

**Government of the People's Republic of Bangladesh  
and  
United Nations Development Programme  
Revised Project Document**

**Donor partners:** UNDP, DFID & EC

**Implementing partner** (Executing Agency): Ministry of Home Affairs (MoHA)

**Other partners** (Implementing agencies): Bangladesh Police

**Title of the Project:** Police Reform Programme

**Brief Description**

The Government of the People's Republic of Bangladesh (GoB) recognizes the importance of an efficient and effective police force as an integral part of the broader justice sector and as a key contributor to a safer and more secure environment based on respect for human rights, equitable access to justice and observance of the rule of law. In partnership with UNDP and other development agencies, the GoB has supported reform and renewal of the Bangladesh Police to improve the administration of justice and the maintenance of law and order including international norms for human rights. This cooperation between GoB and UNDP has resulted in the preparation of a Needs Assessment Report and a Project Support Document for improving police effectiveness.

Police Reform Programme (PRP), aims at improving the efficiency and effectiveness of the Bangladesh Police by supporting key areas of access to justice; including crime prevention, investigations, police operations and prosecutions; human resource management and training; and, future directions, strategic capacity and oversight. The programme complements other GoB and development partners' projects in policing and the broader criminal justice sector and is designed to assist the Bangladesh Police to improve performance and professionalism consistent with broader government objectives and community expectations including disadvantaged and vulnerable groups and women.

Agreed by (Government)  
Ministry of Finance

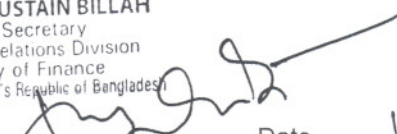


Date 20.3.08

\_\_\_\_\_ Date

**DR. AHM MUSTAIN BILLAH**  
Joint Secretary  
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Govt. of the People's Republic of Bangladesh

Agreed by Executing Agency (MoHA)

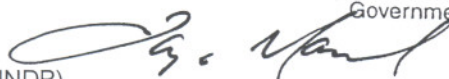


\_\_\_\_\_ Date

16.04.08

**Sk. Abdur Rashid, Ph D**  
Additional Secretary  
Ministry of Home Affairs  
Government of Bangladesh

Agreed by (UNDP)



\_\_\_\_\_ Date

10 APR. 2008

**Larry Maramis**  
Country Director a.i.  
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**Country: Bangladesh**

<b>UNDAF Outcome(s)/Indicator(s)</b> <i>(Link to UNDAF outcome., If no UNDAF, leave blank)</i>	The Human Rights of children, women and vulnerable groups are progressively fulfilled within the foundations of strengthened democratic governance.
<b>Expected Outcome(s)/Indicator (s)</b> <i>(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)</i>	<b>MYFF Goal 2:</b> Fostering Democratic Governance; <b>Service Line 2.4:</b> Justice & Human Rights; <b>Care Result:</b> (1) Human Rights/Security Promoted and Protected; and (2) Poor and Disadvantaged groups empowered to seek remedies for injustices, and justice institutions enabled to be responsive to claims, consistent with international human rights norms. <b>SRF:</b> Promotion of Human Rights <b>Provisional CP:</b> Human rights, justice and human security promoted and protected with a rights-based approach to development programming and transparent delivery of services.
<b>Expected Output(s)/Indicator(s)</b> <i>(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)</i>	<b>Provisional CP:</b> Enhanced police and civil service competence at national and local level to improve the status of human security and the realization of human rights.

**Programme details:**

Programme (CP) Period:	2006-2010
Project title:	Police Reform Programme
Project code:	ATLAS 00038571 BD1 (September 2004) BGD/04/001/A/01/99
Project Duration:	January 2005 – June 2009

**Budget details: US\$ 16,669,669**

<b>Allocated resources:</b>	<b>Previous Input code "D "</b>	<b>Revised Input code "E "</b>	<b>Increase / Decrease</b>
A. UNDP (TRAC –GEF)	5,500,000	5,500,000	
<u>B. Donor</u>			
DFID	8,800,000	8,800,000	-
EC	2,369,669	2,369,669	
Total	16,669,669	16,669,669	

**GoB contribution through TPP:** In Kind (Taka) 50,000,000(including CDVAT)

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Annex B: Project Results and Resources Framework (including indicative Implementation Schedule, Work plan, Cost Assumptions, and Cost Schedule)

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Annex D: Draft Letter of Agreement

### List of Acronyms

(see Needs Assessment Report for full list of acronyms)

ADB	Asian Development Bank
ADP	Annual Development Plan
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CO	Country Office
CrPC	Code of Criminal Procedure
RPA	Resident Process Adviser
DANIDA	Danish International Development Agency
DFID	Department for International Development (UK)
DNA	Deoxyribonucleic Acid
DPCC	Development Partner Coordinating Committee
GoB	Government of Bangladesh
HRD	Human Resource Development
HRM	Human Resource Management
IGP	Inspector General of Police
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MoHA	Ministry of Home Affairs
MoLJPA	Ministry of Law, Justice and Parliamentary Affairs
MoU	Memorandum of Understanding
MYFF	Multi-Year Funding Framework
NEA	National Executing Agency
NEX	National Execution
NGO	Non Government Organization
NPC	National Programme Coordinator
NPD	National Programme Director
OCC	One Stop Crisis Centre
PA	Preparatory Assistance
PHQ	Police Head Quarters
PM	Project Implementation Specialist
PMT	Programme Management Team
PSC	Programme Steering Committee
PSD	Project Support Document
PSMEU	Programme Support, Monitoring and Evaluation Unit
PRP	Police Reform Programme
SBAA	Standard Basic Assistance Agreement
SRF	Strategic Results Framework
TA	Technical Assistance
TSU	Technical Support Unit
UN CIVPOL	UN Civilian Police
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UP	Union Parishad (Union Council)
VDP	Village Defence Party
WB	World Bank

## 1 **Context and Strategy**

### 1.1 **Situation Analysis**

This Project Support Document (PSD) is about strengthening Bangladesh Police through a programme of police reform. The primary focus is on respect for human rights, equitable access to justice and observance of the rule of law. For UNDP, justice and human rights are fundamental components of human development, as they ensure the protection, empowerment and dignity of all citizens and help to ensure equality of opportunity, a key driver towards the Millennium Development Goals. UNDP support to institutionalising human rights and human security reinforces the rights-based character of policy and public life, making the persistence of human deprivations less acceptable. Support to a functioning, accessible and transparent criminal justice system, institutions and services (including legal aid) means that poor people and other disadvantaged groups have protection, representation and recourse to hold the resource-rich accountable for commitments services included in the MDGs and their targets.

The document is the work of a Mission comprising national and international consultants, representatives of the Government of Bangladesh and 'Human Rights and Justice Focal Point' of UNDP Country Office (CO) and is based on their extensive consultations with key stakeholders, review of relevant documentation and analysis of problems in relation to the maintenance of law and order, public safety and security. The PSD is informed by a *Preparatory Assistance Document (PA)*. The PA document, prepared by UNDP Bangladesh CO 'Human Rights and Justice Focal Point', was signed in early September 2003 and a comprehensive *Needs Assessment Report on Strengthening Bangladesh Police* prepared by the Joint GoB-UNDP Mission during September-October 2003. It is essential that the Needs Assessment Report be read in conjunction with this PSD.

Bangladesh is a developing nation and a fledgling democracy. The liberation war of 1971 left the economy in ruins and since that time Bangladesh has suffered famine, many natural disasters and political instability. The political situation remains confrontational and democratic institutions and systems of governance are still evolving. According to many reports, including the *ADB Quarterly Economic Update* released at the end of October 2003, law and order, crime and corruption are serious problems which impact on economic growth and promote insecurity. In the view of many individuals and groups consulted during this Mission, the criminal justice system in Bangladesh is essentially impoverished: crime is underreported and poorly investigated by the police, the court system is slow and inadequate and the prisons are dilapidated and overcrowded. There remains widespread concern about law and order, access to justice and public safety at all levels of society.

*Strengthening Bangladesh Police* is a *police reform* programme aimed at improving efficiency and effectiveness of the Bangladesh police by supporting key areas of access to justice through the police adopting crime prevention as a concept and including investigations, police operations and prosecutions; human resource management and training; and, future directions, strategic capacity and oversight. The programme complements other initiatives for reform in the broader justice sector and is designed to assist the Bangladesh Police to improve performance and professionalism consistent with broader government objectives. A strategy for the "Institutional Strengthening of the Criminal Justice System and Enhancement of Police Capability in Bangladesh" was drafted following a workshop on 19 December 2003 hosted by Prime Minister's Office. UNDP and other development partners were invited to actively contribute to the process.

Reform and renewal of the Bangladesh Police will take time. It is under-resourced, lacks capacity and is still based on a colonial, public order model. It is anticipated that reform will require a 9-10 year timeframe of at least three phases of UNDP/Development Partners support. The PSD comprises the third of four steps in initiating, identifying, designing and implementing this Phase 1 Police Reform Programme as shown in Figure 1.

The first step was completed with the signing of the PA document and mobilisation of the Mission. The second step comprised the preparation of the Needs Assessment Report. This PSD was formulated on the basis of identified needs and defines the parameters for a programme to *strengthen Bangladesh Police*. The PSD proposes a range of strategies for maintaining law and order and improving the efficiency and

effectiveness of the Bangladesh Police. Both the NEA and PSD preparation process followed 'rights based approach' and benefits from 'Draft Guidelines for Participatory Consultations on Access to Justice' (June 2003) initiated by Asia-Pacific Access to Justice (AP-A2J), a regional sub practice of UNDP where UNDP Bangladesh has been a key participant. The fourth step involves the detailed design and implementation of a programme based on the PSD.

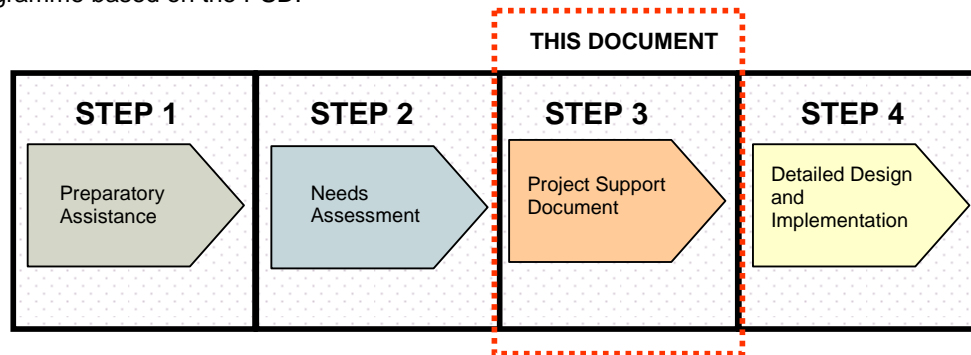


Figure 1: Design Sequence

### Rationale for Strengthening Bangladesh Police (Police Reform Programme)

An accountable, transparent and efficient policing service in Bangladesh is essential for the safety and well being of all citizens, national stability and longer-term growth and development, particularly the creation of a secure environment which is conducive to consumer and investor confidence. The *Needs Assessment Report* clearly outlines the rationale for a Police Reform Programme (PRP) to support the Bangladesh Police. In summary:

- Significant problems exist with law and order, corruption, rule of law and access to justice in Bangladesh, and these issues adversely impact on the poor and vulnerable especially women and young people;
- The problems are so profound that they have serious implications for the social and economic well being of Bangladesh; and,
- The police alone cannot solve these problems and need to work in close collaboration with the Ministry of Home Affairs, Government of Bangladesh, relevant Ministries, other agencies in the broader criminal justice sector, civil society and NGO and media, development partners and the community.

### Problems to be addressed

There are many problems to be addressed in the reform and renewal of the Bangladesh Police through the PRP. These include:

- Shortfalls in supervisory and managerial competence;
- Police are under-resourced and under-trained;
- Lack of specialised technical capacity to deal with emerging crimes;
- Lack of confidence in the police expressed by many members of the community, civil society and business;
- Lack of sensitivity by the police on the plight of victims of crime, particularly women, young people, minorities, the landless poor, street people and other vulnerable groups;
- The management and effective operations of the police is adversely impacted by external influences with great regularity;
- The low number of women police and their low representation in decision making positions;
- The police having a propensity to focus on protocol, ceremonial and static security tasks at the expense of core duties;
- The machinery of policing has not evolved over time and does not meet the needs of present-day Bangladesh;

- Inefficiency in the use of police resources and lack of competency by officers performing many critical functions without adequate (or any) training;
- The existence of opportunistic and institutional corruption in a range of shapes and forms;
- Generally low motivation and morale linked to low pay, poor working conditions and limited promotion prospects, especially at the lower levels; and,
- Inadequate overall strategic planning, including human resource and career development, transparency and accountability of function, and sustainability of operations
- Widespread abuse of authority, whilst accountability and transparency are lacking.

The urgency for police reform is reflected in increased media and public concern about the impact of crime, level of social unrest and frustration with the justice system. Corruption, extortion, violence against women and kidnapping are viewed by many as increasing alarmingly. There is concern amongst many people, as highlighted in the Needs Assessment and other reports that the justice system is often constrained to deal with these matters in line with community, business and civil society expectations.

Transnational and large-scale organised crime including human trafficking, money laundering, smuggling, white collar crime and crimes against the environment are also emerging in Bangladesh and are a significant problem for under-resourced and poorly trained law enforcement agencies.

The public image of police in Bangladesh is low. Police inter-action with the public in the enforcement of law and crime prevention is much below the required level. Media and public view many Police actions as arbitrary and express concern at the lack of accountability for police actions and inactions. Mutual distrust and suspicion exist between the police and the community. The public has serious complaints against Police and the police face serious limitations and constraints.

Only 1.2% of the police establishment are women and in some Districts the figures are much lower than this national average. Whilst government has a target to achieve 10% of women amongst in the civil service, there appears to be no such target for police. Unless recruitment practices are changed, Bangladesh Police will not be able to meet that 10% outcome in the foreseeable future.

### **Intended beneficiaries**

The intended beneficiaries of this Programme are the people of Bangladesh in metropolitan and rural locations throughout the nation. In particular, the programme will benefit vulnerable groups and people including specific target groups such as the poor, minorities, women, children and victims of trafficking in human beings. The police themselves are also a target group of this intervention.

Crime is significantly under-reported in Bangladesh however the hard data available shows that criminality, fear of crime, feelings of insecurity and loss of confidence in the justice system are increasingly impacting across all strata of society. The available data on crimes against women is of particular concern and the programme targets this group through a range of strategies. The project will include training for all levels of police in changing attitudes and behaviour towards women and children seeking assistance from the police. The human resources component will focus on the needs for greater levels of recruitment and promotion of women within the police.

### **The institutional and legal framework**

The GoB places significant priority on improving human security, in particular, law and order in Bangladesh and has continually reiterated its commitment to improving the situation. Some critical initiatives have been undertaken on law reform and a Cabinet Committee on Law and Order has been established. However, the processes for establishing an independent National Human Rights Commission, appointing an Ombudsman, completing the procedural requirements of an independent Anti-corruption Commission and separating the Judiciary from the Executive haven't yet completed. The timely implementation of these initiatives will assist the achievement of intended outcomes from this police reform programme. The Government has expressed its firm commitment to accomplish these initiatives soon.

The Ministry of Home Affairs (MoHA) has primary responsibility for internal security, border protection, public order and public safety, and crimes against society. In addition to the Police, the MoHA also administers the Prisons, Fire & Civil Defence Service, Bangladesh Rifles, Ansars and Village Defence Party (VDP), Drugs and Narcotics, Passport and Immigration, and the Coast Guard.

As the executing agency, (MoHA) is a key institution in the PRP. MoHA has the opportunity of collaborating with UNDP and other development partners to obtain additional resources and support for comprehensive renewal, institutional strengthening, and reform of the Bangladesh Police. As the administrating Ministry, it can assist the police to establish a vision and clear direction for the future and ensure this vision is achieved.

As the designated national institution for the PRP, the police are a key stakeholder. Bangladesh Police is a national organization with Police Headquarters (PHQ) based in Dhaka. It comprises 115500 sanctioned positions of which 81,129 are constables. In addition to PHQ, it has a number of branches and units including the Special Branch, Criminal Investigation Department (CID), Armed Police Battalion, Training Institutions, Metropolitan Police and Range (including Railway Police). The Range and Metropolitan Police are structured into Districts, Circles, Police Stations (*Thanas*) and Outposts. All sections of the Bangladesh Police across operational, managerial and executive levels will benefit from the short, medium and longer-term strategies of the PRP.

Although the PRP does not directly support the Ministry of Law, Justice and Parliamentary Affairs (MoLJPA), collaboration with this Ministry will be important to establish appropriate linkages between the police and the judiciary. MoLJPA, for example, is working closely with the Monitoring Cell in MoHA to coordinate investigations and improve prosecution briefs. However, an ongoing preparatory assistance UNDP project with MoLJPA will have the potential to explore the critical link.

The legal and regulatory framework for the police is extensive and includes laws and regulations dating back more than 100 years as well as recent amendments and new acts. These are detailed in the Needs Assessment Report. Outdated laws need reviewing and existing laws more appropriately applied. This is particularly so with laws such as Section 54 of the Code of Criminal Procedure which enables detention on suspicion without a warrant.



## **Previous experiences and lessons learned**

Reports of many studies and commissions formed over the pre-liberation years and since the independence of the country in 1971 have not been implemented. The *Report of the Police Commission of Bangladesh 1988-1989*, for example, raised many issues similar to the recent Needs Assessment Report, however adequate steps are yet to be taken to implement the recommendations. There is no scarcity of information about the problems and the need for police reform, but little evidence of action to resolve the issues. A key lesson learned from this is the need for political will, determination for reform, high-level project management skills, and conditional and sustained support from development partners to improve governance, the rule of law and equitable access to justice. Effective and independent monitoring and evaluation of reform progress is also essential. The Needs Assessment Report concludes that a programme to strengthen Bangladesh Police (SBP) with a focus on police reform is feasible and realistic and capable of making a significant difference. A well-designed and implemented programme will make a meaningful contribution to improving the image, efficiency and effectiveness of the Bangladesh Police. However, police alone cannot do the job of crime fighting. Crime is a social phenomenon. Every sector of society has a responsibility to contribute to the control and reduction of crime, and this will require a collaborative effort.

### **1.2 Strategy**

This Phase 1 Strengthening Bangladesh Police (SBP) of a broader Police Reform Programme (PRP) is designed to improve the efficiency and effectiveness of the Bangladesh Police to carry out its roles and responsibilities in accordance with government objectives on strengthening of the criminal justice system and community needs and expectations for a more responsive and accountable police, and to position the organisation for the future. There is strong emphasis on improving performance and professionalism throughout all levels of the organisation. Measurable outcomes will include more equitable access to justice, greater respect for human rights and effective application of the rule of law, especially for women and girls.

The police are an integral part of the broader justice sector and as such this programme will promote linkages between the police, courts and prisons and non-state justice structures. Bangladesh does not yet have a national criminal justice sector reform strategy; however, the GoB is committed to improving the law and order situation and has implemented a number of strategies in legal reform, application of laws and the administration of justice. These are outlined in more detail in the *Needs Assessment Report*.

The Preparatory Assistance Document (Strengthening Human Security in Bangladesh: BGD/03/007) which enabled the preparation of the Needs Assessment Report and the formulation of this PSD was based on the decision made in an inter-ministerial meeting held at Economic Relations Department (ERD), Ministry of Finance on 07 July 2003 with active participation of key stakeholders including Prime Minister's Office, Cabinet Division, Ministry of Home Affairs, Bangladesh Police; and substantial follow-up consultations during May-July 2003 period with various key stakeholders.

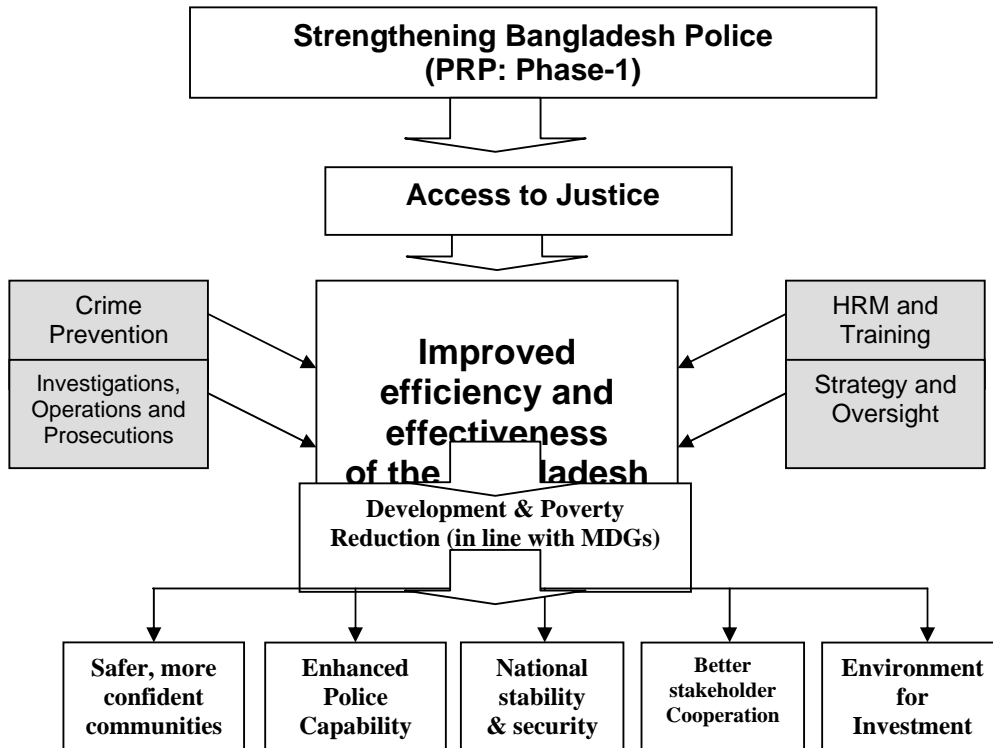
The justice sector programme of UNDP is concerned with the independence, impartiality and fairness of judges, legal literacy, legal aid, pro-poor laws and civic participation in legal and judicial reform. Key features of the work of UNDP in the area of human rights, justice and human security include: support to the development of national human rights action plans; application of the rights-based approach to programming; assistance for human rights initiatives involving civic education, support to intuitional strengthening of justice institution including promoting police reform through institutional intervention, awareness-raising campaigns, strengthening or creation of ombudsman offices and extension of human rights institutions to the sub-national level. In crisis countries, UNDP addresses security sector and transitional justice reform in a holistic manner to ensure physical security, equity, due process, maintenance of public order and enforcement of the rule of law. To achieve these outcomes, UNDP promotes and supports the strengthening of justice and security sector policy and activities. The decision to support Bangladesh Police was based on UNDP's strategic position, which is supported by UNDP's commitment to strengthening the national capacity to protect and enhance human security, justice and human rights in Bangladesh.

The PRP falls into the strategic area of support “Promotion of Human Rights” of the corporate UNDP Strategic Results Framework (SRF). The Programme substantially aligns with the intended outcome (Service Line 2.4: Human Rights and Justice) as stated in the Multi-Year Funding Framework (MYFF 2004-2007): ‘Human rights/security promoted and protected’; and ‘Poor and Disadvantaged groups empowered to seek remedies for injustices, and justice institutions enabled to be responsive to claims, consistent with international human rights norms’. The PRP would mainstream gender in all of its components and encourage community policing and citizens-police exchanges/interactions. Women, poor people, disadvantaged and vulnerable groups have been recognised as key beneficiaries of the Programme in line with Goal 1 and 3 of Millennium Development Goals (MDGs).

Bangladesh Police is the Designated National Institution (Implementing Agency) and Ministry of Home Affairs (MoHA) the Executing Agency for the Strengthening Bangladesh Police (SBP) outlined in this PSD, however, the Mission is firmly of the view that the programme should be coordinated through the Bangladesh PHQ to ensure ownership, institutional strengthening and sustainable reform of the Bangladesh Police. To streamline communications and administrative processes and to ensure reform is sponsored solidly from within Bangladesh Police and is not merely an external imposition, the PRP Project Office should be closely located to the Police Headquarters, Dhaka.

A key feature of this PRP is the need to collaborate closely with the GoB and other key stakeholders to develop a national law and order strategy, and a crime prevention strategy to refocus policing at thana level, and to achieve consensus and bi-partisan agreement for the role and function of police in future Bangladesh society. The key role of police in maintaining law and order, investigating and preventing crime, and combating corruption is a cornerstone of the PRP.

The following diagram shows how the programme and its key components are designed to improve the efficiency and effectiveness of Bangladesh police to achieve the desired outcomes. The PRP is designed to build on existing frameworks and support the initiatives taken by the GoB to ensure safer and more confident communities; national stability and security; and an environment for investment, which promotes development and poverty reduction.



**Figure 2: Law and order, security and poverty reduction**

This programme to support police reform outlined in this PSD is designed to strengthen the policy and institutional framework of the Bangladesh Police, as well as strengthen national capacities and partnerships to ensure there are lasting benefits (i.e. sustainability). A collaborative endeavour between all key stakeholders will alleviate the social conditions that hinder human security and stimulate crime and corruption.

The PSD proposes an initial three-year Phase 1 Strengthening Bangladesh Police (SBP) with additional phases to extend the programme for 9-10 years, depending upon results achieved during Phase 1, including progress on reform and continuing support from GoB and development partners. The PSD proposes a holistic and integrated approach to address issues throughout the organisation and external issues which impact on its performance. It is flexible with an open process approach which able to respond to opportunities and reform priorities as they arise. Such flexibility also enables annual planning, and specific design adjustments to maintain relevance and currency.

A detailed work plan is designed for Year 1, with indicative activities for the next 2 years. There is scope for continuation beyond this initial Phase 1 period using the same strategic framework, in recognition that police reform programmes such as this are long-term in order to be successful and effective.

### **GOB contribution to the Programme**

With an annual budget in the order of BDT 1,120 crore, the total per capita expenditure on police services in Bangladesh is BDT 80, or approximately US\$1.40. This is a very low figure by any estimation. For this project to be tenable and produce sustainable impact GoB must address this imbalance, and not solely in areas such as low salary, but in general conditions of service and human resource management. To engage in reform individual police need to feel valued by society and supported by government.

The detailed GoB contributions to the PRP have been primarily negotiated (prior to the preparation of the TAPP), and included direct and indirect contributions. The Government would arrange for Project office and relevant utility services (e.g., electricity, gas, water, telephone & fax connection etc.). They would also provide resources for CD-VAT required for the purchase of equipments under the SBP. Direct contributions would include, but not be limited to, recurrent budget funding for on-going costs of running and maintenance of equipment and infrastructure provided through the PRP (Except for specified project & PSMEU vehicles, UNDP and DFID would not provide operation and maintenance costs for any other vehicles procured under the Project) allocations to cover costs of travel for and daily sustenance of counterpart personnel for official travel during the programme duration (as and when required) and allocations made in the police budget to cover customs duties and VAT on imported equipment to take over all equipment imported at the end of the programme. In consultations with the MoHA firm commitments have been made by Bangladesh Police to factor in recurrent costs over the lifetime of Phase 1 of the programme.

Indirect contributions will include the provision of salary maintenance for full-time counterparts. A further conditional contribution would be the commitment of national human resources in the shape of suitably qualified counterparts for all the key positions in the Project Team, and retained in post for sufficient time for capacity to be built; and, financial resources to the achievement of agreed programme outcomes.

#### **Development partner support and coordination**

The success of the SBP depends, to a certain extent, on the availability of development partner support. Widespread support for the concept of a Programme to reform Bangladesh Police was forthcoming from the key development partners consulted during the Needs Assessment Mission.

The concept is consistent with the objectives of many development partners' country Programmes. In addition to UNDP, major direct donor support will be provided by DFID and the European Community (EC) with smaller direct and indirect inputs from other development partners, some of whom are already working with the police on specific projects such as violence against women, juvenile justice and human rights. A summary of current development partner support in policing is shown at Annex A.

Given widespread Donor interest in supporting the PRP, a clearly articulated *Development Partner Coordination Strategy* will be required with UNDP playing a lead coordinating role as facilitator. The support from key development partners and coordination between them and other contributors to improving access to justice, such as civil society and NGOs, will be a critical success factor of this Programme. The project will adopt a bottom-up approach to community development to break down the barriers between the police and the people in a cycle of mutual learning.

#### **Funding options**

The SBP funding options include:

- Government of Bangladesh resources allocated through the Annual Development Plan (ADP);
- UNDP CO Core Funding
- Contribution from DFID and EC as C/S partner;
- Other development partners including World Bank to be negotiated;
- Selected NGO funding and/or technical/service support.

UNDP will act as lead donor and will coordinate donor funding thereby providing a single interface for GoB.

### **Policy for use of UNDP resources**

The SBP concept is based on a Programme approach. Under this approach some outputs within components may be managed independently but placed under a single programme to ensure that all stakeholders share a common purpose or objective. This strategy is consistent with the "Programme Approach" being adopted by UNDP and many other development agencies to assist Government to formulate national priority development objectives and to realise these objectives through corresponding national Programmes formulated and implemented in a coherent, coordinated and participatory manner. The PRP model enables flexibility as well as a multi-faceted approach to holistically addressing all dimensions of police reform from an integrated and strategic perspective.

UNDP technical assistance and coordination will be a key input for the successful implementation of this long-term Police Reform Programme (PRP). For cost recovery purposes, UNDP will charge for rendering services for project inputs as and when requested under Direct Country Office Support (DCOS) modality from the corresponding budget line allocation(s). The rate of such charge would be determined as per universal price list, as applicable for UNDP funded projects.

### **Results Framework**

The detailed *Project Results and Resources Framework*, which concisely describes the desired programme outcome, outcome indicators, outputs, inputs and specific activities of the PRP, is shown at Annex B. This includes an implementation schedule with annual output targets, means of verification, cost schedule and cost assumptions. The programme outcome and programme components provide a strategic framework for a longer-term 9-10 year intervention to support the reform and transformation of the Bangladesh Police over at least three Phases, each of 3-years duration. This Phase 1 police reform programme – Strengthening Bangladesh Police (SBP: 2004-2007) provides a detailed workplan for Year 1 and a broad implementation schedule for years 2 and 3. The Programme is deliberately designed with an open architecture and a flexible approach to enable short, medium and longer-term strategies and to ensure it is continually readjusted and redesigned to meet changing circumstances. Specific activities for years 2 and 3 would be developed further later in year 1 with collaboration from key stakeholders maintaining the fundamental nature and/or structure of the SBP.

## **1.3 Developmental Goal**

The developmental goal is to create a conducive environment for poverty reduction in Bangladesh through improved human security particularly for disadvantaged and vulnerable groups including poor women and children. The programme falls into the relevant service line (2.4) '*Justice and Human Rights*' of the second strategic corporate goal of '*Fostering Democratic Governance*' (Multi Year Funding Framework MYFF: 2004-2007). The Core Results for the corresponding service line includes 'Human rights/security promoted and protected'; and 'Poor and Disadvantaged groups empowered to seek remedies for injustices, and justice institutions enabled to be responsive to claims, consistent with international human rights norms'.

