



Government of the People's Republic of Bangladesh
and
United Nations Development Programme

Project Document

Donor Partners: UNDP & DFID
Implementing partner: Ministry of Home Affairs
(designated institution ie formerly executing agency)
Other Partners: Bangladesh Police
(formerly implementing agencies)
Title of Project (Number): Strengthening Bangladesh Police

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.

The Strengthening Bangladesh Police, a 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

Muzza Tasaddug Hussain Beg
Secretary
Economic Relations Division
Ministry of Finance
Government of Bangladesh 11 JAN 2005

Agreed by
(Implementing partner):
Ministry of Home Affairs

Ezzabimmed Umar Farooq
Secretary
Ministry of Home Affairs
Govt. of the People's Republic
of Bangladesh

Date 11 JAN 2005

Agreed by (UNDP)

Jørgen Lisner
Resident Representative

Date 11 JAN 2005

UNDP, Dhaka
Bangladesh



Country: Bangladesh

UNDAF Outcome(s)/Indicator(s): <i>(Link to UNDAF outcome, if no UNDAF, leave blank)</i>	Effective Ombudsman and other human rights oversight bodies either established and/or operation.
Expected Outcome(s)/Indicator (s): <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>	MYFF Goal 2: Fostering Democratic Governance; Service Line 2.4: Justice & Human Rights; Care Result: (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. SRF: Promotion of Human Rights Provisional CP: Human rights, justice and human security promoted and protected with a rights-based approach to development programming and transparent delivery of services.
Expected Output(s)/Indicator(s): <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>	Provisional CP: 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:	2001 - 2005
Project Title:	Strengthening Bangladesh Police
Project Code:	ATLAS 00038571 BD-1 (Sept 2004) * BGD/04/001/A/01/99
Project Duration:	From September 2004 To August 2007

* ATLAS approval date

Budget Details: US\$ 13,380,953

Allocated Resources:	Previous Input (Code " ")	Present Input (Code "A")	Variation
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Donor. (DFID)	N/A	8,380,953	N/A
Total	N/A	13,380,953	N/A

GoB contribution (in Kind) TK. 50,000,000
(including CD VAT)

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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 Organisation
NPC	National Programme Coordinator
NPD	National Programme Director
OCC	One Stop Crisis Centre
PA	Preparatory Assistance
PHQ	Police Head Quarters
PIS	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.



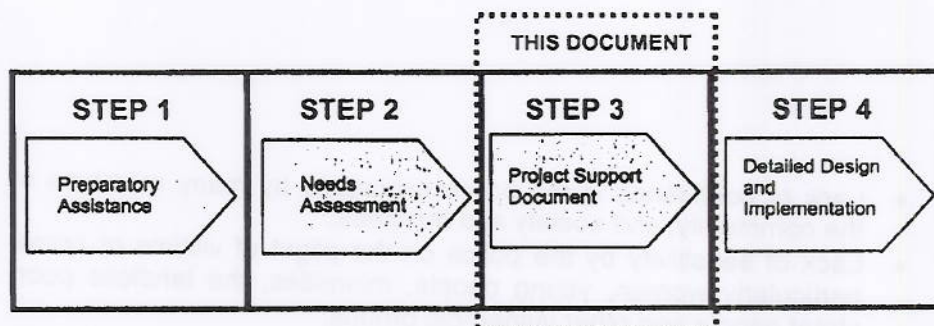


Figure 1: Design Sequence

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 young people. 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 organisation 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*.

