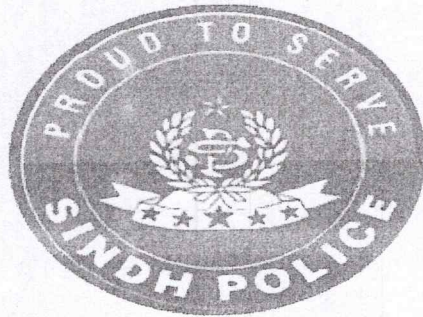


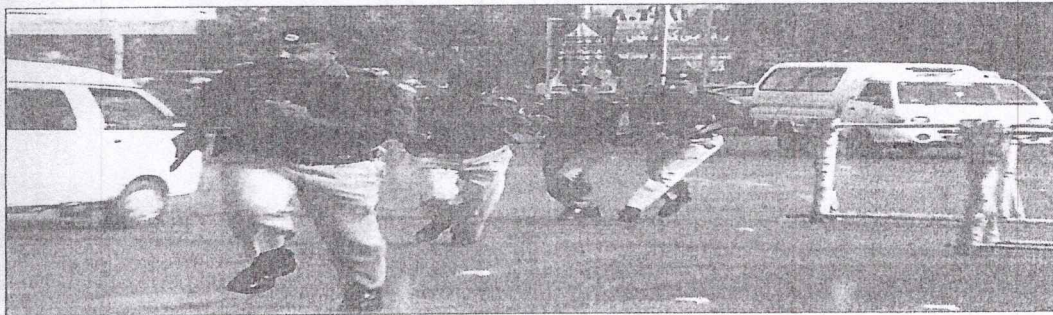
Issuing Branch: Operations, CPO

Date: April 2019

Classification: Operational Planned  
& Post Operational Response



## OPERATIONAL PLANNING AND POST OPERATIONAL RESPONSE FOR PLANNED POLICE OPERATIONS



INSPECTOR GENERAL OF POLICE  
SINDH



"O ye who believe!  
Stand firmly for righteousness.  
And let not your personal enmity prevent you  
from being just.  
Surely! Justice is the nearest to piety.  
Indeed! Your Lord knows all that ye do."

The Quran 5:08

[www.QuranicQuotes.com](http://www.QuranicQuotes.com)



## MESSAGE OF QUAID-E-AZAM MUHAMMAD ALI JINNAH

The Quaid-e-Azam Muhammad Ali Jinnah during his address to civil officers at Peshawar in April 1948, he said:-

'The first thing that I want to tell you is that you should never be influenced by any political pressure, by any political party or any individual politician. If you want to raise the prestige and greatness of Pakistan you must not fall victim to any pressure but do your duty as servants of the people and the state, fearlessly and honestly.

The services are the backbone of the state. Governments are formed. Governments are defeated. Prime Ministers come and go, ministers come and go, but you stay on. Therefore, there is a very great responsibility placed on your shoulders. You should have no hand in supporting this political party or that political party, this political leader or that political leader. This is not your business.

Whichever government is formed according to the constitution, and who ever happens to be the prime minister or minister, coming into power in the ordinary course, your duty is only to serve that government loyally and morally but, at the same time, fearlessly, maintaining your high reputation, your prestige, your honour and the integrity of your service. If you start with that determination, you will make a great contribution to the building up of Pakistan of our conceptions and our dream-a glorious state and one of the greatest nations in the world.

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# OPERATIONAL PLANNING AND POST OPERATIONAL RESPONSE FOR PLANNED POLICE OPERATIONS

## A. BACKGROUND

Police officers perform the job of providing services to the people they protect and serve. Their job sometimes requires conducting certain operations against criminal elements and terrorists, which quite often, put them in danger and they may require the use of force. Accordingly, police officers are authorized to use force but while doing so they must operate with the highest standards of professionalism and accountability.

With this authority, of course, comes the responsibility never to misuse force. This responsibility translates into an imperative on the part of police management to control police discretion so that officers employ only that degree of force necessary to do their job fairly and humanely.

A slightest mistake of judgment on part of police officer may lead to the incident like one happened in Sahiwal. This incident not only had its woeful impact on citizens' perception of the fairness and decency about police organizations but also raised serious questions on their training, planning capacity, and direction to act wisely whenever using force in the course of their duty.