The SBP (Strengthening Bangladesh Police) will also aiming at fulfilling the objective of "promoting respect for human rights (SRF)" which featured explicitly as one of the areas to be addressed through UNDP's 2001-2005 assistance programme for Bangladesh.

## **1.4 Programme Purpose and Outcome**

The **purpose** of the SBP is to develop a safer and more secure environment based on respect for human rights and equitable access to justice through police reform, which is more responsive to the needs of poor and vulnerable people including women.

***Intended Programme Outcome:*** Enhanced capacity and willingness of Bangladesh Police and key stakeholders to contribute in a collaborative manner to the creation of a safer and more secure environment based on respect for human rights, equitable access to justice and rule of law in accordance with a multi-party democracy.

## 1.5 Key Components

There are Six key programme components in addition to a component on Programme Management to support the SBP goal and longer-term outcome. The components provide a conceptual and strategic framework for the duration of the Programme:

**Component 1: Crime Prevention**

**Component 2: Investigations, Operations and Prosecutions**

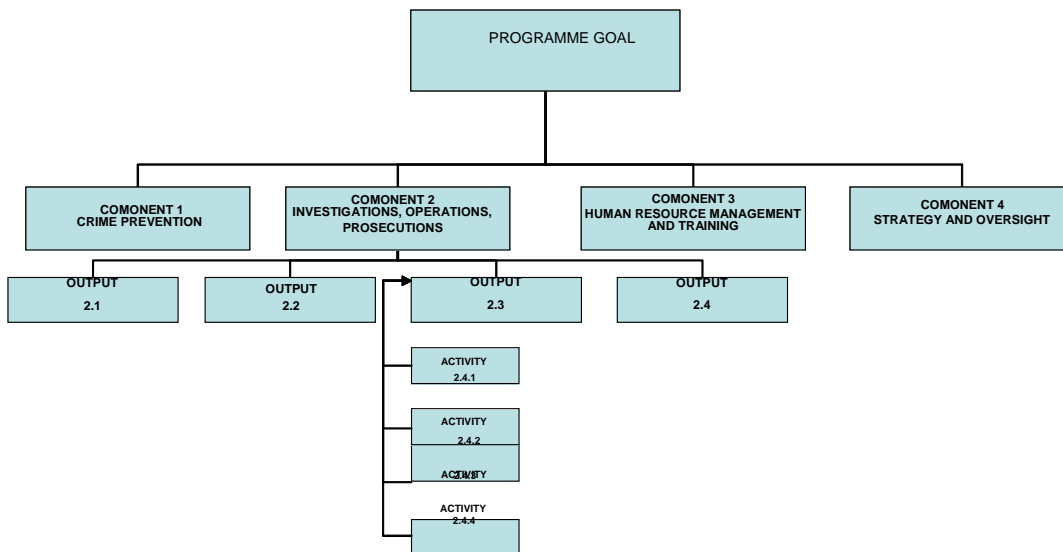
**Component 3: Human Resource Management and Training**

**Component 4: Strategy and Oversight**

**Component 5: Programme Management**

**Component 6: Anti Trafficking of Human Being**

For each *component* there are a number of indicative *outputs* and related *activities*, which are structured as shown in the following diagram.



**Figure 1.3: Relationship between Components, Outputs and Activities**

### **Component 1: Crime Prevention**

Component 1 is designed to improve police-community engagement and create an environment that facilitates prevention of crime and equitable access to justice. This includes development of a *National Crime Prevention Strategy* with a gender and human rights perspective. A further key objective is to minimise the opportunity for inappropriate influence over the police in administering their role in the justice system.

Problems addressed by this component relate generally to the user unfriendliness of the police 'system' and the difficulties people experience in trying to access policing services. This is particularly serious for women, girls, and the poor and vulnerable groups. Component 1 also focuses on problems external to police but which have a significant impact on police workload and performance. Problems associated with the unchecked growth in different types of crime are also addressed. Declining community confidence in police specifically, and the criminal justice system generally, are further key problems which can be addressed through the development of communication strategies to raise awareness and sensitivities in both the police and society.

Strong emphasis is placed on crime prevention and community engagement, and a major focus on victim support, particularly for the poor and vulnerable groups. There is a significant gender issue in

relation to access to justice for women and component activities propose to directly address this in collaboration with development partners and selected NGOs. Similarly, the capacity to deal with young people is enhanced using a collaborative approach with relevant NGOs and organisations such as UNICEF who are working in the area of juvenile justice.

Model *Thanas* will be established in metropolitan and rural locations to demonstrate how pro-people policing can benefit the community and ensure their needs and expectations can be met. Personnel for these model *Thanas* will be gender inclusive and trained to enhance skill levels and prepare them to implement a more pro-people policing approach in their engagements with the local community. As indicated in Component 3, Ansar and VDP will also be supported through training to facilitate police in community policing and crime prevention.

**Key outcomes include:**

- Enhanced crime prevention through police/community awareness and collaboration.
- Removal of barriers to the more effective reporting of crime
- Creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police.
- The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable groups.
- Enhanced capacity to be responsive to women young people and vulnerable people.
- Refurbish and equip replicable model Thana in selected locations within Metropolitan Police and Ranges and staffed with both male and female police.

**Component 2: Investigations, Operations and Prosecutions**

The objective of this component is to ensure high quality police operations and investigations are undertaken in a timely and professional manner and lower court prosecutions do justice to investigative efforts.

The main problems to be addressed by Component 2 relate to the need for thorough and professional investigation and detection of crime, and problems associated with bringing successful prosecutions before the courts. It also addresses problems associated with the lack of capacity for gathering and using criminal intelligence and the absence of proactive strategies to target those crimes and criminal activity, which are impacting on public safety and security. Problems relating to outdated laws and police regulations will be resolved.

There is a strong focus on improvements to investigative processes, police operations and more effective prosecutions based on sound evidence and proper preparation of briefs. The component has a significant human rights perspective by diverting police away from the current reliance on ‘confessions’ to embrace more professional approaches to the use of evidence based on forensic support and criminal intelligence.

In addition to forensic awareness training such as crime scene preservation, equipment and support will also be provided to improve forensic capability at the central and local level. The quality of investigations will be enhanced through more investigative specialisation and better case management.

**Key outcomes include:**

- Improved crime scene preservation and forensic support;
- Enhanced efficiency and effectiveness of investigative processes;
- Improved systems and processes for gathering and analysing criminal intelligence;
- Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court; and,
- Revised criminal laws and regulations to reflect contemporary requirements.

In addition to the broader human rights perspective across all investigations, activities in this component will focus on the special needs of women, the poor and vulnerable groups including young people. Strategies include increasing the awareness of investigating police and prosecutors of the specific difficulties faced by this cohort in accessing the justice system.

### **Component 3: Human Resource Management and Training**

The primary aim of Component 3 is to ensure ethical, capable and well-trained people lead and staff the Bangladesh Police, and the human resource management (HRM) and human resource development (HRD) processes result in efficiency, transparency, accountability and equity.

A consistent message from all stakeholders consulted during the needs assessment process was the critical need for improved training opportunities for Bangladesh Police. The lack of professional training and effective HRD is severely restricting improvements to the performance and professionalism of the police. Poor HRM systems are inhibiting the effective deployment of human resources and restricting effective career progression pathways for high performing officers.

Component 3 addresses problems associated with all aspects of inspection, control, leadership and supervision within the police. It also considers problems associated with the lack of meaningful reward and recognition mechanisms to assist with motivation of police. Other problems relate to the limited training development and delivery capacity of police across a range of disciplines. It also includes problems directly related to recruitment, placement, promotion and transfer processes. Finally, it considers issues related to pay and working conditions of police.

Human resources are the most important resources available to Bangladesh Police in achieving their critical role of maintaining law and order, investigating and preventing crime and ensuring public safety. In order to address the range of issues associated with human resource management, training and deployment, a key activity in this component will be the development of a *People Strategy Plan* and a *Women in Policing Strategy*. Leadership and management training, including UN CIVPOL training, will be strengthened. Funds have also been allocated in the amended budget for Ansar/VDP training to support the police with community policing and crime prevention.

#### **Key outcomes include:**

- Introduction of transparent, merit based police recruitment processes;
- Development and institutionalisation of training (including specialised training) development, delivery and evaluation capacity.
- More flexible and cost-effective training delivery options including work-based learning;
- Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced.
- More efficient and effective use made of human resources throughout Bangladesh Police; and,
- Leadership and management training at all levels is improved

### **Component 4: Strategy and Oversight**

The strategic objective for Component 4 is to help the Bangladesh Police establish and maintain the standards, systems and structures necessary to meet current and future policing needs. This component essentially focuses at the strategic policy level but includes practical operational initiatives to ensure strategic policy is implemented and actioned.

Problems to be addressed include a lack of focus and strategic direction for Bangladesh Police to operate as an effective community-oriented police agency in a contemporary democratic society. There is also a need to develop capacity to deal with 'white collar' crime, drug trafficking, crimes against the environment and cyber crimes, as well as higher level emerging global crimes such as money laundering, people trafficking, identity theft, terrorism and other cross-border crimes. There is a lack of accessible, transparent and accountable mechanisms for complaints against police and ineffective anti-corruption strategies in place.



Other problems relate to asset planning, acquisition and maintenance of key capital assets such as communications, computer systems, other equipment and infrastructure. Finally, this component includes a diverse range of problems related to the separation of powers and responsibilities, external influences on policing, and corruption related problems.

The vision, mission and core functions of Bangladesh Police need to be clearly identified and widely published. This identification process is in itself a key development strategy and should not be imposed but established through collaborative and participatory dialogue between the police and key stakeholders and facilitated by the PRP. With regard to core functions, the regulations and procedures concerning protocol, protection, security and public order 'duties' will be revised to reduce resource wastage and external influence.

Clear performance targets will be set and monitored. Capacity to deal with organised and transnational crime will be enhanced, and professional linkages between relevant agencies will be established and international cooperation improved. Anti-corruption and complaints mechanisms will be strengthened and made more accountable, including external oversight. An improved Professional Standards Unit to both investigate police misconduct, as well as take a proactive, educative role will be supported and resourced. This will incorporate the existing Security Cell based in PHQ.

The *Police Information Management (computer acquisition) Strategy* will be revised and updated, and a *Communications Upgrade Strategy* developed. Equipment to support ICT strategies will be provided. Additionally, a *Policy, Planning and Research Unit* in PHQ to assist the Bangladesh Police to plan for the future and provide essential information for strategic decision-making will be established and resourced.

**Key outcomes for component 4 include:**

- Core functions and priorities of Bangladesh Police clearly established and widely known;
- Mainstreaming of a gender perspective in all policies and Programmes;
- Enhanced policies highlighting violence against women and a focus of crime prevention targeting the reduction of its incidence;
- Enhanced police capacity to identify and deal with emerging crimes;
- Clear performance targets set and monitored;
- Anti-corruption and complaints against police mechanisms made more robust and accessible;
- Improved quality of the relationships between police and the media;
- Enhanced capacity for planning, acquisition and management of key assets;
- Bangladesh Police is positioned for the effective use of information technology and communications technology; and,
- Strengthened capacity for planning, policy and research in PHQ.

**Component 5: Programme Management**

The objective of this component is to ensure sustainable Programme outcomes are achieved through effective and transparent management of Programme resources and the promotion of collaborative work practices.

The *Programme Management Office* could be established in PHQ or elsewhere as decided and strategies put in place to ensure an appropriate team of project staff including National Project Director, Project Manager (PM), and other support staff and specialist consultants are deployed and operational resources effectively managed. It is essential that well qualified counterparts are identified and attached to the Project Team and retained in position for as long as possible in the project cycle.

Another key output will be the development of annual plans in consultation with stakeholders and dissemination of relevant Programme information. Activities will include a six-month review of initial progress, and a further review of year 1 progress and the development of a detailed design for year 2

activities, and forward planning for year 3 and beyond. Periodic reporting, monitoring and evaluation as per requirements will be undertaken and secretariat support provided for the *Programme Steering Committee*.

A Programme Support, *Monitoring and Evaluation Unit* (PSMEU) will be established and resourced within the Project Office. This unit, to be coordinated by concerned NPD and PM, will assist the Project with all aspects of programme management, monitoring and evaluation; disseminate lessons learned and facilitate applied research to inform strategic decisions about improving programme performance and ensuring programme goals and outcomes are achieved. This will be undertaken in close collaboration with the Project Team.

The preparation and submission of Programme reports as required, including the annual tripartite review, will be completed within this programme management component.

### **Component 6: Anti Trafficking of Human Being**

The objective of this component is to increase and improve prevention, interception, and disruption of trafficking of human beings, especially women and children. Increase and improve protection and recovery of victims.

#### **Strategy**

The proposal is build upon priorities identified in the Bangladeshi National Anti-Trafficking Strategic Plan for Action (NATSPA), which is currently in the process of being adopted by the Government. The purpose of NATSPA is to identify the roles and responsibilities of each ministry involved in tackling human trafficking. Within NATSPA, MoHA has been identified as the lead ministry, alongside MoWCA (Ministry of Women and Children Affairs), in addition to being the lead ministry for the relevant law-related responsibilities. Many of the areas of responsibility are currently under-resourced and still limited in ambition with regard to capacity building within agencies controlled by MOHA. On the basis of, but not limited to NATPSA, objectives, a strategy, and an action plan will be developed within this component of the Police Reform Programme for MoHA. These objectives will focus on introducing a victim oriented approach, and should provide details on how the MoHA and the police will:

1. Improve the capacity of the police to investigate THB, on the one hand ensuring that witnesses are treated in such a way that they feel safe and comfortable enough by supporting the investigations and on the other hand to have the capacity to investigate cases without being fully dependent on victim-witnesses.
2. Increase access to justice to victims of human trafficking, create understanding among police officers how to deal with trafficking cases, and how and when to work together closely with other Ministries, the NGO community, and international organisations to ensure best possible referral of the victims.

During the start up phase of this component, the action plan will be developed in a participatory manner involving inter alia, the Trafficking of Human Beings component leader, MoHA and Bangladesh Police, to ensure ownership of the activity and proposed results. The activities and results listed below will feed into the decision-making process but may be changed to reflect the identified needs at the time of finalising the action plan.

#### **Proposed activities:**

- Operational and Strategic Criminal Analysis into the structures and methods of trafficking networks

Research into the structures and methods of trafficking networks will incorporate ethnographic research from victims and convicted traffickers to inform the development of the anti-trafficking strategy. Based upon existing research, evaluation of recognised trafficking cases and additional field research - including

interviews with, NGO's and other representatives of civil society - the project team will present recommendations for improving the functioning of the MoHA and police in addressing THB.

- Drafting of MoHA THB strategy

The national component leader supported by external consultants where necessary and in co-operation with relevant partners, will recommend a set of objectives based upon the NATSPA and additional conclusions of the preparatory research. These will form the core of the MoHA THB strategy. An action plan will be developed based on this strategy.

The project identification mission conducted to prepare the THB element of the present project already identified certain priority areas to be addressed in any forthcoming strategy. These issues, to be addressed by the present project, are described below and closely linked to related activities under other project components, to avoid overlap.

#### Improved policing capacity and improved investigation, disruption, and interception

- Creation of national database

A national database will be created to facilitate the recording of victim details (depersonalised, but including details on recruitment, routes taken, places/countries where victim stayed etc.) and subsequent analysis of patterns of crime.

- Investigative training

Based upon existing manuals, investigative training curricula will be designed and delivered to dedicated investigators. These manuals will focus on improving witness-oriented investigation, making the investigators aware of the severe traumas suffered by the victims and their relatives, and how to handle these issues during interviews etc. techniques of pro-active investigation will be introduced, making the investigations less dependent on often traumatised victims. The rights of the victims – especially children – will be at the centre of these trainings.

Specially trained female investigators will be appointed to specific police thanas to enable responsive investigation and assist in developing techniques to disrupt networks and intercept supply chains by providing accurate and timely information to the national database, for which training will be provided on its ethical access and use.

- THB-Unit

In conjunction with the existing rules and regulations for Bangladesh Police, a centralized Anti Human Trafficking Unit will be established within the organizational structure of CID Crime Investigation Department. This unit will be equipped trained (national, international) and spearhead the fight against human slavery. The unit will be equally staffed with female and male officers and will work in close cooperation with Special Branch Immigration, the Human Trafficking Monitoring Cell and other respective organization including NGO. The THB unit will be the counterpart for cross border cooperation on strategic and operational issues with THB units in neighbour countries in the region and international (ICPO).

- Interpol Conference

Bangladesh Police will bid to host the 2007/2008 INTERPOL conference<sup>1</sup> on human trafficking and use this event to discuss best practice and develop international linkages to disrupt trans-national organised crime, whilst creating media coverage of the issue. If this application is successful it will raise the profile of the NATSPA document and the activities under this project. It will also enable an interface between the SAARC countries where trafficking is a problem and some of those where the victims arrive and are exploited. An expected outcome would be the invigoration of the SAARC Police Chiefs Forum to consider effective trans-national operational cooperation. However these particular issue needs to be coordinated with Police Head Quarters and will only be implemented when and if Bangladesh Police is ready to absorb the outcomes and ICPO will formally agree on the request.

#### More sympathetic and effective witness and victim support, counselling, and protection

- Victim referral protocols

National protocols for victim referrals will be developed in support of NATSPA through a partnership with other actors in the Government of Bangladesh, international organisations and NGO's. These protocols will confirm the role and responsibilities of Ministries and other actors involved in victim protection and assistance. Strategic partnerships will be established to develop a seamless link between police and victim support groups. One stop crisis centres respectively VSC Victim Support Centres will be evaluated for their effectiveness in the provision of forensic requirements during medical intervention.

Though THB has been addressed at certain levels within the Bangladesh police, the awareness on the issue and the needs of the victims at operational level is virtually non-existing. Therefore, in the pilot thanas, work place-based training and sensitisation sessions will be conducted for the police. Standard referral procedures need to be introduced to ensure that victim's needs are addressed in a proper way from the first contact with the law enforcement authorities.

- Repatriation protocols

Existing protocols for the repatriation of victims of trafficking will be reviewed and be proposed for bilateral discussion.

#### An effective community-police partnership in THB

- Establish Community-Police partnership

Volunteer community groups, made up of a cross-section of conscious citizens including women, will be formed in the project areas. The community groups will have direct access to the model thanas and the victim support organizations for which there will be formal links with the police. The groups will arrange formal meetings with the police and victim support organizations, forging a positive relationship between the three. The groups will also contribute to awareness raising campaigns, in addition to facilitating support for victims of THB.

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<sup>1</sup> Interpol conferences on Human Trafficking are held biannually with one being at the INTERPOL Headquarters in Lyon and one in a country that bids to host the conference. Costs for delegates are met by their own countries with the only host costs being the overheads for the conference venue. These will be met from within the project budget and are shown within the budget appendix

## 1.6 Cross-cutting Issues

The cross cutting issues relating to gender, young people, HIV/AIDS, human rights, environment and disaster management will be embedded across all relevant outputs and activities where applicable, particularly those relating to training, awareness development and improvements to systems and procedures. This thematic approach will be reinforced throughout all Programme implementation and management activities. This will be supported by a team of cross-cutters as a core project input.

Police are dispersed throughout the nation and in a pro-people policing model have significant interaction across all sectors of the community including local government entities. Both for themselves, and in their interactions with others, it is important for them to have a high-level of understanding of important crosscutting issues.

### Gender

The GoB has expressed its strong support for the advancement of women through its National Policy for the Advancement of Women (PAW) and its National Action Plan for Women's Advancement (NAP). This PRP recognises PAW and NAP and deals with two key aspects relating to gender: women as victims of crime and the role of women in the Bangladesh Police, and the overall response of the police to women seeking their services. Both are addressed across activities in all components of the PRP.

Women are often a specially vulnerable group when seeking access to justice. According to the UNFPA country report 2000, Bangladesh has the second highest rate of domestic violence (47%) in the world. Women are very vulnerable if seen to be seeking police help, from their families, communities and the police.

In many cases in Bangladesh, particularly in crimes against the person, the victims of crime are socially, culturally, and economically linked with the offender. When this is combined with a lack of understanding by police of victim trauma, the absence of adequate support mechanisms, particularly in the case of women, means that access to justice is almost impossible. Police including women police will receive training in domestic violence, sexual assault, and other offences against women that are crucial to providing relevant support services for victims and witnesses.

A number of NGOs and civil society organisations provide support for women in terms of shelter, counselling, and offering free legal advice and legal aid. Strategic partnerships and collaborative arrangements with these organisations are critical and a key thematic approach of the Programme strategy. In addition, activities are included to improve the role and function of women police to assist women in society who are victims of crime and those feeling vulnerable and unsafe in their community. The Programme will support NGOs to promote consideration of women's rights. The Programme will also link with other Ministries concerned such as Ministry of Women's Affairs, Ministry of Youth and Ministry of Social Affairs.

At just 1.2% of the workforce, women are under-represented in the Bangladesh Police, particularly in the senior ranks above Inspector. Few women are to be found in meaningful command and operational roles. Strategies are included in the PRP to increase the representation of women and to support the establishment of a *Bangladesh Police Women's Network* (BPWN).

Most women officers have family responsibilities that are often difficult to manage in conjunction with a full-time police career (Re: Needs Assessment Report). Part-time or job sharing opportunities for women officers that would allow them to balance work and family responsibilities need to be explored as part of the *People Strategy Plan* for Bangladesh Police as outlined in Component 3 of the PRP.

Bangladesh is a party to the Convention on the Elimination of all forms of Discrimination against Women (CEDAW). The Constitution also prohibits discrimination against women. But the reality is that many socio-cultural restrictions inhibit the equitable access of women to the law. The Programme offers an

opportunity to contribute to the GoB reporting commitments against the CEDAW and other International Conventions. UNDP's Preparatory Assistance Project for 'Strengthening National Capacity to Promote and Protect Human Rights' (BGD/03/001) could be of meaningful assistance and collaboration in this regard.

Bangladesh Police is currently running a Programme to provide special response to complaints by women victims, including the use of female police investigators. It commenced with the placement of 4 women Sub-Inspectors and two women ASI and 10 women Constables to an Investigation Centre under *Mirpur Thana* and has now been expanded to 3 other centres.

The Department of Women's Affairs has implemented a Multi-Sectoral Programme on Violence against Women. In Dhaka and Rajshahi it has piloted and will soon expand the concept of 'One Stop Crisis Centres' (OCC). These centres include police; forensic, medical and legal support to women victims of crime. With the meaningful involvement of police, the OCC concept has the potential to significantly enhance the quality of engagement between police and women victims of crime, and ultimately the standard of investigation that is undertaken by police. Mechanisms need to be built between police and the OCC to formalise the level of police involvement, but also the manner in which investigations arising from the OCC are to be undertaken. Despite the existence of the OCC, police still largely lack the training and experience necessary to make the most of this resource. For example, OCC will provide a DNA analysis capability however the training in DNA exhibit gathering, management and preservation has not been undertaken. Operating protocols between police and OCC will also be required. UNDP's Gender Mainstreaming project (BGD/97/037) can work with the PRP in ensuring; at least, the training curriculum is gender sensitive.

### **Young people and/or children**

Bangladesh Police and other relevant stakeholders are also yet to develop procedures to support meaningful engagement between police and young people. With a rapidly growing young population, increasing literacy levels, increasing access to drugs, urban drift, and unmet employment expectations, a significant upward trend in youth crime and general disorder can be anticipated. This would be expected to be addressed, in the first instance, in the form of some broader *Juvenile Justice Strategy*, but must also form part of the overall strategic directions of the Bangladesh Police.

The key areas of need currently identified include the diversion of young people away from the formal criminal justice system before they become immersed in a cycle of offending. Contemporary procedures for dealing with both young people as victims, as well as children as offenders are required. This would include instructions with regard to the treatment and segregation of young people whilst in police custody.

Together with the police, the judiciary and the magistracy must take a more vigorous and committed role in defending the rights of the people of Bangladesh, particularly women and children, the poor and disadvantaged. Although it is suggested by some that the *Suppression of Violence against Women and Children Act (2000)* is beginning to have some impact, the overwhelming view remains that the plight of many women and juveniles in Bangladesh remains extremely serious. The potential UNDP initiative on Prison Reform would be worth looking at for future collaboration.

### **HIV/AIDS**

Asia is the new epicentre of the global HIV/AIDS epidemic, with India being the country with the second largest number of HIV/AIDS positive persons in the world, second only to South Africa. Other countries in Asia which are also neighbours of Bangladesh are in different phases of the epidemic e.g. Myanmar is experiencing a serious epidemic, Nepal also has a steadily increasing epidemic while Thailand which had been able to stabilize the epidemic is again reverting back to the situation of steadily increasing epidemic.

Bangladesh therefore is in a critical situation where all the potential elements of an explosive epidemic are present. The pattern of spread of the epidemic in majority of the countries has been that the infection first enters vulnerable groups and thereafter reaching a certain level within that group then spreads into the general population. In Bangladesh the level of infection had been low for quite a number

of years but from the last two surveillance reports, it is now becoming apparent that it is rising steadily in one vulnerable group. The HIV/AIDS epidemic has had devastating impact on the benefits of decades' development for most of the countries where the levels have now been high for some time. In a very short span of time GDPs, life expectancy, etc key indicators of development have faced a downward trend for these countries.

The countries which has been able to deal with this epidemic has been those who had taken preventive measures at a relatively early stage, those who were able to garner multi-sectoral response and identify key stakeholders for prevention activities. The police are one of key stakeholders who have to be taken on board to make the prevention Programmes successful especially in low prevalence countries like Bangladesh. Since the infection at this stage is limited to vulnerable groups therefore there is the need to have prevention Programmes with vulnerable groups e.g. sex workers, injecting drug users etc, If these vulnerable groups are driven underground by law enforcing agencies then the HIV/AIDS prevention Programmes cannot reach them and therefore stop the spread of HIV/AIDS through behaviour change Programmes.

Therefore, if the prevention Programmes on HIV/AIDS are to be successful then the law enforcing agencies need to have the issue integrated in their training curriculum creating awareness about the issue. The PRP will attempt to integrate in all its four components (crime prevention, investigation operation and persecutions, human resource management and training, and strategy and oversight). As this will clarify what role they are expected to play in preventing this development catastrophe and their own vulnerability to HIV/AIDS.

Firstly because they are one of the main government agencies interfacing with the vulnerable groups and on their behaviour towards these groups will depend the success of HIV/AIDS prevention programmes. Secondly because of the fact that as part of their role and responsibilities they are in more in contact with vulnerable themselves and are therefore more vulnerable. Their job regulations and benefits also place them at greater risk. Most of the police are posted away from their families during the first three of their entry into the force and therefore separating a large body of young men from their familiar surrounding also putting them at this stage in positions of authority with a lot of power may expose them to HIV/AIDS. It is therefore critical that they have a strong awareness and understanding of this issue to be able to play the expected from them. In addition to incorporating this theme in all components, there is an opportunity for the PRP to collaborate closely with other UNDP projects and NGO activities for HIV/AIDS awareness and prevention.

### **Human Rights**

Human rights law and standards protect the rights and freedoms of individuals and groups within societies guaranteed by constitution or international human rights regime. Police personnel are uniquely placed to ensure respect for, and secure protection of, those rights and freedoms. Those who exercise power on behalf of the people they serve need to be aware of the human rights standards they are required to meet, and the best practice in their fields of activity. In fact, a truly legitimate and effective police force must be thoroughly committed to guaranteeing basic physical security without violating the rights of citizens.

Human rights and human security are underpinning themes throughout the SBP and will be reinforced across all activities. In fact, a rights based approach (to development programming) has also been followed at the Preparatory Assistance stage. The approach was continued at the Needs Assessment Report and the Project Support Document preparation stage too. Human rights violations by Bangladesh Police, ranging from minor infractions to grave injustices, occur with unacceptable regularity. This occurs largely at lower levels where the education levels, attitudes, lack of training and difficult personal circumstances of lower ranked police officers combine to generate ignorance and indifference.

Common examples of human rights violations include unlawful arrest and detention – including misuse of Section 54 of CrPC, physical assault – often associated with forced confessions, and detention under preventive detention laws to prevent release after being granted bail.

Police at many levels perceive development partners (donors) and human rights organisations as berating them with human rights issues and pushing a human rights agenda when the police have 'higher priority' issues to deal with. Considerable efforts will be required to shift the current paradigm. Development partners and human rights organisations themselves must carefully consider how they engage with police to achieve mutually beneficial outcomes and the PRP should facilitate this.

The disadvantaged, which includes the poor, women, juveniles, minority groups, isolated rural people and street people, are significantly vulnerable in Bangladesh in terms of their human security and access to justice. For many of them, accessing the justice system makes them worse off. Without the rule of law they are left to fend for themselves and often seek alternative forms of protection and security or simply despair at their destitute situation. They feel harassed by the police and view them as a means of last resort. They are vulnerable to exploitation from *Touts* and *Mustans* and have little or no recourse to injustice. The poor and other vulnerable groups are the most susceptible to inequitable and inaccessible justice as well as the imprecations of violence and insecurity. Despite the existence of constitutional safeguards, women and girls in particular, continue to face various forms of violence, harassment, and degradation in Bangladesh. A key underlying theme of all PRP components and activities will be to improve the enjoyment of human rights of all people of Bangladesh. As for other crosscutting issues, collaboration with relevant and credible NGOs, civil society and other key stakeholders will be critical for success.

### **Environmental Issues and Concerns**

With the exception of several city states (Singapore and Malta) Bangladesh is the most densely populated country in the world. On a per sq. km. basis it is three times more populated than India and seven times more populated than China. With the population density and a largely riverine environment it is susceptible to environmental degradation particularly massive contamination of land and water as well as biodiversity from toxic waste, persistent organic pollutants and dangerous chemicals that have critical implications for attaining sustainable development and quality of life. To compound that, toxic wastes and dangerous chemicals are imported into the country for industrial and agriculture purpose, which is adding to the contamination. Encroachment of water bodies, natural forests, and parks are diminishing the already diminished natural resource base of Bangladesh.

This Programme can be instrumental in raising awareness about environmental pollution sources responsible for public health hazard as well as preventing illegal encroachment of public land, water body and natural resources. Awareness on the environmental legislations and their enforcement is also required. UNDP and other relevant organizations involved in environmental projects/programmes should be encouraged to work closely with the PRP to improve the awareness of target beneficiaries to related to environmental issues e.g., degradation, water pollution, air and sound pollution as well as threat to biodiversity.

### **Disaster Management**

Bangladesh is a highly disaster prone country mainly because of its topography. Hazards like floods, cyclones, and droughts are noted for aggravating poverty in Bangladesh in two ways: through destruction of food stocks and meager assets of the poorer households; and, through making employment opportunities scarce. The frequency and magnitude of natural disasters have been more unfavourable to the economically disadvantaged groups particularly women and children, than to others. Disaster can also create law and order situation; threatens security of the displaced population.

During a disaster situation women security becomes an issue; violence against women, trafficking of women and children increase. A lot of conflicts arise in rural areas due to river erosion, and subsequent emergence of lands (chars) in the rivers. The SBP therefore should try to sensitize the police personnel about the issues related to hazards, vulnerability, disaster management, and particular needs of the most vulnerable e.g. women and children during disaster period, and how can they protect and support the affected community.



