Internal Controls to Curb Corruption in the Police Department:

Challenges and Way Forward

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Abstract

In the developing countries like Pakistan the expectations from the systems are democratic but the basic structures are colonial. Historically speaking, the Police Act of 1861 did not provide much scope to police accountability which was later altered and amended in Article (8) of The Police Order 2002 (PO) that has put in place a system of police accountability based on public participation and community input. Article 155 of PO 2002 explains the penalty for certain types of misconduct. According to the Transparency International Corruption Perception Index 2021 (2022), Pakistan is at 140th number out of 180 countries. Keeping in view these statistics the study of the reasons of corruption and their remedies in police become imperative. In Pakistan where religious intolerance, sectarian, ethnic, and gender-based violence is on the rise and on the other hand there is stagnant economic growth coupled with high rates of inflation, unemployment, poverty, and income inequality, under such situations if the law enforcement department of the country itself faces the challenges like corruption and lack of integrity, then rule of law and writ of the state are the foremost casualties. Political, social, economic, and cultural factors are the main contributory factors in increasing corruption. Corruption in police is a reality but perception makes it the worst. Internal controls have been devised in the system however optimal results are not achieved. A well-coordinated reform regime is required to make Police corruption free.

Keywords: *corruption, gender, violence, police.*

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1. Introduction

Police corruption concerns the misuse of power or authority by a police officer for direct or indirect gain in exchange for an official action or inaction, and he/she abuses its authority by either providing or neglecting to perform services within their role in exchange for the allocation of this benefit (Edelbacher, & Ivković, 2004). Democratic states and institutions thrive on public trust required to support the legitimacy and legality of the states and their institutions to maintain public order and rule of law. However, in case of Pakistan, unfortunately, the menace of corruption is eroding this public trust with each passing day resulting in weak rule of law and increasing public disorder. All departments are equally victim of corruption, and no department is an exception resulting in the erosion of writ of the state all over Pakistan. However, police department being the most visible instrument of state is facing this problem gravely and comes under great public criticism making it the most corrupt public department. Despite of many internal and external accountability mechanisms, situation is deteriorating day by day.

1.1. Statement of the Problem

Police is entrusted with the protection of life, property, and honour of a common man. To exercise the powers vested in police organizations, vast array of legal authority has been given to the police through different laws, rules, and regulations. The powers provided to the police for the protection of common man are being misused resulting in corruption and corrupt practices which are, alarmingly, on the rise. According to the Transparency International corruption perception index (CPI), an annual index that ranks countries based on perceptions of public sector corruption, Pakistan has moved up in ranking from 124 in 2020 to 140 in 2021 amongst 180 countries showing that corruption is on the rise (Transparency International, 2022). Although a comprehensive system of internal controls consisting of laws, regulations and rules has been in place for curbing corruption, but it has failed to achieve the substantial results. If this menace of corruption is left unchecked and effective measures are not adopted, public trust in police will further decrease resulting in weak rule of law and writ of the state and society and the department will be in doldrums.

1.2. Research Questions

1) What are the contributory factors which are causing increase in corruption in police?

2) What reforms are required to be introduced to strengthen the internal control mechanisms to curb corruption in an effective and efficient manner to strengthen rule of law necessary for public trust in police.

1.3. Scope of the Study

The study will be limited to the use of data of the disciplinary actions taken against Punjab police officials in last six years. This study will analyse current corruption control mechanism within the Punjab police department. This study will further shed light on the best practices that are used in different countries to curb corruption in police force. Lastly it will give policy recommendations keeping in view the specific conditions in Pakistan related to police department to achieve the goal of curbing corruption in Punjab police.

2. Literature Review

Despite of the enormity of the problem of corruption in public departments, there is an absolute dearth of research in this area. Especially studies with reference to corruption in police force are too few. So here we will discuss the few studies conducted in Pakistan along with some international research to get a better picture for identifying the reasons and the root causes of corruption in Punjab police and its countering mechanism.

Corruption, generally defined as abuse of authority for private gains, is among the world's oldest practices. Police corruption is not only a criminal but social phenomenon (Carvajal, 1999). The word "police corruption" has been used to explain numerous actions i.e., violence; bribery and brutality; destruction and fabrication of evidence; favouritism and racism (Newburn & Jones, 1999). It was also pointed out that police corruption can be connected to religion, gender, education, social status, ethnical separation, and urbanization (Dimant et al., 2013). Becker (1968) in his seminal work identified that any criminal act including white collar crimes i.e., corruption is done after the evaluation of risks and benefits of the act. If returns (that is income in case of corruption) is higher than the legal income the person will execute the act of corruption. Similarly, the individual weighs his cost in terms of punishment if the probability of being caught or convicted is low, the act of corruption will take place. These are the very reasons of increased corruption looking from an individual's perspective and evidence is available that officers in lower ranks are more involved in financial embezzlements. The governments in developing countries are not willing to allocate more resources to internal security forces in terms of wages and facilities (Quah, 2020), which results in corruption.

The situation in Pakistan is no different. Khan et al. (2021) identified that poor pay scale, resource shortage, politicization of police, various social factors and lack of social and economic policies are the main reasons of police corruption in Pakistan. Similarly other research discussed the problems and hurdles that Pakistan is facing to introduce reforms in the police force (Siddiqi et al., 2014).