It is in the public interest that law enforcement officers be guided by a policy regarding the planning of policing operations and the systematic response mechanism in case of any collateral damage caused during the operation.

## B. ENVIRONMENTAL SCAN

Every citizen wants to live, work, and travel confidently in an expectation that interaction with police officers will be fair, consistent with constitutional norms, and be guided by public safety. Repeated and highly publicized incidents of use of lethal force by police against citizens ultimately lead to innocent victims, combined with perception lack of transparency about policies and practices governing use of force, and lack of accountability that police use of force in society is unchecked, unlawful, and unsafe.

The history of use of deadly force by Police resulting in collateral damage like injury or death of an innocent person is not new. Furthermore, such incidents are not limited to Pakistan only where police has its capacity and training weaknesses, but such incidents do occur in developed countries having well trained and well-equipped police organizations.



Few of such incidents occurred in Pakistan during recent past that limited public attention are presented as follows:-

- i. Incident of Model Town Lahore on 17<sup>th</sup> June 2014, where Police opened fire on protestors. 11 were killed and around 80 were injured. Amidst police justifications, Human Rights activists and organization found no justification in using use of lethal force against the protestors
- ii. On 25<sup>th</sup> May 2015, Police was asked to assist TMA in Daska sub-division of Sialkot in an anti-encroachment drive at Tehsil Bar Complex. Lawyers gathered and negotiated for seeking further time before demolition of encroached structure. Heated debate created ugly situation, which turned worse when SHO Daska fired straight on the crowd leaving President of Daska Bar Association Rana Khalid and another lawyer Irfan Chauhan dead. This highly unwarranted and excessive use of lethal force erupted countrywide protests raising questions on police capacity and training.
- iii. On 13<sup>th</sup> January 2018, Karachi Police claimed killing of one Naqeebullah Mehsud in an encounter with a report that Naqeebullah was an active member of Tehreek e Taliban Pakistan and was involved in multiple terrorist attacks. The later investigations proved that the encounter was fake and Naqeebullah was a victim of police high handedness. Police had to face embarrassment on all civil and judicial forums.
- iv. On 13<sup>th</sup> January 2018, a police picket signaled a car to stop at Khayaban-e-Ittehad and reportedly when he tried to run away without stopping, police opened fire resulting in death of a 19 year old Intezar Ahmed. The police initially ran away after the firing but later multiple accounts of lame justifications were offered, which afterwards proved to be wrong.
- v. Karachi Police on January 20<sup>th</sup> 2018 claimed to have killed a wanted suspect, Maqsood, in a shootout near Faisal Base on Shahr-ah-e-Faisal. However, hours later, police backtracked on their initial statement, stating that the citizen was in fact killed due to the firing of suspect engaged in a shootout with the police. CCTV footage ultimately showed that use of lethal weapons on the victim was not justified.
- vi. The shocking death of Amal, a school going girl, who was killed during an encounter between mobile snatchers and policemen on 14<sup>th</sup> August 2018 in Karachi. Initial reports of the killing by Police suggest that she died during a robbery gone wrong when a police mobile arrived and in a bid to deflect attention, the robbers allegedly fired shots, with one



bullet hitting the girl. However, the forensic examination of the encounter revealed that it was a weapons bullet that took the life of the little girl.

### **C. THREE GENERAL PRINCIPLES GOVERNING USE OF FORCE**

In so far as it governs use of force, the law of law enforcement has three main components:

- i. Necessity.
- ii. Proportionality. and
- iii. Precaution

These norms are binding on all police organizations as general principles of law. Necessity and proportionality set limits on how and when force may be used lawfully during policing actions. Law enforcement officials must comply with both principles; failure to respect either principle will usually mean that a victim's human rights have been violated. In contrast, the principle of precaution applies upstream: it requires ensuring that law enforcement operations are planned and conducted so as to minimize the risk of injury/ loss of life.

### **D. OBJECTIVES**

These Standard Operating Procedures are devised with the following objectives.

