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EVALUATION OF POLICE PUBLIC RELATIONS IN THE POST #ENDSARS YOUTHS PROTESTS IN SOUTH-EAST, NIGERIA

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ABSTRACT: The Nigerian police over the years have had image problem which culminated in the 2020 #EndSARS Protests. This study investigated police public relations in the post #EndSARS youths Protests in south-East, Nigeria. The study adopted survey research method with a population of 23,887,937 and a sample size of 400 derived from the South-East geographical zone in Nigeria. Data was collected through the use of interviews on face-to-face basis as well as questionnaire. Among the findings from the study were that, there is a decrease in police brutalities as a result of the post #EndSARS Protests in South-East, Nigeria and that, there is a decrease in bribery and extra-judicial killings by the Nigerian Police Force after the #EndSARS Protests in South-East, Nigeria. The study recommended that; intensive human rights training should be given to all law enforcement officers especially those in the newly established SWAT unit of the Nigerian Police Force. Also, government should treat all matters relating to police brutality, torture and extra-judicial killings in line with the gravity of the offence and defaulters should be made to face the full wrath of the law.

KEY WORDS: Evaluation, police relations, #EndSARS, youths protests, extra-judicial killings and human right abuse.

INTRODUCTION

This popular saying that "police is your friend" has not really been accepted by some people in the past in Nigeria. Irrespective of this statement made above, it has not really been confirmed that Nigerian Police Force has good image in the eyes of the masses as the force has bad image problem in Nigeria over the years. Because of what they see as police brutality, extortion, killings and other forms of inhuman activities meted out to the masses by the Nigeria Police Force (NPF), Police in Nigeria no wonder is believed to have bad image in the country. In a situation where those who are given the onerous task to protect the lives and properties of individuals in a society turn out to be their nemesis, it therefore means that the idea that the police is your friend, cannot easily stand the test of time. In Nigeria today, what most citizens of the country think about the NPF is that, it is a force meant to oppress the hopeless, the havenots an at the same time, used to protect the haves – the shakers and movers of the country's political, economic, religious and other structures of the Nigerian society. That is why a rich man in Nigeria can easily use the police for all sorts of intimidation, harassment and other forms of illegal activities against others because, the Nigerian Police Force can easily be bought over.

Such anti-social behaviour by the Nigerian Police has led to the clamour for the disbandment of a police unit in Nigeria known as Special Anti-Robbery Squad (SARS). Thanks to the role played by the social media, especially Twitter and Facebook: and the openness of an international human rights organization known as Amnesty International. These organizations helped a lot to expose the inhuman activities of the operatives of SARS in Nigeria. No wonder, "Amnesty International (2020) in a report entitled "You have signed your Death Warrant" stated that in one of their visits to SARS detention centre called the Abbatoir in Abuja, the federal capital territory; about 130 detainees were living in crowded cells and that they were regularly tortured with different methods. The human rights organization went further to state that, such methods of torture included: hanging, starvation, beatings, shootings and mock executions. Such inhuman treatment meted to detainees by SARS led the masses to be mobilized through the social media for mob action on the need to EndSARS.

Over the years, public relations experts use public relations not only for image-making and building but for conflict or crisis management. The Nigerian Police Force cannot deny that it does not have a public relations unit which ought to address the issue of police brutality within itself before they become dangerous national issues. The above suggests that the NPF could not really make use of public relations which according to Centre and Jackson (2003, p. 15) as cited by Ezinwa 2015, p. 10) helps to: "Motivate new behavior, reinforce existing positive behavior and modify negative behavior"

The above could be extended to mean that, had the Nigerian Police Force and its SARS unit had properly used public relations strategies as stated above, the quest to EndSARS and the protests that went with it, would not have been carried out. The year 2020 was a year marked by great division in Nigeria. Notably, politics, ethnicity, economic, religious, herdsmen, banditry, kidnapping, Boko Haram, and #EndSARS youths' protest shortly after COVID-19 pandemic outbreak. Although, the year has come and gone, the catalogue of these problems

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still remain with us especially the #EndSARS mass protest of youths across the federation. In the South-East, Nigeria the story is same. The crux of the matter was the non-implementation of the police reform policy and the continued retention of the Special Anti-Robbery Square (SARS) which had given the Nigeria police force a bad name over the years. This call first surfaced in 2017 as an activity in Nigeria and other human rights organizations sought to abolish a federal police unit called SARS (BBC News 2020).