Malik and Qureshi (2021) correlated police corruption with various economic, cultural, and political factors. They identified two economic reasons a) low

wages b) low operational cost. Jackson et al. (2014) conducted survey regarding public perception and is considered as an important research contribution as they tried to check corruption and police legitimacy in Pakistan by conducting a survey in Lahore city. They related the experiences of people empirically. He analysed the concepts of police corruption, impartiality, and efficiency of the police and neutrality of the police with respect to public perceptions. Police corruption has been studied in the international context as well. The most reliable and deep knowledge about police corruption in the world's English-speaking countries is found in the studies of specially appointed blue-ribbon commissions, independent of government, formulated for the sole purpose of conducting investigations of police corruption.

To reduce police corruption, the commissions recommend creating external oversight over the police with a special focus on integrity, improving recruitment and training, holding all commanders responsible for the misbehaviour of subordinates, and changing the organization's culture to control corruption. The remedies proposed by the commissions, however, rely on a set of contextual conditions not commonly found in countries emerging from conflict or facing serious threats to their security.

Transparency International reported that police in eighty-six countries were judged and found the fourth most corrupt public institution after political parties. Corruption was worst in sub-Saharan Africa, the newly created independent states of the former Soviet bloc the Middle East and North Africa. According to a recent Human Rights Watch report, Nigerian police officers regularly commit crimes against the citizens they are mandated to protect. Meanwhile, high-level police officers embezzle public funds meant for police operations. The report concludes that in Nigeria, the police have become "a symbol of unfettered corruption, mismanagement, and abuse." In a survey confined to India in 2005, Transparency International found that police ranked highest among nine public services on its corruption index. The World Bank has reported that in twenty-three countries studied, people saw the police not "as a source of help and security, but rather of harm, risk, and impoverishment" (Bayley & Perito, 2011).

Based on the review of the literature the main causes of the police corruption can be summarized in the following diagram.

Figure 1.
Main causes of the police corruption
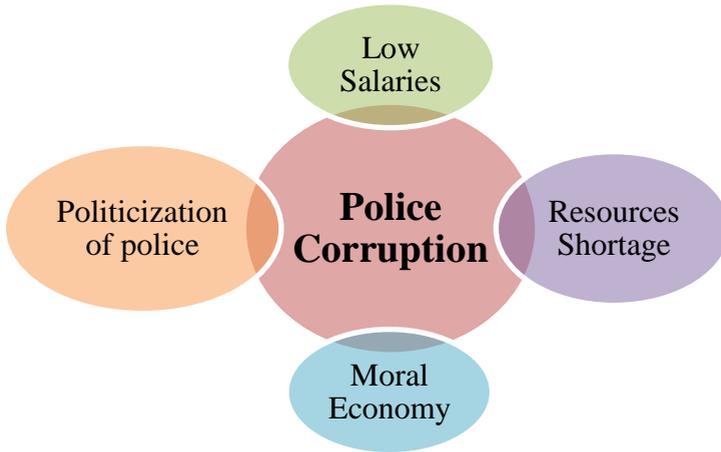
3. Research Methodology

To analyse the degree of corruption, people's perception, remedial measures including punishments awarded in the recent past both descriptive and empirical methods have been used, so that pragmatic recommendations can be given for effective policy formulation in line with the findings of the study. Firstly, the data of Accountability branch and Discipline branches has been obtained from CPO office, Punjab and graphs have been made for better understanding and analysis. Secondly, a survey has been conducted using Jackson et al. (2014) scale and 100 people who were visiting DIG Investigation office, have been surveyed randomly to measure people's perceptions of the procedural fairness and effectiveness, respectfulness, impartiality, problem solving, money seeking behaviour of police officers etc. Lastly, PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental) analysis has been done based on the studies /literature to determine the socio-economic, political, environmental factors that aid and augment corruption so that a better conclusion is drawn for pragmatic policy recommendations (Kolios & Read, 2013).

3.1. Organization of the Paper

The research paper has been divided into four sections. First section will deal with the existing situation of police corruption in Pakistan and will also analyse the current mechanism to control the police corruption in Punjab. The second section consists of the research part in which descriptive and empirical data has been used to find out the causes and issues of corruption in police department and to find out loopholes in the system. Section three will deal with the international best practices to control police corruption. It will be followed

by conclusion by deducing from the study. The research will provide recommendations that can be implemented to curb the corruption.

3.2. Internal Controls to Curb Corruption

3.2.1. Legal Framework

Punjab Police has a legacy of Irish Police Model adopted to oppress the Irish people. The Police Act 1861, adopted as an extension of military arms through civil administration by the then British rulers to control local population for the vested interests of the Crown. Keeping in view the role assigned, the police continued to be more of a military arm for repression than an accountable service even after independence.

3.2.1.1. Legal Framework -- Pre-Police Order

Police Act-1861 was adopted after independence by the Punjab Police and remained enforced in the province until the promulgation of Police Act 2002.

Although in Police Rules 1934 Chapter-14, 21 and 22 discuss internal controls to some extent, however, it has never been implemented in letter and spirit and did not bear the envisioned fruit.

3.2.1.2. Legal Framework – Post Police Order

The building of the Police Order 2002 was constructed on the corner stone of police as a service rather than to be a force. The basic aim was to protect life, honour and property of a common man. Deliberate efforts were made to incorporate the mechanism of internal control to curb corruption in PO-2002. Chapter V and VI of PO-2002 describes at length about the establishment of *Public Safety Commissions* at different command tiers like PPO, RPO, CPO, DPO and SDPO.

Besides Public Safety Commissions, Police Complaint Authority is also required to be established/ notified to ensure prompt redressed of complaints against police corrupt practices as enshrined in chapter-X Sub-section 103 to 108 of the PO-2002.

