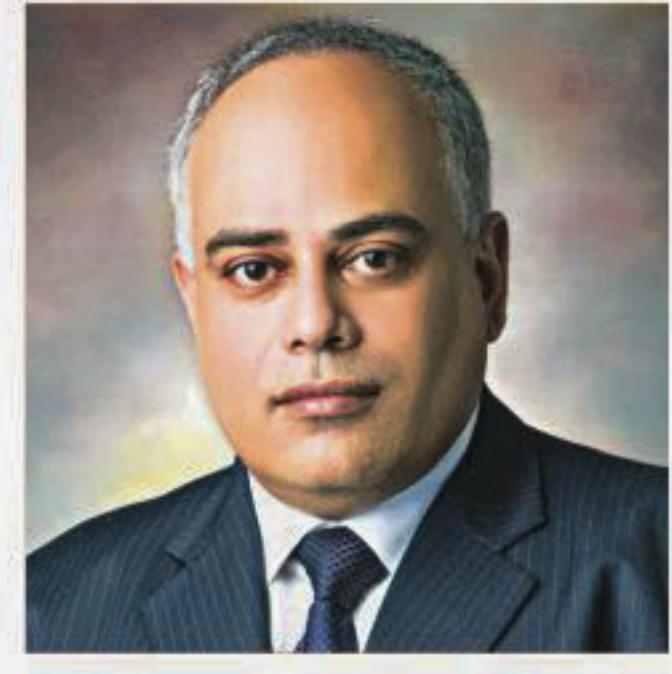


Proactive policing in a fast-changing world



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THE function of enforcing law and order, also known as policing, is at a critical inflection point. While residents of Bangladesh have a mixed impression of the effectiveness of policing, the capabilities of police departments are increasingly being challenged through new type of crimes. A complex interplay among rapid urbanisation, change in demographics and technological advancements is driving such changes.

Citizens increasingly expect the police to keep them safe in public, private and online spaces. This has increased workloads for officers and requires new capabilities to be developed. Officers increasingly operate across a complex range of familial, societal and mental health issues, and they have to refer to case histories more frequently than before.

Criminals are using more advanced techniques to target vulnerable groups. Emerging crime types, such as cybercrime, cannot be prevented or detected by the traditional model of policing. Such crimes are generally not bound by a geographic location, though there are victims and offenders. Police organisations are finding it harder to keep pace with new methods of disguised crimes, particularly crime on the internet.

At the same time, new technologies are changing how the police can operate in the future. The explosion of digital data and its proliferation into almost every aspect of peoples' daily lives, together with the power of computing, has created an opportunity for more effective law enforcement.

Increasingly, crimes are moving indoors and online, and away from the streets. Domestic violence, child and elder abuse are taking place behind closed doors, while tradi-

tional police patrolling happens on the streets. Digitalisation has helped the proliferation of cybercrimes that do not occur in the physical world and are borderless. Today, citizens of Bangladesh spend a significant amount of time on the internet and social media platforms. According to an analysis conducted by a leading social media management platform Hootsuite, in 2016, Dhaka had the second largest number of active Facebook users among all the cities in the world. Communities have moved online, and thus they require policing there too. This creates new types of challenges for the law enforcement agencies.

The policing profession of the future will be a technology-enabled job. A typical officer will be more likely to spend time in preventing a cybercrime than crime on the street. This will require officers to specialise in the field of cyber protection and digital behaviours. Police departments of many countries have responded to this change by opening up cybercrime branches within their departments. The officers of such branches build capabilities on cyber defence systems and cyber protection services. It is imperative that the Bangladesh Police also start building capabilities to protect citizens from cybercrimes.

Demographic changes around the world have led to the rise of a new generation called digital natives. This group of people has been growing up within and is habituated to an environment full of cyber-physical systems. Digital natives expect speed and agility from all service providers, including state-owned service providers like the police. They also expect digital interaction with these entities. Police departments of many countries have responded to this change by allowing online reporting of crime.

