to get key stakeholders on board from the very start. It helps better understand the project related needs and expectations of stakeholders, it also benefits in better planning a project. In the case of the reported project too Rozan took in loop the two primary stakeholders, the Swat Police and local partner Hujra, to make the project a success. The LoUs/agreements help build long term working relationship with organizations and ensures continuity of interventions even in case head of a partner institution/organization discontinues with his/her organization. We signed a Letter of Understanding (LoU) with the Regional Police Officer (RPO)/Deputy Inspector General (DIG) of Police Malakand Division and an agreement with Hujra to define objectives, roles and responsibilities regarding our mutual interventions and to smoothly execute our plans.

Baseline Survey as a Precursor to the 'Mentoring Cycle'

Rozan decided to start what we call a 'Mentoring Cycle' for police personnel in Swat. In order to kick start the cycle, we first conducted a baseline survey to assess the current capacities and attitudes of the police personnel which included self-awareness, life skills, social awareness, stress management and interviewing skills, with a special focus on violence against women, children and minorities. The baseline survey consisted of a set of questions for the general public who visited the Police Stations of Kabal and Mingora. The collected data provided benchmarks against which future change was assessed.

'*People-centeredness*' often remains at the level of rhetoric in the development sector since program objectives are often decided far from the site of delivery. This baseline has been a way of linking the aims of Rozan's Mentoring Cycle with actual practice and change on the ground. Because the baseline process dealt in depth with an analysis of needs, it inadvertently also dealt with an analysis of unforeseen issues and difficulties that frequently arise in police-community interactions. To ignore these is to ignore the reality of police personnel's lives.

Findings of the Baseline Assessment

Lack of positive non-verbal communication: Most respondents shared receiving negative body language cues such as the reporting officer avoiding eye contact; creating a barrier to shut out the complainants by tinkering with the phone or other papers; preoccupation with something else; negative facial expressions instead of comforting or welcoming ones from the officials who took their complaints. It was also found that at times the people who were 'actively listened to' were those who came either with a reference or personally knew a police officer at the station.

Insensitive verbal communication: Talking to people is a very fundamental part of a police officer's day-to-day routine. However, survey respondents reported weak performance in this competency, especially with women, with many citing use of loud, rude and angry tones and language.

Inadequate physical environment: The survey also revealed physical discomfort felt by the

complainants which negatively affected their attitudes, especially under stress. They shared inadequate light, space and uncomfortable (and in some instances no) seating arrangements as well as physical distance from the reporting officer.

Lack of technical and legal guidance: It was observed during the research that the police station staff also needed to improve their professional/technical skills. Less than 30 percent of the people were told how to take their case proceedings further. Depending on the nature of the case, some investigation officers did not take any decision until discussed with the SHO or other colleagues. In the meantime, the complainant was left with little or no guidance about follow-ups and further action.

Conclusions of the Baseline Assessment

Police officers are custodians of public trust and because they are empowered to remove certain privileges when lawfully justified, they are held to a higher standard of behavior by society. They are expected to comply with a professional code of conduct subject to various laws, rules, and regulations. Police professionals, who have a positive attitude towards themselves and others, with improved interpersonal communication skills and self-respect, can carry out their responsibilities more effectively and efficiently. Rozan's 2014 field research study and the subsequent baseline assessment have shown that police behavior is determined not only by psychological factors such as a 'police officer's personality', but also sociological factors, that is, the social context in which officers are hired, trained, and police-citizen interactions. Not only this, departmental/institutional factors also play an important role in police behavior.

Rabta's research has assessed that the police force in Swat required capacity building sessions to understand concepts such as self-awareness, anger management and effective communication. Since these skills are very useful, they can help develop healthy police culture in Swat in order to address the general dissatisfaction shared and felt by many complainants. These skills can also enhance the level of trust, confidence and respect for the police professionals.

As mentioned earlier, structural or organizational issues like infrastructure, staffing problems and the influence of powerful people of the area also affect police performance and behavior. The police have a *parens patriae* duty to protect those in need, especially women, children and minorities. For sustainable positive change in the police force, it is essential that all attitudinal, structural and social factors are addressed.