3.2.2. Existing Internal Control Mechanism to Curb Corruption

3.2.2.1.   Complaint Redressal Mechanism

As per PO-2002 (8-2) for the internal oversight to curb corruption, IAB has been established at different levels (Provincial, Regional, District) vide standing order 11 of 2018, however, external oversight (PCA/PSC) is still missing as the same has been moved by IGP to the government but not notified yet. The Legal framework dealing with internal control mechanism starting from receipt of complaint to the outcome of the enquiry, departmental action or judicial action is explained in figure-A mentioned above.

Figure 2.
Receipt of complaint
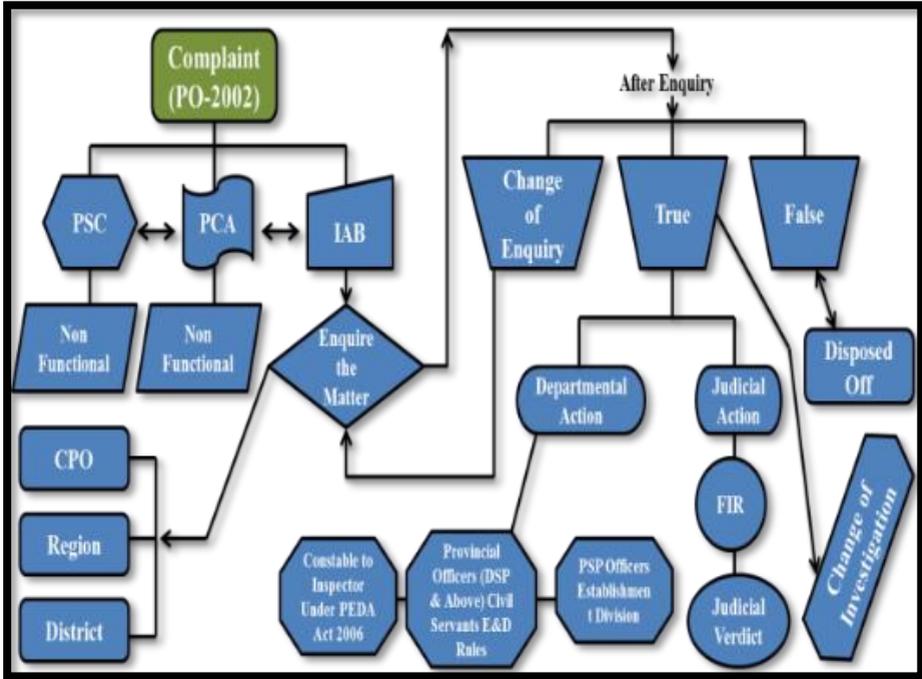
Note: receipt of complaint to the outcome of the enquiry, departmental action or judicial action

3.2.2.2. *Present Hierarchy of Internal Controls*

The analysis of internal control mechanism in Punjab reveals that complaints are received at provincial, regional, district level besides the sub-division and police station level. At District level complainant can submit his complaint at designated place to ensure timely receipt and redress of the complaints on merit (Broadhurst et al.,2011).

Figure 3.
Complaints received at different levels
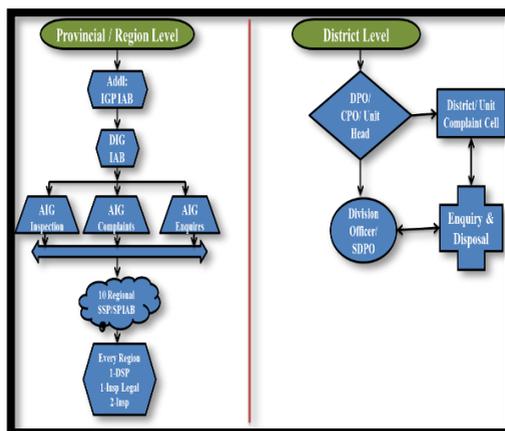
Note: Complaints are received at provincial, regional, district level besides the sub-division and police station level

3.2.2.3. Types of complaints regarding corruption

The complaints received at Punjab level were analysed and it was found out that most of the complaints are still against Non-Registration of FIRs, Faulty investigations. Detailed analysis is shown below:

**Table 1.**
Types of complaints regarding corruption

Types of Complaint	Total Received	Percentage	Disposed Off	In Process
Non-Registration of FIR	66075	53.55%	61632	4443
Flawed Police Investigation	28576	23.16%	24390	4186
Complaint Against Police Conduct	17228	13.96%	15689	1539
Police Services	5811	4.71%	5359	452
Departmental Issue (Police Officials)	824	0.67%	698	126
Other	4872	3.95%	4571	301
GRAND TOTAL	123386	100%	112339	11047

3.2.3. Source wise detail of corruption complaints processed during 2022.

74% calls for the grievance's redressal regarding corruption from a common man were received through telephone calls as evident from the data given in chart which shows that accessibility has increased with the advent of

technology and will reduce corruption in police; (S. Dawar, personal communication, November 28, 2022).

Figure 4.
Details of corruption complaints processed
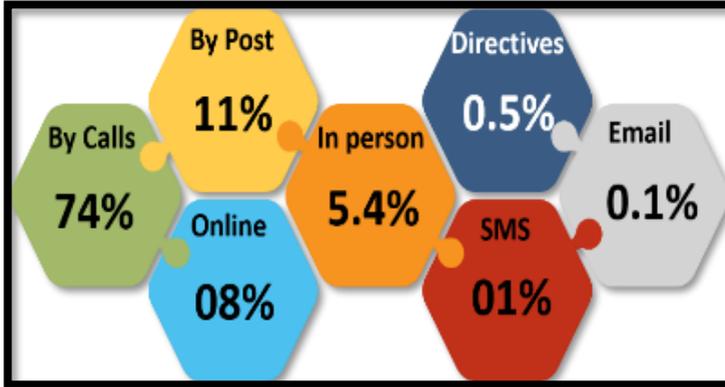
3.3. PESTLE Analysis

With the extensive review of literature, PESTLE analysis for corruption in Police can be formulated. It aims to identify political, economic, social, technological, legal, and environmental aspects that can add to corruption or can help to control it. In the following table we will see the correlation of these factors. All these factors are of immense importance and careful handling of these factors can curb corruption in law enforcement agencies.

