

Strategic Plan 2012-14

Bangladesh Police

Foreword

The history of Bangladesh Police (BP) can be traced to the prehistoric period and it has witnessed gradual changes and developments at different periods of time. The promulgation of the Police Act, 1861 was a milestone in its journey and this act is still in force without any major amendment. Since independence, Bangladesh Police have moved from being essentially a colonial force with a state revenue safeguard and public order mandate to becoming a community orientated democratic police service. Such transformations are neither simple nor are they without challenges. The police have also transformed in size as well as mandate from being a force of less than ten thousand to now when the Bangladesh Police will shortly reach a size of 150,000 personnel (approx). Steps have been taken to ensure that service delivery is improved to the citizens of Bangladesh regardless of their religion, gender or ethnicity. Human rights considerations as well as victim support and community oriented policing are now key priorities while BP continues to prevent, detect crime and maintain public order.

The institutionalization of strategic planning is vital in delivering these aspirations and it has therefore been a priority of the Police Reform Programme (PRP) from its outset seven years ago. I am happy to see that the PRP has been able to support the Bangladesh Police in undertaking the Strategic Plan 2012-2014. The expertise and assistance that the PRP and Institute of Business Administration (IBA) of the Dhaka University provided were important but these were in the form of advice. The final product was produced by the Strategic Planning Working Group of Bangladesh Police. As a senior police officer and the National Project Director of the PRP, I am proud to say that this is a plan developed by a group of senior police officers of Bangladesh Police to bring visible changes in different areas and render service to the citizens more professionally.

I would like to congratulate the Police Strategic Planning Working Group for their excellent work in producing this plan. I would also like to thank the PRP and IBA consultant team who assisted the process. Finally, I acknowledge the contribution of the United Nations Development Programme (UNDP) and the UK Department for International Development (UK AID) who have supported this process through their funding of the PRP Project.

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Background

Bangladesh Police (BP) has been striving to make the country a better and safer place to live and work through their 24/7 vigil over the community since the independence of Bangladesh. The core functions of BP are enforcing law, preventing & detecting crime, keeping criminal records, maintaining social tranquillity, protecting the fundamental rights of citizens, elevating the sense of security and participating in development activities of the country. It also plays a vital role in the criminal justice system.

In response to the changing needs of the society, BP is going through some structural and organizational changes and has undertaken a reform programme. The institutionalization of strategic planning is one of the major targets of BP. Bangladesh Police Strategic Plan 2008-2010 was a major step towards this process. The 2012-14 Strategic Plan has been prepared as a continuation of the strategic planning process. A Police Working Group (PWG) was formed to carry out this herculean task. This was considered important to ensure ownership among the police, which is essential for subsequent implementation of the plan. The PWG was assisted and supported by a consulting team from the Institute of Business Administration (IBA), University of Dhaka. The Strategic Plan 2012-14 aims to provide a broad framework on ten key strategic areas that will be adopted over the next three years to improve efficiency and effectiveness of BP in order to meet contemporary policing requirements. Key Strategic areas are: (a) Crime Management, (b) Public Order Management, (c) Traffic Enforcement Management, (d) Intelligence Management, (e) Community Policing, (f) Human Resources and Organizational Structure, (g) Logistics and Infrastructure Management, (h) Training, (i) Information and Communication Technology and (j) Service Delivery Management.

A Monitoring and Evaluation team will be formed to facilitate the implementation of the Strategic Plan 2012-2014. The team will hold meetings quarterly, may make field visits, share knowledge with field officers and take appropriate steps to ensure the smooth implementation of the plan. They are to keep the Inspector General, Bangladesh Police updated at all stages of their monitoring and evaluation.

Vision and Mission of Bangladesh Police

Vision

To provide quality service by competent, efficient and dedicated professionals enjoying trust and respect of citizens to make Bangladesh a better and safer place to live.

Mission

Bangladesh Police is committed to enforce law, maintain social order, reduce fear of crime, enhance public safety and ensure internal security with the active support of the community.

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Crime Management

Current Situation

Crime Management deals with the initial response to crime, attend to requests for assistance, detect crime, comply court orders and prosecute offenders. The Criminal Investigation Department (CID) is a specialized wing of Bangladesh Police (BP) responsible to carry out investigations into serious crimes including terrorism, gruesome murders and organized crime. It also gives forensic support to other government agencies. To cope up with the type and number of crimes which are increasing day by day, BP is striving to create and maintain a professional workforce capable of delivering effective and efficient service.

Goal

To foster a professional workforce capable of effectively preventing and detecting crime and to introduce scientific method of investigation.