The SARS unit of the Nigeria Police Force (NPF) had existed for more than three decades and subsequently developed a reputation for abusing its power. The activity of the SARS has today become the emerging globalized issues, and has continued to receive mass appeal, interest and followership beyond imagination of many incurable pessimists and skeptics (Obeta, 2007). On the other hand, the police public relations unit has not helped the matter. The image has overrun other related or sister professionals or disciplines in terms of appeal and popularity resulting to apparent injection of bad blood, love, hate and dichotomy between the force and the society.

Unfortunately, the Amnesty International (a human rights organization) said it has recorded eighty-two (82) cases of SARS abuses over the past three years in Nigeria from 2018 to 2020 including beatings, hangings, assaults, water-boarding, mock executions and rape. More disturbing was the video that surfaced online accusing the police unit and reinvigorating the outrage of their activities across Nigeria. The footage, according to (Paquette, 2020), showed some police officers dragging two men from a hotel and one of them shot during the climax of the youths protest. However, what started as grassroots movement to end police brutality with emphasis on Southern Nigeria became a global phenomenon enhanced by the Nigerian youths. The growing pressures coming from all and sundry initially compelled the leadership of the Nigerian Police Force to announce the dissolution of the Special Anti-Robbery Squad (SARS) and fired two officers as claimed in response to the yearnings of the Nigerian people promoting cheers in the streets of the cities (BBC News, 2020).

Statement of the Problem

The Nigerian police over the years has been characterized by brutality and extortion of citizens with a deafening silence from both the government and the masses helping them to perpetrate these evil on the masses. This has however, led to different perceptions of the police image.

There are a lot of units under the police force such as Mobile Police (MOPOL), Yellow Fever, Special Anti-Robbery Squad, Criminal Investigation Department (CID), etc., but SARS in recent years appears to be the most notorious. The police unit are well known for their extortion of citizens, brutality and kidnapping. Originally formed to combat crimes in the country by going against criminals, armed robbers, they have deviated to unwarranted harassing of innocent citizens who have tattoos, dreadlocks, beautiful cars and clothes, big/expensive phones, etc. This got to a stage where Nigerians couldn't take it anymore and started a protest to disband the police unit. It started as a social media campaign before the youths took to the streets in a peaceful way.

The youths' #EndSARS protest reopened the previous activism of the government announcement that SARS would be disbanded in 2014 and 2017. Yet, SARS continued to act with impunity and other extra-judicial killings across some cities in the South-South, South-

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West and South-East. The continued existence of the SARS was against the government's promise to reform the police force for more than four times and failed. (Olatunji, et al. 2020). This study therefore, gears towards evaluating police public relations in the post #EndSARS youths protests in Southeast, Nigeria.

Objectives of the Study

The general objective of the study is to evaluate police public relations in the post #EndSARS youths protests in South-east, Nigeria. The specific objectives are:

1. To find out whether there is a decrease in police brutalities as a result of the post EndSARS youths Protests in South –East, Nigeria.

2. To examine whether there is a decrease in bribery and extra-judicial killings by the Nigerian Police Force after the EndSARS Protests in South-East, Nigeria

3. To ascertain whether there is correlation between the disbandment of SARS and decrease in Police brutality and other anti-social activities by the Police in Nigeria.

Research Questions

1. Is there a decrease in police brutalities as a result of the post EndSARS youths Protests in South –East, Nigeria?

2. Is there a decrease in bribery and extra-judicial killings by the Nigerian Police Force after the EndSARS Protests in South-East, Nigeria?

3. Is there any correlation between the disbandment of SARS and decrease in Police brutality and other anti-social activities by the Police in Nigeria.

Theoretical Framework

The worth of public relations in any organization cannot be overlooked. This is largely dependent on the fact that public relations unit of an organization is a crucial factor in deciding the success of any organization by developing and fostering its corporate image. A strong corporate image can have a profound impact on both short term financial results and long term corporate image (Oparaugo, 2021). However, this study is anchored on the Organizational Image Management Theory. Three major concepts make up the theory of organizational image management: identity, reputation, and image.An organization's identity is its personality, what makes it unique. According to van Riel and Balmer (1997), "identity refers to an organization's unique characteristics which are rooted in the behaviour of members of the organization" (p. 340). Organizational reputations are based on organizational actions, and those actions are based upon organizational members' co-creation of the organization, based upon their perceptions of what the organization is-its core values (Massey, 2003).On organizational image, recall that organizational identity is based upon the core values of the organization, and that it is a shared construction expressed through internal stakeholder perceptions of "who we are." Once expressed, the organizational identity gives rise to the development of an organizational reputation, which, in contrast to organizational identity, is the perception of the organization on the part of external stakeholders.