On the basis of the above analysis and findings, Rozan carried out a series of trainings titled 'Mentoring Cycle' in collaboration with the Swat Police and local community, with funding from the National Endowment for Democracy (NED).

Designing the Mentoring Cycle

Based on the research analysis of the baseline assessment, it was decided to train a select group through a series of two to three day training workshops, rather than incorporating the entire training content in one go. The training curriculum was divided into three parts which was comprised of the following subjects:

- i. Attitudinal Change Communication including behaviors, types of behaviors, interpersonal communication skills, anger management and power.

- ii. Self-awareness including personal strengths, areas for improvement, prejudice, and gender sensitization.
- iii. Stress and Trauma Management.

It was also decided that the trainees would be given *Field Assignments* with the purpose of letting them apply their learning from the trainings in their personal and professional lives. The field assignments included application of their learning at police station level, conducting sessions on attitudinal change for fellow police instructors/officers and in schools and rapport building sessions at local schools.

Core Activities of the Mentoring Cycle 2015

Workshops on Self Awareness (Attitudinal Change Communication) and the Needs of Women, Children and Minorities (August and October 2015)

Police officers from the Police Station in Mingora and Kabal, and the instructors of Police Training School-Swat were part of these two workshops



conducted over a three-day period. Core workshop objectives included:

- Understanding the importance of self-awareness, especially for those professionals who work in the police force.
- Helping participants understand the fundamental notion of gender and Gender Based Violence (GBV).
- Enabling the participants recognize the role of power and prejudice in creating and perpetuating violence.

Reflecting and being aware of one's own values, attitudes and behavior, realizing their impact on others, respecting oneself as well as others, having the capacity to be good listeners, to empathize, be compassionate, aware of one's own biases and prejudices, to use one's power thoughtfully and responsibly, these are the essential ingredients that we, as individuals and as a society, must inculcate if we are to move towards a more just and humane culture. It is self-



awareness and the capacity to accept one self and others that allows individuals to have the courage to take on the long and difficult task of struggling for a positive change in society.

This workshop, therefore, focused on the importance of understanding the *Self* in order to inculcate empathy for survivors of violence. The session highlighted the importance of one's own feelings in order to connect with



the feelings of others. It was discussed how violation of one's basic rights makes an individual feel, and so in order to have a better rapport and relationship with others, basic human rights of all should be respected. Interactive exercises helped participants recognize the barriers in understanding self, and informed about tools to become more self-aware.

Two inter-linked sessions in this workshop were the role of *Power* and *Prejudice*. Trainees were informed about the different

types of power, their pros and cons, and how each type of power should be used consciously. The importance of *power, self and self-belief* were stressed since their realization can lead to accomplishment of challenging tasks. In the session on *Prejudice*, participants were asked to visualize segments of society or individuals who are affected by prejudice. There was heated debate on the negative impacts of prejudice not only by the police, but also by the general public towards the former. The reasons for and ways to reduce public prejudice against police were also discussed.

Violence by its very nature spares no one - not the rich nor the poor. It does not spare men and, as is the case in our country, certainly does not spare women and children. Every individual who is a witness to violence, whether directly or indirectly is affected. Many become insecure, anxious, angry or distrustful. The remaining sessions of the workshop were about understanding the concept of gender and gender-based violence (GBV) and its impact, especially on women, children and minorities. Deliberations revolved around the importance of understanding the different roles and responsibilities that our society assigns to women, men and transgenders. It was argued that it is very important for the police to understand society from a gender lens so that they can identify, understand and address the issues which people belonging to different genders face.

