

Action Plan for Manufahi District

Total PNTL officers = 109

10 June 2009

What			Who		When	How	Where
Shortcoming	Observations	Suggestions	Responsible	Beneficiaries			
1. Inadequate communication equipment	Both repeaters and most portable and base radios are out of order since 2007. Officers have to use personal mobile phones	To repair the repeaters and base radios. If repair is not feasible in the near future due to lack of spare parts, consider issuing more mobile phones to the District to support communications	PNTL, Logistics Department	All PNTL officers at District	PNTL Logistics Department to revert when the radio communications equipment will be rectified	Apart from repairing the repeaters and radios. PNTL HQ to implement system for regular maintenance of the radio communications equipment	District HQ
2. No 112 line in Manufahi	There is no emergency 112 line in Manufahi. Community contact PNTL at their personal mobile phones or the landline at the district for assistance. Likely that cases are underreported as a consequence	Ensure that 112 line is installed in Manufahi District	PNTL, Logistics Department	All PNTL officers and community	PNTL Logistics Department to revert when the 112 line can be installed	-	Based on PNTL Logistics Department's advise

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3. Availability of adequate means of transportation	District has 7 cars (2 broken) and 18 motorbikes. Sub-Districts are issued with only motorbikes	PNTL HQ to consider issuing Sub-Districts with vehicles too	PNTL, Logistics Department	All PNTL officers at Sub-Districts	According to schedule by PNTL Logistics Department	Follow-up with supplier to ensure prompt delivery	District HQ
4. Crime scene management	Officers require training and logistics support (eg. fingerprint kit, etc) in crime scene management.	<p>Conduct in-service training in crime scene management.</p> <p>Logistics to confirm the Table of Equipment to facilitate crime scene management and ensure that Districts are adequately allocated the equipment</p>	<p>Training: PNTL HQ and Police Training Centre</p> <p>Equipment: PNTL, Logistics Department to work out the TOE</p>	All PNTL officers in the District	<p>Training: Police Training Centre to revert on training curriculum and schedule. To consolidate training needs of other districts as well.</p> <p>Equipment: Logistics Department, PNTL to revert on TOE and prioritise the procurement of the requirements</p>	<p>Training: Based on training proposal by Police Training Centre</p> <p>Equipment: Logistics Department, PNTL to seek approval from PNTL HQ on TOE</p>	District HQ

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5. Lack of investigational tools including digital cameras, lights, forensic bags, measuring tapes	PNTL members require this investigational equipment	There should be a standard set of investigational equipment distributed to each district HQ and each sub-district so that it is consistent across the different Districts, i.e. Table of Equipment (TOE)	PNTL, Logistics Department to work out the TOE	PNTL investigators and the community	PNTL Logistics Department to revert with TOE. Thereafter to prioritise the procurement of the requirements	Based on the TOE, incorporate requirements into the next budget cycle	District HQ
6. Knowledge of human rights	Feedback from community indicates that PNTL officers require training in human rights	Conduct in-service training in human rights	Police Training Centre, Training Unit, UNMIT to engage HRTJS, UNMIT to support the training requirements	All PNTL officers at District	To engage HRTJS (Human Rights Transitional Section, UNMIT) to explore available dates	Police Training Centre to consolidate HR training requirements across districts and propose training schedule and curriculum after engaging HRTJS	Depends whether training needs extend to other Districts as well

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7. Officers require training in disciplinary procedures	Officers were not familiar with disciplinary regulations. Tend to rely on punitive measures (push-ups, sit-ups, etc) in the event of disciplinary misconduct.	PNTL HQ to keep track of instances in which District Commanders exercised their discretion. Records of such cases should be kept. Ensure adequate copies of disciplinary regulations are made available to Districts and Sub-Districts. Incorporate training on disciplinary regulations as part of in-service training curriculum	District HQ in consultation with Police Training Centre, PNTL and PSDO, PNTL HQ	All PNTL officers at District	To coordinate with PSDO, PNTL HQ and revert with proposed dates of training and training curriculum	(i) In-service training by PSDO, PNTL HQ (ii) PSDO to issue clear guidelines on the nature of cases resolved by District Commanders and those to be forwarded to PSDO, PNTL HQ for follow-up (Lack of oversight at PNTL HQ) (*Consider appointing a training personnel at PSDO, PNTL HQ and training the officer before-hand)	District HQ
8. Use of force training	Feedback from community indicates that officers tend to use excessive force	Conduct use of force training in conjunction with human rights training (refer to recommendation no. 5)	Police Training Centre, PNTL	All PNTL officers at District	Police Training Centre to consolidate training requirements across other districts and prioritise training needs and propose training schedule and curriculum	Respective Districts to complement the centralized training by instituting regular (eg monthly) decentralized training at the Districts	Based on Police Training Centre's proposal