Target

- Focus on forensic investigation rather than testimony based investigation;
- Improve Crime Scene Management and develop crime scene protection awareness programmes for both police and the citizens;
- Set up criminal and intelligence database under the supervision of PHQ, SB, CID and RAB;
- Avoid unnecessary delay in investigation of cases;
- Promote intelligence led pro-active policing;
- Develop a prosecution monitoring mechanism to support trial of cases;
- Expedite alamat disposal at different stages of investigation with the concurrence of court;
- Improve Arrest and Custody Management by developing guidelines;
- Take steps to reduce fear of crime;
- Protect the rights of citizens while discharging duties;
- Impress police officers to use Criminal Database Management System (CDMS) and
- Ensure that the Police officers working in PSs are aware of gender sensitivity issues and serve with proper care and caution.

Public Order Management

Current Situation

Maintenance of public order and establishment of rule of law are key functions of the state. One of the core functions of the Bangladesh Police is to maintain social tranquility through use of proportionate force according to law. Police officers involved in maintenance of public order require specific knowledge and skills. In addition to police officers of Public Order Management (POM) and/or Special Armed Force (SAF), officers from other units are also deployed in dealing with large events that require adequate knowledge and skill in maintaining public order. Large deployment of police force in conflict resolution should be the subject to quality control, just like all other aspects of police activities.

Public order is about understanding the local population, crowd dynamics, crowd psychology, and technique to use them at the police officers' best advantage. The key to successful public order management is understanding the complexity of the situation, rather than resorting to attacking or breaking up a disorderly crowd. The police must understand the crowd, respect it and try to manage it.

Goal

Maintain public order in conformity with the law and POM and/or SAF personnel are to be well equipped and the personnel be well trained in the pursuit of providing security to citizens and maintaining peace in the society.

Target

- Develop well defined and event specific guidelines to deal with POM activities with professionalism;
- Prepare yearly event calendar for units concerned;
- Engage POM and/or SAF personnel primarily to deal with POM activities to ensure optimal utilization of its manpower;
- Minimize deployment of POM and/or SAF personnel in physical security, guard and escort duties to make them available to discharge their core duties;
- Prepare Charter of Duties for POM and/or SAF personnel up to the rank of ASP and Do's & Don'ts for the rest including Constable;
- Improve health-hygiene, catering services, recreational facilities and welfare of POM and/or SAF personnel;
- Establish effective coordination among intelligence agencies and field units;
- Provide adequate number of modern non-lethal and semi lethal weapons, equipment and riot gear;
- Develop media awareness among POM and/or SAF personnel while discharging duties;
- Impart regular training to POM and/or SAF personnel to enhance their capacity and skill;
- Motivate POM and/or SAF personnel continuously on good conduct and proportionate use of force and
- Guard against all errors in protecting human rights while maintaining public order.

Traffic Enforcement Management

Current Situation

Transportation has always been a crucial aspect of human civilization, but it is only in the second half of the last century that the phenomenon of traffic congestion has become predominant due to the rapid increase in the number of vehicles throughout the world. The volume of traffic has increased rapidly in Bangladesh since 1980. This tendency is continuing to cause immense pressure on existing road infrastructure. Bangladesh has one of the highest traffic fatality rates in the world which need to be arrested. Effective traffic enforcement is required not only in cities, but also on the highways. Day by day, highway traffic is becoming an important issue in traffic management. Faulty road junctions, bazars on highways, plying of slow moving and fast moving vehicles on the same road space pose immediate threat to the safety of the road users and cause traffic congestion.

Goal

Enforce law fairly and firmly, maximize use of existing road infrastructure and facilitate safe operation of transport throughout the country.

Target

- Promote vehicular and pedestrian traffic management in a more professional manner;
- Plan in dealing with large crowds at special events i.e. Eid ul Fitre, Eid ul Azha, Bishwa Istima, Durga Puja, Christmas, Pahela Baishakh, 21 February etc;
- Arrange Traffic Awareness Programmes quarterly to sensitize road users about road safety;
- Identify black spots on highways and aware road users to be careful while crossing those spots;
- Impress authorities concerned to consult with BP while designing flyover, overpass, bus bay and other road infrastructure;
- Contact authorities concerned to prepare and introduce parking plan in all metropolitan areas;
- Impart training on road accident investigation and take steps to have road accident cases investigated in metropolitan areas by SIs working in traffic divisions (Attach SIs in traffic divisions, if required);
- Impart training to Sergeants on road accident case investigation while under going basic training at BPA;
- Train traffic officers at home and abroad to take new initiatives and discharge their duties more efficiently and professionally;