Stress and Trauma Management Workshop (October 2015)

This two-day workshop was conducted for a select group of Swat police personnel in Pakistan's capital Islamabad so that the trainees could leave their routine stressful lives and focus entirely on the training. Core objectives of the workshop conducted for policemen and women were to:

- Understand the causes of stress and distress
- Identify stress reactions and their effects
- Learn to deal with and prevent burnout
- Learn strategies of stress management, including relaxation exercises/methods

The training was focused on the stress that is caused at the professional and personal level due to the hectic nature of a police officer's job. Through different interactive exercises, the concept of stress and identifying stressors from



one's daily life were conducted. Amongst other aspects, the facilitator highlighted the importance of understanding the link between stress and job performance as well as its impacts on one's personal life, especially being a police officer. The participants shared intimate experiences of job stress and identified the following as the primary stressors:

- Risky nature of the job
- Long duty hours
- Political interference at the operational level
- Poor financial benefits
- Lack of benefits for the family
- No formal reward and punishment system
- No proper system for vacations
- Aggressive behavior of supervisors
- Undue pressure by the community
- Domestic pressures

The facilitator clarified the difference between stress, anxiety and trauma. Participants were also helped in identifying their stress level. Most of them identified themselves as 'highly stressed'. They were familiarized with different physical and psychological relaxation techniques including muscle relaxation, breathing and visualization exercises; and asked to practice them. The exercises were found to be very useful. The concept of 'mindfulness' and its link with their professional and personal lives was also shared.

Sessions on Motivation and Assertiveness Skills (December 2015)

The half-day sessions (2) were aimed at giving space to policewomen of Swat for discussing issues regarding self-motivation and assertiveness. The workshop:

- Highlighted the role of women in policing and tried to boost their morale and motivation.
- Worked towards building the assertiveness skills of female police officials.



One of the unique features of these sessions was that they were co-facilitated by a lady police officer from Swat earlier trained by Rozan. Since the officer was from the same department, gender and geographical area as the participants, she was better able to understand their issues and to discuss them in their own local language. The participants found it easy to talk openly about their concerns with her.

Given Pakistan's societal and patriarchal culture, men in general and policemen in particular, do not appreciate the work of female police as much as they deserve. Hence, facilitators tried to make the participants understand the importance of their role as women police personnel/officers to enhance feelings of self-worth and pride. Participants went through exercises to help them identify motivating and de-motivating factors regarding their profession in order to enable them to appreciate the motivating ones and to work on the factors de-motivating them. The challenges of working in mixed gender teams and the ways to assertively deal with different types of individuals were discussed in detail in the light of real life examples given by the participants.

Open Forums for Police-Community Interaction (December 2015)



At the root of Rabta's police-community interactions is the idea that the police should become closely involved with the community. Officers assigned to neighborhoods should know the community in which they work and vice versa at a more personal level. Improving police-community interactions helps restore trust and develop confidence between the two. A strengthened police-community relationship is also beneficial in identifying and addressing the issues of vulnerable groups e.g. women, children, minorities and differently-able people, whose concerns are not dealt with effectively otherwise. Vulnerable groups feel encouraged to raise their problems more openly if their local police understand them well. In this regard, two open forums for police-community collaboration were organized near Kabal and Mingora Police Stations in collaboration with HUIRA. Both forums were useful in reducing the communication gap between the police and general community. Community representatives shared their security related issues with the in-charge/Station House Officer (SHO) of the local police stations. The SHOs of local police stations also talked about the issues and challenges they face operationally and while dealing with the community. This healthy dialogue facilitated deeper understanding between the two and was greatly appreciated.

Sports Events

Two sports events (cricket and football matches) were conducted, one each in Mingora and Kabal, for bringing the police and community closer to one another in a healthy, non-stressful environment. Senior police officers were invited to talk to the crowd/community people present at the events. A large number of local people not only watched the matches, but also had a chance to discuss law and order related issues with the local police. The events played an





important role in breaking communication barriers between the two. The Tehsil Nazim Babuzai, Mr. Ikram Khan also attended a cricket match and spoke at the occasion.