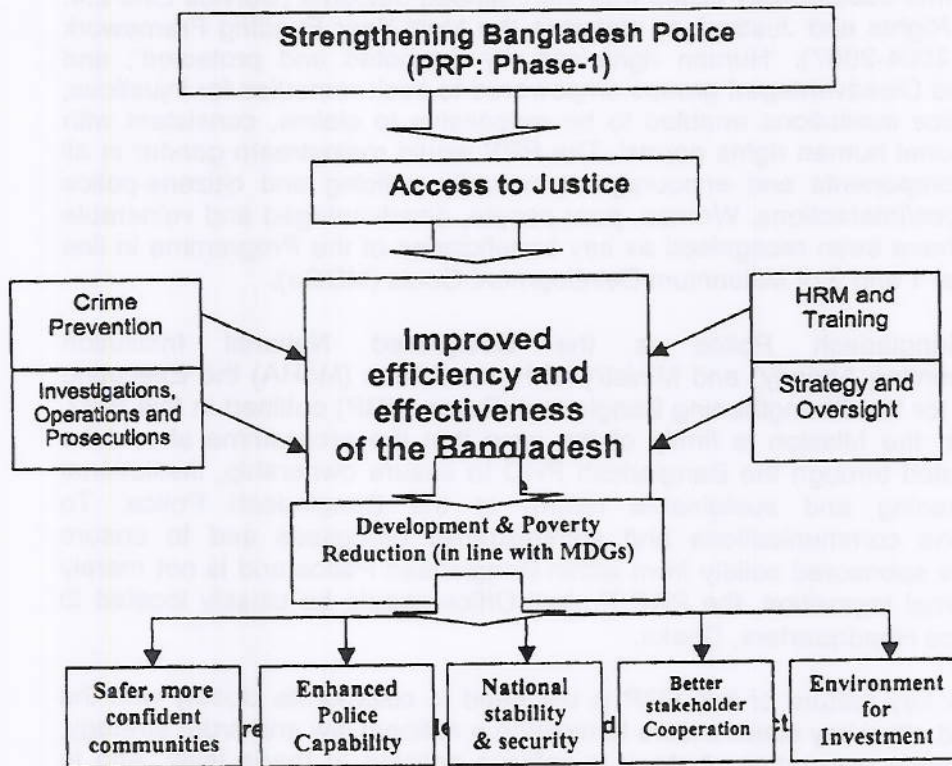
The Preparatory Assistance Document (Strengthening Human Security in Bangladesh: BGD/03/007) which enabled the preparation of the Needs Assessment Report and the formulation of this PSD was based on the decision made in an inter-ministerial meeting held at Economic Relations Department (ERD), Ministry 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 institutional 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.



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 workplan 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 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 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 four 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**

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

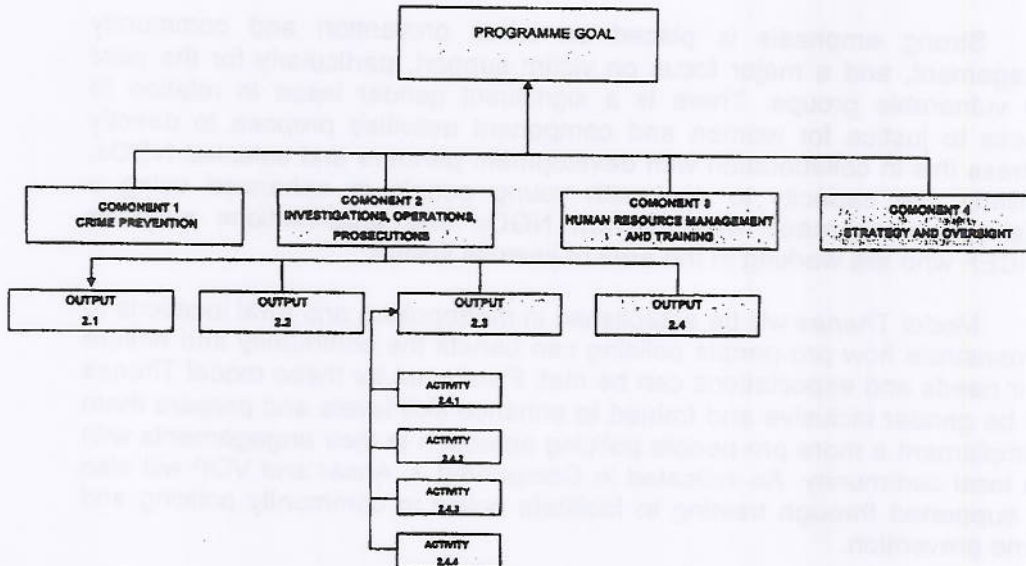


Figure 1.3: Relationship between Components, Outputs and Activities

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 Implement Specialist (PIS), National Project Coordinator 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 in UNDP Bangladesh. This unit, to be coordinated by concerned UNDP Programme Manager, will assist UNDP 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.



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 organisations 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 PIS, 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

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 Implementation Specialist (PIS), who will head the TSU. The PIS will be an international professional who will be mobilized and managed through UNOPS agency execution. The PIS 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 PIS will also report to the concerned Programme Manager of UNDP for ensuring sound management, smooth coordination and linking with relevant UNDP and Governance portfolios.

The PIS 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 NPC and the PIS. 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 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 and DFID.