- Take steps gradually to free roads from illegal occupations to ensure that maximum road spaces can be utilized;
- Increase the capacity of Highway Police;
- Increase the strength of traffic police in SMP, BMP and district police;
- Provide traffic police with increased financial and service benefits;
- Gradual shift from manual to accredited traffic signals in metropolitan areas and provide BP with access to the auto signaling system;
- Highways be freed from traffic congestion and impress the government to relocate bazars from highways to safer places (at least half a kilometer away from highways);
- Restrict Nasiman, Kariman, battery operated vehicles etc from plying in the metropolitan areas and on the highways;
- Coordinate with BRTA, DTCA, BRTC, Accident Research Institute and other agencies related to traffic management and
- Continuous research on causes of accident and take steps to reduce it.

Intelligence Management

Current Situation

Intelligence in the police work can be defined as any information with additional value that can be used by law enforcement agencies concerning types of crime, identified criminals, known or suspected criminal groups, and matters of public security affecting the State. Special Branch (SB) of BP is one of the country's premier intelligence agencies. Major responsibilities of this branch are to collect intelligence, registration and control of foreigners, perform verification roll, give protection to VVIPs & VIPs and immigration control. There is scope for building strong cooperation among different intelligence agencies and provide the department with modern equipment to gather information efficiently.

Goal

In order to facilitate intelligence led policing, acquire modern technology, develop capacity and enhance coordination among agencies concerned.

Target

- Enhance capacity of intelligence outfits;
- Formulate an intelligence training policy for the intelligence agencies within BP;
- Reorganize training institutes and develop modern training curriculum to provide training on intelligence management by professional trainers;
- Plan to utilize additional manpower sanctioned for SB HQ, CID HQ and District Special Branches;
- Police units to have access to different relevant database of BP and share intelligence;
- Take steps to deal with political and internal intelligence more professionally;
- Adopt modern intelligence technology and scientific tools for effective Intelligence Management;
- Enhance coordination among the law enforcement and intelligence agencies and
- Set up secure links among agencies concerned/organizations to exchange information.

Community Policing

Current Situation

Maintaining relationship with the citizens and seeking cooperation from them are not new among the police officers of Bangladesh. A form of Community Policing was first introduced in personal initiatives in Mymensingh city in early 90's which was replicated later in parts of Dhaka Metropolitan area. Community police drew national and international attention to some extent when Rajshahi Range implemented Community Police in all the districts of the division. Community Policing Forums (CPF) were established up to the ward level in many districts of the Rajshahi division. There are ample opportunities to aware the citizens about the role and functions of CPF. CPF members are the representative of the community who work in partnership with the police to resolve allegations which are petty in nature and take the leadership on behalf of the community.

BP declared Community Police as an essential part of its organization in Strategic Plan 2008-10. Since then, BP has given constant efforts to incorporate the Community Police philosophy into their day-to-day operational procedure.

Goal

To create a professional, representative, responsive and accountable group who will work with the community.

Target

- Update and circulate the Community Police Strategy and the Community Police Manual among all stakeholders (police, community members, related organizations etc.) to create awareness and facilitate successful implementation of the philosophy;
- Prepare Charter of Duties of Community Police Forum (CPF) members and Community Police members;
- Take steps to create awareness and highlight its benefits to all concerned;
- Establish channels and methods of communication so that CPF members and the community may easily communicate with local police units;
- Take steps to create a post of Community Police Officer in each PS and
- Develop monitoring mechanism to evaluate Community Police activities.

Human Resources and Organizational Structure

Current Situation

The most important strength of Bangladesh Police is its skilled, motivated and disciplined human resources. There is consensus of views regarding the shortage of police manpower which has been found to be one of the primary hindrances in discharging duties up to people's expectations. On the other hand, it has been found that out of the total strength, large portion of police force are engaged in various duties which are not the core functions of police. Thus the actual number of policemen available for security and protection of the citizens are much less than what the total figure indicates. The hierarchical structure of Bangladesh Police was evolved in 1861 in the shadow of the mutiny of 1857 with the main objectives of consolidating and promoting colonial rule. These objectives are no longer valid and required to cater to cope up with the need of the time and society. Independence, a democratic constitution and the flux of social change of this century need to be addressed.

Goal

To increase the strength of the BP with proper facilities, restructure the existing police units and foster professional development opportunities so that optimal productivity from all personnel is ensured.