**Collaboration with Local Government**

The PRP has the real potential to collaborate with local government bodies, community groups, Ansar & VDP to enhance crime prevention role of Bangladesh Police. The village police/ chowkidars/dafadars retained by the Union Parishads (UPs) are mandated to help the local Police in maintaining law and order as well as UP has a function of mitigating conflicts through Shalish and Village courts which are an important function of the UPs. In Sirajganj, the SLGD project of UNDP has already helped develop training modules for the village police and Chowkidar, which are being imparted by the OC/sub-inspectors of the PS and Magistrates. It will be pertinent for the PRP to have some linkage with UNDP's new Local Government project, known as Local Government Support Programme (LGSP) to be implemented in six districts of six Divisions in 2004 and beyond.

## 1.7 **Component Objectives, Outputs and Activities**

### **COMPONENT 1: Crime Prevention**

#### **Component Objective:**

*Police-community engagement creates an environment that facilitates prevention of crime and equitable access to justice, and the opportunity for inappropriate influence over the police is minimised.*

#### **Output 1.1 Enhanced crime prevention through police/community awareness and collaboration**

- Activity 1.1.1 Undertake an analysis of the social conditions and people' perceptions associated with different types of crime and identify possible interventions, disaggregated by age, sex, socio-economic and ethnic group
- Activity 1.1.2 Establish a *Crime Prevention Center in PHQ* to act as a central research, policy and strategy formulation body for Bangladesh Police and to support local police and civil society efforts in preventing crime
- Activity 1.1.3 Design and deliver training in selected areas to increase the awareness amongst all police of the concepts and methodologies of crime prevention
- Activity 1.1.4 Develop a *National Crime Prevention Strategy*, including the mechanisms for more effective multi-sector collaboration on crime prevention and responsive policing
- Activity 1.1.5 Establish District and Metropolitan *Crime Prevention Committees* in selected areas and develop local crime prevention plans that align with the National Strategy
- Activity 1.1.6 Implement pilot Programmes to clarify and heighten public awareness of the roles of various stakeholders in contributing to safer and more stable communities

#### **Output 1.2 Removal of barriers to the more effective reporting of crime**

- Activity 1.2.1 Develop, pilot and evaluate a streamlined offence and complaint recording system to replace FIR – alternatively strengthen/refine existing FIR system
- Activity 1.2.2 Amend laws and regulations needed to support streamlines reporting of crime
- Activity 1.2.3 Develop and implement procedures that remove constraints requiring the reporting of crime only at a police station
- Activity 1.2.4 Design and implement strategies to encourage and build community confidence to report crime
- Activity 1.2.5 Develop techniques for more accurately assessing actual (including unreported) crime and remove the emphasis on crime statistics being the only measure of police station performance
- Activity 1.2.6 Establish and evaluate a pilot Programme of external visits by community groups to police stations to support better understanding of what police do
- Activity 1.2.7 Provide sensitisation and training to police with regard to crime and its impact

#### **Output 1.3 Creation of an environment that enhances public image of police and provides reduced opportunity for inappropriate influence over police**

- Activity 1.3.1 Develop and openly publish instructions and strictly apply disciplinary provisions to prohibit police officers from acting on the directions of people outside of their lawful command structure
- Activity 1.3.2 Implement a proactive Programme to identify and remove external barriers that constrain access to police services and build a positive image based on a platform of pro-people policing
- Activity 1.3.3 Integrate human rights training in a contextually relevant form in all police training curricula
- Activity 1.3.4 Publish, enforce and measure compliance with a Bangladesh Police code of conduct and statement of expected professional standards
- Activity 1.3.5 Provide support for prompt external review of complaints against police
- Activity 1.3.6 Design and conduct a national survey to measure perceptions of police and crime

**Output 1.4 The contribution by Bangladesh Police to victim support is enhanced, particularly for the poor, women and girls and vulnerable**

- Activity 1.4.1 Establish strategic partnerships with victim support groups
- Activity 1.4.2 In partnership with NGOs and other government agencies, implement victim support and referral systems in police stations particularly for women and girls
- Activity 1.4.3 In collaboration with partners, develop and implement protocols to provide a seamless link between police and victim support groups, particularly for the poor and vulnerable groups including women and girls
- Activity 1.4.4 Develop and deliver workplace based training and sensitisation for police

**Output 1.5 Enhanced capacity to be responsive to women and young people and vulnerable people**

- Activity 1.5.1 In collaboration with other key stakeholders, develop and resource and disseminate a *Juvenile Justice Strategy*
- Activity 1.5.2 Formalise possible arrangements to support *One Stop Crisis Centres* with adequate permanent, trained staff
- Activity 1.5.3 Disseminate information internally about the availability of OCC services and encourage police referral to and receipt of complaints from them
- Activity 1.5.4 Formalise linkages between District and Metropolitan Detective Branches and OCC where they occur in the same city
- Activity 1.5.5 Enhance and formalise support for *One Stop Crisis Centres* in new locations around Bangladesh including the provision of dedicated & trained police resources

**Output 1.6 Refurbish and equip model Thana in selected locations within Metropolitan Police and Ranges**

- Activity 1.6.1 Establish criteria for selection for the establishment of replicable model Thana
- Activity 1.6.2 Undertake an assessment of the construction and equipment requirements of each location and develop a costed refurbishment plan for each
- Activity 1.6.3 Undertake refurbishment, procurement and commissioning of each location
- Activity 1.6.4 Develop and implement plans to ensure ongoing linkages exist between other institutional strengthening activities and effective use of the new facilities
- Activity 1.6.5 Establish a mechanism for feeding 'lessons learnt' into relevant sections of PHQ
- Activity 1.6.6 Develop standard operating procedures (SOP's) for the model thana

**COMPONENT 2: INVESTIGATIONS, OPERATIONS AND PROSECUTION**

**Component Objective:**

*High quality police operations and investigations are undertaken, which are responsive to women, girls and the vulnerable in a timely and professional manner and lower court prosecutions do justice to investigative efforts.*

**Output 2.1 Improved crime scene preservation and forensic support**

- Activity 2.1.1 Develop basic forensic awareness training, including crime scene preservation, using modular competency based packages that can be delivered to police and the magistracy
- Activity 2.1.2 Establish, resource and support specialist *Scene of Crime Officers* (SOCO) in major centres
- Activity 2.1.3 Develop procedures and provide equipment and training to facilitate offender fingerprints being taken in selected police stations
- Activity 2.1.4 Develop procedures and provide equipment and training to facilitate offender photographs being taken in selected police stations
- Activity 2.1.5 Enhance the capacity of the Dhaka Chemical Laboratories, including upgraded procedures, training and equipment

Activity 2.1.6 Establish, resource and support pilot Police Forensic Offices to provide basic forensic support to selected police stations in Metropolitan and District Police outside of Dhaka

**Output 2.2 Enhanced efficiency and effectiveness of investigative processes**

Activity 2.2.1 Review all investigative practices and amend PRB to permit streamlining of those practices, and special focus on best practice on dealing with women and children

Activity 2.2.2 Lift restrictions on who can undertake investigations

Activity 2.2.3 Introduce formal case management for all investigations in pilot locations

Activity 2.2.4 Expand and resource selected District and Metropolitan Detective Branches to support local investigations in serious matters

Activity 2.2.5 Appoint, train and resource dedicated investigators at selected police stations

Activity 2.2.6 Arrange expert level supervision for quality assurance of investigations

Activity 2.2.7 Develop a modular competency based basic investigations training packages for delivery in the workplace

Activity 2.2.8 Develop a training package for the Management of Investigations by supervisors

**Output 2.3 Improved systems and processes for gathering and analysing criminal intelligence**

Activity 2.3.1 Develop and resource a central *Criminal Intelligence Unit* and small *Criminal Intelligence Cells* at selected District and Metropolitan Detective Branches

Activity 2.3.2 Select and deploy selected personnel men and women to Criminal Intelligence Cells and train them in intelligence analysis techniques

Activity 2.3.3 Provide training and equipment to support basic crime mapping and plotting in police stations

Activity 2.3.4 Develop proactive strategies to target crime and criminals based on better use of intelligence

**Output 2.4 Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court**

Activity 2.4.1 Review and redevelop the police prosecutions course and explore possible linkages with tertiary institutions

Activity 2.4.2 Support/resource refresher training for Court Inspectors based on new course

Activity 2.4.3 Court Users Group: Implement a Programme of monthly police, court and prison and other concerned departments, and stakeholders such as the Bar Association meetings to identify and resolve cross-boundary problems and court backlogs

**Output 2.5 Primary criminal laws and regulations are revised to reflect contemporary requirements**

Activity 2.5.1 Establish a Working Group to manage the process of reviewing, updating and republishing PRB (and other procedures governing police operations) to ensure it meets contemporary policing requirements

Activity 2.5.2 Analyse criminal legislation, particularly the Criminal Procedure Code and prepare a submission of recommended amendments to government

**COMPONENT 3: HUMAN RESOURCE MANAGEMENT AND TRAINING**

**Component Objective:**

The Bangladesh Police are ethical, capable, well trained and well lead *and HRM/HRD processes result in efficiency, transparency, accountability and equitability.*

**Output 3.1 Introduction of transparent merit based police recruitment processes**

Activity 3.1.1 Review and redevelop transparent, accountable and centrally coordinated recruitment practices

- Activity 3.1.2 Implement new centrally coordinated recruitment practices utilising only published, measurable selection criteria
- Activity 3.1.3 Monitor the implementation of new practices and develop a mechanism for external oversight of complaints regarding failure to adhere to published recruitment criteria

**Output 3.2 Development and institutionalisation of training development, delivery and evaluation capacity**

- Activity 3.2.1 Undertake an organization-wide training needs analysis
- Activity 3.2.2 Develop and resource a national training strategy for Bangladesh Police based on current and emerging needs rather than on historical practice
- Activity 3.2.3 Support and resource the development of curriculum and training materials design, development and evaluation capacity
- Activity 3.2.4 Redevelop the Constable, Sub-Inspector and ASP Courses
- Activity 3.2.5 Redevelop the Detective Training Course
- Activity 3.2.6 Develop and introduce train-the-trainer Programmes for Police Trainers
- Activity 3.2.7 Introduce an incentive based system of trainer accreditation and deployment
- Activity 3.2.8 Develop training Programmes for Ansar and VDP.

**Output 3.3 Broaden training delivery options**

- Activity 3.3.1 Support the decentralisation of training through enhancement of Metropolitan and Zonal Training 'Schools' and support for the establishment of District Training Officers
- Activity 3.3.2 Establish formal linkages between all training institutions with regular meetings of training heads to achieve consistency and momentum towards common training objectives for Bangladesh Police: Establish a National Police Training Board in MoHA, with broad membership to include stakeholders
- Activity 3.3.3 Design and develop modular, competency-based training packages that can be shared between training institutions
- Activity 3.3.4 Design and deliver a pilot Programme of flexible on-site training to improve the effectiveness of *Chowkidars* and *Dafadars* and to strengthen the coordination of their activities with those of *Thana* Police

**Output 3.4 Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced**

- Activity 3.4.1 Prepare a *Women in Policing Strategy* to actively increase the number of women police in Bangladesh and use them more effectively
- Activity 3.4.2 Commence a campaign to actively recruit women for police service
- Activity 3.4.3 Develop an action plan to ensure the progressive deployment of women police officers to every police station
- Activity 3.4.4 Develop a Bangladesh Women Police Officers' network, commencing with a '*Women in Policing Conference*'
- Activity 3.4.5 Develop and introduce a modular, competency-based domestic violence, sexual assault, victim management and interviewing techniques training for all women police and selected male officers by phases.

**Output 3.5 More efficient use made of human resources throughout Bangladesh Police**

- Activity 3.5.1 Develop a *People Strategy Plan* based on the vision, core functions and future directions of the Bangladesh Police
- Activity 3.5.2 Develop a resource allocation distribution model for Bangladesh Police and undertake an assessment of the actual distribution profile of police versus the needs profile
- Activity 3.5.3 Review the rationale, numbers and role of reserve forces in light of clearly identified core functions

**Output 3.6     Leadership and management training at all levels is improved**

- Activity 3.6.1 Design and develop supervisor and leadership training, using modular competency based packages that can be delivered to police in the work place as well as formal training institutions
- Activity 3.6.2 Ensure contemporary management, supervision and leadership practices are inculcated into the new training curricula at appropriate levels
- Activity 3.6.3 Support and resource the Police Staff College to refine its curricula, training materials and learning methodologies
- Activity 3.6.4 Design and implement a series of critical issues seminars on contemporary issues in police management in a Bangladesh context
- Activity 3.6.5 Support the establishment of UN CIVPOL Pre-Selection Training capacity for Bangladesh Police including language(English and French) training course

**COMPONENT 4: STRATEGY AND OVERSIGHT****Component Objective:**

*Bangladesh Police maintains the standards, systems and structures necessary to meet current and future policing needs.*

**Output 4.1     Core functions and priorities of Bangladesh Police clearly established and widely known**

- Activity 4.1.1 Identify and publish the vision, mission and core functions of Bangladesh Police (value system)
- Activity 4.1.2 Revise and widely distribute the regulations and procedures with regard to protocol, protection, security and public order 'duties' to reduce resource wastage and external influence
- Activity 4.1.3 Devise and implement an annual planning cycle, which delivers the Vision through a process of objective setting, targets and measures

**Output 4.2     Enhanced police capacity to identify and deal with emerging crimes**

- Activity 4.2.1 Develop capacity to identify and quantify emerging crimes, formulate policy and undertake applied research
- Activity 4.2.2 Revise the structure, roles and responsibilities of the CID, including the provision of adequate resources and training of personnel to establish a capacity to deal with 'white collar', drug trafficking, arson and computer crimes
- Activity 4.2.3 Establish and resource a *Transnational Crime Unit*, to deal with money laundering, people trafficking, identity theft, terrorism and other cross-border crimes
- Activity 4.2.4 Conduct an international symposium on organised and transnational crime to raise awareness, establish professional linkages between relevant agencies and improve international cooperation

**Output 4.3     Clear performance targets set and monitored**

- Activity 4.3.1 Establish goals and performance targets for Bangladesh Police
- Activity 4.3.2 Develop and implement a performance monitoring and evaluation mechanism
- Activity 4.3.3 Develop a mechanism for periodic measurement of police morale
- Activity 4.3.4 Externally publish police performance reports

**Output 4.4     Anti-corruption and complaints mechanisms made more robust and accessible**

- Activity 4.4.1   Develop, widely publish and aggressively pursue an anti-corruption strategy for Bangladesh Police
- Activity 4.4.2   Develop, publish and provide training on a police code of ethics and post it in every police station and building
- Activity 4.4.3   Publish and post anti-corruption and complaint handling procedures in every police station and building
- Activity 4.4.4   Provide further resources and training to create a *Professional Standards Branch* from the existing Security Cell
- Activity 4.4.5   Develop a mechanism for external oversight of internal police investigations
- Activity 4.4.6   Establish and properly resource a ‘police hotline’ to provide for the anonymous reporting of corrupt and inappropriate behaviour on the part of police officers

**Output 4.5     Improved quality of the relationships between police and the media**

- Activity 4.5.1   Develop a police media strategy
- Activity 4.5.2   Provide media training to all Officers in Charge of Police Stations, and District, Divisional and Metropolitan Police Senior Officers
- Activity 4.5.3   Include media studies in all courses for Sub-Inspectors and above
- Activity 4.5.4   Establish, resource and train personnel for a Police Media, Marketing and Public Affairs Branch
- Activity 4.5.5   Introduce bi-weekly police media formal interactions

**Output 4.6     Bangladesh Police is positioned for the effective use of information technology and communications technology**

- Activity 4.6.1   Revise and update the *Bangladesh Police Information Management (computer acquisition) Strategy*
- Activity 4.6.2   Develop costed *Technology, Information and Applications Architectures and implementation plans*
- Activity 4.6.3   Develop a *Communications Upgrade Strategy for the entire organisation*
- Activity 4.6.4   Acquire and distribute mobile and portable radio equipment to model Thana in accordance with demonstrated needs
- Activity 4.6.5   Support the acquisition and implementation of selected information technology hardware and software

**Output 4.7     Strengthened capacity for planning, policy and research in PHQ**

- Activity 4.7.1   Establish, resource and train selected personnel to support a *Policy, Planning and Research Unit* in PHQ
- Activity 4.7.2   Strengthen capacity to undertake environmental scanning and applied research
- Activity 4.7.3   Identify and pursue opportunities for the development of linkages with external research bodies

**COMPONENT 5: PROGRAMME MANAGEMENT**

**Component Objective:**

*Sustainable Programme outcomes are achieved through effective and transparent management of Programme resources and the promotion of collaborative work practices.*

**Output 5.1     Project Office established**

- Activity 5.1.1   Establish office location, complete fit-out and connect communications

**Output 5.2**     **An appropriate team of project staff deployed and operational resources effectively managed**

- Activity 5.2.1   Identify, select and appoint PM, NPD, NPC and Project Support Team Members  
Activity 5.2.2   Identify, select and appoint project support staff

**Output 5.3**     **Annual plans developed in consultation with stakeholders and relevant Programme information disseminated**

- Activity 5.3.1   Undertake a review of year 1 progress  
Activity 5.3.2   Develop a detailed design for year 2 activities

**Output 5.4**     **Periodic reporting, monitoring and evaluation undertaken**

- Activity 5.4.1   Establish and provide secretariat support for the Programme Steering Committee  
Activity 5.4.2   Establish and resource the Programme Support, Monitoring and Evaluation Unit (PSM&EU) in UNDP Bangladesh  
Activity 5.4.3   Prepare and submit Project Reports as required  
Activity 5.4.4   Complete annual tripartite review

**COMPONENT 6: Anti Trafficking of Human Being**

**Component Objective:**

Increased and improved prevention, interception, and disruption of trafficking of human beings, especially women and children. Increased and improved protection and recovery of victims.

**Output 6.1**     **Development of national THB strategy and action plan**

- Activity 6.1.1   Research into the structures and methods of trafficking networks  
Activity 6.1.2   Drafting of MoHA THB strategy

**Output 6.2**     **Policing capacity built to analyse trafficking networks and operations**

- Activity 6.2.1   Creation of national database  
Activity 6.2.2   Interpol Conference  
Activity 6.2.3   Appoint/transfer THB investigators in police station, where trafficking is most prevalent  
Activity 6.2.4   To complement activity 4.14, provide technical advice on THB in context of trans-national crime issues

**Output 6.3**     **Improving investigative capacity and prosecution effectiveness**

- Activity 6.3.1   Creation of tools for profiling criminals and victims  
Activity 6.3.2   Develop modules to clarify and heighten public awareness  
Activity 6.3.3   Appoint dedicated and trained THB investigators including female investigators  
Activity 6.3.4   Develop THB investigation training  
Activity 6.3.5   Train THB appointed investigators using THB investigation training curricula  
Activity 6.3.6   Develop a module on sexual exploitation against women and children, victim management, interviewing techniques, etc.



- Activity 6.3.7 To complement activity 1.10, formalise support for OCC, especially preliminary medical examination of THB victims
- Activity 6.3.8 Support Bangladesh Police to establish, resource, equip and train (national, international) a centralized Anti Human Trafficking Unit within the organizational structure of CID including

**Output 6.4 Develop effective victim support mechanisms, accessible by all**

- Activity 6.4.1 Victim referral protocols
- Activity 6.4.2 Repatriation protocols
- Activity 6.4.3 Establish strategic partnerships with victim support groups of human trafficking
- Activity 6.4.4 Develop specific responses for temporary/immediate assistance and long-term rehabilitation
- Activity 6.4.5 Put in place a mechanism for individual follow-up of victims and create a databank of individual cases

**Output 6.5 Community-police partnership in THB**

- Activity 6.5.1 Formation of community groups for police partnership and implementation of community-police partnership strategy
- Activity 6.5.2 Review the role of police in the repatriation process of child trafficking victims from third world countries and propose revisions for bilateral discussions

## 2 Management Arrangements

The Strengthening Bangladesh Police (SBP) is based on an agreement between the GoB and UNDP using a *National Execution (NEX)* modality with MoHA as the *National Executing Agency (NEA)* and Bangladesh Police as the *Designated National Institution*. Where necessary, the UN Office for Project Service (UNOPS) will act, as UN Implementing Agency and a Letter of Agreement with the Executing Agency will be signed. UNDP will provide services under Direct Country Office Support (DCS) modality for specific activities as and when requested and agreed during negotiation of the PSD. It is agreed that UNDP CO would provide direct support services to MOHA/Bangladesh for SBP recruitment, procurement, sub-contract etc.

The cooperation and operational activities will be guided by the *Standard Basic Assistance Agreement (SBAA)*, which outlines the basic agreement under which UNDP and MoHA, in conjunction with the Bangladesh Police, will assist the GoB to implement this development programme. UNDP/GoB will ensure direct and transparent administration and management of the funds provided to the project.

Under the NEX arrangement MoHA as the Executing Agency, in close collaboration with the Bangladesh Police, and with on-going support from the GoB, will assume responsibility for management and implementation of the PRP. This approach will promote ownership, accountability, national capacity development and sustainability of this UNDP coordinated intervention.

A key requirement for effective implementation of the PRP using a NEX modality is the establishment of an effective project management system. The key management structures will comprise a *Programme Steering Committee (PSC)* and a *Programme Management Team (PMT)*.

Given the current management capacity of the Bangladesh Police, and the scale and complexity of the programme, two further small advisory units will also be established. These are a *Technical Support Unit (TSU)* situated within the PMT, and a Programme Support, *Monitoring and Evaluation Unit (PSMEU)* situated within UNDP. The PSMEU will be coordinated by the concerned Programme Manger/Human Rights and Justice Focal Point of UNDP Bangladesh.

Additionally, because of the funding and support provided across a number of the Programme components, a '*Development Partners Coordinating Committee (DPCC)*' could play a key role in ensuring development partner collaboration and avoid fragmentation and duplication of donor support. The existing Justice and Human Rights Working Group of LCG Sub Group on Governance could also play an important role in this regard.

MoHA as the NEA will appoint a *National Programme Director (NPD)* in close collaboration with Bangladesh Police and UNDP. The NPD is responsible for overall management of the PRP including substantive financial and administrative matters and will be a senior officer with policy decision-making authority (preferably at the level of Additional Secretary) who will continue to hold his/her full-time senior appointment.

A *National Project Coordinator (NPC)*, funded by the PRP, will be appointed to assist and act as Deputy to the NPD in coordinating, planning and implementing Programme activities in addition to other project management roles. The NPC will be an experienced project manager with an extensive development background. Like all other recruitments, s/he (NPC) will be appointed following an objective and thorough competitive process.

Technical and management expertise will be provided by a Project Manager (PM), who will head the TSU. The PM will be an international professional who will be mobilized and managed through UNOPS agency execution. The PM will provide overall project management support to the NPD, and coordinate technical activities. Key responsibilities of this international expert will include providing high-level advice to the PSC, representing the NPD in meetings on policy related issues and co-signing key project related documents including financial reports and Requests for Quarterly Advances. The PM will also report to the

concerned Programme Manager of UNDP for ensuring sound management, smooth coordination and linking with relevant UNDP and Governance portfolios as per instruction of the National Project Director.

The PM will also be responsible for over-sighting the work of short-term national and international Technical Assistance (TA) consultants. Other key Programme Management Team members will include a Project Officer, a Programme Assistant, an Administrative and Finance Officer, an Administrative and Finance Assistant, two Drivers and a Messenger.

Counterparts will be appointed for all Core Team positions – including for short-term technical specialists. They will be suitably qualified, and GoB undertakes to keep them in post for as long as possible during the lifetime of Phase 1 of the project. GoB will pay appropriate travel and subsistence allowances for the counterparts.

In addition to the SBAA, a Memorandum of Understanding (MOU), which clearly establishes the protocols for engagement and strategic decision-making in line with NEX standards, could be negotiated between UNDP and the MoHA/Bangladesh Police. The successful implementation and management of the SBP component activities will only be achieved through a cooperative approach involving all stakeholders. This will require formal (but flexible) coordination structures at all levels that are framed around and strengthen, existing mechanisms.

The PRP goal and strategic framework (key components) have been designed around a 9-10 year Programme with an initial Phase 1 to be conducted over a three-year timeframe. Further phases will depend upon reform progress, on-going development partner support and agreement from GoB.

The anticipated commencement date is during the last quarter of 2004; however, mobilisation will depend upon factors such as agreement between UNDP and the GoB to proceed, agreement on GoB – UNDP/Development Partners' inputs, and completion of detailed Programme design and implementation schedule. The MOU and protocols for establishment of a programme management office will also need to be finalised.

In addition to the strategic management of the SBP, the NPD will be responsible for programme monitoring with support from the PM. Baseline information will be established for the monitoring of Programme impact, and assistance for this will be provided by the PSMEU to be established within UNDP.

Reporting requirements will include monthly reports, quarterly progress reports, and annual reports. Reporting and financial requirements will be consistent with the relevant NEX Manual Guidelines and are explained in more detail in Section 8 of this PSD. Financial audit reports will be conducted annually and at other times as required. Periodic review of the SBP will be carried out by an independent evaluation team including international consultants. These reviews will include recommendations for any adjustments to the Programme and reallocation of funds within the Programme budget.

A flexible execution model is proposed for the PRP, which enables a redesign following evaluation, and is responsive to changing needs, availability of GoB/development partner funding and progress towards reforms. This open architecture approach is consistent with the short (1yr), medium (1-3yr) and longer term (10 yr) strategy.

Consideration has also been given to the provision of a Management Contingency Fund (MCF) and Innovation Fund (IF) for successful achievement of programme activities and goals as identified in progress reports, or for new initiatives based on emerging needs and agreed to under programme SBAA arrangements. Innovation funding provides another means of flexibility and capacity to respond quickly to changing circumstances with creative research, advocacy and community programmes to be carried out by NGOs, community based organisations, civil society, academic/research institutions and/or specialised think-tanks.

### **Levels of Programme Management**

There are three critical aspects of Programme management:

1. High level policy direction and alignment with national development processes;
2. Link between the high level policy and day to day implementation;
3. Day to day coordination and implementation of activities, information sharing and partnership collaboration.

### **Programme Steering Committee**

The high-level policy direction will be undertaken by the SBP Steering Committee chaired by the Secretary, MoHA. The Programme Steering Committee (PSC) will be responsible for providing policy advice and guidance to facilitate the link between programme activities and national development initiatives. A full range of responsibilities is listed below.

Individual membership of the committee will need to be confirmed; however it should be based on the assumption that it is efficient and effective. The PSC may establish smaller working parties of PSC members and other coopted personnel, from time to time, to undertake programme related short-term projects on behalf of the PSC.

The recommended membership of the PSC is:

- Secretary, Ministry of Home Affairs – Chairperson;
- Representative of Attorney General for Bangladesh;
- *Inspector-General of Police*
- Representative from Ministry of Finance;
- Representative from the Planning Commission (Concerned Sector);
- Representative from ERD;
- Representative from IMED, Ministry of Planning;
- Representative from Ministry of Law, Justice and Parliamentary Affairs (MoLJPA);
- Representative of Ministry of Women and Children Affairs;
- Representatives of Ministry of Social Welfare;
- Representative of Ministry of Establishment;
- Principal, Police Academy, Sardah;
- Representative from UNDP;
- Representative from DFID, EC and other key development partner(s), if any;
- Representative(s) from NGO and civil society;
- NPD (preferably at the rank of Additional Secretary) as Member Secretary.

It is expected that the representation from different Ministries and/or divisions should not be below the level of Joint Secretary. The representatives of NGOs and Civil Society will be selected by the Government in close consultation and agreement with UNDP, DFID and EC.

The key roles and responsibilities of the steering committee will be to:

- Discuss policy implications of the SBP;
- Provide policy advice and guidance to facilitate the link between Programme activities and national development initiatives;
- Provide oversight of Programme activities;
- Review the achievement of programme interventions bi-annually;
- Review and validate any new SBP proposals;
- Keep GoB and relevant agencies informed of progress in the PRP;
- Provide policy guidance to the NPD and Programme Management Team;
- Oversight programme priorities in respect to funding and resources;

- Approve work plans and revisions of work plan and budget for PRP supported component projects.

The meeting of the PSC will be convened at least bi-annually. However, it is important that during the initial period the committee is convened as often as required to enable the relationships between collaborating partners to be nurtured. The information sharing during this process will enable the PSC to build a picture of the types of activities that are being undertaken, the location of interventions and the possible gaps that exist across programme activities.

This information will be vital for the implementation process of the PRP. It will also help member representatives to gain a better understanding of the PRP process and how its impacts are reflected throughout the Bangladesh Police, across other agencies in the justice sector and in police service delivery.

### **Programme Management Office**

The PMO will be established in close collaboration with Bangladesh Police (Designated National Agency) with the NEX SBP personnel including the PM, NPD, NPC and other professional staff as required. The PMO will be equipped with other professional and consulting staff from outside the GoB, as per the SBP Results Framework, in order to ensure intensive and extensive coordination for implementing the SBP including both technical and management aspects. The PMO will maintain close liaison with concerned Programme Manager of UNDP for all substantial programmatic and administrative issues.

### **Programme Management Team**

The duties, responsibilities and functions of key Programme Management staff and experts, national and international consultants are shown at Annex-C.

### **Programme Support, Monitoring and Evaluation Unit (PSMEU)**

The duties, responsibilities and functions of key Programme Support, Monitoring and Evaluation Unit (PSMEU) staff and expert, national and international consultants are shown at Annex-C. The Unit will be coordinated by the National Project Director and Project Manager.

### **Procurement and Sub-Contracting**

All procurement and sub-contracting for the SBP will undertaken consistent with the procedures outlined in the NEX Manual. Procurement under DCOS will be coordinated by UNDP Country Office in close consultation with the Project Management. Technical assistance will be sought from Specialised UN agencies, if necessary.

### **Recruitment**

All recruitments for the SBP will be undertaken consistent with the procedures outlined in the NEX Manual. Wherever applicable (e.g., for international recruitments) assistance will be sought from specialised UN agencies (e.g., UNOPS etc.). UNDP Bangladesh will be an integral part of the recruitment process for national staff, and lead the process in case of recruitments under Direct Country Office Support modality in consensus with the National Project Director.

## **3 Assumptions and Preconditions**

### **3.1 Assumptions**

There are a number of key assumptions in relation to progressing from the PSD to detailed design and implementation. These include:

- High-level willingness and commitment to police reform and renewal;

- Expression of interest from the GoB and a willingness to assume management responsibilities for the Programme under a NEX modality, and agreement for MoHA as the Executing Agency and Bangladesh Police as the Designated National Institution;
- Willingness and capacity of the GoB to financially support (directly and in kind) its contribution to the Programme initiatives;
- Preparation of a Technical Assistance Project Proposal (TAPP).

The following outlines a number of pre-conditions or prior steps required in addition to the above assumptions.

### **3.2 Workshop with National Partners/Institutions**

A necessary precondition for preparation of a detailed Programme design and implementation of the PRP is a workshop with national partners and key stakeholders to ensure shared understanding of the PRP strategic outcome and the roles and responsibilities of all parties. This workshop would clarify the inputs to be committed from each partner and prepare a memorandum of understanding (MOU) to establish protocols for engagement and cooperation. This would complement the SBAA. The 19 December 2003 Workshop on Criminal Justice System and Police Reform has already served the primary purpose of coordination with national partners.