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 revision of workplans 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 PIS, 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 concerned Programme Manager (Human Rights and Justice Focal Point) of UNDP Country Office.

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 overall recruitment process, and lead the process in case of recruitments under Direct Country Office Support modality.

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.

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.

*Joint internal
Review.*

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

0-12 months after Core team, including PIS 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 analysed 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, 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.

Output to Purpose Review at 24 months

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).

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.

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 **Review and evaluation**

Consideration of further UNDP/DFID/Other Development partners' support for Phase 2

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 PIS 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, PIS 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 PIS 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, PIS 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 workplans. 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 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 recognise, promote and support creative activities, innovative and distinct components generated by diverse individuals/groups and organisations 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 PIS. 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 PIS (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.

United Nations Development Programme
 BGD/04/001 - Strengthening Bangladesh Police
 Budget "A" - (Pre-Approval not Confirmed - Ready for formulation)

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1
 Executing Agency: NEX - National Execution



SBLN	Description	Implementing	Funding	Total	2005	2006	2007
010.	PERSONNEL						
011.	International Consultants	UNOPS		648,000	216,000	216,000	216,000
011.01	Project Impl. Specialist (PIS)			36.0	12.0	12.0	12.0
				648,000	216,000	216,000	216,000
				90,000	30,000	30,000	30,000
				6.0	2.0	2.0	2.0
011.02	Crime Scene Management & CRR	UNOPS		90,000	30,000	30,000	30,000
				135,000	45,000	45,000	45,000
				9.0	3.0	3.0	3.0
011.03	Crime Prevention & Community SP/Ins	UNOPS		135,000	45,000	45,000	45,000
				540,000	180,000	180,000	180,000
				36.0	12.0	12.0	12.0
011.04	Investigation & Ops Spec/Ins	UNOPS		540,000	180,000	180,000	180,000
				150,000	150,000		
				10.0	10.0		
011.05	DNA & Forensic Science Specialist	UNOPS		150,000	150,000	180,000	120,000
				480,000	180,000	12.0	8.0
011.06	Learning & Org Dev Spec./Inst.	UNOPS		32.0	12.0	180,000	120,000
				480,000	180,000	180,000	180,000
				540,000	180,000	12.0	12.0
011.07	Police Tr & Executive Dev Spec./In	UNOPS		36.0	12.0	180,000	180,000
				540,000	180,000	15,000	1.0
				195,000	12.0	15,000	1.0
011.08	Police ICT Sys & Strategy Spec./Ins	UNOPS		195,000	180,000	15,000	1.0
				15,000	1.0	15,000	1.0
011.08	Transnational Crime Spec./Inst	UNOPS		15,000	60,000	15,000	30,000
				60,000	30,000	30,000	2.0
				60,000	4.0	4.0	30,000
011.10	Police Internal Investigation S/I	UNOPS		60,000	60,000	30,000	30,000
				90,000	30,000	2.0	2.0
				90,000	6.0	30,000	30,000
011.11	Project Design Specialist	UNOPS		90,000	25,000	25,000	25,000
				50,000	25,000	25,000	25,000
011.12	Unspecified Consultants	UNOPS		50,000	25,000	25,000	25,000

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 Executing Agency: NEX - National Execution



