full degree to present to the soba, how correctly to execute the work. It is there fore given the graduating students of academy 2 weeks. In the USA the graduating students of academies, coming on service, pass severe and careful preparation, through that except the skills got in educational establishment, a policeman must know politics, methodology, rules, instructions and to a full degree to present to the soba, how correctly to execute the work. It is there fore given the graduating students of academy 2 weeks.

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ANTI-CORRUPTION METHODS IN THE POLICE SYSTEM

Addressing police corruption is essential to maintain public order and the rule of law, to support the legitimacy of the state and to maintain or restore public trust in democratic processes and institutions. Since the considerable powers entrusted to law enforcement officers can be easily manipulated for private gain or political purposes, there are many linkages between police corruption and human right abuses that can further undermine internal security and abet abuses of civil and political rights. Empirical evidence suggests that strengthening the accountability of law enforcement institutions is of critical importance to effectively combat corruption and break the circle of impunity, especially in countries affected by high levels of organized crime.

Police corruption is now increasingly understood as a product of both organizational weaknesses and larger systemic issues such as the lack of transparency, the absence of checks and balances, inadequate legal frameworks, weak rule of law and fragile institutions. Other contributing factors identified in the literature, include challenges to exert managerial oversight of on the-ground police actions, peer group secrecy, low pay and frequent contacts with criminals who have both resources and incentives to corrupt the conduct of police officials.

This understanding has led to the development of more comprehensive approaches to fight police corruption, based on the recognition that successful anti-corruption strategies must integrate both punitive and preventative approaches and coordinate reforms that focus on issues of enforcement, changes in institutional design, as well as public education and participation.

The overarching goal of preventative approaches to police corruption is to change the underlying structures that encourage corruption and create an institutional environment that decrease incentives and opportunities for corrupt practices. This can be done by reforming the management systems and organizational culture of the institution with measures aimed at promoting integrity at all levels of the police institution, strengthening accountability mechanisms and engaging with the community.

Poor terms and working conditions can provide both incentives and opportunities for police officers to resort to corruption. Human resource management is therefore a critical area to consider for minimizing police corruption risks, as it lies at the core of the organization's incentive system.

Appointment procedures must be open, fair and transparent to recruit the candidates with the highest professional qualifications and ethical standards. Similarly, it is important to establish a robust and transparent merit-based promotion system, based on fairness, openness, ability and performance. Policies should also be implemented to ensure regular staff rotation in high risk positions.

As low wages are likely to provide negative incentives to police officers, living wages should be provided to members of the force with regular and reliable salary payments. In Singapore, for example, increasing the salaries of civil servants and political leaders with the view to making them more competitive with the private sector has been an integral part of the efforts to decrease the opportunities and incentives for corruption (Quah, S.T., 2007). In Afghanistan, police reform includes measures aimed at reducing the excessive numbers of senior officers and using the savings to increase the salaries of rank and file officers (USAID, 2007). However, most studies also agree that increasing salaries without effective monitoring systems as well as enforcement of sanctions is unlikely to have an impact on corruption.

As part of the efforts to promote professional and merit based career standards, police staff need to be equipped with the skills to perform their function in a professional, impartial and ethical manner. To achieve this goal, police forces should be able to rely on training and development systems that promote high standards of professionalism and ethics. This includes capacity building for anti-corruption and human rights-based policing to help police staff recognize misconduct and provide them with techniques to resist corruption attempts from criminals. In South Africa, for example, the training programme for new recruits was redesigned to inculcate democratic policing values and techniques.

Police services have traditionally operated without public scrutiny of their investigations and operations. This is usually justified by the need to protect information on ongoing investigations from criminals, to ensure witness safety and to act swiftly without having to request special approval from relevant authorities. However, this lack of disclosure can fuel an organizational culture of secrecy, corruption and arbitrary exercise of police powers and as a result undermine the long term credibility and accountability of the institution.

A principal condition for the successful implementation of the anti-corruption strategies is to build credible leadership, sustained political will and strong institutional commitment to anticorruption policies both inside and outside the institution. Political will can translate into anti-corruption messages being clearly articulated by operational policies and forcefully promulgated during public events.

Ideally, anti-corruption strategies should aim at establishing an organizational culture that relies more on peer pressure than punitive approach to promote and support police integrity. An important step in this direction can be the development and implementation of codes of conduct for all police staff, addressing all forms of unethical behaviors, including sexual extortion or harassment. The implementation of the code may also require awareness raising, training and capacity building activities. For example, in 1997, a code of conduct was developed and circulated throughout the South African Police Force. All police officers were given a small plastic card with the code written on one side and the rights of the arrestee on the other side.