### **3.3 Symposium with Politicians**

This symposium would enable all sides of government to have a level of understanding of the impact and outcomes of the proposed PRP and seek to gain agreement on progress towards police reform through the SBP. During the Human Security Mission, representative of the main opposition in the Parliament was consulted regarding SBP/PRP.

### **3.4 Workshop with Development Partners**

A workshop/roundtable with key development partners providing direct funding to the SBP and other partners who will either support component activities, or are conducting complementary projects, is recommended. This would enable partners to negotiate level of support and areas of intervention, ensure shared understanding and promote collaborative effort. The Justice and Human Rights Working Group of LCG Sub Group on Governance discussed couple of times the UNDP initiative on human security and police reform.

## **4 Assessment of Opportunities and Risks**

### **4.1 Opportunities**

The SBP provides the opportunity to reform and renew the Bangladesh Police, particularly if the institutional strengthening aspects are embedded.

The Needs Analysis Report identified that reform of Bangladesh Police is feasible, realistic and timely, and there are ample opportunities for creating positive change and renewal of the organisation.

For Bangladesh Police, the SBP provides the opportunity to improve effectiveness and re-establish its image and credibility with the community.

For MoHA there is the opportunity to demonstrate good governance as a key agency in the GoB responsible for safety and security of Bangladesh citizens.

Finally, for the GoB this programme provides the opportunity to gain much needed resources for the Police and assist them to improve their performance and professionalism in collaboration with development partners.

## 4.2 **Risks**

The following is a risk assessment summary for the PRP. A detailed risk assessment matrix will be prepared as part of the next stage of detailed Programme design following negotiations with GoB, MoHA, Bangladesh Police, Development Partners and other key stakeholders. The risks include:

- A lack of *political will* required to reform the police;
- Political interference in project at every level
- Financial constraints on government funding for police, particularly recurrent budget expenditure;
- The capacity of Bangladesh Police to absorb the proposed level of support without considerable assistance;
- Lack of development partner coordination and collaboration;
- Lack of external pressure for reform and better governance;
- The lack of robust anti-corruption mechanisms;
- Low salary base and conditions of work for police;
- Inadequate management and monitoring of the Programme;
- Non-optimal use of expert Technical Assistance;
- GoB selectively implements components of the project
- Lack of feedback of lessons learned from regular review, monitoring and evaluation of the PRP.

## 4.3 **Milestones for Monitoring Project Progress for Risk Mitigation**

### ***0-6 months after project approval***

Criteria for broad based membership and terms of reference agreed and in place for Project Steering Committee (as reflected in the Management Arrangements of the PSD).

Project Steering Committee in place.

Programme Support, Monitoring and Evaluation Unit (PSMEU) set up in UNDP and Unit staff/expert recruited into(or process well under way).

Recruitment criteria and competencies for National Project Director (GoB representative), National Project Coordinator, and counterparts drawn up and agreed by MoHA, Police, and UNDP.

*Joint internal Review.*

National Project Coordinator and key national project staff recruited by MoHA in active consultation with UNDP following competitive process. Appropriate counterparts for core project staff identified.

Counterparts in place for core team. (This will need to be aligned with recruitment of international and national core project staff).

Appropriate counterparts identified for project activities based on merit and competencies.

Agreed arrangements between MoHA, Police, and UNDP on ensuring key staff are kept in post.

PMO office space available and functioning.

Police/PMO undertakes assessment of training needs necessary for successful implementation of the project

Literature and activity review completed

Criteria for model thana selection agreed by MoHA.

Steering Committee, in participation with UNDP/DFIDB select, at least, 11 model thanas according to agreed criteria.

### ***0-12 months after Core team, including PM and NPD are in place***

International and national core staff recruited

Technical Support Unit set up.

Personnel inputs for key activities identified and available to undertake tasks.

Pilot activities in model thanas in operation

Recurrent costs of model thanas and key activities reflected in budget allocation requests. (or however it is undertaken)

Communication strategy drawn up and being implemented, including broad dissemination of police mission statement. Baseline surveys undertaken in 11 model thanas, with police input to design and implementation.

Baseline surveys analyzed and evidence of findings being fed into development of model thana procedures and practices.

Findings of baseline survey being fed into training modules.

*Joint Review, to include external assessors at month 12.*

### **12-24 months after project approval**

Police strategy, to include career development and human resource management, developed and evidence of implementation.

Evidence of costing the implications of implementing the strategy in place.

Juvenile Justice Strategy established

Transparent, accountable and merit based recruitment procedures developed and being piloted.

Key national project staff still in post.

Emerging findings from pilots fed into PMU and up to Steering Committee and PSMEU and informing policy and practice of BPF.

Regular project update bulletin, with success stories and emerging lessons produced by PMU and crime prevention committees etc. for model thanas and wider dissemination. Target number of women police employed in all model thanas (identify target numbers and positions).

Output to Purpose Review at 24 months

Active partnership between community and police visible in model thanas.

Recurrent costs of model thanas and key activities in place in police budget and arrangements for sustainable use of capital inputs (for example, computers and motorbikes) in place.

### **25-35 months**

Transparent, accountable and merit based recruitment procedures being implemented  
Key national project staff still in post.

District and Metropolitan Crime Prevention Committees established

Government financial commitment for recurrent costs agreed and in place.

Agreed strategies being implemented

Evidence from social surveys and public opinion surveys that model thanas are being more responsive to community safety and security needs, especially for women and girls.

Operational autonomy of police from the executive

Evidence that improvements in the pay scales and working conditions, such as lack of housing and long hours is being addressed by government.

Evidence that Career Development plans are in place and being implemented.

Trafficking in Human Beings victim support services operational

### **33-36 months after project approval**

Benchmarking surveys and review of policing reforms and recommendations for Phase 2, including replicating in larger group of thanas

Consideration of further UNDP/DFID/Other Development partners' support for Phase2

**Review and evaluation**



**3+ years after initial project approval**

Workshop of all model thanas, police and civil society, and key activity personnel to exchange lessons learnt from all pilot reform activities and to feed into Phase 2 design.

Programme rolled out to larger group of thanas, which is sustainable with government financial commitment.

Strategic institutional reform Programme to be designed and implemented based on lessons learnt from Phase 1 and critical analysis of ways to deliver to purpose level.

**5 Ownership and Sustainability****5.1 Ownership**

Assistance to the police sector is a long-term investment in strengthening the capacity of Bangladesh Police to improve performance and professionalism and meet the needs and expectations of the government and the community. As such it can be regarded as a fundamental investment that can promote security, stability, and growth through creating more trust and confidence in society.

It is important that police take ownership of this reform process. Although delivery may be slower with a NEX model, it will foster ownership and sustainability as more responsibility is taken and management capacity is strengthened. Links with the broader justice sector are also vital to ensure broader ownership of justice sector reform across all participating agencies.

In order to stimulate broader ownership of police reforms within Bangladesh society, it will be important to support public awareness and collaborative input from other key stakeholders such as NGOs, civil society organisations, the media and other government agencies.

**5.2 Reform, Institutional and Financial Sustainability  
Reform Sustainability**

On-going commitment to reform is a fundamental pre-requisite for success in this type of Programme. The future role and function of Bangladesh Police and their expected contribution to good governance, human rights and the rule of law will need to be agreed to in principle by all key stakeholders and across the broad political landscape. Although this will be a challenge, it is essential for achieving a high-performing and professional police service, which meets the needs and expectations of government and the people of Bangladesh.

**Institutional sustainability**

The institutional sustainability of the programme will be ensured by anchoring responsibility for the programme within the Police (see Programme Management). Long-term institutional and technical sustainability will to a large extent depend on enhancing the strategic capacity of PHQ and the commitment to reform. The SBP contributes to ensuring that there is sufficient capacity within the Police to achieve desired outcomes and stimulate sufficient political will to actually adopt and implement major reforms in this sensitive area. Model *Thanas*, for example will not only be models in appearance but models in behaviour.

**Financial sustainability**

The current resources assigned to the Bangladesh Police are inadequate, particularly for recurrent budget expenditure and maintenance. Financial sustainability is dependent upon the capacity of the GoB to ensure sufficient funds are available to run police stations and adequately maintain facilities. The poor salary and working conditions create an environment for corruption and abuse of authority to take place. The low salary base, particularly for the lower ranks, is a serious impediment to morale and the fight against corruption. If financial constraints do not allow for improvement in salaries, efforts must be made to create non-economic incentives such as accelerated promotion for better performing officers, taking into

account the training to be received by personnel through the SBP and the expectation of improved performance and professionalism resulting from this training.

### **Legal Context**

This Project Support Document (PSD) shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Bangladesh and the United Nations Development Programme (UNDP) signed by the parties on 25 November 1986. The National Executing Agency (NEA) shall, for the purpose of the SBAA, refer to the government cooperating agency described in that Agreement.

The following types of revision may be made to this PSD with the signature of the UNDP Resident Representative only, provided that he/she is assured that the other signatories to the PSD have no objection to the proposed changes:

- Revision in, or addition to, any of the annexes to the PSD;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and

The PSD is for all purposes related to implementation, the legal document by which UNDP and GoB will be bound. The GoB may prepare for its own internal planning and approval purposes a matching document such as Technical Assistance Project Proposal (TAPP) or Project Proposal (PP). All efforts must be made to ensure that the provisions of the concerned TAPP or PP prepared for an identical project are identical to those in the signed PSD. However, in the event of any discrepancies between the PSD or PD and a related GoB document (including, but not limited to, discrepancies in terms of financial provisions) the provisions in the signed PSD or PD are to be upheld.

All activities stipulated in the Project Document shall be implemented accordingly. However, should there be a need to make changes/ modifications to any of the agreed activities, all signatories of the Project Document must concur, before such changes are made.

The government executing agency designated on the cover page to this Project Document has been duly delegated by the government coordinating authority to carry out this project and accordingly will follow the NEX accounting, financial reporting and auditing procedures set forth in the documents as may be amended by UNDP from time to time. Apart from the above agreement, UNDP support services to this NEX project would be provided (if necessary) in accordance with the Letter of Agreement between the GoB and UNDP for NEX Executing Project to be supported by Direct Country Office Support modality (Ref: ERD's letter).

## **6 Monitoring, Review and Reporting**

### **Monitoring**

The Programme Steering Committee (PSC) together with the NEA will be responsible for overall Programme oversight. The PSC will recommend a working group for monitoring of the programme activities and oversee the overall progress of the SBP. The NPC will collaborate with the working group, the PM and the PSME Unit to be placed within UNDP to monitor the progress of the planned activities for the project in accordance with the implementation schedule provided. The NPC will give feedback to the NPD who, in turn, will keep the PSC informed about the programme progress. The PRP will also be subjected to the in-house monitoring scheme of MoHA and the Bangladesh Police. The Programme will be subjected to periodic reviews in accordance with policies and procedures established by UNDP in the NEX Manual for monitoring programme implementation.

The UNDP country office in Bangladesh, through the PSME Unit, will be responsible for monitoring programme undertakings, ensuring proper use of UNDP funds to assigned activities, timely reporting of implementation progress as well as ensuring undertaking of mandatory and non-mandatory evaluations. The PSME Unit placed in UNDP will provide necessary support and backstopping to ensure proper implementation progress to the concerned Programme Manager of Governance Team/UNDP, convene periodic meetings with Programme management on strategic issues, provide feedback and revision to products and documents and where necessary filter Programme results to be in line with overall objectives as well as UNDP and cost-sharing partners' requirements.

The NPC will assist the NEA and the Bangladesh Police to identify indicators and ensure that the monitoring systems can measure progress in relation to these. This should be done at intervals that correspond to the frequency of progress reports to enable key stakeholders to have a clear picture of Programme progress.

Wherever feasible, monitoring systems will be designed so that the system can become an integrated part of existing (or planned) monitoring procedures for the counterpart institutions.

### **Review**

Annual reviews, progress reports and periodic evaluations such as *mid-term evaluation* and *end of Programme evaluation* will be implemented according to UNDP requirements. Whereas the reviews and progress reports will be undertaken by the NEA/PSC through the NPD and key PMT staff, the *periodic evaluations* will be undertaken by independent professionals.

An **Annual Programme Progress Report (APPR)** will be prepared by the NPD with support from PMT in consultation with the stakeholders. Upon request from UNDP, the Executing Ministry (MoHA) will convene the annual tripartite Programme review to provide policy guidance to the Programme. The PRP will be subject to **Tripartite Review (TPR)** at least once every twelve months. The meeting will be attended by the representatives of the Ministry of Home Affairs, Bangladesh Police, ERD and the Planning Commission, UNDP and other key stakeholders and development partners. The NPC and key members of the PMT will prepare and submit to each TPR meeting an **Annual Programme Report (APR)**.

**Quarterly Review Meetings (QRM)** will also be conducted to coincide with ERD quarterly meetings as part of their internal Programme coordination and management function, and a report will be prepared by the PMT under the guidance of NPD in accordance with the policies and procedures established for this purpose by UNDP. A Programme Completion Report will be distributed sufficiently in advance to allow in-house review and technical clearance by UNDP prior to the terminal tripartite review.

### **Reporting**

The NPD, with support from the NPC, PM and other members of the PMT including expert consultants, will be responsible for the preparation and submission of the following reports:

#### **Programme Inception Report**

The Inception Report will be prepared after the Inception Workshop by the NPD, with assistance from the partner organisations and PMT and in consultation with UNDP, no later than three months after the Programme is initiated. The report will include a detailed work plan for the Phase 1 duration of the PRP, fine-tuning of ToRs for project professionals, progress to date on project establishment and start-up activities, and amendments to Programme activities/approaches, if any.

The report will be submitted to the Chair of the PSC, for circulation to all PSC members ahead of the Inception Workshop.

### **Quarterly Progress Report (QPR)**

Quarterly Progress Reports will be prepared and submitted to the Executing Ministry and UNDP. Quarterly Expenditure Statement will also be submitted along with the QPR to UNDP.

### **Annual Programme Progress Report (APPR)**

The APPR will be prepared and submitted by the PMT to report progress achieved over the last one year and will include lessons learned and how they will be used to enhance Programme implementation in the following year.

### **Technical Reports**

Technical reports will be published according to the Programme timeframe to report on specialist activities. These reports will be specifically developed by the international and national consultants. The reports will cover specific areas of analysis within the overall Programme objectives and component activities. A tentative list of proposed technical reports and their schedule will be annexed in the Inception Report. The PM and NPC will make sure to codify knowledge generated at the Project for the broader audience.

### **Workshop Proceedings**

The PRP activities include series of workshops across a number of key areas. Proceedings and outputs of the various workshops will be regularly documented and published for dissemination to the key stakeholders throughout the Phase 1 Programme duration.

### **Programme Completion Report**

The Programme Completion Report will be prepared well ahead of the Terminal Tripartite Review by the NPD with assistance from the NPC, PM and members of the PMT and the PSME Unit. This comprehensive report will summarise all activities, achievements, outputs and outcomes of the project; lessons learned, objectives met, structures and systems implemented, and include any deviations from established work plans. It will be the definitive statement of the PRP activities over the 3-year Phase 1 period. It will also lay out recommendations for subsequent phases and any further steps that should be considered to promote sustainability and replication of the Programme activities.

## **7 Consolidated Budget**

The following *Consolidated Budget* shows the annual input-output budget-by-budget line, for each component, for Years 1, 2 and 3 of the Phase I Police Reform Programme (PRP), as well as the overall Phase 1 Budget.

### **Budget Notes:**

- The Consolidated Budget shows UNDP, DFID and EC contributions to the PRP Phase 1 budget.
- GoB contributions in cash and kind have already been negotiated (MOHA already indicated their willingness to provide Office space for the Project).
- The cost assumption and cost schedules on which the budget is based, are shown in the Project Results and Resources Framework in Annex-B.
- Personnel budget estimates are based on salary plus all on-costs. The rates are indicative only and have been adjusted to enable flexibility in design for inclusion of further personnel as required.
- Equipment budgets are also indicative and based on available information at the time.

- The Years 2 and 3 budgets are indicative only and will be readjusted following reappraisal and redesign towards the end of year 1.
- The PRP is flexibly designed with an open architecture to enable adjustments to Programme needs as well as the availability of increased development funds.
- This open architecture model is consistent with the Programme strategy of short, medium, and longer-term approaches.
- A *Management Contingency Fund* has been included for each year of Phase 1 to cover unforeseen circumstances or critical emerging needs and other priority such as public expenditure review of the police, trafficking in persons, traffic management study, use of NGOs for specific projects, specialist police trainings etc. The Fund could be able to receive possible inputs from other development partners for specific activities. Detailed guidelines for the Fund would be designed by the Project Team
- To further enable flexibility, an *Innovation Fund* budget allocation has been included to recognize, promote and support creative activities, innovative and distinct components generated by diverse individuals/groups and organizations including credible and professional NGOs, media, and/or academic institutions which are significantly contributing to the reform process. It might be used to utilize NGOs for specific targeted projects/relevant innovative community work. The Fund could be able to receive possible inputs from other development partners for specific activities. Detailed guidelines for the Fund would be designed by the Project Team.
- In addition to the activities outlined in the components, a substantial amount of resources (US\$ 275,000) has been allocated to the supply and distribution of a police operational kit to each *Thana*. This was agreed to following negotiations with MoHA and Police. The purpose of this kit is to provide basic operational equipment to support policing at the *thana* level and to promote awareness of the Police Reform Programme to all police at *thana* level. The composition of the kit is to be developed by the PHQ for discussion and approval by the Programme Steering Committee, including consideration by GoB to meet any recurrent costs.
- An amount of US\$ 700,000 has been negotiated to assist with overseas study and training including specialized training on commercial and emerging crimes for Bangladesh Police. This fund will be administered by the Programme Steering Committee and approved by the PM. Written submissions will be made for overseas study or training Programmes and these Programmes must be consistent with and contribute to the overall goals of the Police Reform Programme. Officers benefited from this overseas training and study must be able to transfer any skills learned to other police either in the workplace or in police training institutions upon their return to Bangladesh.
- An amount of US\$ 200,500 has been negotiated to support Ansar/VDP training Programmes to assist police with community policing and crime prevention. The Programmes will be prepared by the PHQ in consultation with Ansar/VDP and will be approved by the Programme Steering Committee, the PM (in consultation with UNDP).
- A stipulated fund has been allocated for the project office fit out, part of the amount will be used for refurbishment of Project office closely located to the PHQ and the remaining money will go to the Management Contingency Fund and Innovation Fund (US\$ 206,653) based on actual needs and emerging situation.

**Development Partners' Support/ Programmes' Relevant to Policing**

<b>Development Partner (Donor Agency)</b>	<b>Description and Status of Activity</b>
<b>ADB</b>	<p>Currently formulating future governance strategies for Asia.</p> <p>ADB is funding a project, which involves institutional support to Ministries involved with land registration. Progress on this project and its exact parameters are currently unclear.</p> <p>Although not related to police this initiative could have an impact on land disputes, which often lead to violent situations requiring police intervention.</p>
<b>AusAID/Australian High Commission</b>	<p>No police project but interested in police reform project for possible support of specialist Technical Assistance.</p>
<b>CIDA</b>	<p>No specific police project, however CIDA has a significant judicial capacity enhancement/legal reform project to support the development of a rule-based, effective, transparent and predictable legal framework through reforming the formal justice system.</p> <p>Is considering projects to review police rules and procedures, and a mechanism to handle complaints against the police.</p> <p>CIDA has expressed strong interest in working multilaterally in police and justice sector reform initiatives.</p>
<b>CIET</b>	<p>Undertakes social audit programs funded through the World Bank.</p> <p>Questions relating to perceptions/ interaction with police could be included by negotiation to assist with longitudinal studies in police reform project.</p>
<b>DANIDA</b>	<p>No specific police project, however indirectly related activities include the Judicial Training Institute programme for the judges and prosecutors.</p> <p>The Multi-sectoral Programme on Combating Violence Against Women is focused on the needs of women who are using the criminal justice system because they are victims of gender-based crimes, for example, acid burning, domestic violence or rape. This programme was piloted in Dhaka and Rajshahi between 1999 and 2001 and is being expanded.</p> <p>Activities include the creation of One Stop Crisis Centres for victims of gender-based crimes, i.e. a place where an acid burn victim, for example, can come, and have all medical-legal procedures as well as</p>

	<p>the initial medical care dealt. DANIDA are working closely with police on this project.</p> <p>DANIDA is in the process of establishing a DNA facility in Dhaka Medical College Hospital with collection points in Rajshahi and eventually with eventual rollout to other Divisions. Have commenced some training with police and will expand this.</p> <p>Potential for significant synergy between this project and the proposed UNDP initiative to Strengthen Bangladesh Police in both areas of gender mainstreaming and improvements to investigative techniques.</p> <p>DANIDA has expressed interest in working collaboratively in police and justice sector reform initiatives.</p>
<b>DFID</b>	<p>Public Access to Justice Project: 3-year project in 20 <i>Thanas</i> to demonstrate potential for changing police practice and bringing together police and communities to develop a joint approach to reform. However, implementation of the project has not been negotiated with MoHA towards a project intervention. Instead, DFID expresses its keen interest to be a part of the PRP and is currently working on it with UNDP.</p> <p>Holding discussions with MoLJPA over support for an independent public prosecution service.</p> <p>Provide support for civil society organizations engaged in working with the police and legal process.</p>
<b>European Commission (EC)</b>	<p>The EC in Bangladesh has two small ongoing projects in the field of human rights and good governance. One is called the <i>Legislative Support Programme</i> and is aimed at strengthening the Parliamentary process. Its activities include providing a mechanism for MPs and representatives of civil society to discuss issues of national concern.</p> <p>This forum has the potential to link with the proposed project to discuss law and order matters.</p> <p>The other program, <i>Strengthening Rights of Children of WIP (Women in Prostitution)</i>, is implemented by Terre des Homes, Italy. It aims to provide children with an option of an alternative lifestyle, and to sensitize society (including police and other authorities) about these children's rights.</p> <p>The EC intends to spend E3 million on strengthening the individual rights of the most vulnerable groups in Bangladesh by co-financing UNICEF's programme on <i>Adolescent Girls</i>. This programme is at identification stage.</p> <p>The 2004 National Indicative Programme of GoB and EC will shortly be revised. The NIP consists of a E411 million envelope for the period 2002-2005. Identification is currently proceeding for areas of possible cooperation in human rights and good governance. Consideration is being giving to supporting reforms in the justice system and this program has the potential for considerable synergies and cooperation</p>

	<p>with the proposed program to Strengthening of Bangladesh Police (Police Reform) and provide key linkages between the police and the judicial system.</p> <p>Also supporting an “access to justice” project, managed by the Asia Foundation and focused on funding reformed <i>salish</i> and legal education. This project has proposed a baseline study which looks at poor people’s ability to access justice.</p> <p>The EC are extremely interested in partnership with other donors, and potential collaboration here will need to be further explored.</p>
<b>IOM</b>	<p>Together with human migration initiative, IOM also working to address People Trafficking issue. In 2002 IOM carried out studies that have identified the crucial role of the Police, BDR and Ansar/VDP in preventing human trafficking.</p> <p>In collaboration with MoHA, IOM has developed a training manual and has been providing training to the Police, BDR and Ansar VDP in the Sardah Police Academy, Bandharban BDR College and Safipur Ansar Training Academy. From 2003 this initiative has been implemented covering more geographical areas with support for field level action.</p>
<b>JICA</b>	Has previously indicated possible support to provide forensic kits.
<b>Netherlands</b>	No current programme in Bangladesh but interested in possible collaboration with active donors.
<b>Transparency International Bangladesh</b>	Has published numerous reports on levels of corruption, including information on corruption within police. Currently in dialogue with authorities on efforts to combat corruption, and will undertake a thorough assessment of two police stations (1 rural, another urban). Working through “concerned citizens committees” in five districts in Greater Mymensingh to provide better access to information on the services provided by the police, and will monitor the impact of increased access to information on service quality. Intend to share these observations with senior police officials.
<b>The Democracy Partnership</b>	The Democracy Partnership is a tri-partite partnership between BRAC, USAID and the Asia Foundation, managed by the Asia Foundation. They are nearing the completion of a five year project focused on (i) improving local government; and (ii) increasing access to justice especially for women. They have focused on increasing access to justice through legal aid, legal education and support to reformed <i>salish</i> . This project has had some extremely interesting results especially in the area of reformed <i>salish</i> . Random survey samples in areas where there were reformed <i>salish</i> found that there was a significantly higher perception of being able to access justice than in areas where there are no reformed <i>salish</i> . The Asia Foundation are leaders in the area of reformed <i>salish</i> and ADR systems. Project has no focus on the formal justice system.



<b>UNDP</b>	<p>Since end of 2002 discussing institutional strengthening project for police with Government authorities. In 2003, as a programmatic response, the Joint GOB-UNDP Human Security Mission under a preparatory assistance (BGD/03/007) has completed a <i>Needs Assessment</i> and prepared a <i>Project Support Document</i> designed to improve the effectiveness of the Bangladesh Police.</p> <p>The Country Office published a Human Security Report in 2002 and its Bengali version in 2003. It also launched a human security campaign targeting key stakeholders to create awareness and mobilise support for police reform.</p> <p>UNDP has been in negotiation with MOHA and the Prison Directorate to support a potential Prison Reform Programme (2004) and fielded a Prison Reform Mission.</p> <p>UNDP under its previous Project (IDHRB) provided human rights training to senior police officials at the Police Staff College. The Project also developed and published a Human Rights Training Manual for Bangladesh Police. UNDP also provided substantial technical support to the GoB (1997-2002) to draft a bill for establishing a National Human Rights Commission. The Commission is still under consideration of the Government.</p> <p>UNDP was involved with GOB in the drafting of legislation to establish a system of village courts, which use mediation techniques but are linked with the formal court system (The Grameen Court Bill). The Draft Bill provides for a village court, which uses mediation but is supervised by the District Judge. It is unclear when this legislation is due to be passed.</p>
<b>UNFPA</b>	<p>In 1998, UNFPA began a five-year project to integrate HR and gender into the training curricula of the training institutes of the Ministry of Home Affairs. Physical and technical capacities of 12 institutes (Police, Ansar and BDR) across the country were strengthened. A core group of trainers was trained and a training manual produced.</p> <p>This will be further strengthened and broadened in 2003-2005 to involve issues of institutional culture and community policing as these relate to gender, rights and violence. This will be in collaboration with DFID PAJ project. Also currently undertaking surveys on male attitudes to domestic violence.</p>
<b>UNICEF</b>	<p>Carried out an assessment of training needs and capacity of training institutes for police, magistrates and judges in the area of juvenile justice and protection of children.</p> <p>Developed a training manual for Training of Trainers and handbook, which are currently being finalised.</p> <p>Have visited Police Academy Sardah and other police training institutions to develop training modules in cooperation with police. Will pilot and field-test before implementing across the organization.</p> <p>In support of this activity UNICEF has prepared a user-friendly handbook to guide police in their interactions with children.</p> <p>Also involved in advocacy related activities/monitoring within the framework of the inter-ministerial committee on juvenile justice under PM's Office.</p>

	UNICEF strongly supports donor collaboration in the sector to avoid duplication and fragmentation. Has expressed interest in participating in UNDP program.
<b>US Embassy</b>	<p>Currently finalizing negotiations with GoB/Bangladesh Police to implement a Bangladesh Law Enforcement Professionalism Project. The aims of the project are to:</p> <ol style="list-style-type: none"> <li>1. increase the level of professionalism of Bangladesh's law enforcement agencies through the development of curriculum for law enforcement training and through improved recruiting processes; and,</li> <li>2. improve the counter-narcotics capacity of the civilian law enforcement agencies of Bangladesh.</li> </ol> <p>This project (approx US\$ 750,000) will build upon the one initiated in Letter of Agreement signed in 2002.</p> <p>The DOJ Criminal Division, International Training and Development Programs did an assessment of the target agencies in June 2003, and project will be based on this assessment. One or more law enforcement advisors will be placed in the Police Academy, Sardah.</p> <p>Emphasis on ethical recruiting practices, fostering inter-agency cooperation among the BP, the Department of Narcotics Control (DNC) and other law enforcement agencies, improving criminal investigations and BP's laboratory facilities, and anti-corruption through establishment of professional standards and method of investigating allegations of misconduct. <i>Directly aligns with many aspects of proposed UNDP program.</i></p>
<b>World Bank</b>	<p>The World Bank is funding a five-year justice project. This project is focused on improving the efficiency of the commercial justice system, although it contains small legal aid and ADR components. The project plans include extensive infrastructural development and renovation of superior court facilities, significantly improved education for judges and computerization of the superior court case management. As such, some of the activities may have effect on the criminal justice system. According to DFID report, it may also be possible to negotiate improved criminal justice and human rights training as part of the overall package.</p> <p><i>Negotiations continuing on any future World Bank involvement in Police Reform.</i></p>

### Project Results and resources framework

Country Program Outcome (Multi-year funding Framework: MYFF 2004-2007)			
Goal 2 Fostering Democratic Governance Service Line 204 Justice and Human rights			
MYFF (Core Result): Human rights/Security promoted and protected			
MYFF (Core Result): Poor and Disadvantaged groups empowered to seek remedies for injustices, justices enabled to be responsive to claims, consistent with international human rights norms			
Applicable areas of strategic support (from SRF): Promotion of Human rights			
Project title and number: Strengthening Bangladesh Police-BGD/04/001 (Phase 1: Police Reform Programme-PRP)			
Programme outcome: Enhanced capacity and willingness of Bangladesh Police and key stakeholders to contribute in a collaborative manner to the creation of a safer and more secure environment based on respect to human rights, equitable access to justice and rule of law in accordance with multi party democracy.			
Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
1.	<p><b>Component: Crime Prevention</b></p> <p><b>Objective:</b> Police –Community engagement creates an environment that facilitates prevention of crime and equitable access to justice and the opportunity for inappropriate influence over the police is minimized.</p>	Community feels safer; Police are viewed, as a symbol of security and trust the model Thana is a symbol of safety-and people willingly seek and receive police assistance.	Baseline and ongoing surveys-including police perceptions, Crime reporting trends, community interviews
1.1	<p><b>Outputs:</b> Enhanced crime prevention through police/community awareness and collaboration</p>	An aware and engaged community, including women, and young people, actively participate in crime prevention activities with police in accordance with agreed national and local priorities.	Analysis completed and evidence of use of information to ensure police are responsive to the community, especially women and girls. Police Crime Prevention cell established and functioning with effective communication strategies being implemented which are responsive to community and police needs; Crime prevention strategies developed with police and community pilot programs implemented and evaluated and evidence of being embedded in police procedures and practice. Broad police and community partnership in place and functioning at model thanas. Attitude surveys conducted within the police

Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
1.2	Removal of barriers to the more effective reporting of crime	An environment conducive to the accurate reporting of crime is established and systems are in place to support.	A streamlined recording system is developed and relevant laws and procedures support its use. Trends in community confidence levels measured under output 1.3
1.3	Creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police.	Operating in an environment free from inappropriate intervention, police gradually but continuously build community confidence for developing accountable, responsive services.	Professional standards published (from Police HQ) and evidence of action taken when standards compromised image-building strategies documented. Trends in community confidence levels measured through social surveys in model thana areas. Regular bulletin highlighting success and emerging issues produced by PMU with inputs from police, model thanas, communities.
1.4	The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable.	On consistent basis police provide compassionate and timely referral to available victim support services, especially to women and girls	Attitude surveys of young people, women and vulnerable people. Strategic partnerships developed with the community, police and relevant government departments. Referral options known and used by police. Sensitization and training programs developed and implemented.
1.5	Enhanced capacity to be responsive to women young people and vulnerable people	A Juvenile justice Strategy and crime Prevention Strategy informs the activities of key stakeholders. Police responses are sensible to the needs of women and girls.	Public opinion surveys. Evidence of community involvement in policing for example, crime prevention groups. Crime prevention Strategy and Juvenile Justice Strategy reviewed and implementation taking place. Trained police personnel are deployed to all OCC with clear links to police districts and branches.
1.6	Refurbish and equip replicable model Thana in selected locations within Metropolitan Police Ranges and staffed with male and female police.	Five metropolitan and rural Thanas selected, refurbished, equipped and staffed by trained personnel.	Evidence that thana selection followed agreed criteria. Refurbishment and equipping completed. Strategy for roll out being developed with government resource commitment. Male and Female police fully trained and resourced to be effective. Evidence that police staff are working to a career plan.

Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
2.	<p><b>Component: investigations, operations and prosecution</b></p> <p><b>Objective:</b> High quality police operations and investigations are undertaken, which are responsive to women, girls and the vulnerable in a timely and professional manner and lower court prosecutions do justice to investigative efforts.</p>	<p>Investigations are methodical rule-based and have integrity Increased detection rates in investigation; increased conviction rates, including for those crimes which impact on the poor and women.</p>	<p>Court records. Crime recording statistics, Random sampling of investigation files. Comparative analysis between surveys, crime reports, investigation, and persecution files.</p>
2.1	<p><b>Output:</b> Improved crime scene preservation and forensic support</p>	<p>Crime scene for serious crimes are preserved and key investigations are supported by forensic evidence.</p>	<p>Basic forensic courses SOCO are forensic offices established and resourced, Prints and Photos are taken at selected police stations; Uncomforted confessions reduced.</p>
2.2	<p>Enhanced efficiency and effectiveness of investigative processes</p>	<p>Operating in an environment free from bureaucratic constraints, investigations are thoroughly and professionally completed by well-resourced and trained investigations.</p>	<p>PRB amended case management system developed and piloted. Detective Branches resources and staffed with trained investigations including women investigators; Training packages developed.</p>
2.3	<p>Improved systems and processes for gathering and analysing criminal intelligence</p>	<p>Ethically obtained criminal intelligence support crime prevention, detection and resources deployment strategies; Proper security by supervising officers</p>	<p>Crime intelligence Unit and cells established; Crime plotting and targeting implemented; Training courses conducted; Strategies documented. Evidence of sustainability through recurrent costs being</p>
2.4	<p>Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court</p>	<p>Investigations are supported by professional police prosecution services.</p>	<p>Trends in the success rate for prosecutions undertaken by court inspectors; Persecution training courses conducted; Monthly coordination meetings conducted.</p>

Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
2.5	Primary criminal laws and regulations are revised to reflect contemporary requirements	The effect operation of Bangladesh Police is supported by contemporary criminal laws and regulations.	Working party established; Always undertaken and priorities identified; Recommendations submitted and accepted
3.	<p><b>Component: Human resource management and training</b></p> <p><b>Objective:</b></p> <p>The Bangladesh Police are ethical, capable, well trained and well lead and HRM/HRD processes result in efficiency, transparency, accountability and equitability.</p>	Police behavior and attitudes in the model thanas has improved. Contemporary training programs implemented with evidence of sustainable management; Contemporary HRM/D strategies implemented; Robust personnel deployment methodologies employed.	Baseline and ongoing surveys-including police perceptions; Community interviews; Measure qualifications and competencies of recruits against recruitment and selection policies. Periodic review by Monitoring and Evaluation Unit.
3.1	<p><b>Output:</b></p> <p>Introduction of transparent merit based police recruitment processes.</p>	Appointments are made in a transparent and accountable manner on the basis of merit.	Review completed, new process developed and approved; External oversight mechanism developed and implemented.
3.2	Development and institutionalization of training development, delivery and evaluation capacity	Bangladesh Police is able to identify and analyse training needs and provide courses, materials and trainers to meet constantly evolving training requirements.	Strategy developed. Training needs analysis completed; Design and Evaluation Team in place; Courses redeveloped; Train the trainer conducted for all training personnel; Accreditation in place.
3.3	Broaden training delivery options	Academy; zonal decentralized and workplace based training and training options are available for Bangladesh Police personnel. Training of Ansars, VDPs, Chowkidars.	Workplace based training options created; District Training Officers established, trained and resources; Linkages, material and staff sharing between training institutions institutionalized.
3.4	Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced.	Women are represented in meaningful roles in ratios consistent with the overall strategy to increase the number of women in Bangladesh police.	Strategy and target % established; Recruitment campaign conducted and evaluated; Action plans for deployment completed; Conference conducted; Network established.

Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
3.5	More efficient use made of human resources throughout Bangladesh Police	Personnel are developed to realize their full potential and are developed in accordance with clearly defined priorities.	People strategy plan developed. Resource allocation model developed, assessment of police distribution completed, Resources redeployed.
3.6	Leadership and management training at all levels is improved	Management leadership and supervisory training is made more contemporary and is made much more widely available.	Supervisor training modules developed. Workplace training implemented. Training curricula updated. Resources provided; Learning methodologies expanded.
4.	<p><b>COMPONENT 4: STRATEGY AND OVERSIGHT</b></p> <p><b>Objective:</b> Bangladesh Police maintains the standards, systems and structures necessary to meet current and future policing needs.</p>	Goals and standards set and periodically reviewed, and implemented, inappropriate behavior dealt with by an open accountable disciplinary process.	Baseline and ongoing surveys including police perceptions; Police disciplinary records, Community survey; Periodic assessment by Monitoring and Evaluation Unit.
4.1	<p><b>Outputs:</b> Core functions and priorities of Bangladesh Police clearly established and widely known</p>	Bangladesh police is focused on priority policing functions that meet community needs and deploys its resources with maximum efficiency.	Mission of Bangladesh Police reviewed and published; Crime functions identified, agreed, published and widely disseminated; Regulations reviewed and process established and evidence of action.
4.2	Enhanced police capacity to identify and deal with emerging crimes	Bangladesh Police demonstrates capacity to identify and successfully investigate transnational drug, human trafficking, white collar and computer crimes within documented performance parameters.	CID review completed, New local areas identified and agreed; Symposium conducted; Trans-Crime Unit Established; Investigation performance matrices established (see 4.3).
4.3	Clear performance targets set and monitored	Police set, work towards, monitor and amend performance targets consistent with its mission and core focus areas.	Goals and targets set and published; Monitoring mechanism established; Results published externally.

Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
4.4	Anti-corruption and complaints mechanisms made more robust and accessible	Bangladesh Police progresses towards an environment where the desire and opportunity for corrupt and unprofessional activities are minimized.	Strategy published; Code of Ethics published and posted in police stations; Hotline established; Training and Resources provided; External review operating. Evidence of action being taken as a result of the strategy visible; Public surveys.
4.5	Improved quality of the relationships between police and the media	The public receives timely and accurate information about police activities that result from police media relationships built on mutual respect and benefit to the parties.	Media Strategy developed and implemented. Media training provided, Public Affairs Branch established; Media conferences conducted bi-weekly.
4.6	Bangladesh Police is positioned for the effective use of information technology and communications technology	Bangladesh police embarks upon the establishment of an affordable, sustainable technological platform.	Strategies completed; priority areas for support identified costed and resources provided.
4.7	Strengthened capacity for planning, policy and research in PHQ	Planning and Research Unit established and operational	Research programs scheduled and published.
5.	<p><b>Component: Program management</b></p> <p><b>Objective:</b></p> <p>Sustainable program outcomes are achieved through effective and transparent management of program resources and the promotion of collaborative work practices.</p>	Program established resourced and operational-including GoB meeting its agreed.	Well-qualified counterparts in place reviews, Assessment by Monitoring and Evaluation Unit. CTA progress reports, Steering Committee records.
5.1	<p><b>Output:</b></p> <p>Project Office established</p>	Office established	Observations; Periodic review
5.2	An appropriate team of project staff deployed and operational resources effectively managed	Staff engaged and deployed	Personnel records, Counterparts not being transferred without due process and reason.



Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
5.3	Annual plan developed in consultation with stakeholders and relevant program information disseminated	Plans developed	Revision of plans; Discussion with stakeholders, Evidence of lessons learnt and workable practices from pilot activities being embedded into police policy procedure
5.4	Periodic reporting, monitoring and evaluation undertaken	Reports submitted	Revision of reports
6	<p>Component 6. Combating trafficking in Human Beings</p> <p>Objective</p> <p>Increased and improved prevention, interception, and disruption of trafficking of human beings, especially women and children. Increased and improved protection and recovery of victims.</p>	<p>Research completed and report finalized with detailed information required to develop a strategy and action plan</p> <p>% Increase of public awareness of THB and roles of various stakeholders</p> <p>Developed and implemented MoHA THB strategy and action plan</p> <p>Appropriate THB technical advice given to support other Components</p>	<ul style="list-style-type: none"> <li>• Periodic assessment by monitoring and evaluation unit</li> <li>• Police records</li> <li>• Project reports</li> </ul>
6.1	Effective implementation of a gender and child sensitive victim-oriented policy and approach to policing	<p>Module on sexual exploitation, victim management, etc. developed based on modern theories and approaches</p> <p># of female investigators trained in THB</p> <p># of female investigators working in THB prevalent areas</p>	<ul style="list-style-type: none"> <li>• Police records</li> <li>• Project reports</li> </ul>
6.2	Improved investigative, disruption, and interception capacity of the police	<p>Evidence investigative techniques used</p> <p># of cases entered in national database</p>	<ul style="list-style-type: none"> <li>• Police records</li> <li>• Project reports</li> </ul>

Ref.	Component/Objective/Output description	Outcome indicators	Means of Verification
		<p># of analyses made on basis of national database</p> <p>Support for OCC formalized concerning medical examination of THB victims</p> <p>Modern systems used for criminal intelligence gathering</p> <p>Modern practices used for gathering and analyzing criminal intelligence concerning THB</p>	
6.3	Increased access to justice for victims of trafficking reflecting a transformation in police understanding and behaviors and a close collaboration with ministries, NGOs, international organizations	<p>INTERPOL THB conference successfully held</p> <p>Repatriation process revisions proposed for bilateral discussions</p>	<ul style="list-style-type: none"> <li>• Police records</li> <li>• Project reports</li> </ul>
6.4	An effective link between police and victim support services is used and is operational	<p>Referral practices in line with adopted protocols</p> <p># of victims referred to NGOs by police</p> <p># of meeting held between community, police, and victim support organizations</p> <p>Effective and efficient mechanisms employed for follow up of individual's cases</p>	<ul style="list-style-type: none"> <li>• Police records</li> <li>• Project reports</li> </ul>
6.5	Effective community-police partnership	<p># of community volunteer groups established for THB</p> <p># of trafficking cases supported by the groups</p>	<ul style="list-style-type: none"> <li>• Police records</li> <li>• Project reports</li> </ul>

### RESULTS FRAMEWORK

Category	Input	Unit	Description	Budget Line	Unit Cost
10	<b>Personnel</b>				
	International Project Implementation Specialist (PM)	36 Month	PM (Project Implementation Specialist) will provide overall project management support to the NPD and in coordinating technical activities	11.01	18.00
	International Crime Prevention and Community Safety Specialist (Also supporting activity 1.2.7)	9 Month	Short-term International Specialist in the field of crime prevention and Community safety to support the development of strategies, establishment of a Crime Prevention Cell and the development of crime prevention training Materials to be used for awareness raising. Includes all salary, allowances raising. Includes all salary, allowances and on-costs.	11.03	15.00
	International Crime Scene Management & Crime Recording and Reporting Specialist	6 Month	Short-term International Specialist in the field of crime reporting and Recording to support the development of streamlined offence and complaint recording systems	11.02	15.00
	International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2)	36 Month	Long-term International Specialist in the field of criminal investigations to develop case management, investigative practices reform, and high-tech crime strategies and solutions	11.04	15.00
	DNA & International Forensic Science Specialist (Practitioner)	6 Month	Short-term International Forensic Specialist in the field of police forensic Operations. This is a practitioner level role, not a high-level scientific role.	11.05	15.00
	International Learning and Organizational Development Specialist (Also supports outputs 3.1,3.5 and 4.1)	36 Month	Long-term International Specialist in the field of learning and organizational Development, including recruitment	11.06	15.00
	International Police Training and Executive Development Specialist ( Also supporting outputs 3.2,3.3 and 3.6)	36 Month	Long-term International police training specialist	11.07	15.00
	International Police ICT Systems and Strategy Specialist	13 Month	Short-term International Specialist to support to development of the Information technology strategy and architectures. Also provide	11.08	15.00
	International Transnational Crime Specialist	1 Month	Short term International Specialist to undertake training and awareness in Transnational Crime	11.09	15.00
	International Police Internal Investigation Training Course Specialist	4 Month	Police Internal Investigation (Specialist/Instructor)	11.1	15.00
	International Project Design Specialist	6 Month	Short-term Specialist to support establishment of a Professional Standards Branch (Project Design Specialist)	11.11	15.00
	International Trafficking of Human Being	20	Long-term Specialist (LTS) in the field of Trafficking in Human Being to support the development of Anti Human Trafficking Strategies and to establish and increase operational Anti THB activities on local, district, national and international level	11.13	15.00

Category	Input	Unit	Description	Budget Line	Unit Cost
	Administrative Support (Project Officer, Accountant, Admin/ Finance Assistant-2, Management Assistant-1, Driver-Messenger 6.	432 Month	Project Officer, Accountant, Admin/Finance Assistant (2), Management Assistant-1, Driver-2 and Messenger-2	13.01-13.11	0.53
	International Police Monitoring and Evaluation Expert	4 Month	International Consultants	15.01	25.00
	National Monitoring and Evaluation Expert	4 Month	National Consultant	15.02	23.25
	National Consultant (Victim Support Specialist)	14 Month	Short-term national Consultant to support the development and delivery of victim support training and the establishment of linkage between police and victim support agencies	17.09	2.50
	National Program Coordinator (NPC)	36 Month	NPC is responsible for assisting the NPD in coordinating, planning and implementing program activities	17.01	2.50
	National Consultant (Construction)	5 Month	Short-term National Consultant to undertake refurbishment assessments, re-design as necessary and provision of oversight and quality assurance of refurbishment activities.	17.02	2.50
	National Consultant (Police Curriculum Specialist)	3 Month	Short-term National Consultant to support the redesign of various police courses	17.03	2.50
	National Consultant (Training Needs Analysis)	1.5 Month	To undertake needs assessment across a range of police disciplines including basic, investigative and prosecutions training	17.04	2.50
	National Consultant (Prosecution Course Design)	2 Month	To develop the revised Police Prosecutions Course	17.05	2.50
	National Media Specialist	4 Month	Short-term Media Specialist to support the development of strategy and Delivery of media awareness training for selected officers	17.06	2.50
	National Consultant (Domestic Violence, Sexual Assault)	12 Month	To develop and deliver specialist training to police women and selected male officers	17.07	2.50
	National Consultant (Information and Communication technology)	14 Month	Short-term Specialist to support network design and implementation	17.08	2.50
	National Consultant on Crosscutting Issues	36 Month	Specialist to support/redesign Crosscutting Issues	17.10	2.50
	UNCIVPOL Training Course Specialist /Instructor	9 Month	Specialist to support the Training Course on UNCIVPOL Unspecified National Consultants to support the programme	17.11	2.50
	National Consultant on Trafficking of Human Being (THB)	24	NTHB in the field of Trafficking in Human Being to support the development of Anti Human Trafficking Strategies and to establish and increase operational Anti THB activities on local and district level	17.18	2.50
	Communication Specialist on THB	24	Support the development of strategy and delivery of media awareness training for selected officers. S/he will ensure that gender and equity issues are mainstreamed through relevant activities	17.19	2.50
<b>20</b>	<b>Sub-Contracts</b>				
	National Research Services (Crime Factors)	Contract	Contract with Bangladesh NGO, Research Organization or Academic Institution to analyze the social conditions associated with different types Crime and to identify possible interventions	21.01	200

Category	Input	Unit	Description	Budget Line	Unit Cost
	Model Thana Refurbishment	Per Thana	Contract with Bangladesh Construction Company to refurbish Thana in selected Metropolitan and District Locations for use as model police stations	21.04	2800
	Police Crime/Offence Reproduction Database	One	Contract for the local supply and implementation of hardware and software To support a Police Wide Area Data Network (does not include annual recurrent costs)	21.05	2500
	Campaign/Study/Advocacy	One	Contract with local NGO's, Research Organizations/Academic Institution	21.06	1500
	Evaluation of Community Access Pilot Activities	Contract	Contract with Bangladesh NGO, Research Organization or Academic Institution to analyze the effectiveness of police strategies to encourage Community access	21.02	200
	National Research Services (Community Perceptions)	Contract	Contract with Bangladesh NGO, Research Organization or Academic Institution to undertake a survey to access community perceptions of crime And access to justice	21.03	600
	Campaign/Study/Advocacy	Contract	Contract with local NGO's, Research Organizations/Academic Institution	21.07	1500
		Contract	For Research job and Study Tours	21.08	25.00
		Contract	Contingency to provide for specialist Short-Term TA, Training and equipment to address specific needs as they arise from time to time for preparation of report and printing charges and for research job.	21.09	2500
	Contract on National Strategy	Contract	Contract with Bangladesh NGO, Research Organization or Academic Institution to prepare a national strategy on THB.	21.19	00
	Contract on THB network and operation	Contract	Contract with Bangladesh NGOs for networking and operation on THB.	21.10	00
	Contract on THB victim support	Contract	Contract with Bangladesh NGOs for THB victim referral service.	21.11	140
	Uni. based ethnographic research	Contract	Uni. based ethnographic research	21.12	00
	Cultural communication programme	Contract	Contract with Bangladesh NGOs and cultural organization to carry out cultural communication on THB.	21.13	00
<b>30</b>	<b>Training</b>				
	Crime Prevention Awareness Workshops	Work shop	Workshops to raise the awareness amongst police of the concepts and Methodologies of crime prevention (2 days) (20 people)	33.01	3500
	Crime Reporting Workshops	Work shop	Workshops for each participating Thana and District to gather information To support streamlined reporting and then to familiarize personnel with new Processes and systems (2 days) ( 20 people)		
	Study Tour on Crime Prevention and Community Safety	Tour	International study four for selected personnel (6) involved in National and Local Crime Prevention Strategy development. The objective is to support Understanding and awareness of crime prevention and community safety Concepts for implementation in Bangladesh (14 days)	32.01	4000
	Crime Prevention Pilot Activities	Each	Pilot programs to support the introduction of crime prevention and	33	1396.00

Category	Input	Unit	Description	Budget Line	Unit Cost
			Community safety initiatives in Districts and Thana		
	Law and Procedure Working Group Workshops	Work shop	Workshops to support the review and amendment of selected laws and Procedures (5 days ) ( 20 people)	33	1396.00
	Crime Impact Sensitization Workshops	Work shop	Workshops and training materials to support the training of selected Thana And District Police in sensitization regarding crime and its impact on victims, Particularly women and children (2 days) (20 people)		
	Victim of Crime Workshops	Work shop	Workshops to support police understanding of victim of crime procedures, Sensitization and protocols for dealing with victims of crime support bodies ( 2 days) (20 people)		
	DNA Training Workshops	Work shop	Workshops to enhance the understanding of DNA and to train selected Personnel in obtaining, securing and transmitting DNA samples for Analysis (5 days) (20 people)		
	Crime Scene Preservation and Examination workshops	Work shop	Workshop to enhance police capacity to secure crime scene, preserve, Transfer and present physical evidence ( includes provision of forensic Awareness to the magistracy and judiciary) ( 2 days) ( 20 peoples)		
	Forensic Procedures Working Group Training and Meetings	Work shop	Workshops to develop and agree procedures and protocols for forensic Support to police investigations, particularly at Thana level ( ad hoc)		
	Specialist Forensic Training	Course	Specialist training for forensic practitioners ( DNA, Fingerprint, Ballistics, Crime Scene Examination)		
	Investigation Skills Workshop	Work shop	Competency-based flexible workshops focusing on investigation techniques, Interpersonal and communication skills, interviewing witnesses, elements of offences, preparation of case files and presentation of evidence (20days) (10 people)		
	Investigation Training Material Production and Distribution	Bulk	Material and production costs for the Investigation Skills Workshop and Costs associated with distributing and introducing the workshop in their Locations		
	Basic Criminal Intelligence Analyst Course	Course	Specialist training for criminal intelligence analysts, including the cost of Specialist international course preparation and delivery support (Planned To be met by interested Development Partner) (2o days)( ( 20 people)		
	Police Prosecutions Course	Course	Specialized training to enhance the skills and competencies of court inspectors (20 days) (20 people)		
	Train the trainer course	Course	Specialist training to enhance the professional training development, Delivery and evaluation skills of dedicated police trainers (2o days) ( 20 people)		
	Chowkider and Database Skills Workshop	Workshop	Flexible, workplace based training course to improve the effectiveness of Chowkidars and Dafadars (5 days) (30 people)		

Category	Input	Unit	Description	Budget Line	Unit Cost
	Decentralized Training Officer Development Program	Course	Specialized training to induct and train trainers who work outside of the formal Academy environment (20 days) (20 people)		
	Domestic Violence, Sexual Assault and Interview Techniques Training Workshop	Workshop	Competency-based domestic violence, sexual assault, victim management and interviewing techniques training (5 days) (20 people)		
	Core Functions and Strategic Planning Workshops	Workshop	Workshop to identify core functions and support the development of Organization wide strategic –planning (ad hoc)		
	Code of Ethics and Professional Standards Workshop	Workshop	Workshop to familiarize supervisory personnel with the Code of Ethics and expectations for professionalism in Bangladesh Police (2 days) (20 people)		
	Media Awareness Workshop	Work shop	Workshop to enhance the media management and presentation skills of selected senior police officers (5 days) (20 officers)		
	Specialist Forensic Training/Attachment	Each	Allocation for the conduct of specialist (practitioner level) forensic training In Bangladesh using an external expert, or overseas training for selected Personnel		
	International Attachment/Training – Commercial Crime Investigation	Attachment	Provision for International work attachment of International Training Course in commercial crime investigation (Possibly supported by Development Partners)	32.02	3000
	Awareness training on THB	Workshop/ training	Provision for in service training on THB	33.05	3000
	Interpol conference on THB	Conference	Interpol conference on THB	33.02	00
<b>40</b>	<b>Equipment</b>				
	Crime Prevention Cell Fit Out	Pack	Provision of furniture, equipment and materials support to support the establishment of a Crime Prevention Cell in PHQ		
	Computer set and materials	Set	Computer set including keyboard, screen, printer, UPS	45.01	162.00
	Model Thana Equipment and Materials	Set	Provision of furniture, equipment, beds, torches, search, lights, tools and materials support to support the fit out of refurbished model thana (includes 2 computer sets, radio base station and UPS)	45.02	2200
	Police Station Fingerprint pack	Pack	Provision of benches, glass, plates, fingerprint materials and consumables to support the collection of fingerprints at the police station	45.22	2,0000
	Scene of Crime Officer Forensic pack	Pack	Full crime scene examination kit including camera, exhibit collection equipment, protective clothing, fingerprint lifting equipment and materials	45.20	9000
	Specialist Crime Scene Examination Equipment	Set	Provision of scientific and forensic equipment to support the through analysis of crime scene and physical exhibits		
	Special Laboratory Equipment	Set	Allocation for the acquisition of replacement (or repairs) of critical equipment on a priority basis	45.21	1000
	Portable Radios	Each	Provision of portable radios and charging units to support more effective Communications between police officers on foot and their police station, Tens units at each model thana	45.13	93.50

Category	Input	Unit	Description	Budget Line	Unit Cost
	Training Equipment Pack	Pack	Teaching aids, white board, overhead projector, audio-visual aids, storage facilities and office equipment to support development and delivery of training materials	45.11	2000
	Investigation Kits	Each	A compendium of statutes, files, briefcase, stationery, etc as a model minimum requirement for a professional investigator	45.05	2000
	Detective Office Fit Out and Equipment	Each	Provision of furniture, equipment and materials support to support the fit out selected locations	45.06	2000
	Basic Crime Plotting Equipment	Set	Maps, transparencies, boards, overhead projector and materials to facilitate recording and plotting of crime to enable proactive response strategies	45.10	11.00
	Crime Analysis Software	Set	I2 Analyst Notebook or similar commercial off the shelf software for criminal intelligence analysis	45.15	200
	Telecommunications Infrastructure for Police Complaints Hotline	Unit	Switch and digital answering machine for police complaints hotlines	45.12	200
	Office Fit out-Project Office and /or PSM&E	Set	Complete fit out for project office excluding computer equipment	45.14+15 .17	265.00
	Vehicle – Project	Each	To procure vehicles for project office	45.08	1500
	Vehicle – Police Pickup/Patrol car	Each	To procure Pickup-/Patrol Ca/Police Motor Cycle	45.03	1,0000
	Motor Cycle- Police	Each			
	Police Station Consumables	Bulk	Police Station Consumables	45.19	100
	Vehicle- PSM&E Office		To procure vehicles for PSM&E Office	45.09	96.00
	Vehicle- THB	Each	Local transportation for THB unit	45.27	00
	Police Operational Kits		To procure Operational Kits for Police personnel	45.16	275.00
	Crime Scene Preservation Equipment ( DNA Laboratory)		Crime Scene Preservation Equipment (Forensic & DNA Laboratory)	45.20	9000
	Operations & Maintenance for Project Office & PSM&E office		Both Project & PSM&E Office Operational & Maintenance expenses	45.07	118.00
50	Miscellaneous				
	Reporting/printing PSM&E Applied Research	Bulk	Costs for preparing all program reports ( e.g. monthly, tripartite, quarterly, annual )	52.01	900
	Crime prevention printing and publications	Bulk	Materials to support the enhancement of public understanding of crime prevention and to encourage their involvement	52.05	300
	Code of Ethics	Bulk	Costs associated with the development and printing of a Code of Ethics, Framing and distribution to every police building in Bangladesh	52.04	200
	Materials Production Costs- Victim Support	Bulk	Materials to support the enhancement of police and public understanding of victim of crime support services	52.06	200
	Material Production Costs- Prosecution Course	Bulk	Materials to support the development of the revised Police Prosecutions Course	52.08	5.00
	Law Review Consultation Meetings	Trip	Travel to facilitate full consultations regarding the review of relevant criminal	33.02	145.00



Category	Input	Unit	Description	Budget Line	Unit Cost
			laws		
	Training Officers Conference	Conf.	Conference to bring together training personnel from around the country to support the pursuit of consistency and economics of scale in training (5 days) (50 personnel)	33.01	3500
	Women in Policing Conference	Conf.	Conference to bring together representatives of police women from around the country to support the identification and removal of barriers to the advancement of women in Bangladesh Police (5 days) (50 personnel)	33.02	145.00
	Library Books	Set	Provision of contemporary texts for Police Staff College and Police Academy Sardah	52.02	500
	International Symposium on Organized Crime	Single	To encourage greater focus on organized and transitional crime and to facilitate the development of further linkages between Bangladesh	33.02	145.00
	Anti-Corruption and Complaint Handling Awareness Materials	Bulk	Costs associated with the development and printing of anti-corruption messages and complaints handling process, including distribution to	21.06	1500
	Innovation Fund	Fund	Performance linked, incentive funding to enable flexible support for high value imitative as they are identified	72.01	207.00
	PSM&E Applied Research	Fund	Research allocation fund to identify and capture lessons learned and to ensure they are fed back into the ongoing refinement of the project	21.07	1500
	Management Contingency Fund	Fund	Contingency to provide for specialist Short-term TA, training and equipment to address specific needs as they arise from time to time.		
	Report / Printing PSM&E Applied Resources		For preparation of report and printing chares and for research job		
	Sundries		To meet-up all incidental expenses including stationary	53.01	195.00

**PROJECT RESULTS And RESOURCES FRAMEWORK**  
(Model/ Indicative Year Wise Distribution)

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
1	<b>Component:</b>															
1.1	Enhanced crime prevention through police/ community awareness and collaboration.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	International Crime Prevention and Community Safety Specialist (Also supporting activity 1.2.7)	11.03	\$15.00	00	00	45.00	00	00	45.00	00	00	45.00	00	00	00	180
	<b>Training/Workshops:</b>															
	Study Tour on Crime Prevention and Community Safety	32.01	\$4000	00	00	400	00	00	00	00	00	00	00	00	00	400
	Crime Prevention Awareness Workshops	33.01	\$350	00	00	00	10500	1050	1050	1050	1050	700	700	700	700	350
	<b>Equipment:</b>															
	Crime Prevention Cell Fit Out															
	<b>Other:</b>															
	National Research Services (Crime Factors)	21.03	\$20	00	100	45.00	00	00	45.00	00	00	45.00	00	00	00	60
	Crime prevention printing and publications	52.05	\$30	00	300	00	300	00	300	00	300	00	300	00	300	20
	Crime Prevention Pilot Activities	33	\$1396	00	00	00	1396	1396	1396	1396	1396	1396	00	00	00	1121
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	International Crime Scene Management and Crime Recording and Reporting Specialist	11.02	\$15.00	00	45	00	00	45.00	00	00	00	00	00	00	00	90
	<b>Training/Workshops:</b>															
	Crime Reporting Workshops															
	Crime Impact Sensitization Workshops															
	Law and Procedure Working Group Workshops															
	<b>Equipment:</b>															
	Computer set and materials	45.01	\$162.00	00	00	1782	00	00	00	00	00	00	00	00	00	162
	Other			00	00	00	00	00	00	00	00	00	00	00	00	
1.3	Creation of an environment that enhances the public image of police and provides															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	reduced opportunity for inappropriate influence over police.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	<b>Training/Workshops:</b>															
	Awareness Workshops	33.01	\$2.00	00	00	6.00	6.00	6.00	6.00	6.00	6.00	00	00	00	00	222
	<b>Equipment:</b>															
	<b>Other:</b>															
	Evaluation of community access pilot activities	21.02	\$200	00	00	00	00	00	00	00	200	00	00	00	00	20
	National Research Services Community Perceptions)	21.03	\$600	00	00	600	00	00	00	00	600	00	00	600	00	60
1.4	The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	National Consultant (victim support specialist)	17.09	\$2.50	00	3.75	3.75	3.75	3.75	1.25	1.25	00	00	00	00	00	42
	<b>Training/Workshops:</b>															
	Victim of crime Workshops			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Equipment:</b>															
	<b>Other:</b>															
	Material Production Costs – victim support	45.26	\$200	00	200	00	200	00	200	00	200	00	00	00	00	20
1.5	Enhanced capacity to be responsive to women young people and vulnerable people															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	National Consultant (victim support specialist)	17.09	\$2.50	00	3.75	3.75	3.75	3.75	1.25	1.25	00	00	00	00	00	42
	<b>Training/Workshops:</b>															
	DNA Training Workshops															
	<b>Equipment</b>															
	<b>Other:</b>															
1.6	Refurbish and equip replicable model thana in selected locations within Metropolitan Police and Ranges and staffed with both male and female police.															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	National Consultant (Construction)	17.02	\$2.50	00	2.50	2.50	2.50	2.50	2.50	00	00	00	00	00	00	15
	<b>Training/Workshops:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Equipment:</b>															
	Model Thana Equipment and Materials	45.02	\$2200	00	00	6600	6600	6600	4400	00	00	00	00	00	00	220
	<b>Other:</b>															
	Model Thana Refurbishment	21.04	\$2800	00	00	8400	8400	8400	5600	00	00	00	00	00	00	330
	Vehicle – Police Pickup/Petrol car	45.03	\$10000	00	00	30000	30000	30000	20000	00	00	00	00	00	00	672
	Motor Cycle – Police															
	Police Station Consumables	45.19	\$100	00	00	300	300	300	200	00	00	00	00	00	00	55
2	<b>Component:</b>															
	<b>Investigation, Operations and Prosecution</b>															
2.1	Improved crime scene preservation and forensic support															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	DNA and International forensic Science Specialist (Practitioner)	11.05	\$15.00	00	00	15.00	15.00	15.00	15.00	15.00	15.00	00	00	00	00	120
	<b>Training/Workshops:</b>															
	Crime Scene Preservation and Examination Workshops															
	Forensic Procedures Working Group Training and Meetings															
	Specialist Forensic Training/Attachments															
	<b>Equipment:</b>															
	Specialist crime scene examination equipment															
	Specialist Laboratory Equipment	45.21	\$100	00	00	2000	00	00	00	00	00	00	00	00	00	40
	Police Station Fingerprint Pack	45.22	\$2000	00	00	400000	400000	200000	200000	200000	200000	100000		100000	100000	100