Target

- Classify Police Stations according to its importance and ensure staffing of those stations accordingly;
- Increase the strength of BP to achieve the Police-Public ratio from 1:1065 to 1:900 by 2014;
- Create a new Human Resource unit at PHQ with the new name of Human Resource & Planning under Addl. IGP (HR & Planning);
- Set up HR unit in all Metropolitan Police Units, Special Branch, Criminal Investigation Department, Armed Police Battalion, Rapid Action Battalion, Highway Police, Railway Police, Industrial Police and other large Police units;
- Develop a Grievance Management System under Human Resource unit;
- Take steps to set up specialized police units like Police Bureau of Investigation (PBI), Marine Police, Tourist Police, National Police Bureau of Counter Terrorism (NPBCT), Key Point Installation Protection (KPI) Battalion, Airport Armed Police Battalion and Police Internal Oversight (PIO) to deal with specific issues;
- Undertake organizational restructuring: decrease the percentage of Constable from 82% to 70%, increase ASI to Inspector from 17% to 25% and increase ASP to upwards from 1.2% to 5%;
- To work out a draft Career Planning of BP and
- Establish new Police units in cities like Rangpur, Narayanganj, Gazipur, Comilla etc.

Logistics and Infrastructure Management

Current Situation

Logistics and Infrastructure Management deals with the procurement and logistical support activities of Bangladesh Police (BP). The responsibilities involve the acquisition, distribution, maintenance, and disposal of resources, gears, equipment, armament, vehicles and building facilities of BP. There are about 30 types of vehicles, 8 types of radio and heterogeneous types of equipment used by the BP which require to be standardized to make it operational friendly and maintenance worthy. Effective Logistic Management can ensure allocation and utilization of logistical resources by achieving cost efficiency, logistics readiness and capability building.

Goal

To procure standardized equipment and provide optimal logistical support to Bangladesh Police.

Target

- Standardize equipment specifications so that almost similar types and compatible logistic items can be procured;
- Officers responsible for making procurement be trained to make the process more streamlined and discharge duties with professionalism;
- Ensure appropriate utilization of crime scene vans;
- Improve the standard of catering services in force messes and increase other amenities at police lines;
- Ensure all officers concerned are aware that operational items are not part of TO&E and operational items can be procured without having it listed in TO&E;
- Take steps to amend/update TO&E in every third year;
- Provide suitable and adequate vehicle facilities at all units and replace unfit vehicles gradually;
- Procure adequate number of crime scene vans, prisoners' van and recovery trucks;
- Increase housing facilities and infrastructure with special emphasis on force barracks and housing facilities for SI and other lower ranking police personnel;
- Set up divisional motor workshops and engage people with relevant technical knowledge;
- Develop an effective inventory management in BP and
- Construct selective PSs with modern Malkhanas having computerized evidence management system.

Training

Current Situation

The two most important & integral common domains of training are basic training and in-service training. A number of issues have been addressed and those need to be adjusted to uplift police skills and efficiency. These issues are related to either intellectual or physical resources. The training budget for Bangladesh Police (BP) significantly increased in 2010-11. In the years to come, BP should give more emphasis on training to develop the capacity of its workforce.

Goal

To provide need based training to Bangladesh Police using state of the art training method.

Target

- Carry out periodic need assessments of training modules and enhance coordination between national training curricula and need based police training modules;
- Develop and implement performance appraisal tools before and after each training;
- Employ prudent & interested trainers and offer incentives to both trainers and trainees;
- Offer professional courses at different training institutes and initiate collaboration and exchange programmes with different universities/ institutions;
- Build and maintain relationship with the potential & prospective private sectors to cope up with upcoming challenges;
- Develop coordination among Police Headquarters, Police Staff College (PSC) and other training institutions to run leadership and management training courses;
- Enhance infrastructural facilities at different training institutions for mid level and bottom level management groups to provide better training;
- Develop a pool of trainers, send them for appropriate overseas training courses and utilize them to run courses at different training institutions of BP;
- Introduce pre-test and prepare a fit list to sit for promotion examination to become ASI;
- Impart training to newly promoted SI and ASIs;
- Develop a pool of trainers in different ranks to render quality training;
- Without depending on scholarship or sponsors, arrange overseas training courses for senior officers of Bangladesh Police (SP and above) to enhance their managerial, planning and training skill and
- Develop a set of criteria to select trainees to attend foreign training programmes.

Information and Communication Technology

Current Situation

Globalization and technological progress bring new opportunities for law enforcing agencies throughout the world. Criminals tend to misuse this opportunity. A number of factors which make traditional ways of policing obsolete. In addition to traditional societal problems like crime, violence, civil disturbances, terrorism, insurgency, etc. new forms of threat like cyber crime, money laundering, internationally funded terrorism spanning continents, international crime syndicates, etc. are emerging. These days, criminals use the modern technology to implement their nefarious designs. Bangladesh Police (BP) need to evolve in order to keep pace with the changing times and face probable threats. It is imperative that ICT must become an integral part of Bangladesh Police.