Table 2.
Correlation of political, economic, social, technological, legal, and environmental aspects

Category	Political	Economic	Social	Technological	Legal	Environment / Ecological
Possible Factors	* Political instability * "good posting / bad posting" as reward and punishment * Hiring and deputatio	* Low wages * Lack of police operational resources * Bribe considered as reduced cost than entering procedura	*Acceptance of bribery culture * Under the social fabric of society, the moral economy has taken a dark shade where	* Provision of systematic investigation approach * Provision to right to information * Cut red tape through automation	*Effective law enforcement to punish corrupt officer and end the impunity * Improving financial management and strengthening the role	* Resource management * Workforce health and working hours * Healthy working environment and provision

Category	Political	Economic	Social	Technological	Legal	Environment / Ecological
	n of officers who can oblige all requests	l delay * Rising inflation rate increasing cost of living	corruption has been normalized and considered easy way even for a legal job get done in time	of bureaucratic processes via digitalization	of auditing agencies	of basic facilities to policemen and their families
Type of Impact	Negative	Negative	Negative	Positive	Positive	Positive
Rate of Impact	Significantly High	Significantly High	Moderate	Moderate	Significant	Significant
Importance	Important	Critical	Important	Important	Critical	Important

The above three analysis (Descriptive/Empirical/PESTLE) have highlighted the causes of corruption in police department. The general perception and experience of the public has also been measured. And lastly the departmental efforts to curb corruption has been examined. Now to suggest policy options for this menace of corruption, first we will see the best practices of different law enforcement agencies to control corruption. Then keeping in view these practices and results of analysis, study will propose practical recommendations.

3.4. Empirical Analysis

To study and analyse the real picture the study has conducted a small survey to record the general perception about police fairness; effectiveness etc. 100 respondents have been randomly selected. Questionnaire at Annexure-A.

Table 3 indicates the social and demographic characteristics of the respondents. Out of 100 respondents 63 were male and 37 were female. The proportion of male was more as they are likely to follow the cases and have more interaction with police as compared to female. Even if a female has to face some incident, male counterparts are more likely to launch complaint and visit the police station.

Table 4 shows that among the 100 respondents 52% had direct interaction with police on account of some case, 41% had indirect contact (i.e., a relative / sibling / neighbour / colleague came in contact with police) and whereas 7% claimed they never had any direct or indirect interaction with police.

Table 5 shows the results of experiences of these respondents with police

officials. The results are not very satisfactory because this experience is measured based on corruption and financial benefits that police officials tried to get from them or the person they were in contact with. 67% of the respondents have not paid a bribe but rest 33% at some point in time have paid a bribe. Similarly, when they were asked if they know people in their surroundings who have done or experienced the same, 68% came with the answer of never and rest 32% mentioned that the people in their circle have paid a bribe or they have heard so.

The index of **Table 6** was designed to evaluate the police fairness and effectiveness keeping in view with financial embezzlements. A substantial number of respondents are of the view that police officers that are present to deal the public are not trained to handle and solve criminal case, they usually are unable to provide helpful assistance and respondents often felt that they are not being treated with respect. 56% of the respondents believe that police seek money even from the criminals and offenders to change the charge sheet or investigation report. The 37% of the respondents experienced (themselves or the people in their surrounding) that police also seek financial "assistance" from the victim's family. This has badly distorted the image and perception of police and there is another popular notion that police station is not the place for a civilized person to visit.

Table 3.
Social and Demographic details of respondents

Gender		Education	
Male	63(63%)	up to matric	53 (53%)
Female	37 (37%)	Graduation	38 (38%)
Age		MPhil and above	9 (9%)
18-25	8 (8%)		
26-35	58 (58%)		
36 and above	34 (34%)		

Note: Characteristics in percentage (n = 100)

Table 4.
Police Contact of the Respondents

Contact	Response
Direct	52 (52%)
Indirect	41 (41%)
No	7 (7%)

Note: % directs to percentage

Table 5.
Interaction with police and their Corruption

	Not at all	Very less	At times	Many times
Did you ever give money to police officer or assured him that you will return favor if he let you go for your illegal act (e.g. over speeding, fight, burglary/ theft)?	67 (67%)	9 (9%)	8 (8%)	16 (16%)
Have you ever seen anyone paying money to a police officer or assuring the officer that he will return him a favor if officer forgo their illegal act (e.g. over speeding, fight, burglary/theft)?	68 (68%)	9 (9%)	8 (8%)	15 (15%)