The website of the Bangladesh Police has several features that enable interaction with citizens. It lists all important helpline numbers, including special contact details for the expatriates. It also offers online application for police clearance certificates. The department already maintains a page on Facebook for communicating messages to the public. In addition, it has also launched a mobile app for interacting with citizens. This is the right time for the department to build digital interfaces for crime-specific interactions, such as online reporting of a crime, providing online



REUTERS/FILE

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updates on an investigation to the respective complainant, and publishing performance metrics regularly.

Proactive policing also involves a scientific analysis of data and optimal deployment of resources to maximise crime prevention. The role of data and algorithms will be most important in the future of proactive policing. Data are available in the police records of past crimes. Additionally, data need to be procured from other external sources such as other government departments, telecom databases, digital communication providers, and social networks. Ingesting and harnessing such large and diverse troves of data will require proper clarity on organisational vision and goals. Many police departments have already started building this data infrastructure.

Data alone cannot serve the purpose unless it is supported by powerful algorithms. Today, algorithms can help in predicting the hotspots—that is, the areas where crime is most likely to take place within the next few hours. Algorithms can also predict the type of crime with reasonable certainty, such as whether it is going to be domestic violence or a gang war. While domestic violence would require officers to demonstrate skills of empathy and communication, a gang war would require officers to demonstrate skills in weapon use and mob management. Algorithms can help deploy officers with relevant capabilities to different geographic zones and thus maximise crime prevention.

Proactive policing will also require appropriate fund allocation for building policing infrastructure and developing personnel

capabilities. While the fund allocation for the Public Security Division in Bangladesh has risen steadily in the last five years, proactive policing will require focused budgetary allocation and monitoring of the allocated funds. As per the budget of 2018–19, the division will be spending about Tk 1,222 per citizen. Compared to this, a typical West European country will be spending 14–20 times this amount during the same period only on the policing function.

Proactive policing is going to be the new normal of the law enforcement function. Police departments in Bangladesh and stakeholders should plan and prepare themselves for this fast-changing world.

The writer is partner at PwC. The views expressed here are personal.

Race is on for second place after Apple's \$1tr valuation



REUTERS

Customers walk past an Apple logo inside an Apple store at Grand Central Station in New York.

REUTERS, San Francisco

AMAZON, Microsoft and Alphabet are locked in a tight race to become the second publicly-listed US company to reach a \$1 trillion stock market value after Apple became the first to touch the 13-digit milestone.

Wall Street's optimism about last year's 10th anniversary iPhone, coupled with record share buybacks, have propelled Apple's stock 34 percent higher over the past 12 months, pushing the company's stock market value above \$1 trillion on Thursday.

The Cupertino, California company's shares added another 0.3 percent on Friday, putting its market capitalization at \$1.005 trillion.

Apple's 12-month gain is far better than the S&P 500's 14 percent increase over the past year, but it pales beside Amazon's astounding 85 percent surge, propelled by the online retailer's and cloud computing heavyweight's scorchingly fast revenue and profit growth.

Amazon is now the second-largest publicly-listed US company, with a market capitalization of \$889 billion, followed closely by Alphabet and Microsoft, at \$856

billion and \$830 billion respectively.

Google-owner Alphabet's stock has risen 32 percent over the past 12 months, and is up nearly 18 percent in 2018.

Together with Facebook, the five largest US companies account for 15 percent of the S&P 500.

Synovus Trust portfolio manager Dan Morgan said he owns shares of Amazon mostly because of its dominance of the cloud computing industry, a business that grew 42 percent in the June quarter and provided most of Amazon's operating profits.

"Of the three companies, I'd say Amazon will get to \$1 trillion next," Morgan said.

Average analyst price targets put Apple's stock market value at \$1.05 trillion, Amazon at \$1.02 trillion, Alphabet at \$970 billion and Microsoft at \$953 billion, according to Thomson Reuters data.