To meet the challenges of the years to come, it is essential to have a police force which is up-to-date with ICT in its daily work. This will build the confidence of the public that the police force is effective and can serve the community efficiently. It will help to bring more offenders to justice through a modern and efficient process. Employees will also be benefited. Technology will not only assist BP in improving its effectiveness in crime control but also enhance professional standard and organizational capacity.

Goal

To meet the challenges of the days to come, modernize BP in the field of ICT and upgrade it regularly.

Target

- Impart basic and need based ICT training to police officers at every level;
- Capacity building of training centers and equip them with modern ICT training facilities;
- Establish LAN connectivity in SP offices in 64 districts within next two years. Gradually, all PSs to be connected via WAN network;
- Establish BTCL broadband connectivity for CDMS and set up real time connectivity among different databases available in the country;
- Make important BP forms available online;
- Expand online and mobile help request services to 64 districts & all metropolitan police of Bangladesh in phases;
- Impress government to review and reform the existing legislation regarding ICT;
- Develop a set format with checklist to standardize IT related services and guidelines regarding future expansion and procurement;
- Provide Police Units with computers and trained operators and
- PIMS and other customized software should be made operational in different units in phases.

Service Delivery Management

Current Situation

Service Delivery Management (SDM) is a challenge for Bangladesh Police (BP) in today's global scenario. SDM requires dynamic leadership, managerial and techno-functional skills. BP has to enforce law, maintain social order and provide legal services to the citizens of the country. SDM has been identified as one of the key strategic areas for the Strategic Plan 2012-14 to improve the service delivery of BP. Service Delivery Management includes evaluation of the planning, execution of major visible policing operations and render services to the citizens of the country.

Goal

To provide faster and more effective policing services through One Stop Service centres and online services.

Target

- Set up One Stop Service centres at Police Commissioners' office immediately and SP's office gradually to provide services to the citizens;
- Expand the extent of services to be available from One Stop Service centre;
- Improve physical structure of PSs and make it welcoming for the visitors;
- Put more emphasis on the issue of missing persons. Prepare separate list for missing persons, unidentified bodies etc, update it regularly and make it online so that citizens may have access to it;
- Deal vulnerable groups with extra care and serve professionally;
- Develop a media handling policy and appoint a media spokesperson in Commissioner and SP's office;
- Aware police officers to be more sensitive and considerate at the time of Public Order Management;
- Motivate police officers to serve citizens at PSs with care;
- Aware the community members about the services they can avail from BP and
- Motivate police officers to shift from traditional mindset of policing towards a pro-active policing.



Annexure



Methodology

The study employed a combination of primary and secondary information gathering and analysis of the same. At the initial phase, secondary sources of information were examined and necessary inputs were taken from primary data sources. Some of the more useful secondary sources were Strategic Plan 2008-10 for Bangladesh Police, Report on Heads of Training (HoT) Conference (Bangladesh Police held on 12-13 July, 2007), Sustainable Police Reform in Bangladesh from Global Experiences to Local Strategies, Conference Report of August 2011 and Baseline Survey on Personal Security and Police Performance in Bangladesh, December 2011. In addition, Police Working Group (PWG) undertook an initial survey in August 2011 to get inputs from field level officers. Ten key strategic areas were identified from the initial survey response. The primary investigation was the central focus of this study as far as the research design and data collection was concerned. Major tools used for the primary data collection were:

- (1) Strategic Management Workshop held at Police Staff College (PSC) on February 14, 2012 which was participated by over 100 highly selective police officers and PRP officials;
- (2) The workshop was followed by 10 Focus Group Discussion (FGD) sessions on key strategic areas delineated in this report. Each FGD was participated by relevant key officials at the Police Headquarters and representatives from other units, departments from all over the country;
- (3) The PWG and the consultants met on a regular basis throughout the project to monitor, follow up, make adjustments and fine tune the research methodology;
- (4) As a crosscheck of the information gathered during the above processes, feedbacks were also received through a questionnaire survey aimed at the relevant officials at different levels of the respective key strategic area. This was validated with the outcome of the FGD sessions on different key strategic areas.