Note: % directs to percentage

Table 6.
Perceptions of Police Effectiveness and Fairness

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The police officials are well qualified to chase lawbreakers	39 (39%)	35 (35%)	23 (23%)	2 (2%)	1 (1%)
The police react quickly to calls about crimes (e.g. theft , fight)	29 (29%)	44 (44%)	14 (14%)	13 (13%)	0 (0%)
The police are always able to provide the assistance the public need from them	28 (28%)	37 (37%)	22 (22%)	12 (12%)	1 (1%)
The police are doing well in controlling violent	31 (31%)	38 (38%)	9 (9%)	17 (17%)	5 (5%)
The police treat everyone with respect and dignity	30 (30%)	40 (40%)	4 (4%)	20 (20%)	6 (6%)
Police seek money from victim / complainant (FIR, Petrol, Food, other expenses)	8 (8%)	29 (29%)	18 (18%)	39 (39%)	6 (6%)
Police seek money from offender	6 (6%)	23 (23%)	27 (27%)	32 (32%)	12 (12%)
The police always try to look for the option which is best to resolve people's issues	16 (16%)	48 (48%)	24 (24%)	11 (11%)	1 (1%)
The Police is trustworthy	33 (33%)	28 (28%)	25 (25%)	14 (14%)	0 (0%)
Police taking bribes or gifts to influence public decisions	9 (9%)	19 (19%)	28 (28%)	39 (39%)	5 (5%)
Police demanding bribes for manipulating official record	9 (9%)	16 (16%)	14 (14%)	52 (52%)	9 (9%)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Police demanding bribes for compromising of investigative functions	12 (12%)	16 (16%)	17 (17%)	41 (41%)	14 (14%)

Note: % directs to percentage

3.5. Effects of Existing Internal Control System Punishments

As a result of the existing internal control mechanism, following actions have been taken against corruption and the corrupt police officials in Punjab.

As per the data obtained from the CPO, mainly three types of punishments have been observed.

3.5.1. Minor Punishments:

Data shows that the most punished tier is FC and the number stood at 540. FC is followed by SI and ASI which reflects that the lower operational tiers are more vulnerable to corruption.

Figure 5.
Punjab Police Officials Punished on Corruption Allegation (Minor Punishments) Year 2022
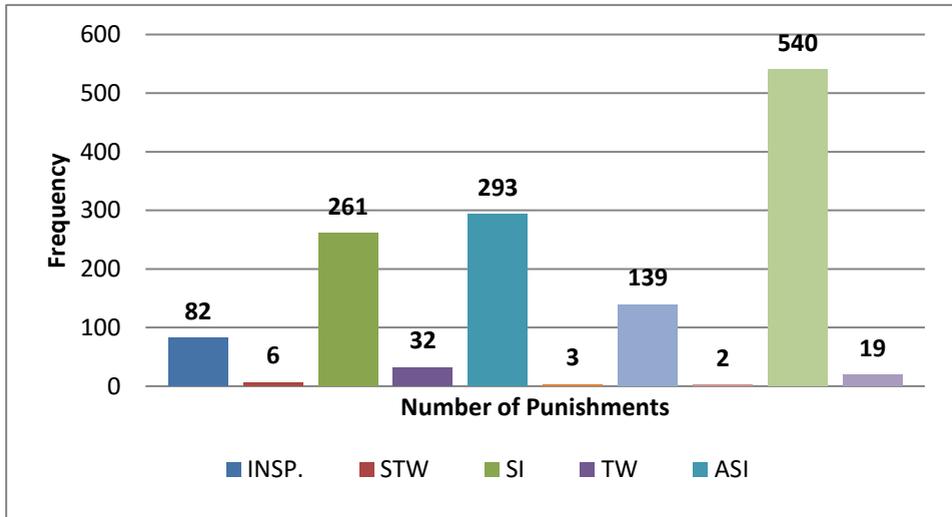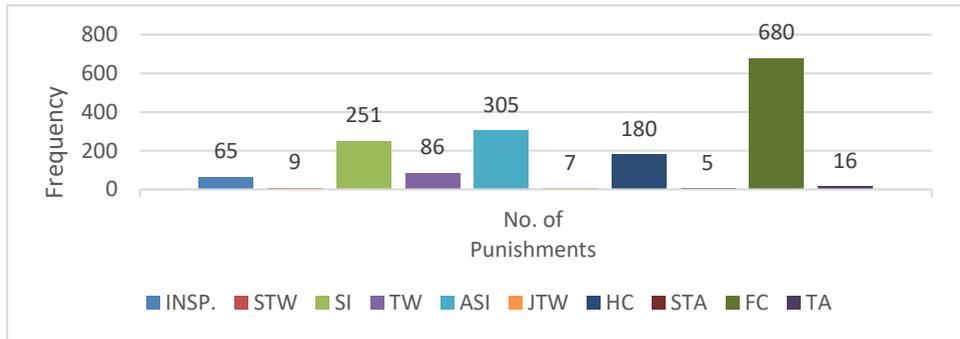

3.6. Major punishments:

The data shows that the major punishments awarded to the police officials due to corruption in 2022 are 1604. The most vulnerable ranks are FC (680) and the ASI (305).

Figure 6.

Punjab Police Officials Punished on Corruption Allegation (Major Punishments) Year 2022
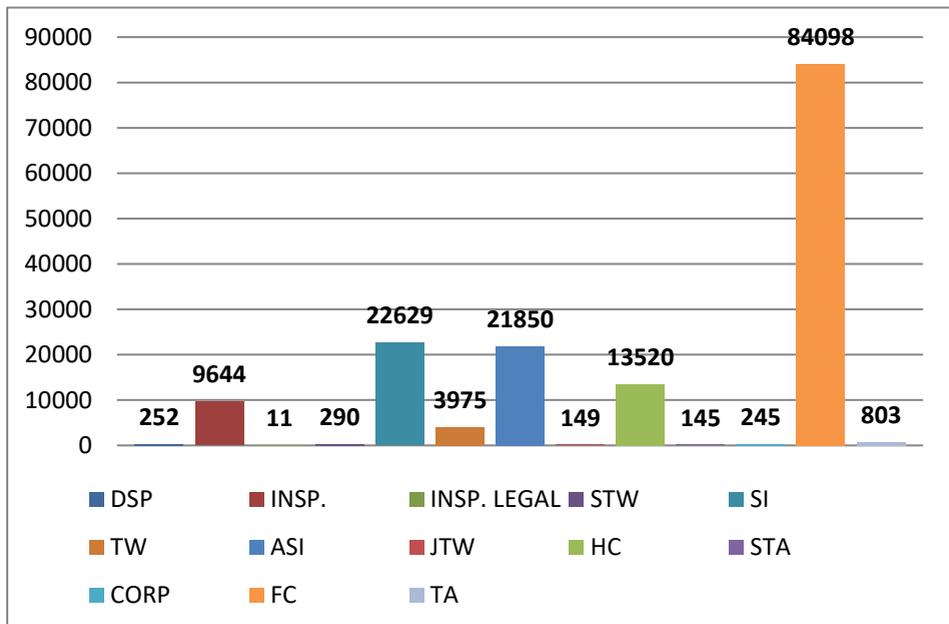