The theory of organizational image management argues that a primary goal of public relations is the creation and maintenance of an organization's image. Organizations communicate strategically with stakeholders to encourage desirable images and discourage undesirable ones. Organizational image management theory is developed from theories of image management

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and selfpresentation at the level of the individual (Massey, 2003). Although organizations are different from individuals in important ways, organizations can be and are treated in the same way as individuals by many theorists and practitioners. According to organizational image management theory, an organization's image is the perception that stakeholders have about the organization, so it is aligned most closely with the "communicated image" of Gioia and Thomas (1996). This is an important distinction in that it suggests that a dialogue is necessary for the creation of an organizational image. Specifically, an organizational image is developed dialectically by the organization and its stakeholders over time.

Organizations must sustain an effective image with their stakeholders in order to maximize their chances for success (Garbett, 1988). Although failure is not inevitable when an organization's image is tarnished, it is more likely, as many studies have demonstrated (Englehardt, Sallot, & Springston, 2001; Massey, 2001). This theory is operational in this study as it explains how the Nigerian Police Force tried to re-build and sustain an effective image using public relations approach post #EndSARS protest in Nigeria.

REVIEW OF LITERATURE

The history of the Nigerian Police and its abuses is highly significant and continues in their misuse of state power against the citizens. But it also shows that through it, all Nigerians have resisted the negation of their basic fundamental rights. George (2020), writes that modern policing in what would become Nigeria began in 1861 with the annexation of Lagos by British colonial forces. The Colonial governor then established an armed police force to protect the European occupied parts of the city from recalcitrant local rulers. As a force composed of twenty-five newly freed Hausa men, their salaries were low and undoubtedly inspired members of the force to supplement their earnings from the local population. These Hausa men were relocated to a largely non-Hausa in Lagos city where their loyalty to the British as opposed to the local indigenous community was guaranteed.

Beyond Lagos, the arrival of modern police forces accompanied the spread of British colonial power. The quasi-military police forces used then participated in the key punitive expeditions that brought defiant local communities under British colonial official, Consul George Annesley, who assembled an armed small group of men to subdue chiefs in the Upper Cross River region who were seen as obstacles to the expansion of British economic power.

The pattern of assembling police to protect the government officials to the detriments of the masses did not start today and this called for the mass revolt of the #EndSARS protests which had awakened the government consciousness over the ruled. Such fears were not unfounded, as politicians in the 1940's and even now have routinely employed armed hooligans to intimidate political opponents and voters. Apparently, the #EndSARS protest began with a focus on police brutality and lately extended to corruption, violation of human rights, youth unemployment and under-development. But the protesters were against police brutality that have crystallized in 2020 by insisting that new and just societies in which young people can be meaningful are still needed and possible in Nigeria as a nation. (Bukola, 2020).

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The truth is that #EndSARS protest sought to make Nigerian citizens to mean something tangible and worthwhile for young people. #EndSARS protest was triggered by the impunity of police violence upon marginalized communities. The same youths had all been described and written off by the government as disaffected and lazy. Police brutality in other parts of the world upholds a white racial discrimination and in a country like ours, it upheld whoever is paying the police force is in charge. The Police Public Relations are not different from the Force and cannot add any help to the brutality. To say the least, the evaluation of police public relations activities in this regard frightened and cannot operate in isolation outside their pay master. The Special Anti-Robbery Squad (SARS) is a section under the Force Criminal Investigation and Intelligence Department of the Nigerian Police Force saddled with the responsibility of tackling incidents of robbery and other violent crimes in the nation. Accordingly, the police spokesman twitted to say that police has tremendously recorded achievements and landmark success in arresting dare devil robbers and others within its forty years of creation. And after experiencing a revitalization last October following more revelations of the abuses of SARS across the South-East, mass demonstrations followed in all the major cities of the South-East of Imo, Abia, Anambra, Ebonyi and Enugu respectively. The solidarity protest and demonstration by Nigerians at home and diaspora spoke under notably for its patronage by a demographic group of young Nigerians. There have been international demonstrations and solidarity with those happening in the country and the movement has grow increasingly. Akinkuotu, et al (2020) pointed out that, SARS was generally accused of several human rights violation, illegal detentions, extra-judicial killings, sexual harassment and brutalization of young male Nigerians. The Amnesty International report of 2016, you would recall, indicted SARS for human rights abuses, cruelty, and degrading treatment of those detained, including widespread torture.