- i. To define the broad outline regarding necessity and proportionality in the use of lethal force by Police.
- ii. To minimize the risk of injury or loss of life to the public thus avoiding collateral damage during policing operations.
- iii. To have a systematic approach for learning from the mistakes committed during an operation and striving to overcome them.
- iv. To remain transparent and take responsibility for whatever has been done.
- v. To ensure effective response mechanism in case of reported police excess.

### **E. LEGAL PROVISIONS FOR USE OF FORCE:**

It is an admitted fact that the first and foremost consideration while planning a police operation shall be the safety and security of the public while achieving the target. As such, the basic principle, which is to be reiterated, is the safety of the general public from injury by police or by armed culprit(s). Police should not use firearms except when a suspected offender offers armed resistance or otherwise jeopardizes the lives of others and less extreme measures are not sufficient to restrain or apprehend the suspected offender.



The relevant sections of Pakistan Penal Code (PPC) are as follows:-

- i. **PPC Section 99. Act against which there is no right of private defence:** There is no right of private defence against an act which does not reasonably cause the apprehension of death or of grievous hurt, if done, or attempted to be done by a public servant acting in good faith under colour, of his office, though that act may not be strictly justifiable by law.

There is no right of private defence against an act which does not reasonably cause the apprehension of death or of grievous hurt, if done, or attempted to be done, by the direction of a public servant acting in good faith under colour of his office though that direction may not be strictly justifiable by law.

There is no right of private defence in cases in which there is time to have recourse to the protection of the public authorities.

**Extent to which the right may be exercised.** The right of private defence in no case extends to the inflicting of more harm than it is necessary to inflict for the purpose of defence.

**Explanation 1:** A person is not deprived of the right of private defence against an act done, or attempted to be done, by a public servant, as such, unless he knows, or has reason to believe, that the person doing the act is such public servant.

**Explanation 2:** A person is not deprived of the right of private defence against an act done, or attempted to be done, by the direction of a public servant, unless he knows, or has reason to believe, that the person doing the act is acting by such direction, or unless such person states the authority under which he acts, or if he has authority in writing, unless he produces such authority, if demanded.

- ii. **PPC Section 100. When the right of private defence of the body extends to causing death:**

The right of private defence of the body extends, under the restrictions mentioned in the last preceding section, to the voluntary causing of death or of any other harm to the assailant, if the offence which occasions the exercise of the right be of any of the descriptions hereinafter enumerated, namely:-

First: Such an assault as may reasonably cause the apprehension that death will otherwise be the consequence of such assault;



Secondly: Such an assault as may reasonably cause the apprehension that grievous hurt will otherwise be the consequence of such assault;

Thirdly: An assault with the intention of committing rape;

Fourthly: An assault with the intention of gratifying unnatural lust.

Fifthly: An assault with the intention of kidnapping or abduction.

Sixthly: An assault with the intention of wrongfully confining a person, under circumstances which may reasonably cause him to apprehend that he will be unable to have recourse to the public authorities for his release.

iii. **PPC Section 101. When such right extends to causing any harm other than death:**

If the offence be not of any of the descriptions enumerated in the last preceding section, the right of private defence of the body does not extend to the voluntary causing of death to the assailant, but does extend, under the restrictions mentioned in Section 99 to the voluntary causing to the assailant of any harm other than death.

This provision means that four scenarios permit the lawful use of firearms. Each use remains lawful only if less extreme means are, or will be, unsuccessful.

- a. In self-defense or to defend others from an imminent threat of death or serious injury.
- b. To prevent a particularly serious crime involving a grave threat to life.
- c. To enable a person resisting arrest to be arrested if he or she is about to commit a particularly serious crime that involves a grave threat to life.
- d. To prevent a person resisting arrest from escaping where he or she is about to commit a particularly serious crime that involves a grave threat to life.

## **F. SOP FOR PLANNED POLICE OPERATIONS**

There might be some instances, when during a planned police operation, police use firearms and situation turned to be ugly and an innocent civilian is injured or dead. In such situations, following guiding principles need to be followed.

i. **Accept responsibility**

It is usually observed that in certain situations, police tries to justify its position on wrong pretexts. In this age when information travels at a faster speed, it is impossible to hide facts. The principle of transparency shall be the hallmark on such occasions. Whatever has happened shall be reported.

