

Annex A

Current Development Partner Support in Policing

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Annex A

Development Partners' Support/ Programs Relevant to Policing

Development Partner (Donor Agency)	Description and Status of Activity
ADB	<p>Currently formulating future governance strategies for Asia.</p> <p>ADB is funding a project, which involves institutional support to Ministries involved with land registration. Progress on this project and its exact parameters are currently unclear.</p> <p>Although not related to police this initiative could have an impact on land disputes, which often lead to violent situations requiring police intervention.</p>
AusAID/Australian High Commission	<p>No police project but interested in police reform project for possible support of specialist Technical Assistance.</p>
CIDA	<p>No specific police project, however CIDA has a significant judicial capacity enhancement/legal reform project to support the development of a rule-based, effective, transparent and predictable legal framework through reforming the formal justice system.</p> <p>Is considering projects to review police rules and procedures, and a mechanism to handle complaints against the police.</p> <p>CIDA has expressed strong interest in working multilaterally in police and justice sector reform initiatives.</p>
CIET	<p>Undertakes social audit programs funded through the World Bank.</p> <p>Questions relating to perceptions/ interaction with police could be included by negotiation to assist with longitudinal studies in police reform project.</p>

<p>DANIDA</p>	<p>No specific police project, however indirectly related activities include the Judicial Training Institute programme for the judges and prosecutors.</p> <p>The Multi-sectoral Programme on Combating Violence Against Women is focused on the needs of women who are using the criminal justice system because they are victims of gender-based crimes, for example, acid burning, domestic violence or rape. This programme was piloted in Dhaka and Rajshahi between 1999 and 2001 and is being expanded.</p> <p>Activities include the creation of One Stop Crisis Centres for victims of gender-based crimes, i.e. a place where an acid burn victim, for example, can come, and have all medical-legal procedures as well as the initial medical care dealt. DANIDA are working closely with police on this project.</p> <p>DANIDA is in the process of establishing a DNA facility in Dhaka Medical College Hospital with collection points in Rajshahi and eventually with eventual roll-out to other Divisions. Have commenced some training with police and will expand this.</p> <p>Potential for significant synergy between this project and the proposed UNDP initiative to Strengthen Bangladesh Police in both areas of gender mainstreaming and improvements to investigative techniques.</p> <p>DANIDA has expressed interest in working collaboratively in police and justice sector reform initiatives.</p>
<p>DFID</p>	<p>Public Access to Justice Project: 3-year project in 20 <i>Thanas</i> to demonstrate potential for changing police practice and bringing together police and communities to develop a joint approach to reform. However, implementation of the project has not been negotiated with MoHA towards a project intervention. Instead, DFID expresses its keen interest to be a part of the PRP and is currently working on it with UNDP.</p> <p>Holding discussions with MoLJPA over support for an independent public prosecution service.</p> <p>Provide support for civil society organisations engaged in</p>



	working with the police and legal process.
<p>European Commission (EC)</p>	<p>The EC in Bangladesh has two small ongoing projects in the field of human rights and good governance. One is called the <i>Legislative Support Programme</i> and is aimed at strengthening the Parliamentary process. Its activities include providing a mechanism for MPs and representatives of civil society to discuss issues of national concern.</p> <p>This forum has the potential to link with the proposed project to discuss law and order matters.</p> <p>The other program, <i>Strengthening Rights of Children of WIP (Women in Prostitution)</i>, is implemented by Terre des Hommes, Italy. It aims to provide children with an option of an alternative lifestyle, and to sensitise society (including police and other authorities) about these children's rights.</p> <p>The EC intends to spend E3 million on strengthening the individual rights of the most vulnerable groups in Bangladesh by co-financing UNICEF's programme on <i>Adolescent Girls</i>. This programme is at identification stage.</p> <p>The 2004 National Indicative Programme of GoB and EC will shortly be revised. The NIP consists of a E411 million envelope for the period 2002-2005. Identification is currently proceeding for areas of possible cooperation in human rights and good governance. Consideration is being giving to supporting reforms in the justice system and this program has the potential for considerable synergies and cooperation with the proposed program to Strengthening of Bangladesh Police (Police Reform) and provide key linkages between the police and the judicial system.</p> <p>Also supporting an "access to justice" project, managed by the Asia Foundation and focused on funding reformed <i>salish</i> and legal education. This project has proposed a baseline study which looks at poor people's ability to access justice.</p> <p>The EC are extremely interested in partnership with other donors, and potential collaboration here will need to be further explored.</p>

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



	<p>perception of being able to access justice than in areas where there are no reformed <i>salish</i>. The Asia Foundation are leaders in the area of reformed <i>salish</i> and ADR systems. Project has no focus on the formal justice system.</p>
UNDP	<p>Since end of 2002 discussing institutional strengthening project for police with Government authorities. In 2003, as a programmatic response, the Joint GOB-UNDP Human Security Mission under a preparatory assistance (BGD/03/007) has completed a <i>Needs Assessment</i> and prepared a <i>Project Support Document</i> designed to improve the effectiveness of the Bangladesh Police.</p> <p>The Country Office published a Human Security Report in 2002 and its Bengali version in 2003. It also launched a human security campaign targeting key stakeholders to create awareness and mobilise support for police reform.</p> <p>UNDP has been in negotiation with MOHA and the Prison Directorate to support a potential Prison Reform Programme (2004) and fielded a Prison Reform Mission.</p> <p>UNDP under its previous Project (IDHRB) provided human rights training to senior police officials at the Police Staff College. The Project also developed and published a Human Rights Training Manual for Bangladesh Police. UNDP also provided substantial technical support to the GoB (1997-2002) to draft a bill for establishing a National Human Rights Commission. The Commission is still under consideration of the Government.</p> <p>UNDP was involved with GOB in the drafting of legislation to establish a system of village courts, which use mediation techniques but are linked with the formal court system (The Grameen Court Bill). The Draft Bill provides for a village court, which uses mediation but is supervised by the District Judge. It is unclear when this legislation is due to be passed.</p>
UNFPA	<p>In 1998, UNFPA began a five-year project to integrate HR and gender into the training curricula of the training institutes of the Ministry of Home Affairs. Physical and technical capacities of 12 institutes (Police, Ansar and BDR) across the country were strengthened. A core group of trainers was trained and a training manual produced.</p> <p>This will be further strengthened and broadened in 2003-2005 to involve issues of institutional culture and community policing as these relate to gender, rights and</p>

	<p>violence. This will be in collaboration with DFID PAJ project. Also currently undertaking surveys on male attitudes to domestic violence.</p>
UNICEF	<p>Carried out an assessment of training needs and capacity of training institutes for police, magistrates and judges in the area of juvenile justice and protection of children.</p> <p>Developed a training manual for Training of Trainers and handbook, which are currently being finalised.</p> <p>Have visited Police Academy Sardah and other police training institutions to develop training modules in cooperation with police. Will pilot and field test before implementing across the organisation.</p> <p>In support of this activity UNICEF has prepared a user-friendly handbook to guide police in their interactions with children.</p> <p>Also involved in advocacy related activities/monitoring within the framework of the inter-ministerial committee on juvenile justice under PM's Office.</p> <p>UNICEF strongly supports donor collaboration in the sector to avoid duplication and fragmentation. Has expressed interest in participating in UNDP program.</p>
US Embassy	<p>Currently finalising negotiations with GoB/Bangladesh Police to implement a Bangladesh Law Enforcement Professionalism Project. The aims of the project are to:</p> <ol style="list-style-type: none"> 1. increase the level of professionalism of Bangladesh's law enforcement agencies through the development of curriculum for law enforcement training and through improved recruiting processes; and, 2. improve the counter-narcotics capacity of the civilian law enforcement agencies of Bangladesh. <p>This project (approx US\$ 750,000) will build upon the one initiated in Letter of Agreement signed in 2002.</p> <p>The DOJ Criminal Division, International Training and Development Programs did an assessment of the target agencies in June 2003, and project will be based on this assessment. One or more law enforcement advisors will be placed in the Police Academy, Sardah.</p> <p>Emphasis on ethical recruiting practices, fostering inter-</p>

	<p>agency cooperation among the BP, the Department of Narcotics Control (DNC) and other law enforcement agencies, improving criminal investigations and BP's laboratory facilities, and anti-corruption through establishment of professional standards and method of investigating allegations of misconduct. <i>Directly aligns with many aspects of proposed UNDP program.</i></p>
<p>World Bank</p>	<p>The World Bank is funding a five year justice project. This project is focused on improving the efficiency of the commercial justice system, although it contains small legal aid and ADR components. The project plans include extensive infrastructural development and renovation of superior court facilities, significantly improved education for judges and computerisation of the superior court case management. As such, some of the activities may have effect on the criminal justice system. According to DFID report, it may also be possible to negotiate improved criminal justice and human rights training as part of the overall package.</p> <p><i>Negotiations continuing on any future World Bank involvement in Police Reform.</i></p>

Annex B

Project Results and Resources Framework

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PROJECT RESULTS AND RESOURCES FRAMEWORK

Annex B

<p>Country Program Outcome (Multi-Year Funding Framework: MYFF 2004-2007): Goal 2: Fostering Democratic Governance, Service Line 2.4: Justice and Human Rights. MYFF (Core Result): Human rights/security promoted and protected. MYFF (Core Result): Poor and Disadvantaged groups empowered to seek remedies for injustices, and justice institutions enabled to be responsive to claims, consistent with international human rights norms.</p>			
<p>Applicable area of strategic support (from SRF): Promotion of Human Rights</p>			
<p>Project Title and Number: "Strengthening Bangladesh Police" - BGD/04/001 (Phase I: Police Reform programme - PRP)</p>			
<p>Program 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.</p>			
SRF	Component/Objective/Output/Description	Outcome Indicator	Means of Verification
1	<p>Component: "Crime Prevention" 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. Outputs: Enhanced crime prevention through police/community awareness and collaboration.</p>	<p>Community feel safer; Police are viewed as a symbol of security and trust; the model Thana is a symbol of safety - and people willingly seek and receive police assistance</p> <p>An aware and engaged community, including women, and young people, actively participate in crime prevention activities with police in accordance with agreed national and local priorities</p>	<p>Baseline and ongoing surveys - including police perceptions; Crime reporting trends; Community interviews</p> <p>Analysis completed and evidence of use of information to ensure police are responsive to the community, especially women and girls. Police Crime Prevention Cell established and functioning with effective communications strategies being implemented which are responsive to community and police needs. ; Crime prevention strategies developed with police and community, pilot programs implemented and evaluated and evidence of being embedded in police procedures and practice. Broad police and community partnership in place and functioning at model thanas. Attitude surveys conducted within the police</p>
1.2	<p>Removal of barriers to the more effective reporting of crime</p>	<p>An environment conducive to the accurate reporting of crime is established and systems are in place to support it</p>	<p>A streamlined recording system is developed and relevant laws and procedures support its use; Trends in community confidence levels measured under output 1.3</p>