To be sure, past stock gains are not a reliable predictor of future performance, and the surge in Amazon shares in recent years has been exceptional by most standards. But Amazon's market capitalization would overtake Apple's later in 2018 if both companies' shares were to continue their 12-month growth pace.

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China says tariff threat against US 'justified'

AFP, Singapore

CHINA's foreign minister said Saturday that his country's threat to impose retaliatory tariffs on \$60 billion of American goods in an escalating trade spat was "fully justified".

Beijing threatened Friday to bring in the levies on products ranging from beef to condoms, after US President Donald Trump's administration upped the ante in its plans for additional tariffs on Chinese goods worth \$200 billion. Washington suggested the rate on the proposed extra tariffs could be increased from 10 to 25 percent.

The two countries have been embroiled for months in a trade conflict that has threatened to hurt consumers in both countries.

Washington claims that China's export economy benefits from unfair policies and subsidies, as well as theft of American technological know-how.

Speaking on the sidelines of a security forum in Singapore, Foreign Minister Wang Yi said China's threat of retaliatory tariffs was "fully justified and necessary".

"These are measures taken out of the consideration for upholding the interests of the Chinese people," he said, speaking through a translator.

He said the move was also aimed at upholding the "global free trade regime" that was underpinned by the World Trade Organization.

Wang also hit back at comments by top White House economic advisor Larry Kudlow, who ridiculed China's tariff threat as "weak" and said the world's second-largest economy was in significant "trouble".

"As to whether China's economy is doing

well or not, I think it is all too clear to the whole international community," Wang said, adding that China contributed a huge amount to global economic growth.

"I don't see why he would come to the conclusion that China's economy is not doing well." In early July, the US imposed 25 percent tariffs on \$34 billion of Chinese goods, with another \$16 billion to be targeted in coming weeks, sparking retaliatory measures from China.

Days later, Washington unveiled a list of another \$200 billion in Chinese goods, from



China's Foreign Minister Wang Yi, right, and ASEAN Secretary General Lim Jock Hoi are pictured at the ASEAN Plus Three Foreign Ministers' Meeting in Singapore yesterday.

areas as varied as electrical machinery, leather goods and seafood, that would be hit with 10 percent import duties.

But Trump raised the stakes this week with his threat to lift the tariff rate. China has said new duties will be applied only if Washington pulls the trigger on its new tariffs.

The Republican president has been keen to show he is tough on trade ahead of tricky congressional elections in November -- but there are growing signs of concern in the White House that the dispute could affect Trump's political base.

REUTERS

India to impose delayed tariffs on some US goods in September

REUTERS, New Delhi

INDIA said on Saturday that delayed higher tariffs against some goods imported from the United States will go into force on September 18.

New Delhi, incensed by Washington's refusal to exempt it from new tariffs, decided in June to raise import tax from August 4 on some US products, including almonds, walnuts and apples, and later delayed the move.

Officials from New Delhi and Washington, including US Secretary of State Mike Pompeo

and Defense Secretary Jim Mattis, are scheduled to hold a series of meetings including strategic talks with their Indian counterparts in September.

Trade differences between India and the United States have been rising since President Donald Trump took office. Bilateral trade rose to \$115 billion in 2016, but the Trump administration wants to reduce its \$31 billion deficit with India, and is pressuring New Delhi to ease trade barriers.

India, the world's biggest buyer of US almonds, in June decided to raise import

duties on the commodity by 20 percent, joining the European Union and China in retaliating against Trump's tariff hikes on steel and aluminum.

It had also planned to impose a 120 percent duty on the import of walnuts in the strongest action yet against the United States.

India has proposed to buy petroleum products from the US to help narrow the trade deficit. The United States has also emerged as a top arms supplier to India and US companies are bidding for military aircraft deals worth billions of dollars.