SBLN	Description	Implementing	Funding	Total	2005			2006			2007					
					Net Amount	W/M	Total	Net Amount	W/M	Total	Net Amount	W/M	Total			
011.99	Line Total				2,993,000	189.0	1,276,000	916,000	57.0	801,000	2,993,000	189.0	1,276,000	916,000	57.0	801,000
							81.0						81.0			
					2,993,000		1,276,000	916,000		801,000	2,993,000		1,276,000	916,000		801,000
013.	Administrative Support															
013.01	Admin & Finance Officer (1)	DCS			30,600		10,200	10,200		10,200	30,600		10,200	10,200		10,200
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					30,600		10,200	10,200		10,200	30,600		10,200	10,200		10,200
013.02	Admin/Finance Assistant(1)	DCS			21,600		7,200	7,200		7,200	21,600		7,200	7,200		7,200
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					21,600		7,200	7,200		7,200	21,600		7,200	7,200		7,200
013.03	Office Secretary (1)	DCS			18,000		6,000	6,000		6,000	18,000		6,000	6,000		6,000
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					18,000		6,000	6,000		6,000	18,000		6,000	6,000		6,000
013.04	Driver-cum-Messenger (2)	DCS			22,200		7,400	7,400		7,400	22,200		7,400	7,400		7,400
					72.0		24.0	24.0		24.0	72.0		24.0	24.0		24.0
					22,200		7,400	7,400		7,400	22,200		7,400	7,400		7,400
013.05	Office Assistant (1)	DCS			9,300		3,100	3,100		3,100	9,300		3,100	3,100		3,100
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					9,300		3,100	3,100		3,100	9,300		3,100	3,100		3,100
013.06	Monitoring&Eval.Associate(PSM&EU-1)	DCS			21,000		7,000	7,000		7,000	21,000		7,000	7,000		7,000
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					21,000		7,000	7,000		7,000	21,000		7,000	7,000		7,000
013.07	Admin/Finance Assistant(PSM&EU-1)	DCS			21,000		7,000	7,000		7,000	21,000		7,000	7,000		7,000
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					21,000		7,000	7,000		7,000	21,000		7,000	7,000		7,000
013.08	Driver-cum-Messenger(PSM&EU-1)	DCS			11,100		3,700	3,700		3,700	11,100		3,700	3,700		3,700
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					11,100		3,700	3,700		3,700	11,100		3,700	3,700		3,700
013.09	Office Assistant (PASM&EU-1)	DCS			9,300		3,100	3,100		3,100	9,300		3,100	3,100		3,100
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					9,300		3,100	3,100		3,100	9,300		3,100	3,100		3,100
013.10	Unspecified Support Staff	DCS			4,200		2,200	2,200		2,000	4,200		2,000	2,000		12.0
					36.0		12.0	12.0		12.0	36.0		12.0	12.0		12.0
					4,200		2,200	2,200		2,000	4,200		2,000	2,000		12.0
013.99	Line Total				168,300		56,900	56,900		56,900	168,300		56,900	56,900		54,700
					396.0		132.0	132.0		132.0	396.0		132.0	132.0		132.0
					168,300		56,900	56,900		56,900	168,300		56,900	56,900		54,700

United Nations Development Programme
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 Executing Agency: NEX - National Execution

SBLN	Description	Implementing	Funding	Total	2005	2006	2007
015.	Monitoring and Evaluation	UNOPS					
015.01	Monitoring & Evaluation Expert (1)		Net Amount	102,300	20,000	40,000	42,300
			Total	102,300	20,000	40,000	42,300
015.02	Monitoring & Eval Expert (2)	DCS	Net Amount	93,000	20,000	40,000	33,000
			Total	93,000	20,000	40,000	33,000
			Net Amount	195,300	40,000	80,000	75,300
			Total	195,300	40,000	80,000	75,300
015.99	Line Total						
			Net Amount	30,000	10,000	10,000	10,000
			Total	30,000	10,000	10,000	10,000
016.	Mission Costs	DCS					
016.01	Travel (Local)		Net Amount	50,000	18,000	18,000	14,000
			Total	50,000	18,000	18,000	14,000
016.02	Travel (International)	UNOPS	Net Amount	80,000	28,000	28,000	24,000
			Total	80,000	28,000	28,000	24,000
016.99	Line Total						
			Net Amount	90,000	30,000	30,000	30,000
			W/M	36.0	12.0	12.0	12.0
			Total	90,000	30,000	30,000	30,000
017.	National Consultants	DCS					
017.01	National Project Coordinator (NPC)		Net Amount	12,500	12,500		
			W/M	5.0	5.0		
			Total	12,500	12,500		
017.02	Construction Specialist	DCS	Net Amount	7,500	7,500		
			W/M	3.0	3.0		
			Total	7,500	7,500		
017.03	Police Curriculum Specialist	DCS	Net Amount	3,750	3,750		
			W/M	1.5	1.5		
			Total	3,750	3,750		
017.04	Training Needs Analysis	DCS	Net Amount	5,000	5,000		
			W/M	2.0	2.0		
			Total	5,000	5,000		
017.05	Prosecution Course Design Specialist	DCS	Net Amount	10,000	10,000		
			W/M	4.0	4.0		
			Total	10,000	10,000		
017.06	Media Specialist/Instructor	DCS	Net Amount	30,000	20,000	10,000	
			W/M	12.0	8.0	4.0	
			Total	30,000	20,000	10,000	
017.07	Domestic Violence Sexual Assault Spe	DCS	Net Amount	20,000	20,000		
			W/M	8.0	8.0		
			Total	20,000	20,000		