Transparency ensures accountability and thus confidence of public remains intact that whoever is responsible for certain act would be held



accountable. In many cases, when fabricated events were reported that were later denied by some CCTV footage or any other circumstantial evidence, the claim of accountability is not believed by majority.

Whenever a police operation is conducted, the first and foremost step to be followed by a supervisory officer is to accept the responsibility of such police operation. Details of whatever happened on the scene of incident may follow, but denying the basic fact regarding use of force by police turns the situation worse.

While accepting the responsibility of a police operation, following basic facts shall be immediately disclosed.

- a. Who authorized the operation?
- b. Who was the commander/incharge on site?
- c. Who was part of police team?
- d. What was the intention/target to be achieved?
- e. What was the planning?

## ii. Fact-finding

The impartial and comprehensive fact-finding is the second most important thing. An immediate fact-finding will help in ascertaining truth. For this purpose, all such incident where police use of lethal force is employed, immediate fact-finding shall be conducted through a team of well-reputed and professional officers whose impartiality is beyond any doubt.

The fact-finding team shall be constituted at the earliest possible time and such team shall report within minimum possible time. The report shall be focused on following points:-

- a. Legitimacy of the operation,
- b. Execution of operation by the field team,
- c. Necessity of use of deadly force by Police,
- d. Proportionality of use of force,
- e. Principle of precautions followed or not?
- f. Who is responsible and what extent?

## iii. Explain official version

It is imperative that after conducting fact-finding, the official version should be explained at all administrative and social forums including print and electronic media. Hiding important information relating to the incident will raise doubts and might result in spreading half truth and wrong information to the public.



Police organizations shall have a designated representative to explain such official versions only after the fact-finding and after ascertaining the facts. Changing stances also creates doubts. It is also not advisable that every officer involved in fact-finding or related to incident somehow, start talking to media and public.

The official version of the department shall be limited to the necessary details of the operation. A brief account with timeline of what has actually happened and outcome of fact-finding is sufficient to complete the official version.

iv. Assessment and Evaluation

All policing operations are unique and every situation is a learning experience. It is important that the supervisory officers shall assess and evaluate the response of police team in a certain situation especially when the outcome of the operation is not what was targeted.

v. Liaison with other departments

There are 16 Police Organizations in Pakistan (Federal & Provincial both). Some of which are FIA, FC, IB, NH & MP, and Railway Police etc. These all departments are performing policing functions one way or the other. It is important that these organizations should be in close coordination in case of any police operation and post operation scenario. The ultimate aim is to reach to the truth and that is only possible when these organizations act in complete harmony to each other.

vi. Capacity building

All Police Operations, whether successful or otherwise, are learning experience for an organization. In order to achieve preparedness for better results by the police organization, it is necessary that mistakes should be identified and capacity of the members of the force should be enhanced in a way that weaknesses should not be repeated. This needs a coordinated and comprehensive effort in identifying the weak areas and to devise a strategy to strengthen the capability of the members of police force.

**G. METHODOLOGY**

This SOP will define the methodology to follow the above steps in an organized manner, after any police operation, where any innocent person suffered injury due to use of deadly force by police. Following steps shall be taken.



i. Accepting responsibility:

- a. An officer of the rank of Superintendent of Police shall approve all police operations. The approving authority, though, would not be responsible for any wrong execution of the plan by the field team. The names and ranks of the field team deputed to conduct the operation shall also be decided.
- b. Personnel deployed for reconnaissance or covert operations shall only carry hidden and small weapons, if required, the approving authority shall ensure that field team shall be explicitly exposed as police team. It must be ensured that no private person no Police personnel in civvies, no private vehicle or private weapons to be used in police operations.
- c. Such approval may be given in writing or otherwise, but the Superintendent of Police shall immediately, in case of any situation, at the first instance accept the responsibility that such police operation was conducted by police and share details of the plan with his immediate senior officer.
- d. The approving authority, being supervisory officer, shall immediately obtain the custody of field team for initial information about the police operation.
- e. The approving authority shall also share the details about the field team who actually participated in the operation with his senior officer. Preferably, preliminary information about any excesses committed by field team or any error of judgment by the field team shall also be shared.
- f. The approving authority shall share with his seniors about the target achieved along with specific charges against the target.
- g. The officer immediately above the approving authority shall speak to media within first 3 hours of the incident mentioning necessary details as shared by his subordinate officer.