Successful anti-corruption strategies rely on the public's cooperation to report acts of police misconduct. In many developing countries affected by high levels of police corruption, especially those emerging from conflict, one of the key challenges of police reform is to restore the public trust in the police and build the legitimacy of the institution where police officers are perceived more as a source of fear than protection.

Public education about corruption and ongoing reform attempts can have a significant impact on public expectations for the police force. In Hong Kong for example, public education was a crucial element of a three-pronged strategy to reduce corruption. In the beginning efforts of the Independent Commission against Corruption (ICAC), community liaison officers put a special emphasis on publicizing the arrest and successful prosecution of prominent police members. This helped establish the commission‘s strong reputation for a determined crack-down on large scale corruption. Large scale public education campaigns were also carried out to enhance the legitimacy of the ICAC, promote the knowledge of anti-corruption laws, and mobilize the public to report corruption.

International lessons from successful anti-corruption reforms underline the critical importance of engaging civil society in the reform process to broaden public involvement, education and trust in the institution. Anti-corruption and police reform www.U4.no 7 The concept of democratic policing has recently emerged in the context

of improving the relationships between the police and various communities. According to US scholar David Bailey, democratic policing is based on four key principles:

• Police must give top operational priority to servicing the needs of civilians and democratic institutions;

• Police must be accountable to the law rather than to government;

• Police is guided by principles of respect for human rights, equity, non-discrimination, impartiality, integrity, fairness and professionalism;

• Police should be transparent in their activities.

Based on this framework, a handbook for oversight of police in South Africa has been developed to operationalize these norms around five major areas of concern: 1) protecting democratic political life; 2) police governance, accountability and transparency; 3) service delivery for safety, justice and security; 4) proper police conduct and 5) police as citizens.

Within the framework of democratic policing, community- based policing, crime prevention and victim empowerment strategies are increasingly being proposed to help restore trust between civilians and the police and to gain community support for police reform. Community-based policing promotes partnerships between police and communities to address community concerns and ensure that the police respond to the needs of the broader public. This can be facilitated, for example, through setting up community consultation forums.

Where police officers are suspected of misconduct clear procedures must be in place to detect, investigate and sanction corrupt practices.

Stricter sanctions and enforcement rules

Enforcement strategies can include introducing legal and institutional changes that increase the risks of detection and sanctions for corruption. Police reform processes are rarely successful, unless accompanied by judicial reform, as effective law enforcement also relies on a functioning judiciary.

Strengthening internal accountability is not only based on reviewing and upgrading the internal disciplinary system but also on empowering police managers to implement disciplinary measures and holding them accountable for this function. In many cases, police managers lack the will or ability to ensure basic discipline, as it can antagonize upper and lower rank commanders or be perceived as being motivated by reasons other than maintaining discipline (“scapegoat Anti-corruption and police reform www.U4.no 8 syndrome”). In South Africa, for example, it is required that direct supervisors take responsibility for initiating punitive actions, but they are forced to deal with a slow and complicated system that managers do not always fully understand. In practice, front line managers take action only when requested by their superiors, which encourages a situation where lower level managers perceive themselves as being closer to their subordinates rather than as part of a coherent management system.

Lessons learnt

Key lessons emerging from the various papers and articles consulted for this query include:

Building political will is a prerequisite for police reform, as fighting corruption may challenge powerful vested interests that are likely to resist reform. In view of the political risks attached it is also important to develop a solid understanding of the political economy of police reform. Experience from the New South Wales illustrates how politics around criminal justice can interfere with reforms, underlining the importance of aligning the ambitions of the political leadership with the reform agenda (Chan, J. and Dixon, D., 2007). Similarly, it is important to gain support from civil society, which can prove challenging in deeply polarized and traumatized societies.

• Confusion and waste may occur when donors fail to adapt reform programs to the local circumstances (Ziegler, M. and Neild, R., 2001). Overambitious reform programmes based on poorly-adapted overseas models can compromise the long term success of police reform. Police reform clearly needs to be grounded in the political and social realities of the country and the characteristics of the local police.

• As a result, reforms should be based on an in-depth assessment of 1) the country's social and political circumstances; 2) the current status, performance and capacity of the police; 3) the potential for personnel within to reform organizational attitudes and behaviors; 4) the overall capacity of the police and their support to the reform process (Bruce, D., 2003).

• There is a need to sequence and prioritize the reform process, as failure to meet objectives can result in a sense of fatalism and failure. The reform programme should integrate both short term measures that will build the trust between the police and the public and more systematic longer term initiatives for substantive organizational change.

• Police reform should be embedded in the broader framework of holistic reforms aimed at strengthening democratic processes.

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POLICE SENSE IN SOPHISTICATED SOCIETY SYSTEM