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Ref	Component/Objective/Output/Description	Outcome Indicators	Means of Verification
1.3	Creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police.	Operating in an environment free from inappropriate intervention, police gradually but continuously build community confidence for delivering accountable, responsive services	Professional standards published (from Police HQ) and evidence of action taken when standards compromised. Image building strategies documented; Trends in community confidence levels measured through social surveys in model thana areas. Regular bulletin highlighting success and emerging issues produced by PMU with inputs from police, model thanas, communities.
1.4	The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable	On a consistent basis police provide compassionate and timely referral to available victim support services, especially to women and girls.	Attitude surveys of young people, women and vulnerable people. Strategic partnerships developed with the community, police and relevant government departments. Referral options known and used by police; Sensitisation and training programs developed and implemented.
1.5	Enhanced capacity to be responsive to women young people and vulnerable people.	A Juvenile Justice Strategy and Crime Prevention Strategy informs the activities of key stakeholders. Police responses are sensitive to the needs of women and girls. Crime P	Public opinion surveys. Evidence of community involvement in policing, for example, crime prevention groups Crime Prevention Strategy and Juvenile Justice Strategy reviewed and implementation taking place Trained police personnel are deployed to all OCC with clear links to Police Districts and Branches
1.6	Refurbish and equip replicable model Thana in selected locations within Metropolitan Police and Ranges and staffed with both male and female police.	Five metropolitan and six rural Thanas selected, refurbished, equipped and staffed by trained personnel	Evidence that thana selection followed agreed criteria. Refurbishment and equipping completed Strategy for roll out being developed with government resource commitment. Male and female police fully trained and resourced to be effective. Evidence that police staff are working to a career plan.
1.6	Component: Investigation, Operations and Prosecution		
2	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.	Investigations are methodical, rule-based and have integrity Increased detection rates in investigations; Increased conviction rates, including for those crimes which impact on the poor and women.	Court records, Crime recording statistics; Random sampling of investigation files, Comparative analysis between surveys, crime reports, investigation, and prosecution files
	Outputs: Improved crime scene preservation and forensic support.	Crime scenes for serious crimes are preserved and key investigations are supported by forensic evidence	Basic forensic courses delivered; SOCO and Forensic Offices established and resourced; Prints and photos are taken at selected police stations; Un corroborated confessions reduced



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ID	Component/Objective/Output Descriptions	Outcome Indicators	Means of Verification
2.1	Enhanced efficiency and effectiveness of investigative processes.	Operating in an environment free from bureaucratic constraints, investigations are thoroughly and professionally completed by well resourced and trained investigators	PRB amended; Case management system developed and piloted; Detective Branches resourced and staffed with trained investigators, including women investigators; Training packages developed
2.2	Improved systems and processes for gathering and analysing criminal intelligence	Ethically obtained criminal intelligence supports crime prevention, detection and resource deployment strategies; Proposer scrutiny by supervising officers	Crime Intelligence Unit and Cells established; Crime plotting and targeting implemented; Training courses conducted; Strategies documented. Evidence of sustainability through recurrent costs being Trends in the success rate for prosecutions undertaken by Court Inspectors; Prosecution training courses conducted; Monthly coordination meetings conducted
2.3	Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court.	Investigations are supported by professional police prosecution services	Working party established; Analysis undertaken and priorities identified; Recommendations submitted and accepted
2.4	Primary criminal laws and regulations are revised to reflect contemporary requirements	The efficient operation of Bangladesh Police is supported by contemporary criminal laws and regulations	
2.5	<p>Component:</p> <p>Human Resource Management and Development</p> <p>Objective:</p> <p>The Bangladesh Police are ethical, capable, well trained and well lead and HRMD processes result in efficiency, transparency, accountability and equitability.</p>		Baseline and ongoing surveys - including police perceptions: Community interviews; Measure qualifications and competencies of recruits against recruitment and selection policies. Periodic review by Monitoring and Evaluation Unit
3	<p>Outputs:</p> <p>Introduction of transparent merit based police recruitment processes.</p>	Appointments are made in a transparent and accountable manner on the basis of merit	Review completed; New process developed and approved; External oversight mechanism developed and implemented
3.1	Development and institutionalisation of training development, delivery and evaluation capacity.	Bangladesh Police is able to identify and analyse training needs, and provide courses, materials and trainers to meet constantly evolving training requirements	Strategy developed; Training needs analysis completed; Design and Evaluation Team in place; Courses redeveloped; Train the trainer conducted for all training personnel; Accreditation in place
3.2	Broaden training delivery options.	Academy, zonal, decentralised and workplace based training and learning options are available for Bangladesh Police personnel. Training of Ansars, VDPs, Chowkaidars,	Workplace based training options created; District Training Officers established, trained and resourced; Linkages, material and staff sharing between training institutions institutionalised;
	Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced.	Women are represented in meaningful roles in ratios consistent with the overall strategy to increase the number of women in Bangladesh Police	Strategy and target % established; Recruitment campaign conducted and evaluated; Action plans for deployment completed; Conference conducted; Network established

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ID	Component/Objective/Output Descriptions	Outcome Indicators	Means of Verification
3.3	More efficient use made of human resources throughout Bangladesh Police.	Personnel are developed to realise their full potential and are deployed in accordance with clearly defined priorities	People Strategy Plan developed; Resource allocation model developed; assessment of police distribution completed; Resources redeployed
3.4	Leadership and management training at all levels is improved	Management, leadership and supervisory training is made more contemporary and is made much more widely available	Supervisor training modules developed; Workplace training implemented; Training curricula updated; Resources provided; Learning methodologies expanded
3.5	Component: Oversight and Strategy	Goals and standards set and periodically reviewed, and implemented; inappropriate behaviour dealt with by an open and accountable disciplinary process	Baseline and ongoing surveys - including police perceptions; Police disciplinary records, Community survey; Periodic assessment by Monitoring and Evaluation Unit
3.6	Objective: Bangladesh Police maintains the standards, systems and structures necessary to meet current and future policing needs.	Bangladesh Police is focussed on priority policing functions that meet community needs and deploys its resources with maximum efficiency	Mission of Bangladesh Police reviewed and published; Core functions identified, agreed, published and widely disseminated; Regulations reviewed and process established and evidence of action; Procedures updated and evidence of ongoing action.
4	Outputs: Core functions and priorities of Bangladesh Police clearly established and widely known. Enhanced police capacity to identify and deal with emerging crimes.	Bangladesh Police demonstrates capacity to identify and successfully investigate transnational, drug, human trafficking, white collar and computer crimes within documented performance parameters	CID review completed; New focal areas identified and agreed; Symposium conducted; Trans-Crime Unit Established; Investigation performance metrics established (see 4.3)
4.1	Clear performance targets set and monitored.	Police set, work towards, monitor and amend performance targets consistent with its mission and core focus areas	Goals and targets set and published; Monitoring mechanism established; Results published externally
4.2	Anti-corruption and complaints mechanisms made more robust and accessible.	Bangladesh Police progresses towards an environment where the desire and opportunity for corrupt and unprofessional activities are minimised	Strategy published; Code of Ethics published and posted in police stations; Hotline established; Training and Resources provided; External review operating. Evidence of action being taken as a result of the strategy visible. Public surveys.
4.3	Improved quality of the relationships between police and the media.	The public receives timely and accurate information about police activities that result from police-media relationships built on mutual respect and benefit to the parties	Media Strategy Developed and implemented; Media training provided; Public Affairs Branch established; Media conferences conducted bi-weekly
4.4	Bangladesh Police is positioned for the effective use of information technology and communications technology	Bangladesh Police embarks upon the establishment of an affordable, sustainable technological platform	Strategies completed; Priority areas for support identified, costed and resources provided
4.5	Strengthened capacity for planning, policy and research in PHQ	Planning and Research Unit established and operational	Research programs scheduled and published



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Indicator	Component/Objective/Output Description	Outcome Indicators	Means of Verification
4.7	<p>Component: Program Management</p>		
5	<p>Objective: Sustainable program outcomes are achieved through effective and transparent management of program resources and the promotion of collaborative work practices.</p>	<p>Program established, resourced and operational - including GoB meetings its agreed commitments</p>	<p>Well qualified counterparts in place. Periodic reviews; Assessment by Monitoring and Evaluation Unit, CTA progress reports, Steering Committee records,</p>
5.1	<p>Project office established</p>	<p>Office established</p>	<p>Observations; Periodic review</p>
5.2	<p>An appropriate team of project staff deployed and operational resources effectively managed.</p>	<p>Staff engaged and deployed</p>	<p>Personnel records. Counterparts not being transferred without due process and reason.</p>
5.3	<p>Annual plans developed in consultation with stakeholders and relevant program information disseminated.</p>	<p>Plans developed</p>	<p>Revision of plans; Discussion with stakeholders. Evidence of lessons learnt and workable practices from pilot activities being embedded into police policy, practice and procedure.</p>
5.4	<p>Periodic reporting, monitoring and evaluation undertaken.</p>	<p>Reports submitted</p>	<p>Revision of reports</p>