Image of the Police Before the 2020 EndSARS Protests

Before the EndSARS Protests that rocked Nigeria in October 2020, the image of the Nigerian police force especially its SARS unit was nothing to right home about. The police unit was involved in illegal detention of alleged criminals or those who were in their custody as a result of one alleged crime or the other. Also, it brutalized, killed, tortured, as well as extorted money from those they arrested. Sometimes it becomes glaring that illegal or unlawful arrests and detention were what the SARS unit of the Nigerian Police force was involved in. As result of those unlawful police activities, the police image was battered and Nigerians were disgruntled about such police activities which did not show how honest the force is in the eyes of Nigerian. Based on these activities, Nigerians solved the SARS unit of the Nigerians.

Having said this, it becomes glaring to state that Nigerian Police Force had little or no good reputation in the eyes of Nigerians before the EndSARS protests in October, 2020.

Government vs. Police Public Relations Strategy

The Special Anti-Robbery Squad (SARS) is a section under the Force Criminal Investigation and Intelligence Department. The Nigerian police is saddled with the responsibility of tackling incidents of robbery and other violent crimes in the country. Going by this analysis, the police public relations has nothing to contribute other than to defend their masters. Although, the force unit claimed that in the past 40 years of the creation of SARS, the unit has tremendously

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recorded and achieved landmark success in arresting dare devil robbers and reducing to the barest minimum crimes and criminality.

Pressured by the nation-wide protests, the Nigerian government swiftly announced the disbandment of SARS. And on December 2017, the Inspector-General of Police confirmed the ban, and in addition ordered stop and search operations and a new unit created was to replace SARS with Special Weapon and Tactics (SWAT).Obeta (2007) advocates, that, public relations activity involves a careful planning and sustained effort which would ultimately translate into some goodwill and understanding between the public and the force. It is indeed a management function which tries to evaluate public attitude and impressions towards Nigerian Police Force.

However, without self-conscious evaluations and appraisals, the NPF may realize too late that their image in the minds of the people declined right from the colonial days. To say the least, the improvement of the forces image is to a very critical minimum and requires a re-think.

METHODOLOGY

Survey method was adopted. The nature of this study involved the use of both primary and secondary sources. The five states of the region (South-East) were listed where questions orally, and interviews were elicited using questionnaire instrument. On the secondary sources, the recorded video clips, twitted messages, facebook and newspaper/journal articles covering the period became vital in this direction. The social media were an independent variables considered very useful in carrying out this investigation. The population and sample were drawn from the South-East, Nigeria.

Population of the Study

The research population was derived from the South-East geopolitical zone in Nigeria which is made up of five states namely; Abia, Anambra, Ebonyi, Enugu and Imo. According to the National Population Commission web (nationalpopulation.gov.ng), the projected population of South-East geopolitical zone made up of the states mentioned above in 2020 is 23,887,937. It is based on this figure that the researcher generated the study population.

Sample Size

The sample size of the study was determined by the use of Taro-Yamane statistical formula which gave the researcher 400 as the sample size.

The Taro Yamane determination formula is:

 $n = \underline{N}$ 1+N(e)² n = the sen

Where n = the sample size

N = population e = margin of error1 = constant

For the purpose of this study, N will be equal to 23,887,937. Therefore the sample size of this research work was:

n = <u>23,887,937</u>____

 $1+23,887,937 (0.05)^2$

n = <u>23,887,937</u> 1+23,887,937 x 0.0025

 $\frac{n=23,887,937}{1+59,719.84}$

 $n = \frac{23,887,937}{59,720.84}$

n = 399.99 n = 400 approximately. Therefore, 400 is the desired sample size

Sampling Technique

In terms of the sampling technique, the researcher adopted multi-stage sampling technique. This helped the researcher to sample into subgroups based on the use of smaller and smaller sample units at each stage. It involved the selection of all the 5 states that made up the South-East geo-political zone. The second stage involved the selection of the 5 state capitals of the 5 states in South East followed by the third stage which involved the selection of 4 (four) local government areas from each state capital as well as the selection of 20 communities and their villages from each of the four local government areas of the states. The reason for the use of multi-stage sampling technique in this study is to enable the researcher to maintain fair representation of the respondents used in this study. This method allowed the researcher to distribute eighty (80) copies of the questionnaire to each of the five (5) states.