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	Police Station Camera Pack <b>Other:</b>	45.04	\$100	00	00	20000	20000	10000	10000	10000	10000	5000	5000	5000	5000	100
				00	00	00	00	00	00	00	00	00	00	00	00	
2.2	Enhanced efficiency and effectiveness of investigative processes. <b>Inputs:</b> <b>Personnel:</b> International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2) <b>Training/Workshops:</b> Investigation Skills Workshop <b>Equipment:</b> Investigation Kits Detective office fit out & equipment Vehicle – Police Pickup/Petrol Car <b>Other:</b> Investigation Training Material Production and Distribution	11.04	\$15.00	300	300	300	300	300	300	300	300	15.00	15.00	15.00	15.00	720
		45.05	\$200	00	00	40000	40000	20000	20000	20000	20000	10000	10000	10000	10000	100
		45.06	\$200	00	00	10000	10000	10000	10000	10000	00	00	00	00	00	260
		45.03	\$1000	00	00	50000	50000	50000	50000	50000	00	00	00	00	00	672
2.3	Improved systems and processes for gathering and analyzing criminal intelligence <b>Inputs:</b> <b>Personnel:</b> International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2) <b>Training/Workshops:</b> Basic Criminal Intelligence Analyst Course <b>Equipment:</b> Basic Crime Plotting Equipment Computer set and materials Other Crime Analysis Software	11.04	\$15.00	00	00	00	00	00	15.00	15.00	15.00	300	300	300	300	720
		45.10	\$11.00	00	00	00	121.00	00	00	00	00	00	00	00	00	11
		45.01	\$162.00	00	00	00	00	00	8100	00	00	00	00	00	00	162
		45.15	\$200	00	00	00	00	00	1000	00	00	00	00	00	00	10
2.4	Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court. <b>Inputs:</b> <b>Personnel:</b>															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	National Consultant (Training Needs Analysis)	17.04	\$2.50	00	00	00	00	00	2.50	1.25	00	00	00	00	4	
	National Consultant (Prosecution Course Design)	17.05	\$2.50	00	00	00	00	00	00	2.50	2.50	00	00	00	5	
	<b>Training/Workshops:</b> Police Prosecutions Course															
	<b>Equipment:</b>			00	00	00	00	00	00	00	00	00	00	00	-	
	<b>Other:</b>															
	Material Production Costs – Prosecution Course	52.08	\$5.00	00	00	00	00	00	00	00	5.00	00	00	00	20	
2.5	Primary criminal laws and regulations are revised to reflect contemporary requirements															
	<b>Inputs:</b>															
	<b>Personnel:</b>			00	00	00	00	00	00	00	00	00	00	00		
	<b>Training/Workshops:</b>			00	00	00	00	00	00	00	00	00	00	00		
	<b>Equipment:</b>			00	00	00	00	00	00	00	00	00	00	00		
	<b>Other:</b>															
	Law Review Consultation Meetings	33.02	\$145.00	00	435	435	00	00	00	00	00	00	00	00	121	
3	<b>Component:</b> Human Resource Management and Development															
3.1	Introduction of transparent merit based police recruitment processes.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	International Learning and Organizational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1)	11.06	\$15.00	00	15.00	15.00	15.00	15.00	15.00	00	00	00	00	00	720	
	<b>Training/Workshops:</b>			00	00	00	00	00	00	00	00	00	00	00	-	
	<b>Equipment:</b>			00	00	00	00	00	00	00	00	00	00	00	-	
	<b>Other:</b> What activities are envisaged... what resources required???			00	00	00	00	00	00	00	00	00	00	00	-	
3.2	Development and institutionalization of training development, delivery and evaluation															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	capacity.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	National Consultant (Police Curriculum Specialist)	17.03	\$2.50	2.50	2.50	2.50	00	00	00	00	00	00	00	00	00	9
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6).	11.07	\$15.00	22.50	22.50	22.50	22.50	15.00	15.00	15.00	15.00	7.50	7.50	7.50	7.50	720
	<b>Training/Workshops:</b>															
	Train the Trainer Course															
	<b>Equipment:</b>															
	Computer set and materials	45.01	\$162.00	00	00	4860	00	00	00	00	00	00	00	00	00	162
	Training Equipment Pack	45.11	\$200	00	00	1000	00	00	00	00	00	00	00	00	00	200
	<b>Other:</b>															
	Library Books	52.02	\$50	00	500	00	00	00	00	00	00	00	500	00	00	80
3.3	Broaden training delivery options.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	11.07	\$15.00	00	00	00	00	7.50	7.50	7.50	7.50	15.00	15.00	156	15	720
	<b>Training/Workshops:</b>															
	Chowkidar and Dafadar Skills Workshop															
	Decentralized Training Officer development Program															
	<b>Equipment:</b>															
	Training Equipment Pack	45.11	\$2000	00	00	00	00	1000	00	00	00	00	00	00	00	200
	<b>Other:</b>															
	Training Officers Conference	33.01	\$350	00	350	00	350	00	350	00	350	00	350	00	350	222
3.4	Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced.															
	<b>Inputs:</b>															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Personnel:</b> National Consultant (Domestic Violence, Sexual Assault)	17.07	\$2.50	00	7.50	5.00	5.00	5.00	2.50	2.50	2.50	00	00	00	00	36
	<b>Training/Workshops:</b> Women in Policing Conference Domestic violence, sexual assault and interview techniques training workshop	33.02	\$145.00	00	00	145	00	00	00	145	00	00	00	145	00	121
	<b>Equipment:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Other:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
3.5	More efficient use made of human resources throughout Bangladesh Police. <b>Inputs:</b> <b>Personnel:</b> International Learning and Organizational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1) <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>	11.6	\$15.00	15	15	15	30	30	30	45	45	45	45	45	45	720
				00	00	00	00	00	00	00	00	00	00	00	00	
				00	00	00	00	00	00	00	00	00	00	00	00	-
				00	00	00	00	00	00	00	00	00	00	00	00	-
3.6	Leadership and management training at all levels is improved <b>Inputs</b> <b>Personnel</b> International Police Training and Executive Development Specialist (Also supporting Outputs 3.2,3.3 and 3.6) International Police Internal Investigation Training Course Specialist <b>Training/Workshop:</b>  <b>Equipment:</b> Computer set and materials <b>Other</b> Library Books	11.07 11.10 45.01 52.02	\$15.00 \$15.00 \$162.00 \$500	22.50 00 00 00	22.50 45.00 2430 500	22.50 00 00 00	22.50 00 00 00	22.50 00 00 00	22.50 00 00 00	22.50 00 00 00	22.50 00 00 00	22.50 00 00 500	22.50 00 00 00	22.50 00 00 00	720 60 162 80	



Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
4	<b>Component: Oversight and strategy</b>															
4.1	Core functions and priorities of Bangladesh Police clearly established and widely known  Inputs : Personnel : International Learning and Organizational Development Specialist ( Also supports Outputs 3.1,3.5 and 4.1)  Training /Workshop: Core Functions and Strategic Planning Workshops Equipment: Other	11.06	\$15.00	30	15	15	00	00	00	00	00	00	00	00	00	720
				00	00	00	00	00	00	00	00	00	00	00	00	
				00	00	00	00	00	00	00	00	00	00	00	00	
4.2	Enhanced police capacity to identify and Deal with emerging crimes. <b>Inputs:</b> <b>Personnel:</b> International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2) International Expert on Transnational Crime <b>Training /Workshops:</b> International Attachment /Training - Commercial Crime Investigation <b>Equipment:</b> Computer set and materials Detective Office Fit out and Equipment <b>Other :</b> International Symposium on Organized Crime	11.04 11.10 32.02 45.01 45.06 33.02	\$15.00 \$15.00 \$3000 \$162.00 \$2000 \$145.00	15 15 00 00 00 00	15 15 6000 1620 200 00	15 15 00 00 00 00	15 15 6000 00 00 00	00 15.00 00 00 00 145.00	00 00 6000 00 00 00	00 00 00 00 00 00	00 00 00 00 00 00	00 00 00 00 00 00	00 00 00 00 00 00	00 00 00 00 00 00	720 60 120 162 260 145	
4.3	Clear performance targets set and Monitored <b>Inputs</b>															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Personnel:</b> <b>Training /Workshops:</b> <b>Equipment:</b> <b>Other:</b>	33.01		00	00	00	00	000	00	00	00	00	00	00	00	222
4.4	Anti-corruption and complaints mechanisms made more robust and accessible <b>Inputs:</b> <b>Personnel:</b> International Project Design Specialists <b>Training/Workshops:</b> Code of Ethics and Professional Standards Workshop <b>Equipment:</b> Telecommunications Infrastructure for Police Complaints hotline  <b>Other:</b> Code of Ethics Anti-Corruption and complaint Handling Awareness Materials	11.11	\$15.00	00	00	00	15.00	15.00	15.00	15.00	00	00	00	00	00	80
		45.12	\$200	00	100	00	00	00	00	00	00	00	00	00	0.0	10
		52.04	\$200	00	00	00	00	200	00	00	00	00	00	00	00	30
		21.06	\$1500	00	00	00	00	00	1500	00	00	00	00	00	00	5
4.5	Improved quality of the relationships between police and the media <b>Inputs:</b> <b>Personnel:</b> National Media Specialist <b>Training/Workshops:</b> Media Awareness Workshop <b>Equipment:</b> Other	17.06	\$2.50	0.00	2.50	2.50	2.50	2.50								12
				00	00	00	00	00	00	00	00	00	00	00	00	
4.6	Bangladesh Police is positioned for the Effective use of information technology and Communications technology <b>Inputs:</b> <b>Personnel:</b>															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	International Police ICT Systems and Strategy Specialist	11.08	\$15.00	00	00	00	15	00	15.00	00	15.00	00	00	00	00	60
	National Consultant (Information and Communication Technology)	17.08	\$2.50	00	00	00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	00	00	42
	Training/Workshops:			00	00	00	00	00	00	00	00	00	00	00	00	00
	<b>Equipment:</b> Portable Radios	45.13	\$93.50	00	00	00	2805	2805	2805	1870	00	00	00	00	00	94
	<b>Other:</b> Police Crime/Offences Reproduction	21.05	\$250	00	00	00	00	00	00	250	00	00	00	00	00	250
	Database Campaign/Study/Advocacy	21.06	\$150	00	00	00	00	00	00	00	00	00	00	00	00	150
4.7	Strengthened capacity for planning, policy and research in PHQ															
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	Training/Workshops:	33.01		00	00	00	00	00	00	00	00	00	00	00	00	222
	<b>Equipment:</b> Computers and office fit out	45.01		00	500	00	00	50	00	00	00	00	00	00	00	162
	Other:			00	00	00	00	00	00	00	00	00	00	00	00	
5	<b>Component:</b>															
	<b>Program Management</b>															
5.1	Project office established			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	Training/Workshops:															
	<b>Equipment:</b>															
	Computer set and materials	45.01	\$162.00	162	00	00	00	00	00	00	00	00	00	00	00	1620
	Office fit out – project office and /or PSM&E	5.14:	\$265.00	265.00	00	00	00	00	00	00	00	00	00	00	00	265
	45.1															
	<b>Other</b>			00	00	00	00	00	00	00	00	00	00	00	00	
5.2	An appropriate team of project staff Deployed and operational resources Effectively managed.															
	<b>Inputs:</b>															
	<b>Personnel:</b>															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	International Project Implementation Specialist (PM)	11.01	\$18.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00	648
	National Program Coordinator (NPC) 17.01	\$2.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	90
	Administrative Support (Project Officer, Accountant, Admin/Finance Assistant-2, Driver-2 & management-2)	3.01-13.1	\$0.53	7.95	7.95	7.95	7.95	7.95	7.95	7.95	7.95	7.95	7.95	7.95	7.95	204
	Training/Workshops:															
	Equipment:			00	00	00	00	00	00	00	00	00	00	00	00	
	Other:			00	00	00	00	00	00	00	00	00	00	00	00	
	Vehicle-Project	45.08	\$1500	6000	00	00	00	00	00	00	00	00	00	00	00	150
	Management Contingency Fund	21.09	\$2500	00	250	00	00	00	250	00	00	00	250	00	00	450
5.3	Annual plan developed in consultation with stakeholders and relevant program information disseminated. <b>Inputs:</b>															
	<b>Personnel:</b>															
	Unspecified Information Consultants	11.12	\$1389.00	00	00	2778	00	00	00	2778	00	00	00	2778	00	120
	<b>Training/Workshop:</b>															
	<b>Equipment:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Other</b>			00	00	00	00	00	00	00	00	00	00	00	00	
	Innovation Fund	72.01	\$207.00	00	1000	00	2000	00	207.00	00	2000	00	207.00	00	00	200
5.4	Periodic reporting, monitoring and evaluation undertaken <b>Inputs:</b>															
	<b>Personnel:</b>															
	International Police Monitoring and Evaluation Expert	15.01	\$25.00	00	00	00	00	00	50	00	00	00	00	00	50	93
	National Monitoring and Evaluation Expert	15.02	\$23.25	00	00	00	00	00	23.25	00	00	00	00	00	23.25	93
	National M&E Expert for M&E Unit	15.01		6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	93
	Monitoring and Evaluation Unit	15.02														93

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Training /Workshop:</b>															
	Equipment:			00	00	00	00	00	00	00	00	00	00	00	00	00
	<b>Other:</b>			00	00	00	00	00	00	00	00	00	00	00	00	00
	PSM&E Applied Research	21.07	\$1500	00	00	1500	00	00	00	1500	00	00	00	1500	00	5
	Reporting /Printing PSM&E Applied Research	52.01	\$900	900	900	900	900	900	900	900	900	900	900	900	900	200
6.1	Research structure, methods of trafficking networks and include ethnographic research of victims and convicted traffickers															
	<b>Inputs</b>															
	<b>Personnel</b>															
	International Expert on Trafficking of Human Being															
	National Expert on Trafficking of Human Being															
	<b>Training/Workshops:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Equipment:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
	<b>Other:</b>			00	00	00	00	00	00	00	00	00	00	00	00	
6.2	Improve system and process for gathering and analyzing criminal intelligence concerning trafficking (creation of tools for profiling criminals and victims)															
	<b>Inputs</b>															
	<b>Personnel</b>															
	International Expert on Trafficking of Human Being															
	National Expert on Trafficking of Human Being															
	<b>Training/Workshops:</b>	32.03	28						28							28
		33.05	18								18		18	18		54
	<b>Equipment:</b>	45.06,	36								36					
		45.15														
		21.16	25									25				25

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Other:</b>															
6.3	Develop modules in collaboration with NGOs to clarify and heighten public awareness of the roles of various stakeholders  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>															
				00	00	00	00	00	00	00	00	00	00	00	00	00
				00	00	00	00	00	00	00	00	00	00	00	00	00
				00	00	00	00	00	00	00	00	00	00	00	00	00
6.4	To complement activity 4.14, provide technical advice on THB in context of trans-national crime issues  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>															
				00	00	00	00	00	00	00	00	00	00	00	00	00
				00	00	00	00	00	00	00	00	00	00	00	00	00
				00	00	00	00	00	00	00	00	00	00	00	00	00
6.5	Draft and implement a MoHA THB strategy and action plan  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000	
				01	02	03	04	05	06	07	08	09	10	11	12		
	National Expert on Trafficking of Human Being Training/Workshops: Equipment: Other:							00	00	00	00	00	00	00	00	00	
6.6	Set up national THB Database Inputs Personnel International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being Training/Workshops: Equipment: Other:	21.18 45.01	150 .12									9	1500				150 9
6.7	Develop THB investigation training curricula Inputs Personnel International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being Training/Workshops: Equipment: Other:	33.05	5									10	10		10		30
6.8	Appoint dedicated and trained THB investigators including female investigators Inputs Personnel International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being																

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	Training/Workshops: Equipment: Other:							00	00	00	00	00	00	00	00	
6.9	Train THB appointed investigators using THB investigation training curricula  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b> Equipment: Other:	33.05	5								10	25	35	25	10	105
6.10	Appoint/transfer THB investigators in police station, where trafficking is most prevalent <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being <b>Training/Workshops:</b>  <b>Equipment:</b> <b>Other:</b>							00	00	00	00	00	00	00	00	
6.11	Develop a module on sexual exploitation against women and children, victim management, interviewing techniques, etc. <b>Inputs</b> <b>Personnel</b>															



Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>															
6.12	Organize and hold INTERPOL THB conference (2007 or 2008)  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>															
6.13	Develop national protocols for victim referrals and victim repatriation  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>	33.05	5								5		5	5		15
6.14	To complement activity 1.7 and 6.14, develop victim support referral systems for THB in partnership with NGOs															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>	33.05	5								5	5			10	
6.15	Establish strategic partnerships with victim support groups of human trafficking  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>							00 00	00 00	00 00	00 00	00 00	00 00	00 00	00 00	
6.16	In collaboration with partners, develop and implement a seamless link between police and victim support groups for trafficking  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>							00 00	00 00	00 00	00 00	00 00	00 00	00 00	00 00	

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Equipment:</b>							00	00	00	00	00	00	00	00	00
	<b>Other:</b>							00	00	00	00	00	00	00	00	00
6.17	Develop specific responses for temporary/immediate assistance and long-term rehabilitation  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>															
6.18	To complement activity 1.10, formalize support for OCC, especially preliminary medical examination of THB victims  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
6.19	Put in place a mechanism for individual follow-up of victims and create a databank of individual cases  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>	33.05	5									10	10	10	30	
6.20	Formation of community groups for police partnership and implementation of community-police partnership strategy  <b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>															
6.21	Review the role of police in the repatriation															

Ref	Component/Outputs/Inputs	Budget Line	Unit Cost US\$ 000	Year 1				Year 2				Year 3				Total US\$ 000
				01	02	03	04	05	06	07	08	09	10	11	12	
	process of child trafficking victims from third countries and propose revisions for bilateral discussions															
	<b>Inputs</b> <b>Personnel</b> International Expert on Trafficking of Human Being National Expert on Trafficking of Human Being  <b>Training/Workshops:</b>  <b>Equipment:</b>  <b>Other:</b>															









Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	International Crime Scene Management & Crime Recording Team of full time cross-cutting consultants	6		3			3									
	<b>Training/Workshops:</b>															
	Crime Reporting Workshops	18		6	6	3	3	3	3	3	3	3	3	3	3	
	Crime Impact Sensitisation Workshops				3		3									
	Law and Procedure Working Group Workshops	22						3	3	3	1	1	1	1		
	<b>Equipment:</b>															
	Computer set and materials	11			11											
	Other															
1.3	Creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police.															
1.3.1	Develop and openly publish instructions and strictly apply disciplinary provisions to prohibit police officers from acting on the directions of people outside of their lawful command structure															
1.3.2	Implement a proactive program to identify and remove external barriers that constrain access to police services and build a positive image based on a platform of pro-people policing															
1.3.3	Integrate human rights training in a contextually relevant form in all police training curricula															

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
1.3.4	Publish, enforce and measure compliance with a Bangladesh Police code of conduct and statement of expected professional standards				■	■	■	■	■	■	■	■	■	■		
1.3.5	Provide support for prompt external review of complaints against police							■	■	■						
1.3.6	Design and conduct a national survey to measure perceptions of police and crime					■				■					■	
	<b>Inputs:</b> <b>Personnel:</b> Team of full time cross-cutting consultants <b>Training/Workshops:</b> <b>Equipment:</b> Evaluation of Community Access Pilot Activities National Research Services (Community perception)	1 3				1				1 1					1	
1.4	<b>The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable.</b>															
1.4.1	Establish strategic partnerships with victim support groups			■	■	■	■	■	■	■	■	■	■	■	■	■
1.4.2	In partnership with NGOs and other government agencies, implement victim support and referral systems in police stations particularly for women and girls			■	■	■	■									
1.4.3	In collaboration with partners, develop and implement protocols to provide a seamless link between police and victim support groups, particularly for the poor and vulnerable groups including women and girls					■	■	■	■							

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
1.4.4	Develop and deliver workplace based training and sensitisation for police														
	<b>Inputs:</b> <b>Personnel:</b> National Consultant (Victim Support Specialist) Team of full time cross-cutting consultants <b>Training/Workshops:</b> Victim of crime workshop <b>Equipment:</b> Material Production cost	14    Workshop Bulk	7    12 4		1.5	1.5	1.5	1.5	1.5	1.5					
1.5	Enhanced capacity to be responsive to women young people and vulnerable people														
1.5.1	In collaboration with other key stakeholders, develop and resource and disseminate a <i>Juvenile Justice Strategy</i>														
1.5.2	Formalise possible arrangements to support <i>One Stop Crisis Centres</i> with adequate permanent, trained staff														
1.5.3	Disseminate information internally about the availability of OCC services and encourage police referral to and receipt of complaints from them														
1.5.4	Formalise linkages between District and Metropolitan Detective Branches and OCC where they occur in the same city														

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3					
				01	02	03	04	05	06	07	08	09	10	11	12		
1.5.5	Enhance and formalise support for <i>One Stop Crisis Centres</i> in new locations around Bangladesh including the provision of dedicated & trained police resources						■	■	■	■	■	■	■	■	■	■	■
	<b>Inputs:</b> <b>Personnel:</b> National Consultant ( Victim Support Specialist) National Consultant – Juvenile Justice Team of full time cross-cutting consultants Training/Workshops DNA Training Workshops Gender training for all police involved in project Training for all police involved in project I on special needs of women and young people Juvenile Justice Strategy training/workshops <b>Equipment:</b> <b>Other:</b>	14month    Workshop	7    6		1.5    1	1.5    1	1.5    1	1.5    1	1.5    1								
1.6	Refurbish and equip replicable model Thana in selected locations within Metropolitan Police and Ranges and																
1.6.1	Establish criteria for selection for the establishment of replicable model Thana			■													
1.6.2	Undertake an assessment of the construction and equipment requirements of each location and develop a costed refurbishment plan for each				■												

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3					
				01	02	03	04	05	06	07	08	09	10	11	12		
1.6.3	Undertake refurbishment, procurement and commissioning of each location					■											
1.6.4	Develop and implement plans to ensure ongoing linkages exist between other institutional strengthening activities and effective use of the new facilities					■											
1.6.5	Establish a mechanism for feeding 'lessons learnt' into relevant sections of PHQ					■											
1.6.6	Develop standard operating procedures (SOP's) for the model thana							■		■	■	■	■	■	■	■	■
	<b>Inputs:</b>																
	<b>Personnel:</b>																
	National Consultant (Construction)	5m	5		1	1	1	1	1								
	Team of full time cross-cutting consultants																
	<b>Training/Workshops</b>																
	In Service training programme																
	<b>Equipment</b>	Set	11			3	3	3	2								
	Model Thana Equipment and Materials																
	<b>Other:</b>																
	Model Thana Refurbishment	PT	11			3	3	3	2								
	Vehicle-Police Pickup/Patrol Car	Each	11			3	3	3	2								
	Motor Cycle- Police	Each	66			18	18	18	12								
	Police Station Consumables	Bulk	11			3	3	3	2								

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
	<b>COMPONENT 2:</b> INVESTIGATIONS, OPERATIONS AND PROSECUTION  <b>Objective</b> High quality police operations and investigations are undertaken, which are responsive to women, girls and the vulnerable in a timely and professional manner and lower court prosecutions do justice to investigative efforts.														
2.1.1	Develop basic forensic awareness training, including crime scene preservation, using modular competency based packages that can be delivered to police and the magistracy					■	■								
2.1.2	Establish, resource and support specialist Scene of Crime Officers (SOCO) in major centres						■	■	■	■					
2.1.3	Develop procedures and provide equipment and training to facilitate offender fingerprints being taken in selected police stations					■	■								
2.1.4	Develop procedures and provide equipment and training to facilitate offender photographs being taken in selected police stations					■	■								
2.1.5	Enhance the capacity of the Dhaka Chemical Laboratories, including upgraded procedures, training and equipment						■	■							
2.1.6	Establish, resource and support pilot Police Forensic Offices to provide basic forensic support to selected police stations in Metropolitan and District Police outside of Dhaka							■	■	■	■	■	■	■	■

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
	<b>Inputs:</b> <b>Personnel:</b> DNA & International Forensic Science Specialist (Practitioner)  Training/Workshops: Crime Scene Preservation and Examination Workshops Forensic Procedures Working Group Training and Meetings Specialist Forensic Training/Attachments Specialist training for women police in evidence gathering- <b>Equipment:</b> Specialist Crime Scene Examination Equipment Specialist Laboratory Equipment Police Station Fingerprint Pack Police Station Camera Pack <b>Other:</b> NB- Opportunity for GoB to contribute recurrent costs	6m	6			1	1	1	1	1					
		w	18			3	3	3	3	3					
		w	6			1	1	1	1	1					1
		Eah	3				1			1					
		Set	1			1									
		Set	2			2									
		Pak	100			20	20	10	10	10	5	5	5	5	5
		Unit	100			20	20	10	10	10	5	5	5	5	5
2.2	<b>Enhanced efficiency and effectiveness of investigative processes.</b>														
2.2.1	Review all investigative practices and amend PRB to permit streamlining of those practices, and special focus on best practice on dealing with women and children					■	■	■	■	■	■				
2.2.2	Lift restrictions on who can undertake investigations				■	■	■	■							
2.2.3	Introduce formal case management for all investigations in pilot locations					■	■	■	■	■	■	■	■	■	■
2.2.4	Expand and resource selected District and Metropolitan Detective Branches to support local investigations in serious matters					■	■	■	■	■	■	■	■	■	■
2.2.5	Appoint, train and resource dedicated investigators at selected police stations				■	■	■	■	■	■	■	■	■	■	■





Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
2.3.2	Select and deploy selected personnel men and women to Criminal Intelligence Cells and train them in intelligence analysis techniques							■	■	■					
2.3.3	Provide training and equipment to support basic crime mapping and plotting in police stations					■	■	■	■	■	■	■	■	■	■
2.3.4	Develop proactive strategies to target crime and criminals based on better use of intelligence							■	■	■	■	■	■	■	■
	<b>Inputs:</b> <b>Personnel:</b> International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2) <b>Team of full time cross-cutting consultants</b> <b>Training /Workshops:</b> Basic Criminal Intelligence Analyst Course <b>Equipment:</b> Basic Crime Plotting Equipment Computer set and materials <b>Other:</b> Crime Analysis Software	36m   Course  Set Set Set	11   3  11 5 5				11	1	1	1	2	2	2	2	
2.4	<b>Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court</b>														
2.4.1	Review and redevelop the police prosecutions course and explore possible linkages with tertiary institutions									■	■	■			
2.4.2	Support/resource refresher training for Court Inspectors based on new course										■	■	■	■	■



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
	<b>Inputs:</b> Personnel: Team of full time cross-cutting consultants Training/Workshops: Equipment: Other: Law Review Consultation Meetings	Trip	0 0 6		3	3									
	<b>Component 3:</b> Human Resource Management and Development  <b>Objective:</b> The Bangladesh Police are ethical, capable, well trained and well lead and HRM/D process result in efficiency, transparency, accountability and equitability														
3.1	<b>Outputs:</b> <b>Introduction of transparent merit based police recruitment processes</b>														
3.1.1	Review and redevelop transparent, accountable and centrally coordinated recruitment practices														
3.1.2	Implement new centrally coordinated recruitment practices utilising only published, measurable selection criteria														
3.1.3	Monitor the implementation of new practices and develop a mechanism for external oversight of complaints regarding failure to adhere to published recruitment criteria														



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
	<b>Inputs:</b>															
	<b>Personnel:</b>															
	National Consultant (Police Curriculum Specialist)	3 month	3	1	1	1										
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	36 month	12	1.5	1.5	1.5	1.5	1	1	1	1	0.5	0.5	0.5	0.5	
	Team of full time cross-cutting consultants															
	<b>Training /Workshops :</b>															
	Train the Trainer Course															
	Training the Training Managers															
	Train curriculum design and development skills	Course	6	1	1	1	1	1	1							
	Train training monitoring, review and evaluation skills															
	<b>Equipment:</b>															
	Computer set and materials															
	Training Equipment Pack	Set sardah	30			30										
	<b>Other:</b>															
	Library Books	Set sardah	2		1	5							1			
<b>3.3</b>	<b>Broader training delivery options</b>															
3.3.1	Support the decentralisation of training through enhancement of Metropolitan and Zonal Training 'Schools' and support for the establishment of District Training Officers															

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3					
				01	02	03	04	05	06	07	08	09	10	11	12		
3.3.2	Establish formal linkages between all training institutions with regular meetings of training heads to achieve consistency and momentum towards common training objectives for Bangladesh Police: Establish a National Police Training Board in MoHA, with broad membership to include stakeholders						■	■	■	■	■	■	■	■	■	■	■
3.3.3	Design and develop modular, competency-based training packages that can be shared between training institutions						■	■	■	■	■	■	■	■	■	■	■
3.3.4	Design and deliver a pilot program of flexible on-site training to improve the effectiveness of <i>Chowkidars</i> and <i>Dafadars</i> and to strengthen the coordination of their activities with those								■	■	■	■	■	■	■	■	■
	<b>Inputs :</b> <b>Personnel :</b> International Police Training and Executive Development Specialist ( Also supporting outputs 3.2, 3.3 and 3.6) <b>Training/Workshops</b> Chowkidar and Dafadar Skills Workshop Decentralised Training Officer Development Program <b>Equipment:</b> Training Equipment Pack <b>Other</b> Training Officers Conference	36 month  Workshop Course  Pack  Cont	6  27 11  5  6					0.5	0.5	0.5	0.5	1	1	1	1		
3.4	Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced																



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
3.5	More efficient use made of human resources throughout Bangladesh Police														
3.5.1	Develop a <i>People Strategy Plan</i> based on the vision, core functions and future directions of the Bangladesh Police						■	■	■	■					
3.5.2	Develop a resource allocation distribution model for Bangladesh Police and undertake an assessment of the actual distribution profile of police versus the needs profile					■	■	■	■						
3.5.3	Review the rationale, numbers and role of reserve forces in light of clearly identified core functions						■	■	■	■	■	■	■	■	■
	<b>Inputs:</b> <b>Personnel:</b> International Learning and Organisational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1) <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>	36 m	27	1	1	1	2	2	2	3	3	3	3	3	3
3.6	Leadership and management training at all levels is improved														
3.6.1	Design and develop supervisor and leadership training, using modular competency based packages that can be delivered to police in the work place as well as formal training institutions					■	■	■	■	■	■	■	■	■	■
3.6.2	Ensure contemporary management, supervision and leadership practices are inculcated into the new training curricula at appropriate levels						■	■							
3.6.3	Support and resource the Police Staff College to refine its curricula, training materials and learning methodologies					■	■	■	■	■	■	■	■	■	■



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3					
				01	02	03	04	05	06	07	08	09	10	11	12		
3.6.4	Design and implement a series of critical issues seminars on contemporary issues in police management in a Bangladesh context				■	■	■	■	■	■	■	■	■	■	■	■	■
3.6.5	Support the establishment of UN CIVPOL Pre-Selection Training capacity for Bangladesh Police including language (English and French) training course			■													
	<b>Inputs:</b>																
	<b>Personnel:</b>																
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	36 month	18	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
	International Police Internal Investigation Training Course Specialist	4 month	3	3													
	<b>Team of full time cross-cutting consultants</b>																
	<b>Training/Workshops:</b>																
	<b>Equipment:</b>																
	Computer set and materials	set	15	15													
	<b>Other:</b>																
	Library Books	Set	2	1									1				
	<b>COMPONENT 4: STRATEGY AND OVERSIGHT</b>																
	<b>Objective</b> Bangladesh Police maintains the standards, systems and structures necessary to meet current and future policing needs.																