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 Executing Agency: NEX - National Execution

SBLN	Description	Implementing	Funding	Total	2005	2006	2007
017.08	ICT Consultant/Instructor	DCS	Net Amount W/M Total	35,000 14.0 35,000	22,500 9.0 22,500	12,500 5.0 12,500	
017.09	Victim Support Specialist	DCS	Net Amount W/M Total	35,000 14.0 35,000	25,000 10.0 25,000	10,000 4.0 10,000	
017.10	Thematic Con (Crosscutting Issues/1)	DCS	Net Amount W/M Total	35,000 36.0 90,000	25,000 12.0 30,000	10,000 12.0 30,000	30,000 12.0 30,000
017.11	UNCI/PO. Tr. Course Spec/Inst	DCS	Net Amount W/M Total	30,000 22,500 7,500	30,000 22,500 7,500	30,000 22,500 7,500	
017.12	Law Reform Expert	DCS	Net Amount W/M Total	3.0 7,500 45,000	3.0 7,500 15,000	3.0 7,500 15,000	15,000 12.0 15,000
017.13	Project Officer	DCS	Net Amount W/M Total	36.0 45,000 45,000	12.0 15,000 15,000	12.0 15,000 15,000	
017.14	Monitoring&Eval Officer(PS&EU-1)	DCS	Net Amount W/M Total	36.0 45,000 45,000	12.0 15,000 15,000	12.0 15,000 15,000	
017.15	Unspecified Consultants	DCS	Net Amount W/M Total	17,500 17,500 456,250	7,500 7,500 233,750	10,000 10,000 132,500	90,000 48.0 90,000
017.99	Line Total		Net Amount W/M Total	211.5 456,250 3,892,850	102.5 233,750 1,634,650	61.0 132,500 1,213,200	
019.	PROJECT PERSONNEL TOTAL		Net Amount W/M Total	3,892,850 796.5 3,892,850	1,634,650 315.5 1,634,650	1,213,200 250.0 1,213,200	1,045,000 231.0 1,045,000
020.	CONTRACTS						
021.	Contract A		Net Amount Total	20,000 20,000	20,000 20,000		
021.01	Research Service (Crime Factor)	DCS	Net Amount Total	20,000 20,000	20,000 20,000		
021.02	Eval Community Access Pilot Acti	DCS	Net Amount Total	20,000 20,000	20,000 20,000		

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SBLN	Description	Implementing	Funding	Total	2005	2006	2007
021.03	Research Service(Community Percept)	DCS		60,000	20,000	20,000	20,000
				60,000	20,000	20,000	20,000
021.04	Model Thana Refurbishment	DCS		280,000	130,000	100,000	50,000
				280,000	130,000	100,000	50,000
021.05	Police: Crime/Offence Re. Database	DCS		250,000	125,000	125,000	
				250,000	125,000	125,000	
021.06	Campaign and Advocacy	DCS		150,000	75,000	55,000	20,000
				150,000	75,000	55,000	20,000
021.07	Research and Study	DCS		150,000	50,000	50,000	50,000
				150,000	50,000	50,000	50,000
021.08	Public Expenditure Review	DCS		25,000	10,000	15,000	
				25,000	10,000	15,000	
021.09	Management Contingency Fund	DCS		250,000	100,000	75,000	75,000
				250,000	100,000	75,000	75,000
021.99	Line Total			1,205,000	550,000	440,000	215,000
				1,205,000	550,000	440,000	215,000
029.	SUBCONTRACTS TOTAL						
030.	TRAINING						
032.	Other Training						
032.01	Thematic Study Tours & Training	UNOPS		400,000	150,000	140,000	110,000
				400,000	150,000	140,000	110,000
032.02	Commercial & Emerging Crime	UNOPS		300,000	100,000	100,000	100,000
				300,000	100,000	100,000	100,000
032.99	Line Total			700,000	250,000	240,000	210,000
				700,000	250,000	240,000	210,000
033.	In-Service Training						
033.01	Thematic Trainings/Workshops	NEX		350,000	160,000	122,000	68,000
				350,000	160,000	122,000	68,000
033.02	Conference Meetings/Symposium	NEX		145,200	60,000	50,000	35,200
				145,200	60,000	50,000	35,200
033.03	In-Service Training (Police)	NEX		700,000	300,000	300,000	100,000
				700,000	300,000	300,000	100,000
033.04	In-Service Training (Ansar & VDP)	NEX		200,500	75,000	75,000	50,500
				200,500	75,000	75,000	50,500

