

45. From the Classroom to the Field: Reflections from a Pakistani law- enforcement perspective

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Seeing is believing. Agreed. It never happens unless it happens to you. Accepted. Practice makes perfect. No doubt about it. But what is the relation of all these sayings to this brief commentary? They have considerable relevance to my understanding of Integration and Implementation Sciences (I2S), which stems from being a participant observer in a program for Asia-Pacific research leaders² where I not only studied my past work in light of I2S standards, but also visualised causes and effects, and their rational, cost-effective and indigenously devised solutions for the complex and hydra-headed problems faced by Pakistan's law-enforcement agencies and policy makers. I also saw I2S being put into practice by expert colleagues from other countries and now honestly believe that, if given a chance, this approach can do wonders, even in this 'age of theories' in every branch of the social sciences.

Participants in the program on 'Bridging the Research–Policy Divide' analysed case studies based on their own research on a variety of troubling issues in their respective homelands, and, after applying the new (to us) method of 'reflective learning', the main maxim of the I2S paradigm, almost everyone found new dimensions to what happened, who did it, when, why and what more could have been done. Every one of us scrutinised a government policy or practice influenced by our previous research and the in-depth intellectual analysis (a rather serious critique at times) resulted in almost all of us finding potential improvements. A key ingredient was being provided with various tools—for example, some of us benefited from problem-tree analysis and others from situation analysis to narrow the causes, linking them to effects and ultimately to locating meaningful and effective solutions. We also used various models to understand stakeholders. 'Knowing thyself' and 'knowing thine enemy' were not enough, and we all developed insights into stakeholders who could be approached for relevant strengths, resources, legitimacy and interests.

1 Fasihuddin was invited as a senior scholar and practitioner 'who thinks about complex security and social problems and bridging the research–policy divide, especially in Asia'.

2 'Bridging the Research Policy Divide' was partially funded through the Australian Agency for International Development (AusAID) Australian Leadership Awards (ALA) Fellowships program; see <<http://i2s.anu.edu.au/courses/bridging-the-research-policy-divide>>

This intellectual development was surprisingly different from our usual method of learning based on narration and description, whereas the I2S method was profoundly analytical, critical, rational and personal. As well as learning from reflection, we also learnt from each other, developing a sense of belonging and partnership, as well as sharing roles and responsibilities; this was highly integrative and interactive. In our case studies, we found that at times our work had been excellent and at times we were struck by our carelessness, naivety and thoughtlessness about the interplay of various parts of an organic whole.

From the practitioner point of view, anything that gives results—say, for crime in terms of high clearance and arrest rates, high conviction rates, quick response to complaints and calls, early arrival at the crime scene, enhanced community satisfaction and improved media image—is accepted, welcomed and invested in. During 2008–10, as Director General of Human Rights, Conflict Resolution and Peace-Making at the Central Police Office, Peshawar, Khyber Pakhtunkhwa Province, I developed a police-led indigenous juvenile justice system in collaboration with local, national and international stakeholders. We established a Police Child Protection Centre and a new data-collection system on juvenile justice indicators. These achievements have been documented and were praised by senior police officers and judges, civil society and the media. During the difficult period of pushing for these activities and raising the necessary funding, I had not stopped to reflect on and theorise about my work; however, in the cool atmosphere of the classroom at The Australian National University, miles away from the awfully busy and sometimes frustrating life of a policy-implementer practitioner, I realised that we had created research-based policies and triggered more refined innovations and inputs from stakeholders.

I found that I was intuitively well versed with many I2S concepts before embarking on the venture to bring this structural and functional change to the local police office. But I am certain that, had I been aware of I2S, my work would have been more refined, less time-consuming and more systematic, and I would have been able to devote more energy and resources to the stakeholders. I am delighted to have found a theoretical background in the I2S discourse for best practice in a law-enforcement agency, which can strengthen the interaction between researchers and practitioners. A PhD scholar in our University of Peshawar will analyse this approach in more depth in his thesis on juvenile justice.

This is one concrete example for those who want to initiate knowledge-based—or, more accurately, research-based—policy, strategy or reforms in their departments and organisations. What would it mean for terrorism—the largest of today’s real-world law-enforcement problems? Pakistan is considered to be a source of, transit hub and destination for many organised crimes, including radicalism and terrorism, and is also the front-line state and major ally in the

war on terror. But even after tremendous human and economic sacrifices in the past 10 years, Pakistan has not yet developed any tangible, nationally agreed and democratically approved anti-terrorism or counterinsurgency policy. How can we best analyse this situation of seriously violent extremism and military operations and their colossal socioeconomic implications for the nation? How can we develop a viable and effective policy? The I2S tools potentially provide a different kind of approach, a different kind of systems analysis and a different kind of research-based policy development. The question is: will this new concept, which proved reasonably workable and appealing in the controlled atmosphere of the classroom in analysing past action, also work in the field in developing new approaches?

It is potentially useful not only for terrorism and juvenile justice, but also for many of Pakistan's quixotic problems in the criminal justice system or other social, political or economic sectors. For example, I2S may be able to help analyse and respond to the experiment of new police reforms in Pakistan (Police Order 2002, replacing the colonial *Police Act* of 1861), initiated in 2002, which astonishingly have resulted in the crime rate trajectory continuing to rise and the image of police and community satisfaction staying constant.

There is enough in this new idea of I2S to be tested, challenged, verified and refined further to make local adjustments. What it requires is commitment, passion, hard work, honesty of intention and 'a sense of we' from the stakeholders. As a whole, I am impressed by the creativity, directness, ingenuity and pragmatism of the various steps, skills and tools embedded in I2S. As a police officer and an informal student of criminology and policing studies, I am confident that students, researchers and practitioners in the criminal justice system can learn and improve their practice in light of I2S understandings.

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Brief Biography

Fasihuddin MBBS, MA, LLB is a member of the Police Service of Pakistan, President of the Pakistan Society of Criminology and Editor-in-Chief of the *Pakistan Journal of Criminology*. He has been employed in almost all civil security departments, including the Intelligence Bureau, Frontier Constabulary and Federal Investigation Agency. He is the author of *Expanding Criminology to Pakistan* and has been working to introduce criminology to academic institutions and police training centres in his country. He has designed a new data-collection system for police on juvenile justice indicators to conform with United Nations standards.

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