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
4.2.2	Revise the structure, roles and responsibilities of the CID, including the provision of adequate resources and training of personnel to establish a capacity to deal with 'white collar', drug trafficking, arson and computer crimes			■												
4.2.3	Establish and resource a <i>Trans-national Crime Unit</i> , to deal with money laundering, people trafficking, identity theft, terrorism and other cross-border crimes				■											
4.2.4	Conduct an international symposium on organised and trans-national crime to raise awareness, establish professional linkages between relevant agencies and improve international cooperation						■									
	<b>Inputs:</b> <b>Personnel:</b> International Investigations and Operations Specialist ( Also supporting outputs 2.3 and 4.2) International Expert in Transnationals Crime Team of full time cross-cutting consultants <b>Training/Workshops:</b> International Attachment /Training-Commercial Crime Needs wider training intervention <b>Equipment:</b> Computer set and materials Detective Office Fit out and Equipment <b>Other:</b> International Symposium on Organised Crime	36m     Attach   Set TCU For TCU Single	5 1  6  10 1  10 1  1	1	1	1	1	1	1	2	2	2				

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
4.3	Clear Performance targets set and monitored															
4.3.1	Establish goals and performance targets for Bangladesh Police			—————												
4.3.2	Develop and implement a performance monitoring and evaluation mechanism						—————				.....					
4.3.3	Develop a mechanism for periodic measurement of police morale							—————		.....						
4.3.4	Externally publish police performance reports									.....						
	<b>Inputs:</b> <b>Personnel:</b> Team of full time cross-cutting consultants <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>		18		3	3	3	3	3	3						
4.4	Anti-corruption and completion mechanisms made more robust and accessible															
4.4.1	Develop, widely publish and aggressively pursue an anti-corruption strategy for Bangladesh Police						—————				.....					
4.4.2	Develop, publish and provide training on a police code of ethics and post it in every police station and building						—————									
4.4.3	Publish and post anti- corruption and complaint handling procedures in every police station and building							—————								
4.4.4	Provide further resources and training to create a Professional Standards Branch from the Existing Security Cell							—————								

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
4.4.5	Develop a mechanism for external oversight of internal police investigations										■	■	■	■	■	■
4.4.6	Establish and properly resource a 'police hotline' to provide for the anonymous reporting of corrupt and inappropriate behaviour on the part of police officers										■	■	■	■	■	■
	<b>Inputs:</b> <b>Personnel:</b> International Project Design Specialists	6m	4				1	1	1	1						
	<b>Training/Workshops:</b> Code of Ethics and Professional Standards Workshop	W	45				5	5	5	5	5	5	5	5	5	5
	<b>Equipment</b> Telecommunications Infrastructure for Police Complaints Hotline	Unit	0													
	<b>Other:</b> Code of Ethics Anti-Corruption and Complaint Handling Awareness Materials	Bulk Bulk	1 1						1		1					
	Is this an opportunity for GoB to make a contribution on recurrent costs															
4.5	Improved quality of the relationship between police and the media:															
4.5.1	Develop, pilot and evaluate a police media strategy			■	■	■	■	■	■	■	■	■	■	■	■	■
4.5.2	Provide media training to all Officers in Charge of Police Stations, and District, Divisional and Metropolitan Police Senior Officers					■	■	■	■							
4.5.3	Include media studies in all courses for Sub-Inspectors and above						■	■	■	■	■	■	■	■	■	■
4.5.4	Establish, resource and train personnel for a Police Media, Marketing and Public Affairs Branch					■	■	■	■							



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
	<b>Inputs:</b>														
	<b>Personnel:</b>														
	International Police ICT Systems and Strategy Specialist	13m	3				1		1		1				
	National Consultant (Information and Communications Technology)	14m	14				2	2	2	2	2	2	2		
	<b>Training/Workshops:</b>														
	<b>Equipment:</b>														
	Portable Radios	Each	110				30	30	30	20					
	<b>Other:</b>														
	Police Crime/ Offence Reproduction Database	One	1							1		1			
	Campaign /Study /Advocacy	One	1												
4.7	<b>Strengthened capacity for planning, policy and research in PHQ</b>														
4.7.1	Establish, resource and train selected personnel to support a <i>Policy, Planning and Research Unit</i> in PHQ						■	■	■						
4.7.2	Strengthen capacity to undertake environmental scanning and applied research							■	■	■					
4.7.3	Identify and pursue opportunities for the development of linkages with external research bodies						■	■	■	■	■	■	■	■	■

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
	Inputs: Personnel: Team of full time cross-cutting consultants Training/Workshops: Equipment: Other:															
5	<b>Component:</b> <b>Program Management</b>  <b>Objective:</b>  Sustainable program outcomes are achieved through effective and transparent management of program resources and the promotion of collaborative work practices.															
5.1	<b>Output</b> Project office established															
5.1.1	Establish office location, complete fit-out and connect communications															
	<b>Inputs:</b> <b>Personnel:</b> Appointment of BPF counterparts to the program Training/Workshop:  <b>Equipment:</b> Computer set and materials Office Fit Out – Project Office and /Or PSM\$E <b>Other:</b>	Set Set	10 1	10 1												



Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
5.2	<b>An appropriate team of project staff deployed and operational resources effectively managed.</b>														
5.2.1	Identify, select and appoint CTA, NPD, NPC and Project Support Team Members														
5.2.2	Identify, select and appoint Project Support staff														
	<b>Inputs:</b> <b>Personnel:</b> International Project Implementation Specialist (PM) National Program Coordinator (NPC) Administrative Support (Project Officer, Accountant, Admin/Finance Assistant-2, Driver-2 & Messenger-2) <b>Training/Workshop:</b> NPD, NPC <b>Other:</b> CTA, Office Vehicle – Project Management Contingency Fund	36 m 36 m 432m NPD, NPC 4 3	36 36 180 4 3	3 3 15 4	3 3 15 1	3 3 15	3 3 15	3 3 15	3 3 15	3 3 15	3 3 15	3 3 15	3 3 15	3 3 15	3 3 15
5.3	<b>Annual plans developed in consultation with stakeholders and relevant program information disseminated.</b>														
5.3.1	Undertake a review of year 1 progress														
5.3.2	Develop a detailed design for year 2 activities														





Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3			
				01	02	03	04	05	06	07	08	09	10	11	12
	<b>Inputs:</b> Personnel: International THB expert National THB expert <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>	24 month 24 Month													
<b>6.2</b>	<b>Policing capacity built to analyse trafficking networks and operations</b>														
	<b>Activity</b>														
6.2.1	Creation of national database														
6.2.2	Interpol Conference														
6.2.3	Appoint/transfer THB investigators in police station, where trafficking is most prevalent														
6.2.4	To complement activity 4.14, provide technical advice on THB in context of trans-national crime issues														
	<b>Inputs:</b> Personnel: <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>														
<b>6.3</b>	<b>Improving investigative capacity and prosecution effectiveness</b>														
6.3.1	Creation of tools for profiling criminals and victims														

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
6.3.2	Develop modules to clarify and heighten public awareness															
6.3.3	Appoint dedicated and trained THB investigators including female investigators															
6.3.4	Develop THB investigation training															
6.3.5	Train THB appointed investigators using THB investigation training curricula															
6.3.6	Develop a module on sexual exploitation against women and children, victim management, interviewing techniques, etc.															
6.3.7	To complement activity 1.10, formalise support for OCC, especially preliminary medical examination of THB victims															
	<b>Inputs:</b> <b>Personnel:</b> <b>Training/Workshops:</b> <b>Equipment:</b> <b>Other:</b>															
6.4	Develop effective victim support mechanisms, accessible by all															
6.4.1	Victim referral protocols															
6.4.2	Repatriation protocols															
6.4.3	Establish strategic partnerships with victim support groups of human trafficking															
6.4.4	Develop specific responses for temporary/immediate assistance and long-term rehabilitation															

Ref	Component/Outputs/Inputs	Unit	Total unit	Year 1				Year 2				Year 3				
				01	02	03	04	05	06	07	08	09	10	11	12	
6.4.5	Put in place a mechanism for individual follow-up of victims and create a databank of individual cases															
	Inputs: Personnel: Training/Workshops: Equipment: Other:															
6.5	Community-police partnership in THB															
6.5.1	Formation of community groups for police partnership and implementation of community-police partnership strategy															
6.5.2	Review the role of police in the repatriation process of child trafficking victims from third world countries and propose revisions for bilateral discussions															
	Inputs: Personnel: Training/Workshops: Equipment: Other:															

**Annex C***(International Consultants - ToRs)***TERMS OF REFERENCE (TOR)****Project Manager (PM)**

The Project Implementation Specialist is a key full-time senior programme technical and management expert on a programme. The PM is recruited by UNOPS in close consultation with the National Project Director as representative of the Implementing Agency and is an international professional. He/she provides overall programme management support to the NPD and in coordinating technical activities.

PM will provide overall project management support to the NPD and in coordinating technical activities. Because of the high profile role of the PM, the position is identified after a rigorous assessment of NEX capacity of the designated NEA and NIA/National Designated Institution.

**Specific duties and responsibilities include:****Management:**

- Guarantees, in cooperation with the NPD, technical soundness of Programme activities and achievement of Programme outputs and outcomes;
- Supervise all Programme technical, implementation and management issues in consolidation with the NPD.
- Manage the day-to-day functioning of the Project Team (human and financial resources) for achieving results in line with the outputs and activities outlined in the project document.
- Takes responsibility for the preparation and implementation of the annual results based work plans and result frameworks as endorsed by the management.
- Takes leadership in the coordination of project activities with related and parallel activities both within UNDP and with external agencies.
- Participate in monitoring, review and evaluation of the programme;
- If delegated by the NPD act as a co-signatory of the project accounts, cheques, whenever required, as per NEX guidelines;
- If delegated by the NPD act as a co-signatory of key programme related documents including Financial Reports and Requests for Quarterly advances;
- Advise the Project Board/Steering Committee on policy related issues and represent NPD and participate in meetings on policy related issues;

**Knowledge Services:**

- Lead the analytical and policy development work of the team and ensure high quality policy or knowledge products. Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas.
- Prepare a strategy for developing a 'centre of excellence' through which best practices can be promoted, sustained and shared with all stakeholders;
- Manage the use of the Programme Budget Management Contingency and Innovation Funds
- Supervise the project's capacity building efforts aimed at government counterparts, NGOs, civil society groups, and others.
- Advise NPD and train staff in documentation of best/good practices, lessons learned and in ensuring the mechanisms for up-streaming programme achievements from downstream pilot interventions;

### **Policy and Programme Service:**

- Provide intellectual or substantive leadership in the police reform through identification of key policy issues and formulation of best possible and alternative policy and programme options for Bangladesh context. Stimulate strategic thinking in the subject practice area, taking into account the needs of the country as well as the opportunities to interact with other South Asian Countries.
- Map on a consistent basis police reform issues, covering the situation and strategic opportunities in the form of professional papers and reports.
- Work closely with UNDP to ensure that the programme is achieving expected outcomes, progress and milestones are managed and completed.
- Ensure, in cooperation with UNDP that Development Partners in PRP will be timely informed about the Programme progress throughout preparation and submission of necessary reports as required.
- Manage and monitor the process of implementing policy advisory services as well as delivery of goods or products. Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs (products).
- Take leading participation in Ad-hoc professional multi-agency Workgroups and make frequent field visits to the Police Services and to the often remote local communities populated by the socially marginalized and disadvantaged groups.
- Any other substantive advisory input in relation to achievement of programme objectives, outputs and outcomes

### **Partnership:**

- Harmonize support of development partners in close consultation with UNDP to achieve the programme outcomes;
- Advise UNDP to establish, develop and maintain mutually beneficial strategic partnerships with NGOs and community groups, the press and media, the business sector, the education sector etc and develop appropriate oversight mechanisms;
- Develop and manage a Delivery Model for PRP that contains sufficient flexibility and adaptability so that PRP is able to absorb additional components and funds from other Development Partners, whenever such opportunities are identified;
- In close consultation with NPD/NPC design, monitor, review and revise and update the Work-plans and including staffing, procurement and travel plans and corresponding working-budgets and report to the Review Meetings take place whenever required to achieve the expected outcomes and milestones;

Design, introduce and continuously develop feedback mechanisms and open communication channels to ensure that the changing needs and expectations of the public are fully taken into account when reviewing the Annual and Quarterly Work-plans

- Strong interpersonal, co-ordination and negotiation skills, as well as sensitivity to culture, gender and the local environment. Understanding of South Asian (especially Bangladeshi) culture and customs an advantage.
- Proven networking, team building and motivational, organizational, leadership and communication skills.
- Promotes the vision, mission and strategic goals of UNDP.
- In-depth practical knowledge of inter-disciplinary developmental issues, adaptability and ability to treat all people fairly.
- Ability to conceptualize and convey strategic vision, adapted to changing external environment.
- Demonstrates integrity and fairness by modeling UN values and ethical standards
- Demonstrated strong technical knowledge in the field of police reforms, anti-corruption, crime prevention, organized crime, etc
- Demonstrated ability to function at both policy advisory and project implementation levels
- Ability to work under pressure and meet strict deadlines.



**Academic Qualification/Experience/Language Skills**

- At least post graduate degree in police studies from a recognized Federal Police Academy (including advanced studies in investigations and police management)
- Minimum 20 years experiences in policing on operative and management level with at least 8 years experiences on highest level – Ministry of Home Affairs- in coordination and administration are required.
- Demonstrated experience in managing change, in a policing environment (participating in at least one major police reform program);
- Demonstrated high-level project management and relationship management skills;
- Strong understanding of international human rights framework, development issues and planning principles.
- Fluency in written and spoken English;
- Demonstrated evidence of achievement as an innovative leader with proven ability to work within a team environment involving government, NGOs and both public and private sector partners.
- Ability, confidence and enthusiasm to work in a challenging environment and comfortable working in multi-cultural situations.
- Effective communication, problem solving, team building and inter-personal skills.
- Previous work experience as PM in related field would be considered as added advantage.
- Knowledge in computer and internet

**Time Frame:** 36 Months

**TERMS OF REFERENCE (TOR)**  
**International Crime Prevention and Community Safety Specialist/Instructor**

**Duties and Responsibilities:**

Short-term International Specialist in the field of crime prevention and community safety to support the development of strategies, establishment of a Crime Prevention Cell and the development of crime prevention training materials to be used for awareness raising. The STA will also ensure that gender and equity issues are mainstreamed through all aspects of crime prevention and community safety.

**Qualifications and Experience:**

- Relevant professional experience in crime prevention - post graduate qualifications will be highly regarded;
- Extensive experience in the development of crime prevention and community safety programmes and initiatives;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Proven ability to design and implementation organization-wide strategies;
- Demonstrated capacity to design and implement training programmes and to provide formal and on-the-job instruction;
- Fluency in written and spoken English; and
- Demonstrated capacity to facilitate community consultations.

**Time Frame:** 9 Months

**TERMS OF REFERENCE (TOR)**  
**International Crime Recording and Reporting Specialist/Instructor**

**Duties and Responsibilities:**

Short-term International Specialist in the field of crime reporting and recording to support the development of streamlined offence and complaint recording systems. STA will also ensure that gender and equity issues are mainstreamed through the crime reporting and recording systems.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in policing, including contemporary systems for crime reporting and recording;
- Extensive experience in the systems and processes for the use, storage and management of information and intelligence;
- Demonstrated capacity to design and implement training programmes and to provide formal and on-the-job instruction; and
- Fluency in written and spoken English.

**Time Frame:** 6 Months

**TERMS OF REFERENCE (TOR)**  
**International Investigations and Operations Specialist/Instructor**

**Duties and Responsibilities:**

Long-term International Specialist in the field of criminal investigations to develop case management, investigative practices reform, and high-tech crime strategies and solutions. LTA will ensure that gender and equity issues are mainstreamed through the investigations and operations areas of the project.

**Qualifications and Experience:**

- Formal qualifications in a relevant discipline - post graduate qualifications will be highly regarded;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in the conduct of complex and sensitive investigations and extensive experience in criminal case management;
- Sound understanding of the use of forensic techniques to support criminal investigations;
- Demonstrated capacity to design and implement training programmes;
- Fluency in written and spoken English;
- Demonstrated capacity to design and implement training programmes and to provide formal and on-the-job instruction; and
- Experience as Trainer/Instructor in a Detective Training School will be highly regarded.

**Time Frame:** 36 Months

**TERMS OF REFERENCE (TOR)**  
**International Forensic Science Specialist/Instructor (Practitioner)**

**Duties and Responsibilities:**

Short-term International Forensic Specialist in the field of police forensic operations. This is a practitioner level role, not a high-level scientific role. STA will ensure that gender and equity issues are mainstreamed through the forensic areas of the project.

**Qualifications and Experience:**

- Formal qualifications in Forensic – multi-disciplinary qualifications in fingerprints, ballistics, document examination, crime scene examination and/or DNA will be highly regarded;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive practical experience as a police forensic practitioner;
- Demonstrated capacity to design and implement training programmes related to forensic disciplines;
- Have ‘expert’ accredited status in criminal courts and have extensive experience giving evidence in criminal courts on forensic related evidence;
- Fluency in written and spoken English; and
- Demonstrated capacity to design and implement training programmes and to provide formal and on-the-job instruction.

**Time Frame:** 6 Months

**TERMS OF REFERENCE (TOR)**  
**International Learning and Organizational Development Specialist/Instructor**

**Duties and Responsibilities:**

Long-term International Specialist in the field of learning and development, including HRD, HRM, recruitment, promotion and incentive systems. LTA will ensure that gender and equity issues are mainstreamed through all aspects of training and organizational development.

**Qualifications and Experience:**

- Post graduate qualifications in a learning and development related discipline;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in the development and administration of police education;
- Proven ability in the design and implementation of organizational development and systems improvement strategies;
- Demonstrated capacity to design and implement training programmes;
- Fluency in written and spoken English; and
- Demonstrated experience as a Trainer/Instructor in police training institution.

**Time Frame:** 36 Months

**TERMS OF REFERENCE (TOR)**  
**International Police Training and Executive Development Specialist/Instructor**

**Duties and Responsibilities:**

Long-term International police training specialist to support re-design of police training curriculum. LTA will ensure that gender and equity issues are mainstreamed throughout the programme.

**Qualifications and Experience:**

- Professional qualifications in relevant area – post graduate qualifications in adult learning or competency based training will be highly regarded;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in design development and implementation of police training curriculum, particularly at management and executive level;
- Extensive experience in the assessment and validation of training programmes;
- Demonstrated capacity to design and implement career progression and succession planning in organizations
- Demonstrated capacity to design and implement formal training programmes;
- Fluency in written and spoken English;
- Demonstrated experience as Trainer/Instructor in police training institution – previous experience as the head of a police training institution will be highly regarded.

**Time Frame:** 36 Months

**TERMS OF REFERENCE (TOR)**  
**International Police ICT Systems and Strategy Specialist/Instructor**

**Duties and Responsibilities:**

Short-term International Specialist to support to development of the information technology strategy and architectures. Also provide assistance with the preparation of acquisition strategy and procurement. STA will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Formal qualifications in ICT, particularly relational databases and data networking;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in ICT in a police context, particularly the design and implementation of local and wide area networks and mail systems;
- Proven ability in the design and implementation of ICT strategies;
- Extensive experience in the development of specification, procurement and selection of relational databases for police information management systems;
- Demonstrated capacity to design and implement training programmes; and
- Fluency in written and spoken English.

**Time Frame:** 13 Months



**TERMS OF REFERENCE (TOR)**  
**International Transnational Crime Specialist/Instructor**

**Duties and Responsibilities:**

Short-term international specialist in transnational and emerging crime issues including trafficking in persons. STA will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in transnational crime, organized crime and emerging crime issues, particularly weapons and people trafficking, identify theft, credit card fraud and white collar crime;
- Extensive experience in the investigation and prosecution of transnational and organized crime, trafficking in persons, particularly with regard to multi-disciplinary task forces and team based investigations;
- Demonstrated capacity to design and implement training programmes and to provide formal and on-the-job instruction; and
- Fluency in written and spoken English.

**Time Frame:** 1 Month

**TERMS OF REFERENCE (TOR)**  
**International UNCIVPOL Training Course Specialist/Instructor**

**Duties and Responsibilities:**

Short-term Specialist to support development of a pre-selection course and bridging training for Bangladesh Police UNCIVPOL applicants. STA will ensure that gender and equity issues are mainstreamed throughout the programme.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline;
- Experience in change management, organizational development and/or capacity building, preferably in a development context
- Extensive experience in the provision of training to support UN policing operations and management;
- Demonstrated capacity to design and implement training programmes targeted at preparation for UNCIVPOL service;
- Fluency in written and spoken English; and
- Demonstrated experience as Trainer/Instructor in police training institution.

**Time Frame:** 3 Months

**TERMS OF REFERENCE (TOR)**  
**International Police Internal Investigations and Anti-Corruption Specialist/Instructor**

**Duties and Responsibilities:**

Short-term Specialist to support establishment of a Professional Standards Branch and the establishment of proactive corruption minimization strategies. STA will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline;
- Experience in change management, organizational development and/or capacity building, preferably in a development context
- Extensive experience in the management and administration of a police internal affairs or internal investigations unit;
- Proven ability in the design and implementation of anti-corruption strategies, codes of conduct and initiatives to enhance the professionalisation of policing;
- Demonstrated capacity to design and implement training programmes and to provide formal and on-the-job instruction; and
- Fluency in written and spoken English.

**Time Frame:** 4 Months

**TERMS OF REFERENCE (TOR)**  
**International Project Design Specialists/Instructor**

**Duties and Responsibilities:**

2 (two) International Short-term project/design specialists to facilitate the annual planning and project redesign process. The Design Specialists will ensure that gender and equity issues are mainstreamed throughout the programme.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline – post graduate qualifications will be highly regarded;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in project design and programme evaluation for developmental and reform programmes in policing;
- Extensive knowledge of the police and justice sector with a particular understanding of the issues facing Bangladesh Police;
- Sound understanding of police training issues; and
- Previous experience in Bangladesh will be highly regarded.

**Time Frame:** 6 Months

**TERMS OF REFERENCE (TOR)**  
**International Police Monitoring and Evaluation Expert**

**Duties and Responsibilities:**

Short-term international specialist to undertake mid-term and end of programme evaluations. Will also assess the extent to which gender and equity issues are mainstreamed throughout the programme.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in the monitoring and evaluation of police reform programmes; and
- Fluency in written and spoken English.

**Time Frame:** 2 Months

**TERMS OF REFERENCE (TOR)**  
**International Trafficking in Human Being Specialist**

**Duties and Responsibilities:**

Long-term Specialist (LTS) in the field of Trafficking in Human Being to support the development of Anti Human Trafficking Strategies and to establish and increase operational Anti THB activities on local, district, national and international level. LTS will also ensure that gender and equity issues are mainstreamed throughout all THB initiatives. Reports to Project Manager (PM)

Responsibility includes to

- Develop, implement and revise policy, procedures, standards, guidelines and strategic plans relating to the fight against human trafficking e.g. National Action Plan for Fight against Human Trafficking with special emphasis on Child Trafficking.
- Take Leadership for Human Trafficking projects, awareness campaigns and sensitization initiatives on broader and countrywide basis.
- Develop, and advise the implementation of a comprehensive Victim Referral and Support System with special emphasis on children and traumatized victims (PTSD).
- Initiate and manage the establishment of Victim Support Centers with strong emphasis on trafficked victims.
- Develop, revise and oversee delivery of in serving police staff training on international good practice and intelligence led investigation techniques/interview techniques and human rights to enhance police capacity in fighting THB.
- Develop and advise strategy implementation for law enforcement and NGO cooperation on a countrywide basis to improve local victim support service.
- Develop a comprehensive THB curriculum to be used as an integral part at the police-training center.
- Manage capacity building for Bangladesh Police take an active role in the fight against Human Trafficking on international level.
- Initiate and oversee the establishment of a THB unit within the Bangladesh Police
- Active participation in law reform initiatives related to Trafficking in Human Beings.
- Responsible for any other job as assigned by the Project Manager.

**Qualifications and Experience:**

**Academic Education:** Relevant advanced degree from a recognized national police academy with further specialization in major/organized crime investigation /graduated from detective academy.

**Profession Experiences:** At least ten years of progressively responsible professional experience in crime investigations and THB investigations on operative and management level which includes high level and demonstrated knowledge of large scale THB investigations on an international basis. Good theoretical background in the concept of THB with an intensive understanding of UN policies towards Trafficking in Human Being especially Women and Children; Demonstrated knowledge in the scope and function of NRFM-National Referral Mechanism for trafficked and traumatized victims; In-depth knowledge and experience of relevant international treaties and conventions (Palermo Protocol);

**Communication:** Professional and demonstrated excellent English drafting skills required especially with respect to the preparation of complex reports, strategic plans and conduct of presentations clearly and concisely and the ability to defend recommendations and present options; demonstrated interpersonal skills and ability to establish and maintain effective working relations;

**Technological Awareness:** Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, graphics software, spreadsheets and other statistical applications, Internet, etc. familiarity with and experience in the use of various research methodologies and sources, including electronic sources on the internet and other databases.

**Teamwork:** Good interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multicultural, multi-ethnic environment with sensitivity and respect for diversity, including gender balance.

**Gender Mainstreaming:** Ability to identify and address relevant gender perspectives in substantive work.

**Managing and Supervisory:** Ability to establish priorities and to plan, co-ordinate and monitor own work plan and those under supervision; willingness to keep abreast of new developments in the field; Leadership and supervisory skills and ability to coach, mentor and develop staff.

**Language**

For this post, fluency in oral and written English is required; working knowledge of other official United Nations languages and Bangla is an added advantage.

**Time Frame:** 20 Months

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**TERMS OF REFERENCE (TOR)  
National Project Director (NPD)**

The National Project Director (NPD) is a full-time senior Government civil servant preferably at Additional Secretary level who exercises overall technical, financial and administrative oversight of the programme, including supervision of programme personnel, national and international consultants assigned to the programme. The NPD assumes overall responsibility for the successful execution and implementation of the programme, and accountability to Government and UNDP for the proper and effective use of programme resources.

The GoB will make the services of the NPD available for the duration of the programme and until all the procedures for closures are completed. This post will be provided as part of Government cost sharing for the duration of the programme.

**Duties and Responsibilities:**

The duties and responsibilities of the NPD are to:

1. Assume overall responsibility for the successful execution and implementation of the programme, and accountability to GoB and UNDP for the proper and effective use of programme resources;
2. Serve as focal point for the coordination of the programme with other GoB agencies, UNDP and outside implementing agencies;
3. Ensure that all GoB inputs committed to the programme are made available;
4. Serve as member-secretary to the Programme Steering Committee and provide administrative support to the PSC;
5. Select and arrange in close collaboration with UNDP for the appointment of the National Programme Coordinator (NPC);
6. Ensure that required programme work plans are prepared, updated, cleared and distributed to the concerned parties, including the UNDP;
7. Ensure timely submission of required reports, including inception Reports, Workplans, Progress Reports, Financial Reports, Annual Programme Report (APR), and technical reports of consultants study tour/training reports;
8. Undertake or arrange, using the agreed recruitment system, for the recruitment of programme professional and support staff charged against the UNDP budget;
9. Ensures that the National Programme Coordinator is empowered to effectively manage the programme, and the other programme staff to perform duties effectively;
10. Supervise the work of the National Programme Coordinator and the PMT;
11. Opens and operates a programme bank account certifies or approves programme expenditures and financial statements, in accordance with financial rules and procedures applied to NEX programme;
12. Represents the National Executing Agency and the programme at meetings of the programme parties;
13. Ensures that gender, equity and human rights issues are mainstreamed in all policies and activities and are reported.



**Qualifications and Experience:**

If selected from the Ministry of Home Affairs (MoHA), the NPD will be preferably at Additional Secretary level; if from the Bangladesh Police, she/he will be, at least, at the rank of Additional Inspector General. The NPD is a senior Government officer with policy decision-making authority. This position allows for the presence of decision-making authority at the programme level.

**Time Frame:** 36 Months

*(National Consultants)*

**TERMS OF REFERENCE (TOR)  
National Project Coordinator (NPC)**

The NPC should be a national expert in the field of international human rights framework, development and human security issues and project management and is responsible for the functioning of the Programme Management Team. She/he will be required for the duration of the programme and until all the procedures for closure are completed. The NPC will support and function as deputy to the NPD to effectively implement the programme to the successful end and timely achievement of its objectives.

**Duties and Responsibilities:**

The duties and responsibilities of the NPC include:

1. Operational management of the programme in accordance with the PSD and the policies and procedures outlined for NEX programmes;
2. Assist the NPD in coordinating, planning and implementing programme activities; Initiate and administer mobilization of programme inputs under the responsibility of the NEA;
3. Prepare and update programme work plans, and submits these for clearance to the NPD and PSC;
4. Undertake and arrange for recruitment of programme personnel;
5. Ensure that all agreements with programme staff and short-term consultants are prepared, negotiated and signed;
6. Represent NPD at meetings at both policy and operational level;
7. Assist NPD in the preparation of various required reports including Progress Reports, Financial Reports, Annual Progress Report (APR), etc. and organize timely completion of technical reports;
8. Organize tripartite review meetings and evaluation, and prepare documentation as needed, for the above events;
9. Coordinate the monitoring and reporting of the programme components;
10. Assist in the preparation and management of programme reviews, appraisals and evaluations;
11. With respect to short-term consultants:
  - (a) Ensure that inputs are delivered in accordance with contracts; and
  - (b) Provides overall supervision and/or coordination of their work to ensure the production of the corresponding programme outputs.
13. With respect to training courses and workshop/seminars:
  - (a) Coordinate agenda setting, logistic support, and reporting; and
  - (b) Ensure the timely recruitment of resource persons.