RESULTS FRAMEWORK

Category	Input	Unit	Description	Budget Line	Unit cost (US\$'000)
10	Personnel				
	International Project Implementation Specialist (PIS)	36 Month	PIS (Project Implementation Specialist) will provide overall project management support to the NPD and in coordinating technical activities	11.01	18.00
	International Crime Prevention and Community Safety Specialist (Also supporting activity 1.2.7)	9 Month	Short-term International Specialist in the field of crime prevention and community safety to support the development of strategies, establishment of a Crime Prevention Cell and the development of crime prevention training materials to be used for awareness raising. Includes all salary, allowances and on-costs.	11.03	15.00
	International Crime Scene Management & Crime Recording and Reporting Specialist	6 Month	Short-term International Specialist in the field of crime reporting and recording to support the development of streamlined offence and complaint recording systems	11.02	15.00
	International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2)	36 Month	Long-term International Specialist in the field of criminal investigations to develop case management, investigative practices reform, and high-tech crime strategies and solutions	11.04	15.00
	DNA & International Forensic Science Specialist (Practitioner)	6 Month	Short-term International Forensic Specialist in the field of police forensic operations. This is a practitioner level role, not a high-level scientific role.	11.05	15.00
	International Learning and Organisational Development Specialist (Also supporting outputs 3.1, 3.5 and 4.1)	36 Month	Long-term International Specialist in the field of learning and organisational development, including recruitment	11.06	15.00
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	36 Month	Long-term International police training specialist	11.07	15.00
	International Police ICT Systems and Strategy Specialist	13 Month	Short-term International Specialist to support to development of the information technology strategy and architectures. Also provide	11.08	15.00
	International Transnational Crime Specialist	1 Month	Short term International Specialist to undertake training and awareness in Transnational Crime	11.09	15.00
	International Police Internal Investigation Training Course Specialist	4 Month	Police Internal Investigation (Specialist/Instructor)	11.10	15.00
	International Project Design Specialists	6Month	Short-term Specialist to support establishment of a Professional Standards Branch (Project Design Specialist)	11.11	15.00
	Unspecified International Consultants		Unspecified International Consultants to support the programme	11.12	1,389
	Administrative Support (Project Officer, Accountant, Admin/Finance Assistant-2, Driver-2 & Messenger-2)	432 Month	Project Officer, Accountant, Admin/Finance Assistant (2), Driver-2 and Messenger-2.	13.01 -13.11	0.53
	International Police Monitoring and Evaluation Expert	4 Month	International Consultants	15.01	25.00

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Category	Input	Unit	Description	Budget Line	Unit Costs US\$'000
	National Monitoring and Evaluation Expert	4 Month	National Consultant	15.02	23.25
	National Consultant (Victim Support Specialist)	14 Month	Short-term National Consultant to support the development and delivery of victim support training and the establishment of linkages between police and victim support agencies	17.09	2.50
	National Program Coordinator (NPC)	36 Month	NPC is responsible for assisting the NPD in coordinating, planning and implementing program activities.	17.01	2.50
	National Consultant (Construction)	5 Month	Short-term National Consultant to undertake refurbishment assessments, re-design as necessary and provision of oversight and quality assurance of refurbishment activities	17.02	2.50
	National Consultant (Police Curriculum Specialist)	3 Month	Short-term National Consultant to support the redesign of various police courses	17.03	2.50
	National Consultant (Training Needs Analysis)	1.5 Month	To undertake needs assessment across a range of police disciplines including basic, investigative and prosecutions training	17.04	2.50
	National Consultant (Prosecution Course Design)	2 Month	To develop the revised Police Prosecutions Course	17.05	2.50
	National Media Specialist	4 Month	Short-term Media Specialist to support the development of strategy and delivery of media awareness training for selected officers	17.06	2.50
	National Consultant (Domestic Violence, Sexual Assault)	12 Month	To develop and deliver specialist training to police women and selected male officers	17.07	2.50
	National Consultant (Information and Communications Technology)	14 Month	Short-term Specialist to support network design and implementation	17.08	2.50
	National Consultant on Crosscutting Issues	36 Month	Specialist to support/redesign Crosscutting issues	17.10	2.50
	UNCIVPOL Training Course Specialist/Instructor	9 Month	Specialist to support the Training Course on UNCIVPOL	17.11	2.50
	National Consultant - Unspecified to support the programme		Unspecified National Consultants to support the programme	17.12	2.50
20	Sub-Contracts National Research Services (Crime Factors)	Contract	Contract with Bangladesh NGO, Research Organisation or Academic Institution to analyse the social conditions associated with different types of crime and to identify possible interventions	21.01	20.00
	Model Thana Refurbishment	Per Thana	Contract with Bangladesh Construction Company to refurbish Thana in selected Metropolitan and District locations for use as model police stations	21.04	280.00
	Police Crime/Offence Reproduction Database	One	Contract for the local supply and implementation of hardware and software to support a Police Wide Area Data Network (does not include annual recurrent operating costs)	21.05	250.00

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Category	Input	Unit	Description	Budget Line	Unit costs (US\$'000)
	DNA Training Workshops	Workshop	Workshops to enhance the understanding of DNA and to train selected personnel in obtaining, securing and transmitting DNA samples for analysis (5 days) (20 people)		
	Crime Scene Preservation and Examination Workshops	Workshop	Workshops to enhance police capacity to secure crime scene, preserve, transfer and present physical evidence (includes provision of forensic awareness to the magistracy and judiciary) (2 days) (20 people)		
	Forensic Procedures Working Group Training and Meetings	Workshop	Workshops to develop and agree procedures and protocols for forensic support to police investigations, particularly at Thana level (ad hoc)		
	Specialist Forensic Training	Course	Specialist training for forensic practitioners (DNA, Fingerprints, Ballistics, Crime Scene Examination)		
	Investigation Skills Workshop	Workshop	Competency-based flexible workshops focussing on investigation techniques, interpersonal and communication skills, interviewing witnesses, elements of offences, preparation of case files and presentation of evidence (20 days) (10 people)		
	Investigation Training Material Production and Distribution	Bulk	Material and production costs for the Investigation Skills Workshop and costs associated with distributing and introducing the workshop in other locations		
	Basic Criminal Intelligence Analyst Course	Course	Specialist training for criminal intelligence analysts, including the cost of specialist international course preparation and delivery support (Planned to be met by interested Development Partner) (20 days) (20 people)		
	Police Prosecutions Course	Course	Specialised training to enhance the skills and competencies of Court Inspectors (20 days) (20 people)		
	Train the Trainer Course	Course	Specialist training to enhance the professional training development, delivery and evaluation skills of dedicated police trainers (20 days) (20 people)		
	Chowkidar and Datadar Skills Workshop	Workshop	Flexible, workplace based training course to improve the effectiveness of Chowkidars and Datadars (5 days) (30 people)		
	Decentralised Training Officer Development Program	Course	Specialised training to induct and train trainers who work outside of the formal Academy environment (20 days) (20 people)		
	Domestic Violence, Sexual Assault and Interview Techniques Training Workshop	Workshop	Competency-based domestic violence, sexual assault, victim management and interviewing techniques training (5 days) (20 people)		
	Core Functions and Strategic Planning Workshops	Workshop	Workshop to identify core functions and support the development of organisation wide strategic planning (ad hoc)		

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Category	Input	Unit	Description	Budget Line	Unit Costs US\$'000
	Code of Ethics and Professional Standards Workshop	Workshop	Workshop to familiarise supervisory personnel with the Code of Ethics and expectations for professionalism in Bangladesh Police (2 days) (20		
	Media Awareness Workshop	Workshop	Workshop to enhance the media management and presentation skills of selected senior police officers (5 days) (20 officers)		
	Specialist Forensic Training/Attachments	Each	Allocation for the conduct of specialist (practitioner level) forensic training in Bangladesh using an external expert, or overseas training for selected personnel	32.02	300.00
	International Attachment/Training - Commercial Crime Investigation	Attachment	Provision for international work attachment of International Training Course in commercial crime investigation (Possibly supported by Development Partners)		
40	Equipment	Pack	Provision of furniture, equipment and materials support to support the establishment of a Crime Prevention Cell in PHQ	45.01	162.00
	Crime Prevention Cell Fit Out	Set	Computer set including keyboard, screen, printer, UPS		
	Computer set and materials	Set	Provision of furniture, equipment, beds, torches, search lights, tools and materials support to support the fit out of refurbished model Thana (includes 2 computer sets, radio base station and UPS)	45.02	220.00
	Model Thana Equipment and Materials	Set	Provision of benches, glass plates, fingerprint materials and consumables to support the collection of fingerprints at the police station	45.22	2,000.00
	Police Station Fingerprint Pack	Pack			
	Police Station Camera Pack	Pack	Provision of lighting, height measuring scales, cameras, secure storage facilities and consumables to support the collection of offender photographs at the police station	45.04	100.00
	Scene of Crime Officer Forensic Pack	Pack	Full crime scene examination kit including camera, exhibit collection equipment, protective clothing, fingerprint lifting equipment and materials	45.20	900.00
	Specialist Crime Scene Examination Equipment	Set	Provision of scientific and forensic equipment to support the thorough analysis of crime scenes and physical exhibits		
	Specialist Laboratory Equipment	Set	Allocation for the acquisition of replacement (or repairs) of critical equipment on a priority basis	45.21	100.00
	Portable Radios	Each	Provision of portable radios and charging units to support more effective communications between police officers on foot and their police station. Tens units at each model Thana	45.13	93.50

RESULTS FRAMEWORK

Category	Input	Unit	Description	Budget Line	Unit Cost US\$ '000
	Training Equipment Pack	Pack	Teaching aids, white board, overhead projector, audio-visual aids, storage facilities and office equipment to support development and delivery of training materials	45.11	200.00
	Investigation Kits	Each	A compendium of statutes, files, briefcase, stationery, etc as a model minimum requirement for a professional investigator	45.05	200.00
	Detective Office Fit out and Equipment	Each	Provision of furniture, equipment and materials support to support the fit out selected locations	45.06	200.00
	Basic Crime Plotting Equipment	Set	Maps, transparencies, boards, overhead projector and materials to facilitate recording and plotting of crime to enable proactive response strategies	45.10	11.00
	Crime Analysis Software	Set	12 Analyst Notebook or similar commercial off the shelf software for criminal intelligence analysis	45.15	20.00
	Telecommunications Infrastructure for Police Complaints Hotline	Unit	Switch and digital answering machine for police complaints hotline	45.12	20.00
	Office Fitout - Project Office and/or PSM&E	Set	Complete fitout for project office excluding computer equipment	45.14+45.17	265.00
	Vehicle - Project	Each	To procure vehicles for project office	45.08	150.00
	Vehicle - Police Pickup/Patrol Car	Each	To procure Pickup/Patrol Car/Police Motor Cycle	45.03	1,000.00
	Motor Cycle - Police	Each			
	Police Station Consumables	Bulk	Police Station Consumables	45.19	10.00
	Vehicle - PSM&E Office		To procure vehicles for PSM&E Office	45.09	96.00
	Police Operational Kits		To procure Operational Kits for Police personnel	45.16	275.00
	Crime Scene Preservation Equipment (DNA Laboratory)		Crime Scene Preservation Equipment (Foresnic & DNA Laboratory)	45.20	900.00
	Operations & Maintenance for Project Office & PSM&E Office		Both Project & PSM&E Office Operational & Maintenance expenses	45.07	118.00
	Miscellaneous				