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Executing Agency: NEX - National Execution



SBLN	Description	Implementing	Funding	Total	2005	2006	2007
033.04	In-Service Training (Ansar & VDP)	NEX		200,500	75,000	75,000	50,500
033.99	Line Total			1,395,700	595,000	547,000	253,700
				1,395,700	595,000	547,000	253,700
039.	TRAINING TOTAL			2,095,700	845,000	787,000	463,700
				2,095,700	845,000	787,000	463,700
040.	EQUIPMENT						
045.	Equipment	DCS		162,000	102,000	60,000	
045.01	Computers & Photo Copiers			162,000	102,000	60,000	
045.02	Model Thana Equipment/Materials	DCS		220,000	140,000	80,000	
045.03	Pickup/Patrol Car/P.Motor Cycle	DCS		220,000	140,000	80,000	
045.04	Police Station Camera Pack	DCS		2,000,000	1,500,000	500,000	
045.05	Investigation Kits & Equipment	DCS		2,000,000	1,500,000	500,000	
045.06	Detective Office Fit-Out/Equipment	DCS		100,000	80,000	20,000	
045.07	O&M for Project/PSM&EU Vehicles	DCS		100,000	80,000	20,000	
045.08	Vehicle for Project Office(EC)	DCS		200,000	100,000	75,000	25,000
045.09	Vehicle for PSM&EU Office (EO)	DCS		200,000	100,000	75,000	25,000
045.10	Basic Crime Plotting Equipment	DCS		118,000	50,000	50,000	
045.11	Training Equipment	DCS		118,000	50,000	50,000	
045.12	Telecom.Police Compl.Hot	DCS		150,000	150,000		
045.13	Portable Radios	DCS		96,250	75,000	21,250	
045.14	Office Rent & Fitout for PSM&EU	DCS		96,250	75,000	21,250	
				11,000	11,000		
				11,000	11,000		
				200,000	125,000	75,000	
				200,000	125,000	75,000	
				20,000	20,000		
				20,000	20,000		
				93,500	68,000	25,500	
				93,500	68,000	25,500	
				125,000	68,000	33,000	24,000
				125,000	68,000	33,000	24,000

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SBLN	Description	Implementing	Funding	Total	2005		2006		2007	
					Net Amount	Total	Net Amount	Total	Net Amount	Total
045.15	Crime Analysis Software	DCS		20,000	20,000					
				20,000	20,000					
				275,000	125,000	100,000	100,000	50,000	50,000	50,000
045.16	Police Operational Kit	DCS		275,000	125,000	100,000	100,000	50,000	50,000	50,000
				140,000	80,000	35,000	35,000	25,000	25,000	25,000
045.17	Office Space, Utilities, PO Fitout	DCS		140,000	80,000	35,000	35,000	25,000	25,000	25,000
				55,000	30,000	25,000	25,000			
045.18	Police Station Consumables	DCS		55,000	30,000	25,000	25,000			
				10,000	10,000					
045.19	Crime Scene Preservation Equipment	DCS		10,000	10,000					
				900,000	600,000	250,000	250,000	50,000	50,000	50,000
045.20	Forensic & DNA Laboratory	DCS		900,000	600,000	250,000	250,000	50,000	50,000	50,000
				100,000	50,000	30,000	30,000	20,000	20,000	20,000
045.21	Police Station Fingerprint Pack	DCS		100,000	50,000	30,000	30,000	20,000	20,000	20,000
				250,000	250,000					
045.22	Police Wide Area Network EQ Setup	DCS		250,000	250,000					
				5,445,750	3,854,000	1,379,750	1,379,750	212,000	212,000	212,000
045.99	Line Total			5,445,750	3,854,000	1,379,750	1,379,750	212,000	212,000	212,000
049.	EQUIPMENT TOTAL			5,445,750	3,854,000	1,379,750	1,379,750	212,000	212,000	212,000
050.	MISCELLANEOUS									
052.	Reporting Costs									
052.01	Repair/Printing PSM&EU Applied Res.	NEX		90,000	40,000	40,000	40,000	10,000	10,000	10,000
				90,000	40,000	40,000	40,000	10,000	10,000	10,000
052.02	Library Books & Journals	DCS		50,000	30,000	20,000	20,000	10,000	10,000	10,000
				50,000	30,000	20,000	20,000	10,000	10,000	10,000
052.03	Anti-Corruption&Complaint-Handling	DCS		40,000	20,000	10,000	10,000	5,000	5,000	5,000
				20,000	13,000	5,000	5,000	2,000	2,000	2,000
052.04	Code of Ethics	DCS		20,000	13,000	5,000	5,000	2,000	2,000	2,000
				20,000	13,000	5,000	5,000	2,000	2,000	2,000
052.05	Crime Prevention Printing & Pub.	DCS		30,000	20,000	10,000	10,000			
				30,000	20,000	10,000	10,000			
052.06	Material Production Cost-Victim Sup	DCS		20,000	20,000					
				20,000	20,000					
052.07	Investigation Tr. Material Prod/Dist	DCS		60,000	20,000	20,000	20,000	20,000	20,000	20,000
				60,000	20,000	20,000	20,000	20,000	20,000	20,000