Post-Mentoring Cycle Assessment

As discussed earlier, the Mentoring Cycle was designed after conducting a baseline survey. As a follow-up to that and in order to document the Mentoring Cycle process, its findings and learning, as well as to evaluate the level of attitudinal change in the professional and personal lives of the trained police personnel, a post-assessment was also conducted. The in-depth assessment consisted of multi-method qualitative tools such as:



- Desk review
- Focus Group Discussions (FGDs) with the police trainees and complainants
- In-depth Interviews (IDIs) with trainees, complainants, and representatives of Swat police and the partner organization HUIRA
- Case studies of female complainants
- Participant observation

Post-Assessment Findings

FGD with the Police Trainees

The Focus Group Discussion with the police trainees tried to evaluate how much of the training topics were remembered; changes (if any) in their personal and professional life; gender sensitivity and feedback on overall cycle methodology.

Retention of Training Topics

Rabta found that despite the passage of nearly six months, majority of the participants were able to recall specific topics which were covered in the series of trainings such as stress management, attitudinal change, communication skills, prejudice, power, empathy, anger management, self, Jo-Hari window, gender and violence against women and children. They also shared the exact number and duration of the trainings, their titles, even the venue of the training held in Islamabad on the topic of Stress Management and the closing ceremony.

Most of the participants found the session on *Attitude* as the most significant ones of the Mentoring Cycle since it was seen as having the greatest importance in their field. A trainee shared:

"We now believe that our attitude matters a lot, our belief system can foster good relations with the community".



Change in Personal Life

Majority of the trainees felt a significant positive change in their attitude and thinking in their personal lives. One trainee shared that before attending these trainings, his behavior and beliefs were chauvinistic, but now he had started giving importance to women. A trainee stated:

"I used to consider women's role in society's growth as merely 10 percent, but now I believe that men and women have to play equal role for the progress of society".

Another trainee shared that after attending these trainings, his very angry behavior towards his wife had changed and she had also acknowledged his polite and assertive behavior.



A female trainee shared that she used to deal with her male trainees aggressively in order to show that she was equal to them, but now she behaves assertively and logically to get her tasks done. Another trainee felt that the trainings had opened up his mind and helped him see women's contribution in various segments of society, be it for the country's defense, economic growth, health or in the education sector.

One trainee explained how he was now practically following the communication tools learned, such as using the "I statement" to communicate feelings when he was irritated by a friend's smoking. His assertive and objective way of expression made his friend realize that he should not smoke inside.

Change in Professional Life

A police trainee shared that he had been in the police for 22 years and used to behave aggressively with aggressive complainants, but after taking the trainings he applies assertiveness skills to defuse the anger of complainants. He also shared that because of his assertive behavior most of the times complainants apologized to him for their rude behavior.

Another trainee confessed that earlier he had the habit of hitting first and listening to alleged offenders later, but now he listens to everyone, even to accused culprits keenly and avoids physical abuse. A trainee shared that after experiencing positive interaction with the police, a few community members gave him feedback that they thought that the previous police officers had retired and this was a new police service.

The police force generally follows a structured hierarchy where juniors are not allowed to argue or say 'No' to their seniors. These trainings increased the level of confidence of the junior officers who felt that they were now able to assertively and respectfully dissent in front of their seniors. A trainee shared an example of how these trainings helped him assertively deal with a politically influential person. He said that he had arrested the driver of a local Member of Provincial Assembly (MPA) with a significant quantity of drugs and he did his job professionally and assertively irrespective of any political pressure and registered an FIR against him as per the law. The local political leadership also approached him but he shared his legal stance without any fear. A trainee shared:

Another trainee shared that while investigating an incidence of suicide, he was requested by the brothers of the deceased not to come to their home in police uniform in order to protect their reputation in the neighborhood. He confessed that earlier he would have argued with them for interfering with his official duties by making such a request, but now he preferred going there in plain clothes as solving the case was a priority for him, not his ego.