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

Ref	Component/Inputs	Budget Life	Year												Unit Cost US\$ 000	Total US\$ 000												
			01	02	03	04	05	06	07	08	09	10	11	12														
1	Component:																											
1.1	Enhanced crime prevention through police/community awareness and collaboration.																											
	Inputs:																											
	Personnel:																											
	International Crime Prevention and Community Safety Specialist (Also supporting activity 1.2.7)	11.03	0.00	45.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	180		
	Training/Workshops:																											
	Study Tour on Crime Prevention and Community Safety	32.01	0.00	400.00	0.00	0.00	0.00	400.00	0.00	0.00	0.00	0.00	400.00	0.00	0.00	0.00	400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	280	
	Crime Prevention Awareness Workshops	33.01	0.00	0.00	1050.00	0.00	0.00	0.00	1050.00	0.00	0.00	0.00	0.00	1050.00	0.00	0.00	0.00	1050.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	222	
	Equipment:																											
	Crime Prevention Cell Fit Out		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Other:																											
	National Research Services (Crime Factors)	21.03	0.00	10.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60	
	Crime prevention printing and publications	52.05	0.00	30.00	0.00	0.00	0.00	30.00	0.00	0.00	0.00	0.00	30.00	0.00	0.00	0.00	30.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20	
	Crime Prevention Pilot Activities	33	0.00	0.00	1396.00	0.00	0.00	0.00	1396.00	0.00	0.00	0.00	0.00	1396.00	0.00	0.00	0.00	1396.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,121	
	#REF!																											
	Inputs:																											
	Personnel:																											
	International Crime Scene Management & Crime Recording and Reporting Specialist	11.02	0.00	45.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	90	
	Training/Workshops:																											
	Crime Reporting Workshops		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Crime Impact Sensitisation Workshops		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Law and Procedure Working Group Workshops		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Equipment:																											
	Computer set and materials	45.01	0.00	1782.00	0.00	0.00	0.00	0.00	1782.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	162	
	Other:																											
	Other:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

ID	Component/Inputs/Outputs	Budget Line	Unit Cost US\$000	Year 1					Year 2					Year 3					Total US\$000										
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12														
#REF!	Creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police. Inputs: Personnel: Training/Workshops: Awareness workshops Equipment: Other: Evaluation of Community Access Pilot Activities National Research Services (Community Perceptions)	33.01	\$2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	222
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable	21.02	\$20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
#REF!	Enhanced capacity to be responsive to women young people and vulnerable people. Inputs: Personnel: National Consultant (Victim Support Specialist)	17.09	\$2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

Ref	Component/Inputs	Budget Lacs	Unit Cost US\$ 000	Year														
				01	02	03	04	05	06	07	08	09	10	11	12			
1.6	Training/Workshops: DNA Training Workshops			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
	Equipment: Other:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Refurbish and equip replicable model Thana in selected locations within Metropolitan Police and Ranges and staffed with both male and female police.																	
	Inputs: Personnel: National Consultant (Construction)	17.02	\$2.50	0.00	2.50	2.50	2.50	2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15
	Training/Workshops:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Equipment: Model Thana Equipment and Materials	45.02	\$220.00	0.00	0.00	660.00	660.00	440.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	220
	Other: Model Thana Refurbishment	21.04	\$280.00	0.00	0.00	840.00	840.00	560.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	330
	Vehicle - Police Pickup/Patrol Car	45.03	\$1,000.00	0.00	0.00	3000.00	3000.00	2000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	672
	Motor Cycle - Police			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Police Station Consumables	45.19	\$10.00	0.00	0.00	30.00	30.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55
2	Component: Investigation, Operations and Prosecution																	
2.1	Improved crime scene preservation and forensic support. Inputs: Personnel: DNA & International Forensic Science Specialist (Practitioner)	11.05	\$15.00	0.00	0.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	120	

PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

Task	Component/Inputs/Outputs	Budget Time	Unit Cost US\$2000	Years												Total US\$1000		
				01	02	03	04	05	06	07	08	09	10	11	12			
2.2	Training/Workshops: Crime Scene Preservation and Examination Workshops			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Forensic Procedures Working Group Training and Meetings			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Specialist Forensic Training/Attachments			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Equipment: Specialist Crime Scene Examination Equipment	45.21	\$100.00	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Specialist Laboratory Equipment	45.22	\$2,000.00	0.00	0.00	200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Police Station Fingerprint Pack			0.00	0.00	40000.00	20000.00	20000.00	20000.00	20000.00	20000.00	20000.00	20000.00	20000.00	20000.00	10000.00	10000.00	10000.00	100
Police Station Camera Pack	45.04	\$100.00	0.00	0.00	2000.00	2000.00	1000.00	1000.00	1000.00	1000.00	1000.00	500.00	500.00	500.00	500.00	500.00	500.00	100
Other:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
Enhanced efficiency and effectiveness of investigative processes.																		
Inputs: Personnel: International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2)	11.04	\$15.00		30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	15.00	15.00	15.00	15.00	15.00	720
Training/Workshops: Investigation Skills Workshop				#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Equipment: Investigation Kits	45.05	\$200.00	0.00	0.00	4000.00	4000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	1000.00	1000.00	1000.00	1000.00	1000.00	100
Detective Office Fit out and Equipment	45.06	\$200.00	0.00	0.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	0.00	0.00	0.00	0.00	0.00	260
Vehicle - Police Pickup/Patrol Car	45.03	\$1,000.00	0.00	0.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	0.00	0.00	0.00	0.00	0.00	672
Other: Investigation Training Material Production and Distribution				#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

Ref	Component/Outputs	Bidder Life	Unit Cost (\$\$K)	Year										Total			
				01	02	03	04	05	06	07	08	09	10				
2.3	Improved systems and processes for gathering and analysing criminal intelligence			0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	15.00	30.00	30.00	30.00	30.00	720
	Inputs:		\$15.00	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
	Personnel	11.04		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Training/Workshops:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Basic Criminal Intelligence Analyst Course			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Equipment:	45.10	\$11.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Basic Crime Plotting Equipment		\$162.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Computer set and materials	45.01		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Other:	45.15	\$20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Crime Analysis Software			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court.																	
2.4	Inputs:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Personnel:	17.04	\$2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	National Consultant (Training Needs Analysis)			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	National Consultant (Prosecution Course Design)	17.05	\$2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Training/Workshops:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Police Prosecutions Course			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Equipment:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Other:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Material Production Costs - Prosecution Course	52.08	\$5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

Ref	Component/Workshop/Module	Budget Final US\$'000	Year 01		Year 02		Year 03		Year 04		Year 05		Year 06		Year 07		Year 08		Year 09		Year 10		Year 11		Year 12		Total US\$'000			
			01	02	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12				
2.5	Primary criminal laws and regulations are revised to reflect contemporary requirements Inputs: Personnel: Training/Workshops: Equipment: Other: Law Review Consultation Meetings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	121	
3	Component: Human Resource Management and Development Introduction of transparent merit based police recruitment processes.																													
3.1	Inputs: Personnel: International Learning and Organisational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1) Training/Workshops: Equipment: Other: What activities are envisaged...what resources required???		0.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	720

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

Ref	Component/Outputs	Budget Line	Unit Cost US\$1000	Year												Total US\$ 01									
				01	02	03	04	05	06	07	08	09	10	11	12										
3.2	Development and institutionalisation of training development, delivery and evaluation capacity. Inputs: Personnel: National Consultant (Police Curriculum Specialist) International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6) Training/Workshops: Train the Trainer Course Equipment: Computer set and materials Training Equipment Pack Other: Library Books	17.03	\$2.50	2.50	2.50	2.50	2.50	2.50	2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9				
		11.07	\$15.00	22.50	22.50	22.50	22.50	22.50	22.50	22.50	15.00	15.00	15.00	15.00	15.00	7.50	7.50	7.50	7.50	7.50	7.50	720			
				#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!		
			\$162.00	0.00	0.00	4860.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	162		
			\$200.00	0.00	0.00	1000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200		
			\$50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	80		
		3.3	Broaden training delivery options. Inputs: Personnel: International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6) Training/Workshops Chowkidar and Daladar Skills Workshop Decentralised Training Officer Development Program Equipment: Training Equipment Pack Other: Training Officers Conference	11.07	\$15.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50	7.50	7.50	7.50	7.50	15.00	15.00	15.00	15.00	15.00	15.00	15.00	720	
						#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
						#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
					\$200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200
					\$350.00	0.00	350.00	0.00	0.00	0.00	0.00	0.00	0.00	350.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	222

PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

ID	Component/Outputs/Inputs	Budget US\$'000	Year							Total US\$'000								
			01	02	03	04	05	06	07		08	09	10	11	12			
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.		0.00	7.50	5.00	5.00	5.00	2.50	2.50	2.50	0.00	0.00	0.00	0.00	0.00	0.00	36	
	Inputs																	
	Personnel																	
	National Consultant (Domestic Violence, Sexual Assault)	17.07																
	Training/Workshops																	
	Women in Policing Conference																	
	Domestic Violence, Sexual Assault and Interview Techniques Training Workshop	33.02																121
Equipment																		
Other																		
3.5	More efficient use made of human resources throughout Bangladesh Police.		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	Inputs:																	
	Personnel:																	
	International Learning and Organisational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1)																	
	Training/Workshops:																	
	Equipment:																	
	Other:																	
			15.00	15.00	15.00	30.00	30.00	30.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	720	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		



PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

Ref	Component/Inputs	Budget MFA	Year												Total		
			01	02	03	04	05	06	07	08	09	10	11	12			
3.6	Leadership and management training at all levels is improved Inputs: Personnel: International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6) International Police Internal Investigation Training Course Specialist Training/Workshops: Equipment: Computer set and materials Other: Library Books	11.07	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	720	
		\$15.00	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	60
		\$15.00	45.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	162
			2430.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	80
			0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		4	Component: Oversight and Strategy Core functions and priorities of Bangladesh Police clearly established and widely known.	11.06	30.00	15.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$15.00	#VALUE!			#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
4.1	Inputs: Personnel: International Learning and Organisational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1) Training/Workshops: Core Functions and Strategic Planning Workshops Equipment: Other:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

ID	Description/Inputs/Outputs	Budget Line	Unit Cost US\$'000	Year										Total US\$'000						
				01	02	03	04	05	06	07	08	09	10		11	12				
4.2	Enhanced police capacity to identify and deal with emerging crimes. Inputs: Personnel: International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2) International Expert on Transnational Crime Training/Workshops: International Attachment/Training - Commercial Crime Investigation	11.04	\$15.00	15.00	15.00	15.00	15.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	720		
				15.00	15.00	15.00	15.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60		
				0.00	0.00	0.00	0.00	0.00	600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	120	
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	162
				0.00	200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	260
				0.00	0.00	0.00	0.00	145.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	145
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
4.3	Clear performance targets set and monitored. Inputs: Personnel: Training/Workshops:	33.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	222		
				0.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
4.4	Anti-corruption and complaints mechanisms made more robust and accessible. Inputs: Personnel: International Project Design Specialists	11.11	\$15.00	0.00	0.00	0.00	0.00	15.00	15.00	15.00	15.00	15.00	15.00	0.00	0.00	0.00	0.00	80		
				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

Ref	Component/Inputs/Outputs	Budget Line	Unit Cost US\$ (000)	Year																
				01	02	03	04	05	06	07	08	09	10	11	12					
4.5	Training/Workshops: Code of Ethics and Professional Standards Workshop	45.12	\$20.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10	
	Equipment: Telecommunications Infrastructure for Police Complaints Hotline			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	30	
	Other: Code of Ethics Anti-Corruption and Complaint Handling Awareness Materials	21.06	\$150.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5	
	Improved quality of the relationships between police and the media.																			
	Inputs: Personnel: National Media Specialist	17.06	\$2.50	0.00	2.50	2.50	2.50	2.50	2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12
	Training/Workshops: Media Awareness Workshop																			
4.6	Equipment: Other			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	
	Bangladesh Police is positioned for the effective use of information technology and communications technology																			
	Inputs: Personnel: International Police ICT Systems and Strategy Specialist	11.08	\$15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60
	National Consultant (Information and Communications Technology)	17.08	\$2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42
	Training/Workshops:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

Activity	Budget MUS\$000	Unit Cost US\$000	Year										Total US\$000					
			01	02	03	04	05	06	07	08	09	10		11	12			
Equipment: Portable Radios	45.13	\$93.50	0.00	0.00	0.00	2805.00	2805.00	1870.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	94
Other: Police Crime/Offence Reproduction Database Campaign/Study/Advocacy	21.05 21.06	\$250.00 \$150.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	250.00 0.00	0.00 0.00	0.00 150.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	250 150
4.7 Strengthened capacity for planning, policy and research in PHQ Inputs: Personnel: Training/Workshops:	33.01		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	222
Equipment: Computers and office fitout Other:	45.01		0.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	162
5 Component: Program Management Project office established Inputs: Personnel: Training/Workshops:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
Equipment: Computer set and materials Office Fitout - Project Office and/or PSM&E Other:	45.01 5.14+45.1	\$162.00 \$265.00	1620.00 265.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	1,620 265

PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)

S/No	Project Description	Budget Life	Year						Total US\$ '000	
			01	02	03	04	05	06		
5.2	An appropriate team of project staff deployed and operational resources effectively managed. Inputs: Personnel: International Project Implementation Specialist (PIS) National Program Coordinator (NPC) Administrative Support (Project Officer, Accountant, Admin/Finance Assistant-2, Driver-2 & Messenger-2) Training/Workshops: Equipment: Other: Vehicle - Project Management Contingency Fund	11.01	54.00	54.00	54.00	54.00	54.00	54.00	54.00	648
		17.01	7.50	7.50	7.50	7.50	7.50	7.50	7.50	90
		3.01 - 13.1	7.95	7.95	7.95	7.95	7.95	7.95	7.95	204
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
			600.00	0.00	250.00	0.00	0.00	0.00	0.00	150
5.3	Annual plans developed in consultation with stakeholders and relevant program information disseminated. Inputs: Personnel: Unspecified International Consultants Training/Workshops: Equipment: Other: Innovation Fund	11.12	0.00	0.00	2778.00	0.00	0.00	0.00	2778.00	120
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
			0.00	100.00	0.00	0.00	0.00	0.00	0.00	100
			0.00	200.00	0.00	0.00	0.00	0.00	0.00	200
			0.00	207.00	0.00	0.00	0.00	0.00	0.00	207
			0.00	207.00	0.00	0.00	0.00	0.00	0.00	207

**PROJECT RESULTS AND RESOURCES FRAMEWORK
(Model/Indicative Yearwise Distribution)**

TRef	Component/Inputs/Outputs	Budget #/Yr	Unit Cost US\$1000	Year 1				Year 2				TOTAL #VALUE!							
				01	02	03	04	05	06	07	08								
5.4	Periodic reporting, monitoring and evaluation undertaken.																		
	Inputs:																		
	Personnel:																		
	International Police Monitoring and Evaluation Expert	15.01	\$25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
	National Monitoring and Evaluation Expert	15.02	\$23.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23.25
	National M&E Expert for M&E Unit	15.01	#REF!	6.00	#REF!	6.00	#REF!	6.00	#REF!	6.00	#REF!	6.00	#REF!	6.00	#REF!	6.00	#REF!	6.00	6.00
	Monitoring and Evaluation Unit	15.02	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
	Training/Workshops:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Equipment:			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Other:																		
	PSM&E Applied Research	21.07	\$150.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Reporting/Printing PSM&E Applied Research	52.01	\$90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
TOTAL																			

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10	Year11	Year12	
1	<p>Component: "Crime Prevention"</p> <p>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.</p> <p>Outputs: <ul style="list-style-type: none"> 1.1 Enhanced crime prevention through police/community awareness and collaboration. <ul style="list-style-type: none"> 1.1.1 Undertake an analysis of the social conditions and peoples' perceptions associated with different types crime and identify possible interventions, disaggregated by age, sex, socio-economic and ethnic group 1.1.2 Establish a Crime Prevention Cell 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. 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 and responsive policing 1.1.4 Develop a National Crime Prevention Strategy, including the mechanisms for more effective multi-sector collaboration on crime prevention 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 1.1.6 Implement pilot programs to clarify and heighten public awareness of the roles of various stakeholders in contributing to safer and more stable communities </p>															

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20	Y21	Y22	Y23	Y24	Y25	Y26	Y27	Y28	Y29	Y30							
	Inputs:																																							
	Personnel:																																							
	International Crime Prevention and Community Safety Specialist (Also supporting activity 1.2.7)	9 Month	9			3																																		
	Team of full time national (2-3) cross-cutting consultants, covering areas such as information gathering, gender, poverty, vulnerabilities, community relations, interpersonal communications			X																																				
	Training/Workshops:																																							
	Study Tour on Crime Prevention and Community Safety	Tour	1																																					
	Crime Prevention Awareness Workshops	Workshop	23			3	3	3	3	3	3	2	2	2	2																									
	Equipment:																																							
	Crime Prevention Cell Fit Out	Pack	1																																					
	Other:																																							
	National Research Services (Crime Factors)	Contract	1		0.5																																			
	Crime prevention printing and publications	Bulk	6		1						1																													
	Crime Prevention Pilot Activities	Each	6			1	1	1	1	1	1																													
	Literature Review of previous research and activities			X																																				
#REF!																																								
1.2.1	Develop, pilot and evaluate a streamlined offence and complaint recording system to replace FIR - alternatively strengthen/refine existing FIR system																																							
1.2.2	Amend laws and regulations needed to support streamline reporting of crime																																							
1.2.3	Develop and implement procedures that remove constraints requiring the reporting of crime only at a police station																																							
1.2.4	Design and implement strategies to encourage and build community confidence to report crime																																							



PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3									
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12				
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																		
1.2.6	Establish and evaluate a pilot program of external visits by community groups to police stations to support better understanding of what police do																		
1.2.7	Provide sensitisation and training to police with regard to crime and its impact																		
	Inputs:																		
	Personnel:																		
	International Crime Scene Management & Crime Recording		6	3															
	Team of full time cross-cutting consultants																		
	Training/Workshops:																		
	Crime Reporting Workshops		18	6	6	6	6	3	3	3	3	3	3	3	3	3	3	3	3
	Crime Impact Sensitisation Workshops																		
	Law and Procedure Working Group Workshops		22	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	Equipment:																		
	Computer set and materials		11																
	Other:																		
			0																
#REF!	Creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police.																		
1.3.1	Develop and openly publish instructions and strictly apply disciplinary provisions to prohibit police officers from acting on the directions of people outside of their lawful command structure																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
1.3.2	Implement a proactive program to identify and remove external barriers that constrain access to police services and build a positive image based on a platform of pro-people policing												
1.3.3	Integrate human rights training in a contextually relevant form in all police training curricula												
1.3.4	Publish, enforce and measure compliance with a Bangladesh Police code of conduct and statement of expected professional standards												
1.3.5	Provide support for prompt external review of complaints against police												
1.3.6	Design and conduct a national survey to measure perceptions of police and crime												
	Inputs:		0										
	Personnel:		0										
	Team of full time cross-cutting consultants		0										
	Training/Workshops:												
	Equipment:												
	Other:												
	Evaluation of Community Access Pilot Activities		1										
	National Research Services (Community Perceptions)	Contract	3										
0	The contribution by Bangladesh Police to victim support is enhanced particularly for the poor, women and girls and vulnerable												
1.4.1	Establish strategic partnerships with victim support groups												
1.4.2	In partnership with NGOs and other government agencies, implement victim support and referral systems in police stations particularly for women and girls												