3.6.1. Suspensions

The total numbers of suspensions are 157611 in the year 2022 which amounts to 69.04% of the total strength of 228261 of Punjab Police. The most corrupt tier is FC which has figure of 84098 followed by SI which stands at 22629.

Figure 7.

*Punjab Police Officials Suspended on Corruption Allegation Year 2022*

3.6.2. Comparative Analysis of Punishments of Year 2021 with 2022

Comparative analysis shows that the internal controls are on the rise in Punjab Police resulting in more punishments and more control on corrupt practices as shown in bar chart below shows the number of police officials being awarded minor and major punishments from the year 2015 to 2020. The statistics indicate that the highest numbers of punishments under corruption are awarded to the lowest rank officers. These results can have various implications. a) It is usually assumed that most financial corruption is common in junior police officers.

Figure 8.

Comparative Data Punjab Police Officials Punished on Corruption Allegation (Year 2022 & Year 2021)
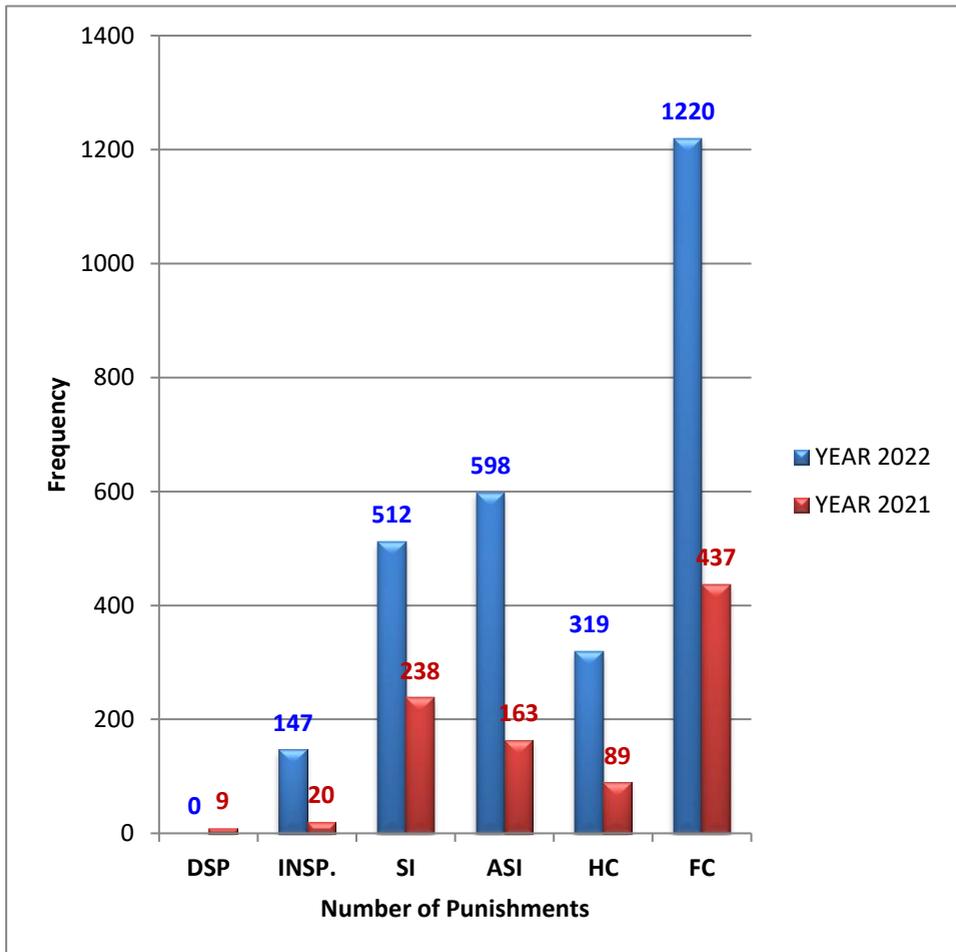
3.7. Descriptive Analysis of Cases under Section 155-C Police Order 2002:

Following is the descriptive analysis of the data of offense of corruption committed by police officers. Following data chart indicates the number of cases filed against police officials by the department under section 155 C of police order 2002. These are the total number of cases ranging from the rank of Constable to DSP from 2017 to 2021. Current year's data is up till November 2022. The statistics indicated an increasing trend in the number of cases filed against police officers by the department on account of corruption.

Figure 9.