ii. Fact-finding:

- a. In case of any incident of use of deadly force by police against any innocent person, officer in charge of the Range shall immediately constitute a team of impartial, honest and senior officers headed by officer not below the rank of Superintendent of Police to conduct a fact-finding inquiry into the incident.
- b. The officer shall preferably not to be selected from those posted in the jurisdiction where the incident is reported. Immediate supervisory officers of the field team or the authority who approved the operation shall be part of such team.



- c. The team shall be given specific terms of reference and a time frame to conclude the inquiry and recommendations.
- d. The information of such constitution of inquiry team shall be shared with media and next of kin to the victim(s).
- e. In case if a higher authority or Honourable Court constitute some other team of inquiry, the previously constituted inquiry team ceases to exist.
- f. The inquiry team shall not speak to media about their day-to-day proceedings.
- g. The report of inquiry shall be submitted to the authority that constituted the team and only such officer is authorized to make the relevant parts of the inquiry public and take further course of action.

iii. **Explain official version:**

- a. In cases of occurrence of any incident of use of deadly force by police causing injury to innocent person, Range officer should act as the source to release official version regarding the incident and post incident situations.
- b. No other person including the field team, supervisory officer or inquiry team will speak to media about the incident and related developments.
- c. The official version given to media should be brief and correct. It should be verified to ensure that the information shared with media is authentic.

iv. **Assessment and Evaluation:**

- a. After such incident is reported and inquiry is conducted, the matter shall be discussed in an emergent meeting of Sindh Police Management Board, where concerned SSP and Range/Zonal DIG should be called to brief the Board about the incident. Inquiry team shall also participate in the meeting.
- b. The matter shall be discussed during the meeting and an assessment be made that what were the shortcomings in planning or execution including what went wrong.
- c. The Board shall, after evaluation and assessment, issue a policy statement about the future strategy to overcome such shortcomings.



v. Liaison with other departments:

- a. The concerned supervisory officer may need assistance of any other police organization or allied departments during planning of a police operation or post-operation scenario.
- b. The concerned district SSP shall approach AIG or DIG Operations, CPO for seeking such assistance.
- c. AIG or DIG Operations will act on behalf of IGP and Sindh Police to coordinate with other departments including other Police organizations to provide assistance.
- d. Before proceeding to the operation, officer who authorizes operation shall make sure that the terms of liaison are very clear and unambiguous in order to avoid any confusion at later stage.

vi. Capacity building:

- a. In the light of policy guidelines issued by Sindh Police Management Board, if there is any issue found related to the capacity of police, both in terms of resources and/or training, the matter should be referred to respective offices as given in following paras.
- b. In case if capacity building is required in the field of training, the matter shall be referred to Training Management Board headed by Additional IG Training & Establishment to discuss the training needs and to devise training program to overcome training deficiencies.
- c. If the capacity building is required in terms of resources, the matter shall be referred to a Committee headed by DIG Headquarters and comprising of DIG Finance, DIG Establishment and DIG T&T. This Committee will discuss and assess the shortcomings pointed out in the inquiry and by the Board and suggest ways and means to improve the situation.
- d. The recommendations of both committees shall be presented to the IGP Sindh as soon as finalized and necessary directions will be issued to the concerned for implementation.
- e. IGP Sindh on the basis of such recommendations may issue general directions to all field commanders for their consideration in future police operations.



## H. MOTIVATION AND MORALE BOOSTING

It is usually observed that in cases when police operations turn ugly and resulted in injury to some innocent person, police organizations are cursed as a whole. The error of judgment or even malafide on part of few should not be attributed to all. Here comes the role of enlightened society especially those who knows the working environment of police organizations. The role of former police chiefs and PSP Association should be vital in this regard. These enlightened groups should not defend the wrongdoings of some but highlight the good works done by the police and boost the morale of the force.





## OPERATIONAL PLANNING AND POST OPERATIONAL RESPONSE FOR PLANNED POLICE OPERATIONS

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