United Nations Development Programme
 BGD/04/001 - Strengthening Bangladesh Police
 Budget "A" - (Pre-Approval not Confirmed - Ready for formulation)

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1
 Executing Agency: NEX - National Execution



SBLN	Description	Implementing	Funding	Total	2005	2006	2007
052.07	Investigation Tr:Material Prod/Dist	DCS	Total	60,000	20,000	20,000	20,000
052.08	Material Prod:Cost-Prosecution/Count	DCS	Net Amount	5,000	5,000		
			Total	5,000	5,000		
1052.08	Human Rights & Gender Guidelines	DCS	Net Amount	25,000	15,000	10,000	
			Total	25,000	15,000	10,000	
			Net Amount	340,000	183,000	115,000	42,000
052.99	Line Total		Total	340,000	183,000	115,000	42,000
053.	Sundries	NEX	Net Amount	195,000	80,000	70,000	45,000
053.01	Sundries (including Stationery)		Total	195,000	80,000	70,000	45,000
053.99	Line Total		Net Amount	195,000	80,000	70,000	45,000
			Total	195,000	80,000	70,000	45,000
059.	MISCELLANEOUS TOTAL		Net Amount	535,000	263,000	185,000	87,000
			Total	535,000	263,000	185,000	87,000
070.	MICRO-CAPITAL GRANTS						
072.	Micro-Capital Grants (other)	DCS	Net Amount	206,653	100,000	80,000	26,653
072.01	Innovation Fund		Total	206,653	100,000	80,000	26,653
072.99	Line Total		Net Amount	206,653	100,000	80,000	26,653
			Total	206,653	100,000	80,000	26,653
079.	MICRO-CAPITAL GRANTS TOTAL		Net Amount	206,653	100,000	80,000	26,653
			Total	206,653	100,000	80,000	26,653
099.	BUDGET TOTAL		Net Amount	13,380,953	7,246,650	4,084,950	2,049,353
			W/M	796.5	315.5	250.0	231.0
			Total	13,380,953	7,246,650	4,084,950	2,049,353

United Nations Development Programme
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SBLN	Donor	Funding	Total	2005	2006	2007
103.	Third Party cost-sharing	UKM				
103.01	UKM		8,380,953	3,571,429	2,857,143	1,952,381
		Net Contrib.	5.00	5.00	5.00	5.00
		CO Adm. %	419,047	178,571	142,857	97,619
		CO Adm.	8,800,000	3,750,000	3,000,000	2,050,000
		Total	8,380,953	3,571,429	2,857,143	1,952,381
103.99	Line Total		8,800,000	3,750,000	3,000,000	2,050,000
		Net Contrib.	5.00	5.00	5.00	5.00
		CO Adm. %	419,047	178,571	142,857	97,619
		CO Adm.	8,800,000	3,750,000	3,000,000	2,050,000
		Total	8,380,953	3,571,429	2,857,143	1,952,381
109.	COST SHARING TOTAL		8,800,000	3,750,000	3,000,000	2,050,000
		Net Contrib.	5.00	5.00	5.00	5.00
		CO Adm. %	419,047	178,571	142,857	97,619
		CO Adm.	8,800,000	3,750,000	3,000,000	2,050,000
		Total	8,380,953	3,571,429	2,857,143	1,952,381
999.	NET CONTRIBUTION		5,000,000	3,675,221	1,227,807	96,972
		Net Contrib.	5,000,000	3,675,221	1,227,807	96,972
		Total	5,000,000	3,675,221	1,227,807	96,972