Descriptive analysis of the data of offense of corruption committed by police officers
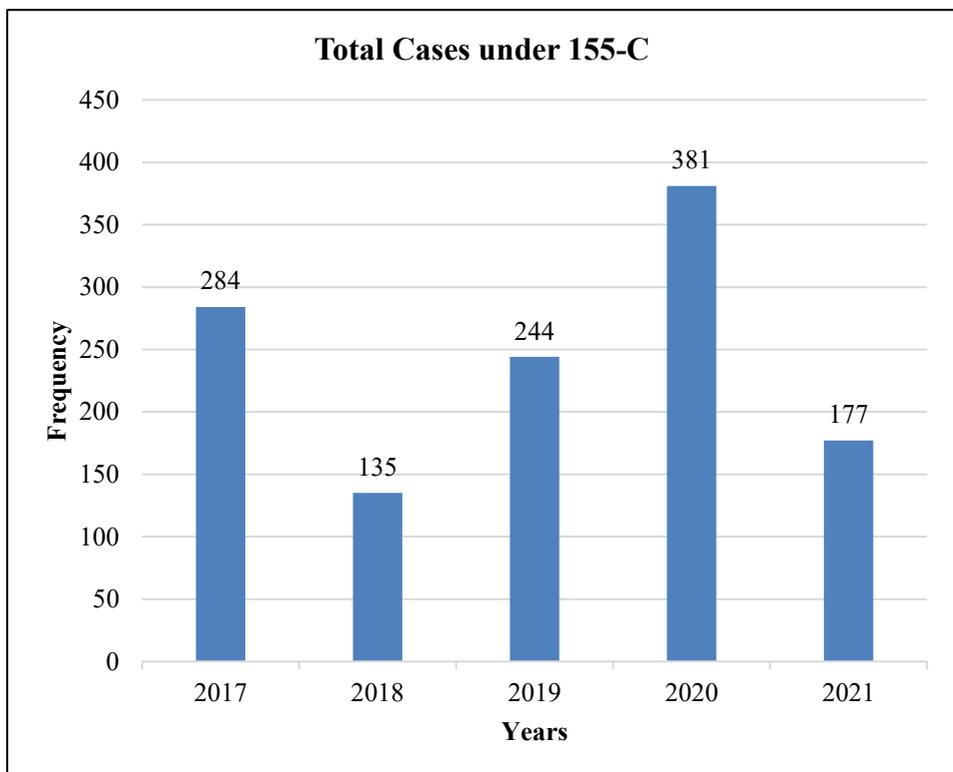
3.7.1. Challenges to Internal Controls

Being developing country many challenges are faced by internal control mechanisms to curb corruption in Pakistan. Challenges and hurdles can be studied broadly in three main categories, external challenges, internal challenges and other challenges.

3.8. External Challenges

External challenges can be categorized into following five sub heads.

3.8.1. Political involvement and interests of Pressure Groups

In third world countries like Pakistan, police are being used as one of the tools of gaining political milestones and suppressing opponents, hence politicians do not require an independent police in the country. The situation is exploited by the pressure groups e.g., media, lawyers, trader's unions etc. for their advantage by exerting undue pressure on IO during the complete process ranging from registration of FIR to submission of challan. Even during trial stage IO must undergo a lot of pressure. (A. Malik, personal communication, November 27, 2022).

3.8.2. Legal Challenges

Contrary to the need of the hour to strengthen internal controls provided in Police order 2002, after 20 years of implementation of PO-2002, the political leadership has reverted to Police Act-1861 in Sindh and Baluchistan. There are repeated attempts in Punjab as well to do away with police order. Furthermore, no-notification of DPSC and PCA for external oversight mechanism is also a legal challenge in corruption control mechanism.

3.8.3. Social and Cultural Challenges

Any institution is the reflection of its society and culture. A rare study by an observer in India also mentions, as does the Uganda commission, the filing of false cases as well as the stopping of true ones. It also found that bribery is common in transfer and posting of police officers.

3.8.4. Financial Challenges

Financial issues faced by the police as an organization are as under:

a. IO during investigation starting from crime scene visit till the submission of challan has to spend a lot of money from his own pocket in the absence of any such financial support which becomes the main source of corruption. (S. Ashraf, personal communication, November 30, 2022).

b. Budgetary allocation is too little to meet the requirements of COI, logistics, workplace needs and repair and maintenance of the police establishment thus police squeeze money from the complainant.

3.8.5. Institutional Challenges

Prosecution causes unnecessary delay in submission of challans. Generally, it is accepted norm that challan is passed by greasing the palm of prosecutor. Furthermore, facilities from NADRA, PFSA and other allied agencies are only available at some cost resulting in the corruption by police.

3.9. Internal Challenges
3.9.1. Quality and Quantity of HRM

Quality and quantity of HR is at the centre of corruption causes and its control as well. It involves Recruitment, Trainings, Ethics and Supervision. In Punjab Police there is acute shortage of HR what to speak of quality. Due to Red-Tapeism and bureaucratic hurdles even the sanctioned posts are to be filled after cumbersome process of permissions from here and there.

3.9.2. Logistics Issues

Poor and deficient logistic support, obsolete fleet, insufficient provision of office articles are still the issues which result in corrupt practices.

3.9.3. Organizational Culture

The culture of compliance to the illegal orders of authorities has increased which compromises merit. The courage to say NO has died since long which has led to compromised police at all levels. Vested interests and Security of own tenure results into weak or no accountability both internally and externally causing more corruption due to vicious cycle of mutual benefits amongst officers.

3.10. Other Challenges

Following are the other challenges which aggravate the situation.

3.10.1. Frequent Posting/Transfers

Officers are unable to deliver due to rapid and frequent posting transfers resulting in weak oversight, superintendence and supervision leading to corruption.

3.10.2. Inadequate Knowledge of Laws, Rules, and Procedures

The Investigation officer does not have proper knowledge of special laws such as ATA 1997, PECA 2016 etc. Statement US 164 CrPC, Identification parade etc.