When a private car collided with a government vehicle in the jurisdiction of his police station, a Mentoring Cycle participant visited the scene and to everyone's amazement shook hand with the driver of the private vehicle instead of admonishing him straightway or asking for a bribe. He also took him to the nearby health facility for the treatment of his minor injuries. Later, an FIR was registered and fine imposed on the driver of the private car. The driver, despite being fined was really impressed by this behavior and to this day remains appreciative saying: "You were not a typical police officer as your attitude was very respectful and polite." The police trainee stated:

Roazan trained 5 police officers of the Police Training School (PTS) and that batch imparted the acquired knowledge and skills to over 230 police recruits. One of the instructors shared that he applied not only the training contents in his personal and professional life, but also followed the training methodology for delivering his lectures in the PTS, like group exercises and energizers.

A police officer was appreciative of the fact that the trainings had reformed his personality. He shared that it was because of his changed behavior that a complainant came to the police station and requested his SHO to mark his case to him although the complainant had not met him before, rather heard about his good attitude and facilitating approach from someone else.

A female trainee highlighted that after attending the training she and her colleagues were kinder to the minorities which was lacking earlier. Now they had started focusing on the issues of the complainants from different minorities objectively irrespective of their religion or caste etc. Another male trainee shared that his ideas regarding minorities had changed after these trainings and now he shook hands with the Christian staff of the PTS and had a good working relationship with them based on mutual respect.

A male trainee shared how he refused to be influenced by a poor complainant's rich opposers and he released him and also provided transport fare from the police station to his accommodation. He confessed that he would not have been this considerate had he not attended the Mentoring Cycle.

Enhanced Gender Sensitivity

A male trainee felt that he and his colleagues had become more sensitive towards women and their needs. He shared that Roazan's trainings helped them realize that women have a lot of

potential to excel in different segments of life. He highlighted that religion also teaches them that women were equal to men and they have the same rights. They can get education, join any profession like teaching or even police.

A female trainee shared that initially she and her female colleagues faced problems while working with their male colleagues due to their misconceptions regarding working women. She acknowledged Rozan that the attitude of her 20 male fellow police trainees towards women police officers/personnel had changed. They had become more respectful and appreciative for their female colleagues, which was a very big achievement.

A female trainee shared that even though women are often less encouraged to raise their voice, she had learned skills of 'speaking and convincing' others assertively and confidently and now was able to share ideas in her home and even in front of seniors.

A male respondent shared that after attending the trainings he realized the importance of men's positive attitude towards women police and that if the attitude of policemen would change towards their female colleagues, the number of women police officers would increase which is currently just about 0.8 percent of the police's total strength.

Another female trainee shared that during the local bodies' elections, she managed a troublesome group at a polling station by using her skills of assertiveness and did not abuse her powers. She said that she could have used her power aggressively but she did not because of what she had learnt from Rozan's trainings.

A trainee policeman cited the case of a woman whom he dealt with sensitively. He shared that a female came to his police station to lodge an FIR against her father for not allowing her to marry by her choice. Since the trainee police officer was now gender sensitized, he dealt with her with respect and did not show any stereotypical bias against her. He resolved the matter by including both the parties. Consequently, the lady married the person of her choice. He further shared that he kept the matter private even from his own family members considering the privacy of the couple.

Training Methodology

The police trainees were of the view that all topics being taught were very relevant, required and good for their personal and professional growth. They were also appreciative of the cultural relevancy of the training contents. They valued the probing and facilitation style of the facilitators which encouraged them for maximum participation. This approach helped them in sharing more examples from their practical lives. Another trainee stated:

Learning was not only limited to listening to the facilitators rather sharing each other's experiences also made us learn a lot.

A trainee, who is serving as law instructor at the Police Training School- Swat shared that after attending the series of trainings, they had adopted U-shaped sitting style in the PTS because they found it more conducive for the learning process. The instructor also admired the interactive role plays, especially during the training on Stress and Trauma Management. He also appreciated that they were taken to Islamabad from Swat for this training.

FGD with Male Complainants

A Focus Group Discussion (FGD) was held with seven men from different walks of life including an agriculturist, shopkeeper, district councilor, president Kabal bazaar, contractor, chief executive of a local community organization and a religious cleric. They had been involved in solving different cases which were reported at Police Station (PS) Kabal.