Action Plan

Strategy and Timeline

Target	To be coordinated/ implemented by	Time line
Crime Management		
Focus on forensic investigation rather than testimony based investigation	DIG (Crime), CID, RAB, All PC, Rly, Range DIG, SP	Dec 2014
Improve Crime Scene Management and develop crime scene protection awareness programmes for both police and the citizens	DIG (Crime), CID, All PC, All SP	Dec 2013
Set up criminal and intelligence database under the supervision of PHQ, SB, CID and RAB	Addl. DIG (ICT), CID, SB, RAB	Dec 2013
Avoid unnecessary delay in investigation of cases	DIG (Crime), CID, All PC, Rly, SP	Jun 2013
Promote intelligence led pro-active policing	DIG (Crime), All PC, IP, SP	Dec 2014
Develop a prosecution monitoring mechanism to support trial of cases	DIG (Crime), CID	Jun 2013
Expedite alamt disposal at different stages of investigation/inquiry with the concurrence of court	DIG (Crime), All PC, Range DIG, SP	Dec 2014
Improve Arrest and Custody Management by developing guidelines	DIG (Crime), All PC, Range DIG, SP	Dec 2013
Take steps to reduce fear of crime	DIG (Crime), All PC, RAB, IP, SP	Dec 2014
Protect the rights of citizens while discharging duties	DIG (Crime), All PC, RAB, SP	Dec 2014
Impress police officers to use Criminal Database Management System (CDMS)	DIG (Crime), All PC, Range DIG, SP	Dec 2014
Ensure that the Police officers working in PSs are aware of gender sensitivity issues and serve with proper care and caution	DIG (Crime), All PC, SP	Dec 2014

Target	To be coordinated/ implemented by	Time line
Public Order Management		
Develop well defined and event specific guidelines to deal with POM activities with professionalism	AIG (Con & Ops), All PC, RAB, SP	Jun 2013
Prepare yearly event calendar for units concerned	AIG (Con & Ops), RAB, All PC, SP	Jun 2013
Engage POM and/or SAF personnel primarily to deal with POM activities to ensure optimal utilization of its manpower	AIG (Con & Ops), All PC, SP, RRF	Dec 2014
Minimize deployment of POM and/or SAF personnel in physical security, guard and escort duties to make them available to discharge their core duties	AIG (Con & Ops), SB, All PC, SP, RRF	Dec 2014
Prepare Charter of Duties for POM and/or SAF personnel up to the rank of ASP and Dos' & Don'ts for the rest including Constable	AIG (Con & Ops), All PC, SP, RRF	Jun 2013
Improve health-hygiene, catering services, recreational facilities and welfare of POM and/or SAF personnel	AIG (Con & Ops), APBn, All PC, SP, RRF	Dec 2013
Establish effective coordination among intelligence agencies and field units	AIG (Con & Ops), SB, All PC, Range DIG, IP, SP	Dec 2013
Provide adequate number of modern non-lethal and semi lethal weapons, equipment and riot gear	DIG (Logistics)	Jun 2014
Develop media awareness among POM and/or SAF personnel while discharging duties	AIG (Con & Ops), All PC, SP	Dec 2014
Impart regular training to POM and/or SAF personnel to enhance their capacity and skill	Addl.DIG (Trg), All PC, SP, RRF	Jun 2014
Motivate POM and/or SAF personnel continuously on good conduct and proportionate use of force	Addl.DIG (Trg), APBn, All PC, SP, RRF	Dec 2014
Guard against all errors in protecting human rights while maintaining public order	DIG (Crime), Addl.DIG (Trg), RAB, APBn, All PC, SP, RRF	Dec 2014

Target	To be coordinated/ implemented by	Time line
Traffic Enforcement Management		
Promote vehicular and pedestrian traffic management in a more professional manner	Addl.DIG (Trg), All PC, SP, HW	Jun 2013
Plan in dealing with large crowds at special events i.e. Eid ul Fitre, Eid ul Azha, Bishwa Istima, Durga Puja, Christmas, Pahela Baishakh, 21 February etc	AIG (Con & Ops), RAB, All PC, Rly, Range DIG, SP, HW	Jun 2013
Arrange Traffic Awareness Programmes quarterly to sensitize road users about road safety	Addl.DIG (Trg), AIG (Con & Ops), All PC, HW	Dec 2014
Identify black spots on highways and aware road users to be careful while crossing those spots	Addl.DIG (Trg), All PC, Range DIG, SP	Jun 2013
Impress authorities concerned to consult with BP while designing flyover, overpass, bus bay and other road infrastructure	Addl.DIG (Trg), All PC, HW	Jun 2013
Contact authorities concerned to prepare and introduce parking plan in all metropolitan areas	Addl.DIG (Trg), All PC	Jun 2013
Impart training on road accident investigation and take steps to have road accident cases investigated in metropolitan areas by SIs working in traffic divisions (Attach SIs in traffic divisions, if required)	Addl.DIG (Trg), All PC, Range DIG, SP, HW	Jun 2013
Impart training to Sergeants on road accident case investigation while under going basic training at BPA	Addl.DIG (Trg), BPA	Jun 2013
Train traffic officers at home and abroad to take new initiatives and discharge their duties more efficiently and professionally	Addl.DIG (Trg), All PC, HW	Dec 2014
Take steps gradually to free roads from illegal occupations to ensure that maximum road spaces can be utilized	AIG (Con), All PC, Range DIG, SP, HW	Dec 2014
Increase the capacity of Highway Police	Addl. DIG (O&M), HW	Dec 2014