3.10.3. Lack of Professional Attitude

Unprofessional and irresponsible attitude of IO is one of the main reasons of corruption as instead of usage of technical and forensic evidence reliance is made on Qasam, Quran, Maafi Naama, Panchayat, Jirga etc.to conclude the cases which compromises merit.

3.10.4. Peer Group

Furthermore, police officers have the power to detain, arrest, and use force against anyone for personal or illegal gains. There is no system in place to hold them accountable for their illegal activities. In case of misuse of power if they are charged with some allegations, their brothers in uniform deflect all attempts to convict them.

Table 7.
International Best Practices and Comparison with Pakistan.

Description	UK (UK, 2002)	Canada (Canada, 2019)	India (India, 2006)	Pakistan (Pakistan, 2002)
Relevant Law	Police Reform Act 2002	Community Safety And Policing Act, 2019	Supreme Court of India Judgment 2006	Police Order 2002
Presence of Police PCA/ Commissio n	Independent Police Complaints Commission (IPCC) and citizen community boards	Citizen Boards & Civilian Commissioner	State wise PCAs / Commissio n	Yet to be notified
Complaint enquiry mechanism	IPCC can 1. Investigate complaints itself through their own investigators with full police powers or through any other force. 2. Get complaints investigated by any police force under IPC supervision or under police management.	Normally police force investigates complaints under the supervision of CB, Civilian Commissioner s, or independent investigators.	Can enquire into the complaints of only serious in Nature against SSP and above rank police officers.	Presently Police Department through IAB or other senior officers' complaints are got investigated.
Citizens	Citizens can	There is	Selection of	No citizen

Description	UK (UK, 2002)	Canada (Canada, 2019)	India (India, 2006)	Pakistan (Pakistan, 2002)
Participation	participate through local councilors representation on the police supervisory boards	complete citizen control over the Police.	3-5 members from the panel advised by the state government.	participation at any level as DPCA and PCA has not been notified yet.
Decision making Authority	Decision of IPCC is final and can only responsible to parliament.	Citizen Boards have full powers of action including disciplinary proceedings against police officers.	Decision of PCA have binding upon the state government.	No authority with IAB at CPO. Regional SSsP/SsPhave authority to punish the delinquents.

Note: Fiscal Transparency and Economic Outcomes: IMF Working Paper No. 05/225, 3 (Hameed, 2005)

3.11. Japan

The dual system of the national rural police and the municipal police was abolished in 1954 Law and all police forces were integrated into the prefectural police system. *A National Safety commission* is established, that controls the *National Police Agency of Japan.* "To control" in this perspective means setting the core policy issues and then letting the National Police Agency supervising the police matters accordingly.

3.12. Singapore

Police corruption was rampant in Singapore during the British colonial period (Quah, 2014). Analyses of police corruption in colonial Singapore indicate that it was the result of a series of factors including low salaries; poor working conditions; a high degree of formalism in the police force; poor recruitment and selection procedures; a lack of training programmes; and ample opportunities for corruption due to inadequate controls (Quah 2001). Measures to tackle corruption in the police force were introduced in 1952 with the establishment of the Corrupt Practices Investigation Bureau (CPIB). Since then, a myriad of reforms has reduced corruption within the Singaporean Police Force.

4. Conclusion

Corruption is a global phenomenon. There is no single agreed definition of corruption and same is the case with strategy or policy that can curb corruption. Corruption control mechanisms vary from place to place and time to time with certain constant factors. Currently, gigantic measures have been taken in Punjab Police to curb corruption and to facilitate a common man, substantial results are yet to be achieved for which extensive policy reforms are required. The departments, legislators, executives, Public, Prosecution and Judiciary must work together to curb both individual and organizational factors which cause corruption. Recruitment, training, pay packages and strong internal control regime can control corruption.

5. Recommendations

- De-politicization of police is the first and foremost recommendation and need of the hour as far as corruption control in Punjab is concerned. It is very easily doable by implementing the PO-2002 in letter and spirit.

- The police reforms must be in line with the grass root level needs and clearly grounded in the social, political, and economic realities which means the cause must be addressed rather than symptoms. The above analysis indicated that degree of corruption increases as we move down to low scales. So, the agency and government need to look at the economic conditions and the pay scale as the cause behind all this. So, salary structure needs to be revised immediately with other financial operational supports.

- Mechanism to curb corruption in the high rank officer and civil servants' can be improved by having a public defamation in case the officer is found guilty.

- To give incentives or impose punishments, there is a need of independent commission of inquiry. As discussed in the model of best practices around the world, it has been observed that there is a need of autonomous body independent of political and bureaucratic set up to work in this regard impartially and fearlessly.

- Independent accountability mechanisms may be developed as provided in Police Order 2002. Police Complaint Authority may be made functional on priority. It is high time that Government should notify District Public Safety Commission as per spirit of Police Order 2002.

- Hong Kong police approach can be adopted.

- Necessary logistics including transport, technical gadgetry and accommodations be provided.

- Punishments to the delinquent officials due to illegal gratification, corruption, highhandedness, torture, faulty investigation are not the solution to the problem as shown in the punishment analysis section that excessive punishments are not working, until core issue of financial and administrative independence of police department is addressed at highest level.

- Better inter-agency coordination especially prosecution, judiciary and prisons department is need of the hour. So that corrupt practices are monitored and action is taken not only against police but also against other organs of CJS.

- Perception is also playing the major role. Solid steps be taken to remove perception in the society through media and other sources.

- Civil society and media organization can play an important role in creating awareness among the public to curb corruption through implementation of Right to Information law as corruption thrives in absence of information.

- Police needs immediate reforms to sustain the changing national and international scenario challenges.

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