President of Kabal bazaar shared that most of the cases included land and pathway disputes, children and domestic matters whereas cases belonging to the bazaar were mostly due to illegal encroachments, weighing issues and minor thefts. Chief Executive (CE) of a local support organization shared that people of Swat had experienced a very painful time during the tyranny of the Taliban. In such a situation, the attitude of police matters a lot as a service provider.

The elected councilor shared that he was not fearful of the police station as police officers regard him very much. The agriculturist stated that given the remarkable change in police attitudes people who had visited the police station were not afraid of the police any more. He shared that no accused person is locked up without any legal reason. President of Kabal bazaar shared that following a parking dispute in the bazaar, where shopkeepers objected to illegal parking in front of their shops hindering loading unloading, he went to the police who heard his point of view keenly and settled the dispute by pointing out an alternate place for parking nearby. He shared that they were properly dealt with in the police station which was lacking before.

They group was of the view that now the police guide them properly to solve cases without any delay and reference. The elected councilor shared that the local police solve genuine cases without us (elected representatives etc.) but that he and other political persons tend to go to police stations in order to satisfy their voters and not to influence police. The elected councilor added that at the police station, his status and the status of an ordinary shopkeeper was equal. The councilor shared that RPO/DIG Mr. Azad Khan announced in a meeting with all the elected members of Swat's district assembly that they could come to him any time but never for transferring any police officer of Malakand Division. He categorically announced that he would never accept any type of political pressure/interference.

Majority of the respondents were of the view that privacy of complainants was being respected and in case a female complainant comes, the concerned SHO calls a female officer from the police lines to deal with them.

Remarks of Female Complainants

In-depth interviews were conducted with two female complainants who were dealt by a woman police officer trained by Rozan. They shared their experiences regarding the attitude of police personnel towards them, overall environment of the police station and the element of privacy for women complainants. One complainant shared that she was very afraid of the environment and attitudes of police personnel, but when she reached the police station, she observed that the environment was quite conducive for sharing her problem. She was told that there was a separate reporting room for women, where she talked to a woman police officer and felt satisfied and comfortable. She expressed that she felt like she was talking to her sister. Another woman complainant shared that she found the environment of the police station comfortable and shared that she was satisfied with their services and attitude.

In-depth Interviews with Police Trainees

The participants of the Mentoring Cycle were given assignments in groups to conduct orientation sessions within police stations, in the community (schools) and at the Police Training School (PTS)-Swat with their fellow drill and law instructors. Some of the participants had prior experience of teaching, whereas some participants were newly appointed as instructors at the PTS.

The beginner trainers reported enthusiastically that it was a great opportunity to disseminate learned skills and knowledge to their trainees and colleagues which they had gained through the Mentoring Cycle. The main focus of the orientation sessions was not only to disseminate information, but also to strengthen the capacities of the selected group of participants.

Most of them reported that the orientation sessions were well planned and executed through team work. Before conducting the sessions, team members held preparatory discussions, finalized content and division of topics amongst each other. Every group member was given the chance to speak on an assigned topic so the session could be enriched with multiple ideas and individual experiences. Two trainees shared:

"I was given the session of Jo-Hari Window for which I was very excited, I explained it with such passion that the orientation participants understood the concept thoroughly and gave positive feedback".

"Self-awareness was the topic which made us all think in a way we never did before. I told my session participants that self-awareness is the solution to many problems, especially sympathy and empathy which help us relate to other individual's feelings".

Capacity Building of the Local Partner Organization Hujra

Rozan believes in sharing its knowledge and experience with other CSOs so that more organizations can contribute to the common goal of police reforms. An important aspect of Rozan's intervention with the Swat Police was its partnership with a local CSO of Swat i.e. Hujra. Rozan kept Hujra on board throughout the project and built their understanding and knowledge on the issues of policing, especially community policing. Rozan not only carried out capacity building for them but also helped them build their rapport with the RPODIG malakand Division and the local police. Hujra is now so empowered and aware of the issues of policing that they are now executing projects on their own for improving policing in Swat. Following are the viewpoints of Hujra's Executive Director and District Coordinator on their working experience with Rozan.