14. Assume direct responsibility for managing the programme budget on behalf of the NPD, ensuring that:
  - (a) Programme funds are made available when needed and disbursed in accordance with the work plan and financial rules and regulations;
  - (b) Accounting records and supporting documents are maintained
  - (c) Required financial reports are prepared;
  - (d) Financial operations of the programme are transparent and stands up to audit at any time; and
  - (e) Generally ensure that the financial procedures and regulations for NEX programmes are applied.
15. Service the Steering Committee including the taking and maintenance of the Minutes;
16. Prepares initial drafts of quarterly progress reports for the programme;
17. Captures and documents the lessons and process;
18. Prepares the Final Programme Report as scheduled and assist in organizing Tripartite Programme Review after 6 months of the programme implementation;
19. Provide regular feedback to concerned UNDP Programme Manger on all major Project issues, secure prior approval wherever necessary and/or applicable, and ensure adequate coordination with UNDP;
20. Reports regularly to the NPD;
21. Ensures that gender, equity and human rights issues are mainstreamed in all policies and activities of the programme and are reported in APR.

**Qualifications:**

- Professional qualifications in a relevant discipline;
- Strong understanding of international human rights framework, development issues and planning principles;
- Fluency in written and spoken English;
- Sufficient exposure to Information Technology;
- Working experience in the field of programme management and monitoring within complex support programmes to good governance and democracy initiatives with emphasis on policy development, police reform, institutional capacity building within justice, civil society development and human rights will be viewed as an asset;
- Demonstrated analytical and conceptual skills of a high-order;
- Experience in change management, organizational development and/or capacity building, preferably in a development context; and
- Capability of working in a multi-cultural environment whilst also relating to international institutions and donor agencies.

**Time Frame:** 36 Months

**TERMS OF REFERENCE (TOR)**  
**National Monitoring and Evaluation Expert**

**Duties and Responsibilities:**

To monitor and evaluate the programme according to UNDP requirements mentioned in the NEX Manual and PSD. The incumbent will directly report to Programme manager of UNDP.

**Qualifications and Experience:**

- Professional qualifications in management or related areas;
- Extensive experience in needs analysis, project design and programme monitoring and evaluation;
- Fluency in written and spoken English;
- Good knowledge and understanding of monitoring, evaluation and project design mechanisms; and
- Experience at a senior level in government and policing is desirable.

**Time Frame:** 2 Months

**TERMS OF REFERENCE (TOR)**  
**National Consultant (Victim Support Specialist)**

**Duties and Responsibilities:**

Short-term National Consultant to support the development and delivery of victim support training and the establishment of linkages between police and victim support agencies. Will ensure that gender and equity issues are mainstreamed through victim support activities. The incumbent will directly report to PM of the SBP Project in close collaboration with the NPC of the Project.

**Qualifications and Experience:**

- Professional qualifications in a relevant discipline;
- Extensive experience in victim support management;
- Proven ability in the design and implementation of victim support strategies;
- Sound understanding of criminal prosecution processes;
- Demonstrated capacity to design and implement workplace based training; and
- Fluency in written and spoken English.

**Time Frame:** 14 Months

**TERMS OF REFERENCE (TOR)**  
**National Consultant / Expert on Law Reform**

**Duties and Responsibilities:**

Short-term National Consultant to support the initiative to reform relevant provisions of Police Regulations of Bengal (PRB), Code of Criminal Procedure (CrPC) etc. Will ensure that gender and equity issues are mainstreamed through all police curriculum. Will work under the direction of Project Implementation Specialist (PM) and GoB counterparts.

**Qualifications and Experience:**

- Formal graduate qualifications in law or related field;
- Extensive experience in law reform initiative, legal drafting preferably in a policing or justice sector context;
- Demonstrated capacity to undertake extensive stakeholder consultations required for law reform initiative;
- Extensive experience in law, validation and refinement;
- Fluency in written and spoken English, particularly in legal drafting;
- Substantive experience in a formal institution, national or international will be highly regarded.
- Sufficient exposure to ICT

**Time Frame:** 3 Months

**TERMS OF REFERENCE (TOR)  
National Consultant (Construction)**

**Duties and Responsibilities:**

Short-term National Consultant to undertake refurbishment assessments re-designs as necessary and provision of oversight and quality assurance of refurbishment activities. STA will ensure that gender and equity issues are considered in the construction and refurbishment of police buildings.

**Qualifications and Experience:**

- Formal engineering or relevant qualifications in building and construction;
- Extensive experience in construction and refurbishment;
- Fluency in written and spoken English; and
- Sound knowledge of contracting and procurement processes.

**Time Frame:** 5 Months

**TERMS OF REFERENCE (TOR)**  
**National Consultant/Instructor (Police Curriculum Specialist)**

**Duties and Responsibilities:**

Short-term National Consultant to support the redesign of various police training courses. Will ensure that gender and equity issues are mainstreamed through all police curriculum.

**Qualifications and Experience:**

- Formal graduate qualifications in education or related field;
- Extensive experience in curriculum design at development, preferably in a policing or justice sector context;
- Demonstrated capacity to design and implement training programmes;
- Extensive experience in training programme review, validation and refinement;
- Fluency in written and spoken English;
- Experience in a formal training institution will be highly regarded.

**Time Frame:** 3 Months



**TERMS OF REFERENCE (TOR)**  
**National Consultant /Instructor (Training Needs Analysis)**

**Duties and Responsibilities:**

To undertake assessment of needs across a range of police disciplines including basic, investigations and prosecutions. STA will also ensure that gender and equity issues are fully considered in all training needs assessments.

**Qualifications and Experience:**

- Professional qualifications in a training related discipline;
- Extensive experience in undertaking training needs analysis, ideally in a police environment;
- Demonstrated capacity to design and implement training programmes;
- Experience in a police organization will be highly regarded;
- Fluency in written and spoken English; and
- Demonstrated experience as Trainer/Instructor in police training institution will be highly regarded.

**Time Frame:** 1.5 Months

**TERMS OF REFERENCE (TOR)**  
**National Consultant/Instructor (Prosecution Course Design)**

**Duties and Responsibilities:**

Short-term specialist for design and develop the revised Police Prosecutions Course. Will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Professional qualifications in a training related discipline – additional qualifications in law or criminal justice administration will be highly regarded;
- Extensive experience as a State or Police Prosecutor;
- Demonstrated capacity to design and implement training programmes;
- Demonstrated understanding of the police prosecution process;
- Fluency in written and spoken English; and
- Demonstrated experience in the delivery of training programmes.

**Time Frame:** 2 Months

**TERMS OF REFERENCE (TOR)**  
**National Media Specialist/Instructor**

**Duties and Responsibilities:**

Short-term Media Specialist to support the development of strategy and delivery of media awareness training for selected officers. STA will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Graduate qualifications in journalism or related area;
- Extensive experience in journalism preferably in a policing context;
- Sound understanding of media and marketing concepts;
- Knowledge of police operations, management and administration will be highly regarded;
- Demonstrated ability to develop a media and marketing strategy for a complex, high-profile organisation; and
- Fluency in written and spoken English.

**Time Frame:** 4 Months

**TERMS OF REFERENCE (TOR)**  
**National Consultant/Instructor (Domestic Violence, Sexual Assault)**

**Duties and Responsibilities:**

To develop and deliver specialist training to women police and selected male officers. STA will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Relevant professional or vocational qualifications;
- Extensive experience in the development of strategies and initiatives to reduce the incidence of domestic violence and sexual assault;
- Extensive understanding of programmes for the support of victims of crime, particularly sexual assault and domestic violence;
- Demonstrated experience in the preparation and implementation of strategies to address the incidence of crime;
- Demonstrated capacity to design and implement training programmes, particularly informal training; Demonstrated capacity to undertake community consultations;
- Knowledge of the police working environment will be highly regarded; and
- Fluency in written and spoken English.

**Time Frame:** 12 Months

**TERMS OF REFERENCE (TOR)**  
**National Consultant /Instructor (Information and Communications Technology)**

**Duties and Responsibilities:**

Short-term Specialist to support network design and implementation for ICT.

**Qualifications and Experience:**

- Formal qualifications in ICT, particularly relational databases and data networking;
- Experience in change management, organizational development and/or capacity building, preferably in a development context;
- Extensive experience in ICT in a police context, particularly the design and implementation of local and wide area networks and mail systems;
- Proven ability in the design and implementation of ICT strategies;
- Extensive experience in the development of specification, procurement and selection of relational databases for police information management systems;
- Demonstrated capacity to design and implement training programmes; and
- Fluency in written and spoken English.

**Time Frame:** 14 Months

## **TERMS OF REFERENCE (TOR)**

### **National Cross-Cutting/Thematic Consultant**

The cross-cutting consultants are key full-time positions to support all aspects of the police reform programme by ensuring that inputs are “joined up”, that key policy issues are consistently applied across the programme, and that linkages are made with stakeholders and with related work. It is intended that the cross cutters will work as a team and pro-actively prioritise work and develop their work plan. They will work in close co-ordination with the NPD and NPC and the PRP core team.

#### **Cross-cutting issues**

There is no exhaustive list of cross-cutting issues that need to be addressed consistently across the programme. They will include (1) issues reflecting and interpreting policy, such as the poverty focus of all inputs, measures to address the gender and equity implications of inputs, attention to social inclusiveness and the vulnerability of particular groups, and HIV/AIDS aware practice and (2) issues such as the need for information gathering to be consistent and relevant, for information to be communicated effectively both within and outside of the programme, for interpersonal communications to be appropriate and effective, and for external communications to contribute to improving and maintaining good community relations. As the programme progresses, the PRP Core Team and the Cross-cutters themselves may identify other key cross-cutting issues. However, the PSD will act as a reference of cross-cutting issues for the consultants.

#### **Duties and Responsibilities:**

The duties and responsibilities of the Cross-cutting consultant(s) include the following:

1. Ensure cross-cutting issues are institutionalized throughout programme activities;
2. Provide advice to the government, PSC, NPD and NPC on cross-cutting issues;
3. Attend programme related meetings as and when required;
4. Assist in the selection and quality control of international and national consultancy input, including drafting of TOR's and review of reports – (including drafted in country);
5. Participate in monitoring, review and evaluation of the programme;
6. Advise and train all staff in best/good practices, lessons learned relating to cross-cutting issues, and ensuring the mechanisms for up-streaming programme achievements from downstream pilot interventions and vice versa;
7. Networking with other development partners – international or national – working on relevant issues; and
8. Any other substantive advisory input in relation to achievement of programme objectives, outputs and outcomes.

#### **Qualifications and Experience:**

- Preferred graduate level in development studies or equivalent discipline;
- Knowledge of reform in the justice sector in a development context;
- Experience of managing change/organizational development;
- Demonstrated experience in the principles of monitoring and evaluation – formative and summative;
- Acknowledged self-starters and proven ability to work in multi-disciplined teams;
- Extensive experience of field-based development work;
- Experience in action centered research to support project activities;
- Highly developed interpersonal skills;
- Demonstrated experience in developing and implementing communication strategies
- Demonstrated experience in strengthening the interface between communities and local and national governments;
- Will have a deep understanding globally and in the context of Bangladesh of the cross-cutting issues; and
- Excellent spoken and written skills in English and Bangla

**Mix of experience and skills required:**

It is anticipated that each person will have a different mix of skills, but the intention is that between the two cross cutters they will have coverage and a good understanding of the following:

- A rights based and pro-poor approach to development;
- Equity and access to services;
- Access by people to enable them to participate fully in the life of society;
- Gender;
- HIV/AIDS;
- Vulnerability;
- Role of civil society organizations;
- Poverty and social/ political and economic influences;
- Field based research and participatory methodologies – analysis and application;
- Multi-sectoral working experience/approach; and
- Communication strategies – including the media strategy.

**Time Frame:** 36 Months

## **TERMS OF REFERENCE (TOR)**

### **National Trafficking in Human Being Specialist**

#### **Duties and Responsibilities**

NTHB in the field of Trafficking in Human Being to support the development of Anti Human Trafficking Strategies and to establish and increase operational Anti THB activities on local and district level. NTHB will also ensure that gender and equity issues are mainstreamed throughout all THB initiatives.

Responsibility includes in close cooperation and under the guidance of the the International THB Specialist to

- Develop, implement and revise policy, procedures, standards, guidelines and strategic plans relating to the fight against human trafficking e.g. National Action Plan for Fight against Human Trafficking with special emphases on Child Trafficking.
- Take Leadership for Human Trafficking projects, awareness campaigns and sensitisation initiatives on broader and countrywide basis.
- Develop, and advise the implementation of a comprehensive Victim Referral and Support System with special emphasis on children and traumatised victims (PTSD).
- Develop, revise and oversee delivery of inserving police staff training on international good practice and intelligence led investigation techniques/interview techniques and human rights to enhance police capacity in fighting THB.
- Develop and advise strategy implementation for law enforcement and NGO cooperation on a countrywide basis to improve local victim support service.
- Develop a comprehensive THB curriculum to be used as an integral part at the police-training centre.
- Initiate and oversee the establishment of a THB unit within the Bangladesh Police
- Responsible for any other job as assigned by the Supervisor.

#### **Academic Qualifications/ Required Competencies & Knowledge**

**Academic Education:** Relevant advanced degree from a recognized national police college with further specialization in major/organized crime investigation /graduated from detective academy or a similar relevant academic background.

**Professional Experiences:** At least 5 years of progressively responsible professional experience in crime investigations and THB investigations on operative level, which includes high level and demonstrated knowledge of large scale THB investigations or equivalent practical experiences in THB issues. Good theoretical background in the concept of THB with an intensive understanding of UN policies towards Trafficking in Human Being especially Women and Children; Demonstrated knowledge in the scope and function of NRFM-National Referral Mechanism for trafficked and traumatized victims;

In-depth knowledge and experience of relevant international treaties and conventions (Palermo Protocol)

**Communication:** Professional and demonstrated excellent English drafting skills required especially with respect to the preparation of complex reports, strategic plans and conduct of presentations clearly and concisely and the ability to defend recommendations and present options; demonstrated interpersonal skills and ability to establish and maintain effective working relations;

**Technological Awareness:** Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, graphics software, spreadsheets and other statistical applications,



Internet, etc. familiarity with and experience in the use of various research methodologies and sources, including electronic sources on the internet and other databases.

**Teamwork:** Good interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multicultural, multi-ethnic environment with sensitivity and respect for diversity, including gender balance.

**Gender Mainstreaming:** Ability to identify and address relevant gender perspectives in substantive work.

**Managing and Supervisory:** Ability to establish priorities and to plan, co-ordinate and monitor own work plan and those under supervision; willingness to keep abreast of new developments in the field; Leadership and supervisory skills and ability to coach, mentor and develop staff.

### **Experience/Language**

5 years working experience as a senior police officer (detective) with minimum 1 year in a management position in a national federal/international police service; or equivalent working experiences in the field of THB

Having minimum participated in one international police reform programme in a country of transition; For this post, fluency in oral and written English is required; working knowledge of other official United Nations languages and Bangla is an added advantage.

**Time Frame:** 24 Months

**TERMS OF REFERENCE (TOR)**  
**National Communication Specialist/Instructor**

**Duties and Responsibilities:**

The incumbent will support the development of strategy and delivery of media awareness training for selected officers. S/he will ensure that gender and equity issues are mainstreamed through relevant activities.

**Qualifications and Experience:**

- Graduate qualifications in journalism or related area;
- Extensive experience in journalism preferably in a policing context;
- Sound understanding of media and marketing concepts;
- Knowledge of police operations, management and administration will be highly regarded;
- Demonstrated ability to develop a media and marketing strategy for a complex, high-profile organization; and
- Fluency in written and spoken English.

**Time Frame:** 24 Months

**TERMS OF REFERENCE (TOR)  
Project Officer**

The Project Officer will be required for the duration of the programme and will support the NPC and the PM to effectively implement the programme to the successful end and timely achievement of its objectives.

**Duties and Responsibilities:**

1. Assists the NPC and the PM to prepare and update programme work plans;
2. On behalf of the NPC ensures that all agreements with programme staff and short-term consultants are prepared negotiated and signed;
3. Initiates and administers the mobilization of programme inputs under the responsibility of the executing agency;
4. With respect to short-term consultants:
  - (a) Ensures that they deliver the inputs in accordance with their contract, and
  - (b) Provides overall supervision of the corresponding programme outputs
5. With respect to training courses and workshop/seminars:
  - (a) Coordinates agenda implementation, logistic support, and reporting;
  - (b) Ensures the timely recruitment of resource persons.
6. Assist the NPC and the Accountant for managing the programme budget on behalf of the NPD, ensuring that:
  - (a) Programme funds are made available when needed and disbursed in accordance with the work plan and financial rules and regulations;
  - (b) Accounting records and supporting documents are maintained;
  - (c) Required financial reports are prepared;
  - (d) Financial operations of the programme are transparent and stand up to audit at any time;
  - (e) Generally ensure that the financial procedures and regulations for NEX programmes are applied.
7. Assist the Steering Committee including the taking and maintenance of the Minutes;
8. Captures and documents the lessons learnt from implementing the programme activities both in terms of substance and process;
9. Liaises closely with the UNDP Programme Manager and the PSM&E Unit in UNDP;
10. Reports regularly to the NPD and the PM.
11. Ensures that gender and human rights issues are mainstreamed in all policies and activities of the programme and are reported in APR.

**Qualifications and experience:**

- Professional qualifications in the field of law, human rights, social science, development, or political science with a minimum of 3-5 years of relevant professional experience;
- Strong understanding of international human rights framework, development issues and planning principles;
- Significant experience in the administration of project activities in a complex, high-profile organization;
- Fluency in written and spoken English; and
- Sufficient exposure to Information Communication Technology.

**TERMS OF REFERENCE (TOR)**  
**Administration and Finance Officer**

The service of the Admin/Finance Officer will be required for the duration of the programme and until all the procedures for closure are completed.

The Admin/Finance Officer will support the NPC and PM effectively implement the programme to the successful end and timely realization of its objectives.

**Duties and Responsibilities:**

1. Assume direct responsibility for managing the programme budget on behalf of the NPD, ensuring that:
  - (a) Programme funds are made available when needed and disbursed in accordance with the work plan and financial rules and regulations
  - (b) Accounting records and supporting documents are maintained
  - (c) Required financial reports are prepared
  - (d) Financial operations of the programme are transparent and stands up to audit at any time, and
  - (e) Generally ensure that the financial procedures and regulations for NEX programmes are applied.
2. Prepare draft budget revisions, shadow budgets, budget reprisal based on programme delivery reports (PDRs), cost sharing appointment reports and other financial and accounting reports;
3. Make disbursement from petty cash and maintains expenditure statement, cashbook, bank register and reconciliation statement, etc
4. Prepare draft budget revisions, shadow budgets, budget reprisal based on programme delivery reports (PDRs), cost sharing appointment reports and other financial and accounting reports;
5. To prepare routine correspondence and general reference documents, organizes data and information, maintains records, files and documents to facilitate monitoring of PRP implementation;
6. Monitor of timely submission of Quarterly Advanced Request (QAR), Quarterly Financial Report (QFT), Annual Equipment Inventory Report, Countersigned CDRs by the Programme Office;
7. Assists the NPC and the PM to prepare and update budgetary aspects of programme work plans; and
8. Ensure the programme budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.

**Qualifications and Experience:**

- Professional qualifications in accounting preferably B.Com /B.Sc. with a minimum of 3-5 years of relevant professional experience in UN related projects;
- Strong understanding of Budgeting, Pay Roll, UN/GOB accounting;
- Fluency in written and spoken English; and
- Sufficient experience with contemporary accounting systems.

**TERMS OF REFERENCE (TOR)**  
**Administration and Finance Assistant**

The Admin and Finance Assistant is a full-time member of the Project Team. She/he will be required for the duration of the programme and until all the procedures for closure are completed.

**Duties and responsibilities:**

1. Provide assistance to Admin/Finance Officer for all day to day programme budgetary and financial management;
2. Provide assistance to the Project Support Officer for all project management related activities including liaison with different government agencies/donor partners, NGOs and other key stakeholders;
3. Provide assistance to Admin/Finance Officer to prepare periodic accounting records, maintain delivery records and make programme transactions using UNDP provided software
4. Maintain inventory of programme assets,
5. Logistic support to workshop/seminar and other programme activities
6. Provide assistance to Admin/Finance Officer to prepare draft budget revisions, shadow budgets, budget reprisal, cost sharing and other financial and accounting reports
7. Provide assistance to Admin/Finance Officer to make disbursement from petty cash and maintains expenditure statement, cashbook, bank register, etc
8. Provide assistance to Admin/Finance Officer to monitor of timely submission of Reports, Countersigned by the Programme Office
9. Responsible for any other job as assigned by the Supervisor.

**Qualifications and Experience:**

- Relevant training or professional qualifications;
- 3-5 years practical experience in relevant fields, preferably with UN system;
- Familiarity with UNDP and national execution rules, regulations and procedures;
- Excellent computer skills with using e-mail and internet;
- Initiative and sound judgment; and
- Capacity to work independently and as a member of a team.

**Language:**

Proficiency in both in English and Bengali required.

**TERMS OF REFERENCE (TOR)**  
**Secretary / Programme Assistant**

The service of the Programme Assistant will be required for the duration of the programme and until all the procedures for closure is completed. The position might be extended to the full-scale programme.

**Duties and Responsibilities:**

Programme Assistant is responsible for maintain in-coming and out-going documents, maintain programme files/documents, provide support to NPD and other programme officers. In addition to this, she/he is responsible for any other job as assigned by the Project Officer or senior members of the PMT. prepare routine correspondence and general reference documents, organize data and information, maintains records, files and documents to facilitate monitoring of PRP implementation.

**Qualifications and Experience:**

- Higher Secondary Certificate and at least one year Diploma in Information Technology (IT) from a recognized computer institution;
- 3-5 years practical experience in secretarial duties and use of computers, preferably within UN supported programmes;
- Excellent computer skills and ability to provide IT support for personnel computer users including troubleshooting of hardware and software applications
- Demonstrated ability in use of Microsoft Office including word, excel power-point and publishing software;
- Knowledge of UNDP provided software, e-mail, internet and website maintenance is essential;
- Initiative and sound judgment; and
- Capacity to work independently and as a member of a team.

**Typing Speed:**

English 60 wpm and Bangla 40 wpm.

**Language:**

Proficiency in both in English and Bengali required.

**TERMS OF REFERENCE (TOR)  
Management Assistant**

The service of the Management Secretary will be required for the duration of the programme and until all the procedures for closure is completed. The position might be extended to the full-scale programme.

**Duties and responsibilities:**

Management Secretary is responsible for assisting the Programme Manager in the day to day business of the project management, maintaining PM meeting schedule, maintaining in-coming and out-going documents, maintaining programme files/documents. In addition to this, she/he is responsible for any other job as assigned by the Programme Manager. Prepare routine correspondence and general reference documents, organize data and information, maintains records, files and documents to facilitate monitoring of PRP implementation.

**Qualification and Experience:**

- Bachelors Degree
- 3-5 years practical experience in secretarial duties for management posts and use of computers, preferably within UN supported programmes;
- Excellent computer skills and ability to provide IT support for personnel computer users.
- Demonstrated ability in use of Microsoft Office including word, excel power-point and publishing software;
- Knowledge of UNDP provided software; e-mail Internet and website maintenance is essential.
- Initiative and sound judgment and
- Capacity to work independently and as a member of a team.

**Language:**

Excellent proficiency in both in English and Bengali (oral and written) required.

**TERMS OF REFERENCE (TOR)**  
**Driver-cum-Messenger**

The Driver is a full time member of the Programme Management Team. The service of the Driver will be required for the duration of the programme and until all the procedures for closure is completed.

**Duties and Responsibilities:**

Drives office vehicles within Dhaka City and on field trips outside Dhaka to meet the transportation requirements of the programme personnel, especially NPD, NPC, PM and other programme personnel based at programme office, day-to-day maintenance of the assigned vehicles, maintain log book, arrange repairs when necessary, follows rules and regulations and reports to the authorities in case of incidence, collects and delivers mail or documents when required, etc.

**Qualifications and Experience:**

- At least class eight pass or equivalent level;
- Minimum 5-6 years experience as driver, preferably with UN agencies;
- Valid heavy/light driving license;
- Good knowledge of Dhaka and surrounding areas;
- Adequate knowledge and skills in minor vehicle repair; and
- Demonstrated initiative and sound judgment is desired.

**Language:**

Good knowledge of Bangla and working knowledge of English required.



**TERMS OF REFERENCE (TOR)**  
**Monitoring and Evaluation Officer**  
**Programme Support, Monitoring and Evaluation Unit (PSM&EU)**

The Monitoring and Evaluation Officer is a full time member of the PSM&E Unit based in UNDP and will directly report to concerned UNDP Programme Manager of Governance Team.

**Duties and Responsibilities:**

1. Assist the NPD and Programme Management Team with monitoring evaluation and reporting on programme progress;
2. Prepare monitoring and evaluation reports as required by UNDP;
3. Backstop/support concerned Programme Manger of UNDP on a regular basis;
4. Provide advice to UNDP and the NPD and Project Management Team on strategies to improve implementation of programme components and activities;
5. Maintain close liaison with UNDP Programme Manager;
6. Undertake applied research and ensure lessons learned through the programme are disseminated to all key stakeholders; and
7. Other programme activities associated with monitoring and evaluation of the PRP.

**Qualifications and Experience:**

- Qualifications in management, governance disciplines or related areas and understanding of governance/human security issues;
- Extensive experience in needs analysis, project design and programme monitoring and evaluation;
- Fluency in written and spoken English;
- Good knowledge and understanding of monitoring, evaluation and project design mechanisms; and
- Experience at a senior level in government and/or policing will be highly regarded.

**TERMS OF REFERENCE (TOR)**  
**Monitoring and Evaluation Associate**

The Monitoring and Evaluation Associate is a full time member of the PSM&E Unit based in UNDP and will directly report to the Monitoring and Evaluation Officer.

**Duties and Responsibilities:**

The incumbent will directly report to Monitoring and Evaluation Officer and concerned UNDP Programme Manager of Governance Team/UNDP Bangladesh. The M & E Associate's broad responsibilities include to substantially support the M&E Officer in the following tasks: (1) Assisting the UNDP and Project Management Team with monitoring evaluation and reporting on programme progress; (2) Preparing monitoring and evaluation reports as required by UNDP; (3) Supporting concerned Programme Manger of UNDP on a regular basis and maintain close functional liaison with UNDP; (4) Providing advice to the UNDP, Project Management Team, and the GoB counterparts on strategies to improve implementation of programme components and activities; (5) Undertaking applied research and ensure lessons learned through the programme are disseminating to all key stakeholders; and (6) Other programme activities associated with monitoring and evaluation of the planned project.

**Qualifications and Experience:**

- Graduation degree and at least one year Diploma in project management from a recognized management institution;
- 3-5 years practical experience in secretarial duties and use of computers, preferably within UN supported programmes;
- Excellent computer skills and demonstrated ability in use of Microsoft Office including word, excel power point and publishing software;
- Knowledge of UNDP provided software, e-mail, internet is essential;
- Initiative and sound judgment;
- Capacity to work independently and as a member of a team.

**Typing Speed:**

English 60 wpm and Bangla 40 wpm.

**Language:**

Proficiency in both in English and Bengali required.

**TERMS OF REFERENCE (TOR)**  
**Administration and Finance Assistant, PSM&EU**

The Admin/Finance Assistant is a full-time member of the PSM&EU. She/he will be required for the duration of the programme and until all the procedures for closure are completed.

**Duties and responsibilities:**

1. Provide assistance to Monitoring and Evaluation Officer for all day to day programme budgetary and financial management;
2. Provide assistance to the Monitoring and Evaluation Officer for all project management related activities including liaison with different government agencies/donor partners, NGOs and other key stakeholders;
3. Provide assistance to Monitoring and Evaluation Officer to prepare periodic accounting records, maintain delivery records and make programme transactions using UNDP provided software
4. Maintain inventory of programme assets,
5. Logistic support to workshop/seminar and other programme activities
6. Provide assistance to Monitoring and Evaluation Officer to prepare draft budget revisions, shadow budgets, budget reprisal, cost sharing and other financial and accounting reports
7. Provide assistance to Monitoring and Evaluation Officer to make disbursement from petty cash and maintains expenditure statement, cashbook, bank register, etc
8. Provide assistance to Monitoring and Evaluation Officer to monitor of timely submission of Reports, Countersigned by the Programme Office
9. Responsible for any other job as assigned by the Supervisor.

**Qualifications and Experience:**

- Relevant training or professional qualifications;
- 3-5 years practical experience in relevant fields, preferably with UN system;
- Familiarity with UNDP and national execution rules, regulations and procedures;
- Excellent computer skills with using e-mail and internet;
- Initiative and sound judgment; and
- Capacity to work independently and as a member of a team.

**Language:**

Proficiency in both in English and Bengali required.

**TERMS OF REFERENCE (TOR)**  
**Driver-cum Messenger, PSM&EU**

The Driver-cum Messenger is a full time member of the PSM&E Unit. The service of the Driver will be required for the duration of the programme and until all the procedures for closure is completed.

**Duties and Responsibilities:**

Drives office vehicles within Dhaka city and on field trips outside Dhaka to meet the transportation requirements of the programme personnel, especially Programme Manager/UNDP, Monitoring Expert, Monitoring & Evaluation Officer and other programme personnel based at PSM&E Unit; day-to-day maintenance of the assigned vehicles, maintain log book, arrange repairs when necessary, follows rules and regulations and reports to the authorities in case of incidence, collects and delivers mail or documents when required, etc.

**Qualifications and Experience:**

- At least class eight pass or equivalent level;
- Minimum 5-6 years experience as driver, preferably with UN agencies;
- Valid heavy/light driving license;
- Good knowledge of Dhaka and surrounding areas;
- Adequate knowledge and skills in minor vehicle repair;
- Demonstrated initiative and sound judgment is desired.

**TERMS OF REFERENCE (TOR)  
Office Assistant, PSM&EU**

**Duties and Responsibilities:**

The Office Assistant responsibility is to: maintain in-coming and out-going documents, preserve programme files/documents, provide support to M&E Officer and other staff. In addition to this, she/he is responsible for any other job as assigned by the Programme Manager of UNDP. S/he will prepare routine correspondence and general reference documents, organize data and information, maintains records, files and documents to facilitate monitoring of PA implementation.

**Qualifications and experience:**

Candidate should have minimum Higher Secondary Certificate with 3-5 years practical project experience in secretarial duties and use of computers (e.g., word, e-mail, internet), preferably within UN supported programmes. Knowledge of UNDP provided software, e-mail, Internet and website maintenance is essential