Data Collection and Analysis

Through the help of four research assistants whom the researcher hired, data were collected through the use of questionnaire combined with oral interviews on face-to-face basis. Each person (the four research assistants and the researcher) was assigned a state where he travelled to administer the questionnaire as well as carry out oral interviews and oral discussions on police public relations in the post EndSARS Youths protests in South-East Nigeria. The method employed by the researcher in the analysis of data relating to this study is the use of descriptive method that involved the use of simple percentages, frequency tables and the response categories from the respondents. The researcher analysed the thematic data that formed the research questions posed in this study.

Data Presentation

Out of the 400 copies of the questionnaire distributed to the respondents in the 5 states of the South-East geo-political zone in Nigeria, 396 representing 99% were properly filled and returned to the researcher whereas 4 copies were wrongly filled or mutilated and this represents 1% of the return rate. This made the researcher to use the 99% response rate in data presentation and analysis in this study. The questionnaire administered to the respondents had the objective of providing answers to the research questions.

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Below is the presentation and analysis of data relating to the responses generated from the respondents in descriptive method:

Table 1

Research question 1: Whether there is a decrease in police brutalities as a result of the post EndSARS Protests in South-East Nigeria

Response category	Frequency	Percentage (%)
Strongly agree	216	54.5
Agree	148	37.4
Strongly disagree	27	6.8
Disagree	5	1.3
Undecided	0	0
Total	396	100%

Source: Field survey, 2021

Data generated from table I above stated that 216 of the respondents, responding 54.5% of them strongly agreed that, there is a decrease in police brutality as a result of the post EndSARS Protests in South-East, Nigeria, 148 Of them, representing 37.4% said agreed, while 27 or 6.8% said they strongly disagreed whereas 5 or 1.3% of them disagreed. None of the respondents said undecided. This further indicates that the greater number of the respondents strongly agreed with research question 1.

Table 2

Research question 2: Whether there is a decrease in bribery and extra-judicial killings by the Nigerian Police Force after the EndSARS Protests in South-East Nigeria

Response category	Frequency	Percentage (%)
Strongly agree	332	83.9
Agree	37	9.3
Strongly disagree	19	4.8
Disagree	8	2.0
Undecided	0	0
Total	396	100%

Source: Field survey, 2021.

Based on the data generated from table 2 above which stated that, 332 of the respondents, representing 83.9% of them said that they strongly agreed with research question 2, 37 of them, representing 9.3 agreed. Also, 19 of them or 4.8% strongly disagreed and 8, representing 2% disagreed. None of the respondents said undecided. This further indicates that the greater number of the respondents strongly agreed that there is a decrease in bribery and extra-judicial killings by the Nigerian Police Force after the EndSARS Protests in South-East, Nigeria.

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in police brutality and othe	5	ne police in Nigeria?	
Response Category	Frequency	Percentage (%)	
Strongly Agree	324	81.9	
Agree	37	9.3	
Strongly Disagree	19	4.8	
Disagree	8	2.0	
Undecided	8	2.0	
Total	396	100%	

Table 3

Research Ouestion 3: Is there any correlation between the disbandment of SARS and decrease

Source: Field Survey, 2021

Data generated from the above table indicate that, 324 or 81.9% of the respondents strongly agreed that, there is correlation between the disbandment of SARS and a decrease in police brutality and other anti-social activities by the Police in Nigeria. 37 of them or 9.3% said agreed. Also 19 or 4.8% of them strongly disagree while 8, representing 2% disagree and 8, representing 2% of them were undecided. This further indicates that the greater number of the respondents strongly agreed with the research question three.

FINDINGS/ANALYSIS

Based on our research questions and survey conducted, the response rate was 99% thus; evaluating the activities of the Police Public relations over the extrajudicial killings in the South-East, Nigeria. The Nigeria Police Public Relations claimed to have achieved landmark success. Nevertheless, the image of the police has remained bad, and this claim was disrupted based on the interviews obtained.