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1			Year2			Year3									
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12				
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																		
1.4.4	Develop and deliver workplace based training and sensitisation for police																		
	Inputs:																		
	Personnel:																		
	National Consultant (Victim Support Specialist)	14 Month	7	1.5	1.5	1.5	1.5	1.5	0.5	0.5									
	Team of full time cross-cutting consultants Training/Workshops:																		
	Victim of Crime Workshops	Workshop	12	3	3	3	3	3											
	Equipment:																		
	Other:																		
	Material Production Costs - Victim support	Bulk	4	1	1	1	1	1											
#REF!	Enhanced capacity to be responsive to women young people and vulnerable people.																		
1.5.1	In collaboration with other key stakeholders, develop and resource and disseminate a Juvenile Justice Strategy...where is the budget line for this??																		
1.5.2	Formalise possible arrangements to support One Stop Crisis Centres with adequate permanent, trained staff																		
1.5.3	Disseminate information internally about the availability of OCC services and encourage police referral to and receipt of complaints from them																		
1.5.4	Formalise linkages between District and Metropolitan Detective Branches and OCC where they occur in the same city																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

ID	Component/Activities/Inputs	Total	Year													
			02	03	04	05	06	07	08	09	10	11				
1.5.5	Enhance and formalise support for One Stop Crisis Centres in new locations around Bangladesh including the provision of dedicated and trained police resources															



PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3			
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Inputs:													
	Personnel:												
	National Consultant (Victim Support Specialist)	14 Month	7		1.5	1.5	1.5	1.5	1.5	0.5	0.5		
	National Consultant - Juvenile Justice												
	Team of full time cross-cutting consultants												
	Training/Workshops:												
	DNA Training Workshops	Workshop	6	1	1	1	1	1	1	1			
	Gender training for all police involved in project												
	Training for all police involved in project on special needs of women and young people												
	Juvenile Justice Strategy training/workshops												
	Equipment:		0										
	Other:		0										
Outputs:													
1.6	Refurbish and equip replicable model Thana in selected locations within Metropolitan Police and Ranges and												
1.6.1	Establish criteria for selection for the establishment of replicable model Thana												
1.6.2	Undertake an assessment of the construction and equipment requirements of each location and develop a costed refurbishment plan for each												
1.6.3	Undertake refurbishment, procurement and commissioning of each location												
1.6.4	Develop and implement plans to ensure ongoing linkages exist between other institutional strengthening activities and effective use of the new facilities												
1.6.5	Establish a mechanism for feeding 'lessons learnt' into relevant sections of PHQ												
1.6.6	Develop standard operating procedures (SOP's) for the model thana												

PROJECT RESULTS AND RESOURCES FRAMEWORK

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Component/Outputs												

1.1.1	Component description											
1.1.2	Component description											
1.1.3	Component description											
1.1.4	Component description											
1.1.5	Component description											
1.1.6	Component description											
1.1.7	Component description											
1.1.8	Component description											
1.1.9	Component description											
1.1.10	Component description											

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1			Year2			Year3								
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12			
	Inputs: Personnel: National Consultant (Construction) Team of full time cross-cutting consultants Training/Workshops: In-service training program Equipment: Model Thana Equipment and Materials Other: Model Thana Refurbishment Vehicle - Police Pickup/Patrol Car Motor Cycle - Police Police Station Consumables	5 Month Set Per Thana Each Each Bulk	5	1	1	1	1	1	1	1								
2	Component: Investigation, Operations and Prosecution 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.																	
2.1	Outputs: Improved crime scene preservation and forensic support.																	
2.1.1	Develop basic forensic awareness training, including crime scene preservation, using modular competency based packages that can be delivered to police and the magistracy																	
2.1.2	Establish, resource and support specialist Scene of Crime Officers (SOCO) in major centres																	

PROJECT RESULTS AND RESOURCES FRAMEWORK

S/No	Component/Outputs/Items	Unit	Total	Year																	
				1	2	3	4	5	6	7	8	9	10	11	12						
2.1.3	Develop procedures and provide equipment and training to facilitate offender fingerprints being taken in selected police stations																				
2.1.4	Develop procedures and provide equipment and training to facilitate offender photographs being taken in selected police stations																				
2.1.5	Enhance the capacity of the Dhaka Chemical Laboratories, including upgraded procedures, training and equipment																				
2.1.6	Establish, resource and support pilot Police Forensic Offices to provide basic forensic support to selected police stations in Metropolitan and District Police outside of Dhaka																				
Inputs:																					
Personnel:																					
	DNA & International Forensic Science Specialist (Practitioner)	6 Month	6							1	1	1	1	1	1						
Training/Workshops:																					
	Crime Scene Preservation and Examination Workshops	Workshop	18																		
	Forensic Procedures Working Group Training and Meetings	Workshop	6																		
	Specialist Forensic Training/Attachments	Each	3																		1
Equipment:																					
	Specialist Crime Scene Examination Equipment	Set	1																		
	Specialist Laboratory Equipment	Set	2																		
	Police Station Fingerprint Pack	Pack	100							20	10	10	10	10	10	5	5	5	5	5	5
	Police Station Camera Pack	Unit	100							20	10	10	10	10	10	5	5	5	5	5	5
Other:																					
	NB - opportunity for GoB to contribute recurrent costs		0																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1				Year 2				Year 3							
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12				
2.2	Enhanced efficiency and effectiveness of investigative processes.																		
2.2.1	Review all investigative practices and amend PRB to permit streamlining of those practice, and special focus on best practice on dealing with women and children																		
2.2.2	Lift restrictions on who can undertake investigations																		
2.2.3	Introduce formal case management for all investigations in pilot locations																		
2.2.4	Expand and resource selected District and Metropolitan Detective Branches to support local investigations in serious matters																		
2.2.5	Appoint, train and resource dedicated investigators at selected police stations																		
2.2.6	Arrange expert level supervision for quality assurance of investigations																		
2.2.7	Develop a modular competency based basic investigations training packages for delivery in the workplace																		
2.2.8	Develop a training package for the Management of Investigations by supervisors																		
	Inputs:																		
	Personnel:																		
	International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2)	36 Month	20	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Team of full time cross-cutting consultants																		
	Training/Workshops:																		
	Investigation Skills Workshop	Workshop	45																
	Management of Investigations workshops																		
	Equipment:																		
	Investigation Kits	Thana	100																
	Detective Office Fit out and Equipment	Detectives	25																

PROJECT RESULTS AND RESOURCES FRAMEWORK

ID	Component/Outputs	Unit	Year																			
			01	02	03	04	05	06	07	08	09	10	11	12								
	Vehicle - Police Pickup/Patrol Car	Detectives	25																			
	Other:																					
2.3	Investigation Training Material Production and Distribution		3																			
2.3.1	Improved systems and processes for gathering and analysing criminal intelligence Develop and resource a central Criminal Intelligence Unit and small Criminal Intelligence Cells at selected District and Metropolitan Detective Branches																					
2.3.2	Select and deploy selected personnel men and women to Criminal Intelligence Cells and train them in intelligence																					
2.3.3	Provide training and equipment to support basic crime mapping and plotting in police stations																					
2.3.4	Develop proactive strategies to target crime and criminals based on better use of intelligence																					
	Inputs:																					
	Personnel International Investigations and Operations Specialist (Also supporting outputs 2.3 and 4.2) Team of full time cross-cutting consultants Training/Workshops: Basic Criminal Intelligence Analyst Course	36 Month Course	11																			
	Equipment: Basic Crime Plotting Equipment Computer set and materials	Set Set	11																			
	Other: Crime Analysis Software	Set	5																			

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3								
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12			
2.4	Increased capacity, professionalism and effectiveness of Court Inspectors to prosecute charges in the lower court.																	
2.4.1	Review and redevelop the police prosecutions course and explore possible linkages with tertiary institutions																	
2.4.2	Support and resource refresher training for all Court Inspectors based on the new course																	
2.4.3	Court Users Group: Implement a program 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																	
	Inputs:																	
	Personnel:																	
	National Consultant (Training Needs Analysis)	1.5 Month	1.5															
	National Consultant (Prosecution Course Design)	2 Month	2															
	Training/Workshops:																	
	Police Prosecutions Course	Course	4															
	Workshops on case management issues in the justice																	
	Equipment:																	
	Other:																	
	Material Production Costs - Prosecution Course	Bulk	1															
	Check resources for training - including court users group																	
2.5	Primary criminal laws and regulations are revised to reflect contemporary requirements																	
2.5.1	Establish a working party to manage the process of reviewing, updating and republishing PRB (and other procedures governing police operations) to ensure it meets contemporary policing requirements																	

PROJECT RESULTS AND RESOURCES FRAMEWORK

Plan	Component/Outputs/Inputs	Unit	Total Units	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12
2.5.2	Analyse criminal legislation, particularly the Criminal Procedure Code and prepare a submission of recommended amendments to government														



Plan	Component/Outputs/Inputs	Unit	Total Units	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref.	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3									
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
	Inputs: Personnel: Team of full time cross-cutting consultants Training/Workshops: Equipment: Other: Law Review Consultation Meetings		0 0 0 6																
3	Component: Human Resource Management and Development Objective: The Bangladesh Police are ethical, capable, well trained and well lead and HRM/D processes result in efficiency, transparency, accountability and equitability.	Trip			3	3													
	Outputs: 3.1 Introduction of transparent merit based police recruitment processes. 3.1.1 Review and redevelop transparent, accountable and centrally coordinated recruitment practices 3.1.2 Implement new centrally coordinated recruitment practices utilising only published, measurable selection criteria 3.1.3 Monitor the implementation of new practices and develop a mechanism for external oversight of complaints regarding failure to adhere to published recruitment criteria																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

3.2	Component/Outputs/Inputs	Unit	Total	Year																			
				07	08	09	10	11	12	13	14	15	16	17	18								
Inputs:																							
Personnel:																							
International Learning and Organisational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1)				5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Team of full time cross-cutting consultants																							
Training/Workshops:																							
Equipment:																							
Other: What activities are envisaged...what resources																							
3.2 Development and institutionalisation of training development, delivery and evaluation capacity.																							
3.2.1	Undertake an organisation wide training needs analysis...9 months is not long enough																						
3.2.2	Develop and resource a national training strategy for Bangladesh Police based on current and emerging needs rather than on historical practice																						
3.2.3	Support and resource the development of curriculum and training materials design, development and evaluation capacity																						
3.2.4	Redevelop the Constable, Sub-Inspector and ASP Courses																						
3.2.5	Redevelop the Detective Training Course																						
3.2.6	Develop and introduce a professional train-the-trainer program for Bangladesh Police Trainers																						
3.2.7	Introduce an incentive-based system of trainer accreditation and deployment																						
3.2.8	Develop training programs for Ansar, VPD, Chowkidars and Dafadars																						