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9. Officers are not familiar with Penal Code and their powers as Police Officers	Case of over-detention was observed. A mentally ill subject was detained for 9 days as his family was unable to take care of him. PNTL acceded to the family's request to detain him	(i) Ensure that a copy of the new Penal Code & PNTL Organic Law is disseminated to officers (ii) Centralized and Decentralized training to ensure that officers are familiar with the Penal Code and PNTL Organic Law	(i) District Commander (PNTL & UNPOL) (ii) Police Training Centre and District Commander (PNTL & UNPOL)	All PNTL officers at District and community	(i) District Commander to revert after Penal Code and Organic Law is disseminated (ii) Police Training Centre to advise on details of training after review	(i) District Commander to oversee (ii) Police Training Centre to advise	(i) District HQ (ii) Based on Police Training Centre's recommendations
10. Complaints not followed up	Feedback from community revealed that complaints were not followed up (especially those involving excessive use of force by the PNTL). Furthermore, records of complaints received were not complete	(i) Check with PNTL HQ regarding NOP on the handling of complaints received (ii) Disseminate NOP and organize training based on the NOP (iii) To complement with the Use of Force (recommendation 7) training (iv) Apart from centralized training, District to support by reiterating during regular decentralized training (V) District Commander (PNTL & UNPOL) to conduct regular audits to ensure that NOP is being complied with	PNTL HQ, District Commander (PNTL and UNPOL) and Police Training Centre	All PNTL officers at District	(i) PNTL HQ to revert on NOP (ii) Police Training Centre to revert with recommendations	Training – Two-pronged approached targeting Centralized and Decentralized training	Based on Police Training Centre's recommendations

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11. ROPs and NOPs	Officers are unsure about whether ROPs/NOPs are in force. Not familiar with the ROPs/NOPs that pertains to their area of responsibilities	(i) PNTL HQ to confirm and verify the ROPs and NOPs in force (ii) Two-pronged approach targeting both centralized and decentralized training to ensure officers are familiar with the ROPs and NOPs	Bearing in mind the new Organic Law of the PNTL and other changes, it is timely for PNTL HQ to finalize the ROPs/NOPs in force. Police Training Centre, PNTL and District Commander (PNTL and UNPOL) to follow-up thereafter	All PNTL officers at District	To incorporate as part of District's in-service training after PNTL HQ reverts on list of ROPs/NOPs in force	Centralized training: Prioritise ROPs and NOPs for training. Decentralized training: To complement and reiterate critical ROPs and NOPs	Based on Police Training Centre's recommendations
12. Personnel Evaluation System	There appears to be a new form for personnel evaluations but we have not seen it utilized.	Provide clear direction and instructions to implement a personnel evaluation on each employee at regular intervals.	PNTL HQ	All PNTL employees	To incorporate into PNTL policies and procedures	Implement as policy by National HQ	Instructions for personnel evaluation system should be NOP's

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13. Enhancement of forensics capabilities at Districts	Officers were taught to lift fingerprints. They were not taught to examine, study and compare them.	Police Training Centre to work jointly with NID to design training courses to enhance the forensic skills of investigators at the District. (However, PNTL HQ needs to provide direction with respect to the development of forensics capability, i.e. whether Districts are required to perform basic forensics examination and what that constitutes)	PNTL HQ to decide on the overall policy directions with regards to forensics. PNTL HQ and Police Training Centre to work out training program thereafter	Investigators at the District	Pending PNTL HQ's guidance on direction and scope with regards to forensics capabilities at the Districts	Engage external partners to source for trainers and funding if PNTL HQ decides that further training is required (*ensure that Logistics Department, PNTL HQ determines the TOE for the forensics section at the Districts and prioritise procurement of the requirements and supplies. To include budget to ensure that supplies such as fingerprint kits are adequately stocked and replenished regularly)	Based on Police Training Centre and the external partners' recommendations
14. Training for Vulnerable Persons Unit	Based on request by District Commander	Police Training Centre to review the request (when the last training was conducted, etc)	Police Training Centre, PNTL	VPU Members and community	Based on Police Training Centre's prioritisation	Police Training Centre to revert after review and consideration	Based on Police Training Centre's recommendations

Approved by:

PNTL General Commander



UNPOL Police Commissioner