Uwazuluike (2020) while commenting in Hanvard Human Rights Journal, admits that the demonstrations were against police brutality and their poor relationship with the public. To him, the protests have elicited global sympathy and support. The unprovoked shooting of a boy in the street of Delta State, with more videos of police shootings shared across social media platforms confirmed to this claim. The rationale that triggered the #EndSARS Youths' Protest in the South-East, Nigeria cannot be overemphasized.

The oral and written interviews obtained in the cause of the investigation on the #EndSARS Youths; demonstration is as a result of the age long SARS utterances and lack of respect for human rights in Nigeria. On the police brutality, allegations of violence and exploitation by SARS officials coupled with the above mentioned instances proved that many of our respondents opined that, Nigerian Police Force had not been protecting the citizens as provided by the law. Instead, they turned against the public through crooked means of exploiting and extorting money from the society they ought to protect. An interviewee asserted that the falsehood usually dished out by the force by citing one Jimoh Moshood, a public Relations Officer to the force accusing the protesters of being criminals, rather than accepting that police was brutal. Remarkably, the Nigeria publics have shared both stories and evidence from the video of how SARS had damaged the image of the police force through notorious activities like kidnappings, murder, theft, rape, torture, unlawful arrests, humiliation, and extra-judicial

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killings of citizens. The interviewee concluded that the mess of the force cannot be exhausted. Many citizens supported the nationwide protests. Saddled with this menace, the #ENDSARSS protesters were asking for a total reformation of the police force, the scrap of SARS and a new reorientation introduced to make the force better. All the respondents supported the campaigners for sanity in the Nigerian Police Force.

On the achievements of the Nigerian Police Force from the investigations conducted, most of the respondents disclaimed the force from denying their involvement in the shootings at Delta State. This is because evidence abound that apart from the views expressed by the respondents, more of the social media videos were shared on the platforms. More importantly, the history of the police force has not been friendly to the Nigeria society of whom the constitution empowered to be adequately protected by the police. Thanks to the findings made from the table 1 of this study which was used to analyze research question 1 of the study. It was found out that, there is a decrease in police brutalities as a result of the post EndSARS protests in South-East, Nigeria. Also, table 2 of the study that was used to analyze data generated from the research question 2 proved that there is a decrease in bribery and extra-judicial killings by the Nigerian Police Force after the EndSARS protests in South-East, Nigeria.

Prior to the Nigeria independence to the present day 21st century, the report on the activities of the police force was stained. The arrival of the police into Lagos colony helped to spread British colonial power which was resisted by Nigerians. The fear at independence was the major questions regarding policing or not. Such fears were not unfounded, and to date; politicians have routinely employed police as an armed hooligans to intimidate electorates here and then.

Those who spoke through interviews or questionnaire opined that the police in Nigeria was a failure hence the agitation for state police with precautions being advocated. They dismissed the claim of having achieved landmark success in the arrests of criminals. It is no doubt that Nigeria police cannot conduct free and fair election in the presence of the government of the day, without conspiring with the politicians. However, hope is never lost and part of the #ENDSARS agitation was to appoint an independent body to investigate the action of the police with a view to coming out with appropriate standard and psychological evaluation of policemen. We mean Nigerian police force to be good. The police spokesman or persons should be conscious of this analysis, and by extension note what people think or say about them. Instantaneously, how they see or perceive it and why they think or say what they think about Nigerian police matters a lot. All the while, the government was suppressing vital information and obscuring tragic details about attack on her citizens under the police watch; this is too bad. Although, the study has revealed that, there is correction between the disbandment of SARS and decrease in police brutalities and other anti-social activities by the police in Nigeria

CONCLUSION/RECOMMENDATIONS

In conclusion, although the government had vowed to work with human rights groups on a new model and investigate atrocities of the past, they *should implement the new police reforms policy which was advocated for more* than four times now in the interest of peace in Nigeria.

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The government should in addition develop a human rights policy approach on the rights of the citizens, and reorientation of police force through regular training and seminars.

We recommend intensive human rights training for all law enforcement officers at all levels of government, with particular reference to those in the newly established SWAT unit.

Government should treat all matters relating to violence, torture, and extra-judicial killings with the gravity of the offence, and defaulters subjected to face the wrath like dismissals and imprisonment.

To initiate reforms that will not allow detention without trial, and all matters duly investigated through transparency.

There is urgent need for regular training and retraining of the police personnel of rank and file, so as to become environmental friendly.

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