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1			Year2			Year3									
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12				
	Inputs:																		
	Personnel:																		
	National Consultant (Police Curriculum Specialist)	3 Month	3	1	1	1													
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	36 Month	12	1.5	1.5	1.5	1.5	1	1	1	1	0.5	0.5	0.5	0.5				
	Team of full time cross-cutting consultants		0																
	Training/Workshops:																		
	Train the Trainer Course	Course	6	1	1	1	1	1	1										
	Train the Training Managers																		
	Train curriculum design and development skills																		
	Train training monitoring, review and evaluation skills																		
	Equipment:																		
	Computer set and materials	Set Sardah	30																
	Training Equipment Pack	Set Sardah	5																
	Other:																		
	Library Books	Set Sardah	2	1															
3.3	Broaden training delivery options.																		
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																		
3.3.2	Establish formal linkages between all training institutions with regular meetings of training heads to achieve consistency and momentum towards common training objectives for Bangladesh Police...Establish a National Police Training Board in MoHA, with broad membership to include stakeholders																		
3.3.3	Design and develop modular, competency-based training packages that can be shared between training institutions																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Activities/Inputs	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
3.3.4	Design and deliver a pilot program 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						█	█	█	█	█	█

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3									
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12				
	Inputs:																		
	Personnel: International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	36 Month	6					0.5	0.5	0.5	0.5	1	1	1	1	1	1	1	1
	Training/Workshops Chowkidar and Daladar Skills Workshop Decentralised Training Officer Development Program	Workshop Course	27 11					1	2	2	3	6	6	6	6	6	6	6	6
	Equipment: Training Equipment Pack	Pack	5					5											
	Other: Training Officers Conference	Conf.	6		1		1		1										1
3.4	Support to setting targets for women recruitment into the police. More efficient use of women police and their representation in more responsible roles enhanced.																		
3.4.1	Prepare a women in policing strategy to actively increase the number of women police in Bangladesh and use them more effectively																		
3.4.2	Commence a campaign to actively recruit women for police service																		
3.4.3	Develop an action plan to ensure the progressive deployment of women police officers to every police station																		
3.4.4	Develop a Bangladesh Women Police Officers' network, commencing with a 'Women in Policing Conference'																		
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																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3											
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12						
	Equipment:		0																		
	Other:																				
3.6	Leadership and management training at all levels is improved																				
3.6.1	Design and develop supervisor and leadership training, using modular competency based packages that can be delivered to police in the work place as well as formal training institutions																				
3.6.2	Ensure contemporary management, supervision and leadership practices are inculcated into the new training curricula at appropriate levels																				
3.6.3	Support and resource the Police Staff College to refine its curricula, training materials and learning methodologies																				
3.6.4	Design and implement a series of critical issues seminars on contemporary police management in the Bangladesh context																				
3.6.5	Support the establishment of UN CIVPOL Pre-Selection Training capacity for Bangladesh Police																				
	Inputs:																				
	Personnel:																				
	International Police Training and Executive Development Specialist (Also supporting outputs 3.2, 3.3 and 3.6)	36 Month	18	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
	International Police Internal Investigation Training Course Specialist	4 Month	3	3																	
	Team of full time cross-cutting consultants Training/Workshops:																				
	Equipment:																				
	Computer set and materials	Set PSC	15	15																	
	Other:																				
	Library Books	Set PSC	2	1																	

PROJECT RESULTS AND RESOURCES FRAMEWORK

75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Component/Outcome/Inputs																									
Units																									

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1	Year2	Year3										
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	
4	<p>Component: Oversight and Strategy</p> <p>Objective: Bangladesh Police maintains the standards, systems and structures necessary to meet current and future policing needs.</p> <p>Outputs: Core functions and priorities of Bangladesh Police clearly established and widely known.</p> <p>4.1.1 Identify and publish the vision mission and core functions of Bangladesh Police (value system)</p> <p>4.1.2 Revise and widely distribute regulations and procedures with regard to protocol, protection, security and public order 'duties' to reduce resource wastage and external influence</p> <p>4.1.3 Devise and implement an annual planning cycle, which delivers the Vision through a process of objective setting, targets and measures</p> <p>Inputs:</p> <p>Personnel: International Learning and Organisational Development Specialist (Also supports outputs 3.1, 3.5 and 4.1) Team of full time cross-cutting consultants</p> <p>Training/Workshops: Core Functions and Strategic Planning Workshops</p> <p>Equipment:</p> <p>Other:</p>	36 Month Workshop	4	2	1	1										
			12	3	3	3	3									
			0													
			0													

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1			Year2			Year3									
				01	02	03	04	05	06	07	08	09	10	11	12				
4.3	Clear performance targets set and monitored.																		
4.3.1	Establish goals and performance targets for Bangladesh Police																		
4.3.2	Develop and implement a performance monitoring and evaluation mechanism																		
4.3.3	Develop a mechanism for periodic measurement of police morale																		
4.3.4	Externally publish police performance reports																		
	Inputs:																		
	Personnel:																		
	Team of full time cross-cutting consultants		0																
	Training/Workshops:																		
	Equipment:																		
	Other:																		
4.4	Anti-corruption and complaints mechanisms made more robust and accessible.																		
4.4.1	Develop, widely publish and aggressively pursue an anti-corruption strategy for Bangladesh Police																		
4.4.2	Develop, publish and provide training on a police code of ethics and display it in every police station and building																		
4.4.3	Publish and display anti-corruption and complaint handling procedures in every police station and building																		
4.4.4	Provide further resources and training to create a Professional Standards Branch from the existing Security Cell																		
4.4.5	Develop a mechanism for external oversight of internal police investigations																		

Implementation Schedule

PROJECT RESULTS AND RESOURCES FRAMEWORK

Item	Unit	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Total
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														
Inputs:														
Personnel: International Project Design Specialists	6Month	1	1	1	1									4
Training/Workshops: Code of Ethics and Professional Standards Workshop	Workshop	5	5	5	5	5	5	5	5	5	5	5	5	45
Equipment: Telecommunications Infrastructure for Police Complaints Hotline	Unit													0
Other: Code of Ethics	Bulk				1									1
Anti-Corruption and Complaint Handling Awareness Materials	Bulk												1	1
Is this an opportunity for GoB to make a contribution on recurrent costs.														
4.5 Improved quality of the relationships between police and the media.														
4.5.1 Develop, pilot and evaluate a police media strategy														
4.5.2 Provide media training to all Officers in Charge of Police Stations and all senior officers at District, Divisional and Metropolitan Police Headquarters														
4.5.3 Include media studies in all courses for Sub-Inspectors and above														
4.5.4 Establish, resource and train personnel for a Police Media, Marketing and Public Affairs Branch														
4.5.5 Introduce bi-weekly police media conferences														



PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Input	Unit	Total Units	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Output/Inputs	Unit	Total units	62	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
	Inputs:																			
	Personnel:																			
	National Media Specialist	4 Month	4	1	1	1	1													
	Training/Workshops:																			
	Media Awareness Workshop	Workshop	4	1	2	1														
	Equipment:																			
	Other		0																	
	No budget provision - will GoB resource this element?		0																	
4.6	Bangladesh Police is positioned for the effective use of information technology and communications technology																			
4.6.1	Revise and update the Bangladesh Police Information Management (computer acquisition) Strategy																			
4.6.2	Develop costed Technology, Information and Applications Architectures and implementation plans																			
4.6.3	Develop a Communications Upgrade Strategy for the entire organisation																			
4.6.4	Acquire and distribute mobile and portable radio equipment to model Thana in accordance with demonstrated needs																			
4.6.5	Support the acquisition and implementation of selected information technology hardware and software, including a police wide area network																			

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year1			Year2			Year3									
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12				
	Inputs:																		
	Personnel:																		
	International Police ICT Systems and Strategy Specialist	13 Month	3				1												
	National Consultant (Information and Communications Technology)	14 Month	14				2	2	2	2									
	Training/Workshops:		0																
	Equipment:																		
	Portable Radios	Each	110				30	30	30	20									
	Other:																		
	Police Crime/Offence Reproduction Database	One	1						1										
	Campaign/Study/Advocacy	One	1																1
4.7	Strengthened capacity for planning, policy and research in PHQ																		
4.7.1	Establish, resource and train selected personnel to support a Policy, Planning and Research Unit in PHQ																		
4.7.2	Strengthen capacity to undertake environmental scanning and applied research																		
4.7.3	Identify and pursue opportunities for the development of linkages with external research bodies																		
	Inputs:																		
	Personnel:																		
	Team of full time cross-cutting consultants		0																
	Training/Workshops:																		
	Equipment:																		
	Other:																		

PROJECT RESULTS AND RESOURCES FRAMEWORK

Ref	Component/Outputs/Inputs	Unit	Total Units	Year 1			Year 2			Year 3		
				Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
	Inputs: Personnel: International Project Implementation Specialist (PIS) National Program Coordinator (NPC) Administrative Support (Project Officer, Accountant, Admin/Finance Assistant-2, Driver-2 & Messenger-2. Training/Workshops: Equipment: Other: Vehicle - Project Management Contingency Fund	36 Month 36 Month 432 Month NPD; NPC; CTA; Office Fund	36 36 180 0 0 4 3	3 3 15 1	3 3 15 1	3 3 15 1	3 3 15 1	3 3 15 1	3 3 15 1	3 3 15 1	3 3 15 1	3 3 15 1
5.3	Annual plans developed in consultation with stakeholders and relevant program information disseminated.											
5.3.1	Undertake a review of year 1 progress											
5.3.2	Develop a detailed design for year 2 activities											
	Inputs: Personnel: Unspecified International Consultants Training/Workshops: Equipment: Other: Innovation Fund		6 0 0 3	2 1				2				2 1

PROJECT RESULTS AND RESOURCES FRAMEWORK

Component/Components		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20	Y21	Y22	Y23	Y24	Y25	Y26	Y27	Y28	Y29	Y30	Y31	Y32	Y33	Y34	Y35	Y36	Y37	Y38	Y39	Y40	Y41	Y42	Y43	Y44	Y45	Y46	Y47	Y48	Y49	Y50								
5.4	Periodic reporting, monitoring and evaluation undertaken.																																																										
5.4.1	Establish and provide secretariat support for the Program Steering Committee																																																										
5.4.2	Establish and resource the Monitoring and Evaluation Unit in UNDP Bangladesh																																																										
5.4.3	Prepare and submit Project Reports as required																																																										
5.4.4	Complete annual tripartite review																																																										
	Inputs:																																																										
	Personnel:																																																										
	International Police Monitoring and Evaluation Expert																																																										
	National Monitoring and Evaluation Expert																																																										
	Monitoring and Evaluation Unit																																																										
	Training/Workshops:																																																										
	Equipment:																																																										
	Other:																																																										
	PSM&E Applied Research																																																										
	Reporting/Printing PSM&E Applied Research																																																										
	Fund																																																										
	Bulk																																																										
	Total																																																										



Annex C

ToRs for Project Management Team and National and International Consultants



Qualifications and Experience:

- Post-graduate qualifications in police and justice studies and/or management;
- Previous serving high-level police officer and/or high-level understanding of issues in contemporary police operations and management in an international context;
- Demonstrated experience in managing change, preferably in a policing environment;
- Demonstrated high-level project management and relationship management skills;
- Strong understanding of international human rights framework, development issues and planning principles.
- Fluency in written and spoken English;
- Minimum 8 years experiences in programme coordination, administration and/or monitoring are essential.