Views of Hujra's Executive Director

Mr. Saleem Ahmed, the Executive Director of Hujra, was satisfied with the partnership between Rozan and Hujra which enabled them to secure and execute a community policing project in Swat. He valued the partnership for strengthening and capacitating Hujra and its staff. He acknowledged the quality of capacity building training that Rozan conducted for Hujra's staff. He shared that the coordination between Rozan and them had been very

effective throughout the project. He appreciated Rozan as a flexible partner and showed his interest in further capacity building of HJJRA by Rozan in the near future as HJJRA is expected to get another project on community policing by the UNDP. He also suggested that HJJRA and Rozan should establish a partnership for improving the helpline of HJJRA. He also suggested establishing sub branches/offices of Rozan's different programs in Swat.

Views of HJJRA's District Coordinator for Community Policing Project

Mr. Safiullah Khan, the District Coordinator of HJJRA's community policing project, shared that the image of the police in the community had positively changed because of Rozan and HJJRA's joint initiative on community policing. By implementing the community policing project, both the police and community shared enhanced responsibility, developed police public partnership and effectively coordinated with each other. He appreciated the training of HJJRA staff by Rozan on 'Community Policing' which helped them understand the rationale and tools of community policing e.g. organizing open forum (*Khuli Kachehri*) and sports events to bring the police and community closer to one another. He suggested that the collaboration between the two CSOs should continue.

Remarks of District Nazim Swat, Mr. Muhammad Ali Shah

District Nazim Swat Mr. Muhammad Ali Shah was the Guest of Honor at the certificate awarding ceremony held at the end of the Mentoring Cycle. He appreciated the efforts of Rozan for improving policing in Swat. He pledged that Swat Police would become a role model not only for the KP province, but also for the whole country with the support of CSOs like Rozan and HJJRA. He acknowledged the content of Rozan's police trainings. After reading the posters that Rozan developed as training aide, he shared that he had learnt that a balanced/assertive attitude is very important for everyone including the police. He continued that the attitude of head of any department has trickle-down effects and in the case of Swat Police, the attitude of the Regional Police Officer (RPO) and the District Police Officer (DPO) was the key for the betterment of the police and police-public trust building. For community policing intervention, he shared that the local government would work together with Swat Police to bridge the gap between the community and the police and also to overcome the fear of public towards the police.

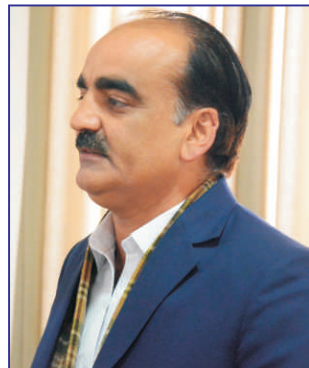


Photo Gallery

Trainees during Stress and Trauma Management training in Islamabad



Trainees of Mentoring Cycle with Mr. Azad Khan (PSP), DIG/ RPO Malakand Division and Rozan team

Group photo of trainees of Motivational and Assertiveness Skills training for Swat police women



A female police trainee co-facilitating the session on Motivational and Assertiveness Skills



The police instructors trained by Rozan incorporating the acquired knowledge and skills to police trainees at Police Training School Swat

The police officer trained by Rozan disseminating knowledge and skills related to attitudinal change to their fellow staff of police stations Kabal and Mingora, Swat



The police instructors trained by Rozan incorporating the acquired knowledge and skills to police trainees at Police Training School Swat

The police instructors trained by Rozan incorporating the acquired knowledge and skills to their fellow police instructors at Police Training School Swat