Target	To be coordinated/ implemented by	Time line
Increase the strength of traffic police in SMP, BMP and district police	ADDL. DIG (O&M), SMP, BMP, All SP	Dec 2014
Provide traffic police with increased financial and service benefits	Addl. DIG (F&B)	Dec 2013
Gradual shift from manual to accredited traffic signals in metropolitan areas and provide BP with access to the auto signaling system	Addl.DIG (Trg), All PC	Dec 2014
Highways be freed from traffic congestion and impress the government to relocate bazars from highways to safer places (at least half a kilometer away from highways)	Addl.DIG (Trg), AIG (Con), All PC, All Range DIG, SP, HW	Dec 2014
Restrict Nasiman, Kariman, battery operated vehicles etc from plying in the metropolitan areas and on the highways	Addl.DIG (Trg), AIG (Con), All PC, Range DIG, SP, HW	Dec 2014
Coordinate with BRTA, DTCA, BRTC, Accident Research Institute and other agencies related to traffic management	Addl.DIG (Trg), All PC, SP, HW	Jun 2013
Continuous research on causes of accident and take steps to reduce it	Addl. DIG (Trg), All PC, HW, SP	Dec 2014

Target	To be coordinated/ implemented by	Time line
Intelligence Management		
Enhance capacity of intelligence outfits	Addl. DIG (O&M), SB	Dec 2014
Formulate an intelligence training policy for the intelligence agencies within BP	Addl. DIG (Trg), SB	Jun 2013
Reorganize training institutes and develop modern training curriculum to provide training on intelligence management by professional trainers	Addl.DIG (O&M, Trg), SB	Jun 2013
Plan to utilize additional manpower sanctioned for SB HQ,CID HQ and District Special Branches	Addl. DIG (O&M), SB, CID, All Range DIG, SP	Dec 2014
Police units to have access to different relevant database of BP and share intelligence	Addl. DIG (ICT), SB,CID	Jun 2013
Take steps to deal with political and internal intelligence more professionally	AIG (Con), SB	Dec 2014
Adopt modern intelligence technology and scientific tools for effective Intelligence Management	DIG (Logistics), SB	Dec 2014
Enhance coordination among the law enforcement and intelligence agencies and	AIG (Con), All PC, Range DIG, SP	Dec 2013
Set up secure links among agencies concerned/organizations to exchange information	DIG (Logistics), SB	Dec 2013

Target	To be coordinated/ implemented by	Time line
Community Policing		
Update and circulate the Community Police Strategy and the Community Police Manual among all stakeholders (police, community members, related organizations etc.) to create awareness and facilitate successful implementation of the philosophy	DIG (Ops), All PC, Range DIG, SP	Jun 2013
Prepare Charter of Duties of Community Police Forum (CPF) members and Community Police members;	DIG (Ops)	Jun 2013
Take steps to create awareness and highlight its benefits to all concerned	DIG (Ops), All PC, Range DIG, SP	Dec 2014
Establish channels and methods of communication so that CPF members and the community may easily communicate with local police units	DIG (Ops), All PC, Range DIG, SP	Dec 2013
Take steps to create a post of Community Police Officer in each PS	Addl. DIG (O&M)	Dec 2014
Develop monitoring mechanism to evaluate Community Police activities	DIG (Ops), All PC, SP	Dec 2013