Time Frame: 36 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 9 Months

TERMS OF REFERENCE (TOR)

International Crime Recording and Reporting Specialist/Instructor

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 6 Months

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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 36 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 6 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 36 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 36 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 13 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 1 Month



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 3 Months



TERMS OF REFERENCE (TOR)

International Police Internal Investigations and Anti-Corruption Specialist/Instructor

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 4 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 6 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 2 Months



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

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

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

Duties and Responsibilities:

The duties and responsibilities of the NPD are to:

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

Qualifications and Experience:

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

Time Frame: 36 Months



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

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

Duties and Responsibilities:

The duties and responsibilities of the NPC include:

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



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

Qualifications:

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

Time Frame: 36 Months



TERMS OF REFERENCE (TOR)
National Monitoring and Evaluation Expert

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 2 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 14 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 3 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 5 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 3 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 1.5 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 2 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 4 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 12 Months



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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Time Frame: 14 Months



TERMS OF REFERENCE (TOR)
National Cross-Cutting/Thematic Consultant

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

2. Cross-cutting issues

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

3. Duties and Responsibilities:

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

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

Qualifications and Experience:

- Preferred graduate level in development studies or equivalent discipline;
- Knowledge of reform in the justice sector in a development context ;
- Experience of managing change/organizational development;
- Demonstrated experience in the principles of monitoring and evaluation – formative and summative;
- Acknowledged self-starters and proven ability to work in multi-disciplined teams;
- Extensive experience of field-based development work;
- Experience in action centered research to support project activities;
- Highly developed interpersonal skills;
- Demonstrated experience in developing and implementing communication strategies

- Demonstrated experience in strengthening the interface between communities and local and national governments ;
- Will have a deep understanding globally and in the context of Bangladesh of the cross-cutting issues; and
- Excellent spoken and written skills in English and Bangla

Mix of experience and skills required:

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

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

Time Frame: 36 Months



TERMS OF REFERENCE (TOR) Project Officer

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

Duties and Responsibilities:

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

Qualifications and experience:

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



TERMS OF REFERENCE (TOR)
Administration and Finance Officer

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

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

Duties and Responsibilities:

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

Qualifications and Experience:

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



TERMS OF REFERENCE (TOR)
Administration and Finance Assistant

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

Duties and responsibilities:

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

Qualifications and Experience:

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

Language:

Proficiency in both in English and Bengali required.



TERMS OF REFERENCE (TOR)
Secretary / Programme Assistant

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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Typing Speed:

English 60 wpm and Bangla 40 wpm.

Language:

Proficiency in both in English and Bengali required.



TERMS OF REFERENCE (TOR) Driver-cum-Messenger

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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Language:

Good knowledge of Bangla and working knowledge of English required.



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

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

Duties and Responsibilities:

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

Qualifications and Experience:

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



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

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

Duties and Responsibilities:

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

Qualifications and Experience:

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

Typing Speed:

English 60 wpm and Bangla 40 wpm.

Language:

Proficiency in both in English and Bengali required.



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

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

Duties and responsibilities:

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

Qualifications and Experience:

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

Language:

Proficiency in both in English and Bengali required.



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

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

Duties and Responsibilities:

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

Qualifications and Experience:

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



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

Duties and Responsibilities:

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

Qualifications and experience:

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



Annex D

Draft Letter of Agreement

A handwritten signature or set of initials, possibly 'JH', written in black ink. The signature is stylized and somewhat abstract, with a large loop on the left side and a vertical line on the right.

**STANDARD LETTER OF AGREEMENT BETWEEN THE GOVERNMENT AND
A UNITED NATIONS AGENCY UNDER NATIONAL EXECUTION**

Dear [name of head of United Nations agency],

1. Reference is made to consultations between officials of the [insert name of the government institution designated for the programme/project] (hereinafter referred to as "the designated institution") and officials of the [name of United Nations agency] ("the United Nations agency") with respect to the participation of the [name of the United Nations agency] in the UNDP support to programme/project [number and title of programme/project], to be managed by the Government. The latter shall be represented for the purpose of such management by the designated institution; [name of the government institution so designated].

2. The designated institution recognizes that [insert name of the United Nations agency] enjoys privileges and immunities under the Convention on the Privileges and Immunities of the Specialised Agencies, to which the Government of [programme country] became a signatory on [insert date of signature of the Convention; information available with BOM/OLPS].

3. In accordance with the programme support document or project document and with the following terms and conditions, we confirm our acceptance of the services to be provided by the United Nations agency towards this programme or project. Close consultations will be held between the United Nations agency and the designated institution on all aspects of the services to be rendered as described in Attachment 1: Description of services of this letter of agreement.

4. The United Nations agency shall provide the services and facilities described in Attachment 1: Description of services of this letter of agreement.

5. The designated institution shall retain overall responsibility for the UNDP support to the programme/project and shall designate a programme/project coordinator [National Director or other title of this official].

6. The personnel assigned by the United Nations agency to the programme/project, and under contract with the United Nations agency shall work under the supervision of the programme/project coordinator. The supervisory arrangements shall be determined in mutual consultation and described in the relevant terms of reference of the personnel. This personnel shall remain accountable to the United Nations agency for the manner in which assigned functions are discharged.

7. In the event of disagreement between the programme/project coordinator and the programme/project personnel of the United Nations agency, the programme/project coordinator shall refer the matter under dispute to the United Nations agency for the purpose of finding a satisfactory solution. In the interim, the decisions of the programme/project coordinator shall prevail.

8. Upon signature of this letter of agreement and pursuant to the budget of the programme support document/project document and the work plan, the designated institution agrees that UNDP headquarters will advance funds to the United Nations agency, according to the schedule of payments specified in Attachment 2: Schedule of services, facilities and payments.

9. The United Nations agency shall submit a cumulative statement of expenditure each quarter (31 March, 30 June, 30 September and 31 December). The statement will be submitted to the designated institution through the UNDP resident representative within 30 days following those dates. The format will follow the standard expenditure report of the United Nations agency, unless otherwise agreed to between the parties [*in which case the format will be attached to this agreement*]. The designated institution will include the expenditure reported by the United Nations agency in the financial report.

10. The United Nations agency shall recast and rephrase the schedule of services and facilities described in Attachment 2, as necessary, when submitting the statement of expenditure to the designated institution. The United Nations agency may incur expenditures that exceed its assigned annual budget by four percent or by US\$ 20,000.00, whichever is higher, in order to cover differences between actual and pro-forma costs. The designated institution shall adjust its financial records and confirm the revision submitted by the United Nations agency.

11. The United Nations agency shall submit such reports relating to the programme/project as may reasonably be required by the programme/project coordinator in the exercise of his or her duties.

12. The United Nations agency shall provide the designated institution with an annual report of non-expendable equipment purchased by the United Nations agency for the programme/project. The report shall be submitted within 30 days following 31 December, and shall be included by the Government designated institution in the main inventory for the programme/project.

13. The United Nations agency shall submit job descriptions and candidates for the posts foreseen in section 1 of Attachment 2 and obtain clearance of the Government designated institution for the personnel to be assigned to the programme/project.

14. Any changes to the programme support document or project document which would affect the work being performed by the United Nations agency in accordance with Attachment 1 shall be recommended only after consultation with the United Nations agency. Any changes to these arrangements shall be effected by mutual agreement through an amendment to this letter of agreement.

15. The arrangements described in this agreement will remain in effect until the end of the programme/project, or the completion of activities of the United Nations agency according to Attachment 2, or until terminated in writing by either party. The schedule of payments specified in Attachment 2 remains in effect based on continued performance by the United Nations agency unless UNDP receives written indication to the contrary by the designated institution.

16. For any matters not specifically covered by this agreement, the appropriate provisions of the programme support document/project document and revisions thereof and the appropriate provisions of the financial regulations and rules of the United Nations agency shall apply.

17. All further correspondence regarding this agreement, other than signed letters of agreement or amendments thereto should be addressed to [*name and address of designated institution official*].

18. The designated institution and the United Nations agency shall keep the UNDP resident Representative fully informed of all actions undertaken by them in carrying out this agreement.



19. Except as provided in paragraph 6 above, any dispute between the designated institution and the United Nations agency arising out of or relating to this letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the Parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.

20. The designated institution shall handle and be responsible for any third-party claim or dispute arising from operations under this agreement against UNDP or the United Nations agency, their officials or other persons performing services on their behalf, and shall hold them harmless in respect of such claims or disputes. The foregoing provision shall not apply where the parties agree that a claim or dispute arises from the gross negligence or willful misconduct of the above-mentioned individuals.

If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this letter. Your acceptance shall thereby constitute the basis for your organisation's participation in the programme/project.

Yours sincerely,
For the designated institution of [country]

[Name and title]
[Date]

Signed on behalf of the [United Nations agency]
[Name and title]
[Date]

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned to the right of the signature line.