District Nazim, Swat Mr. Muhammad Ali Shah addressing the closing ceremony

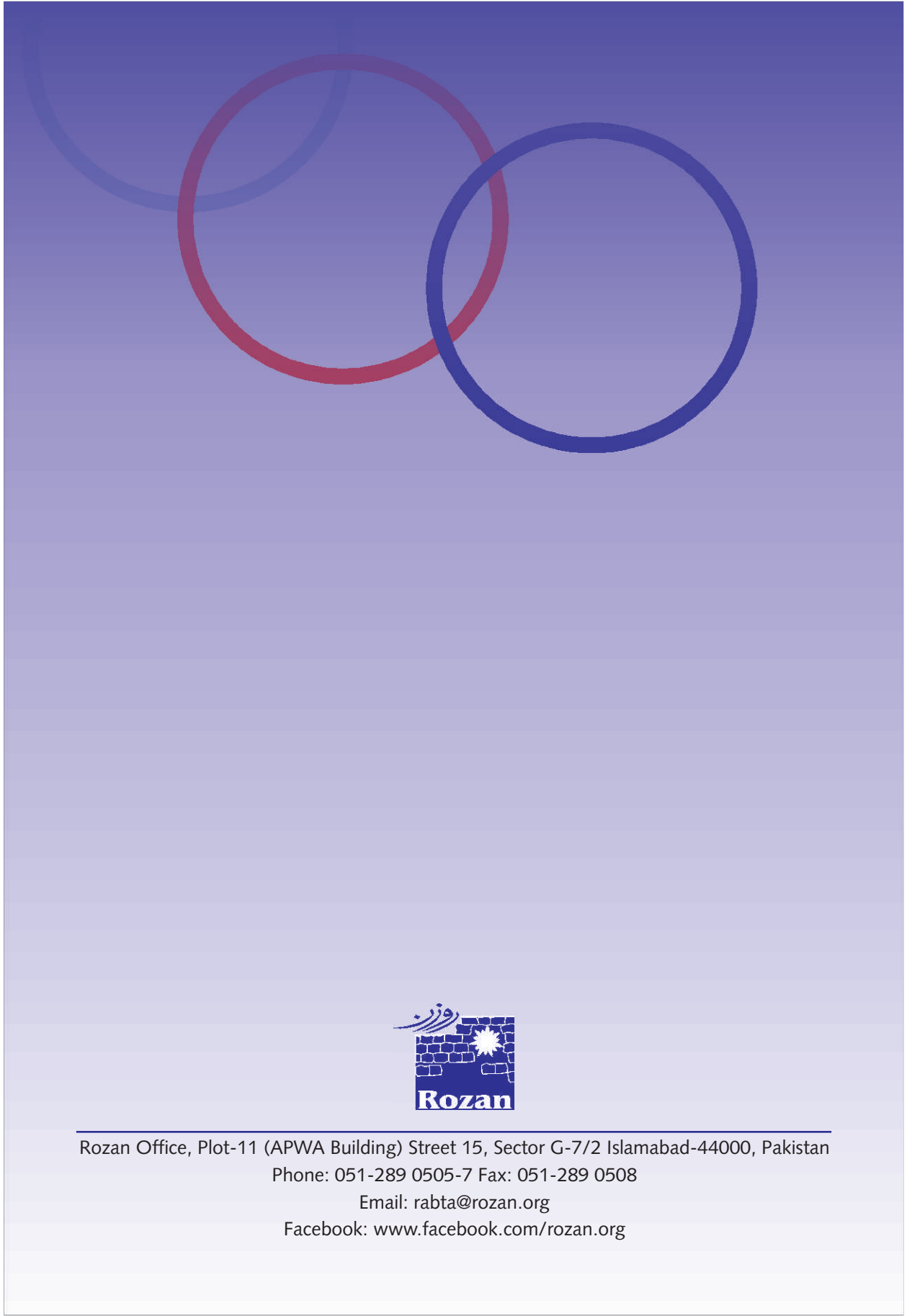


Mr. Azad Khan (PSP) DIG/RPO Malakand Division addressing the closing ceremony of mentoring cycle

Program Coordinator Rabta Police Program (Rozan) presenting shield of acknowledgment to the Mr. Azad Khan (PSP) DIG/RPO Malakand Division



Program Coordinator Rabta Police Program (Rozan) presenting shield of acknowledgment to the Executive Director of HUIRA, Swat



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