Target	To be coordinated/ implemented by	Time line
Human Resources and Organizational Management		
Classify Police Stations according to its importance and ensure staffing of those stations accordingly	Addl. DIG (O&M), All PC, Range DIG, SP	Dec 2014
Increase the strength of BP to achieve the Police-Public ratio from 1:1065 to 1:900 by 2014	Addl. DIG (O&M)	Dec 2014
Create a new Human Resource unit at PHQ with the new name of Human Resource & Planning under Addl. IGP (HR & Planning)	Addl. DIG (O&M)	Dec 2013
Set up HR unit in all Metropolitan Police Units, Special Branch, Criminal Investigation Department, Armed Police Battalion, Rapid Action Battalion, Highway Police, Railway Police, Industrial Police and other large Police units	Addl. DIG (O&M), CID, SB, RAB, All PC, APBn, Rly, HW, IP	Dec 2013
Develop a Grievance Management System under Human Resource unit	Addl. DIG (O&M, Estt)	Dec 2013
Take steps to set up specialized police units like Police Bureau of Investigation (PBI), Marine Police, Tourist Police, National Police Bureau of Counter Terrorism (NPBCT), Key Point Installation Protection (KPI) Battalion, Airport Armed Police Battalion and Police Internal Oversight (PIO) to deal with specific issues	Addl. DIG (O&M)	Dec 2014
Undertake organizational restructuring: decrease the percentage of Constable from 82% to 70%, increase ASI to Inspector from 17% to 25% and increase ASP to upwards from 1.2% to 5%	Addl. DIG (O&M)	Dec 2014
To work out a draft Career Planning of BP	Addl. DIG (O&M)	Dec 2014
Establish new Police units in cities like Rangpur, Narayanganj, Gazipur, Comilla etc.	Addl. DIG (O&M)	Dec 2014

Target	To be coordinated/ implemented by	Time line
Logistics and Infrastructure Management		
Standardize equipment specifications so that almost similar types and compatible logistic items can be procured	DIG (Logistics)	Jun 2013
Officers responsible for making procurement be trained to make the process more streamlined and discharge duties with professionalism	Addl. DIG (Trg)	Jun 2013
Ensure appropriate utilization of crime scene vans	DIG (Crime), CID, All PC, SP	Jun 2013
Improve the standard of catering services in force messes and increase other amenities at police lines	AIG (Con), All Units	Dec 2013
Ensure all officers concerned are aware that operational items are not part of TO&E and operational items can be procured without having it listed in TO&E	DIG (Logistics)	Jun 2013
Take steps to amend/update TO&E in every third year;	DIG (Logistics)	Dec 2014
Provide suitable and adequate vehicle facilities at all units and replace unfit vehicles gradually	DIG (Logistics)	Dec 2014
Procure adequate number of crime scene vans, prisoners' van and recovery trucks	DIG (Logistics)	Dec 2014
Increase housing facilities and infrastructure with special emphasis on force barracks and housing facilities for SI and other lower ranking police personnel	DIG (F&D)	Dec 2014
Set up divisional motor workshops and engage people with relevant technical knowledge	DIG (Logistics), Addl. DIG (O&M)	Dec 2014
Develop an effective inventory management in BP	DIG (Logistics)	Dec 2014
Construct selective PSs with modern Malkhanas having computerized evidence management system	DIG (Logistics)	Dec 2014

Target	To be coordinated/ implemented by	Time line
Training		
Carry out periodic need assessments of training modules and enhance coordination between national training curricula and need based police training modules	Addl. DIG (Trg), BPA, PSC, PTC, FTI	Dec 2014
Develop and implement performance appraisal tools before and after each training	Addl. DIG (Trg), BPA, PSC, All Trg Institutes	Dec 2014
Employ prudent & interested trainers and offer incentives to both trainers and trainees	Addl. DIG (Trg, Estt,F&B)	Dec 2014
Offer professional courses at different training institutes and initiate collaboration and exchange programmes with different universities/institutions	Addl. DIG(Trg), BPA, PSC	Jun 2013
Build and maintain relationship with the potential & prospective private sectors to cope up with upcoming challenges	Addl. DIG (Trg), BPA, PSC	Dec 2014
Develop coordination among Police Headquarters, Police Staff College (PSC) and other training institutions to run leadership and management training courses	Addl. DIG (Trg)	Jun 2013
Enhance infrastructural facilities at different training institutions for mid level and bottom level management groups to provide better training	DIG (F&D)	Dec 2014
Develop a pool of trainers,send them for appropriate overseas training courses and utilize them to run courses at different training institutions of BP	Addl. DIG (Trg), BPA, PSC, PTC	Dec 2014
Introduce pre-test and prepare a fit list to sit for promotion examination to become ASI	AIG (R&C),	Dec 2014
Impart training to newly promoted SI and ASIs	Addl. DIG (Trg), AIG (R&C)	Dec 2014
Develop a pool of trainers in different ranks to render quality training	Addl. DIG (Trg)	Jun 2013
Without depending on scholarship or sponsors, arrange overseas training courses for senior officers of Bangladesh Police (SP and above) to enhance their managerial, planning and training skill and	Addl. DIG (Trg)	Dec 2014
Develop a set of criteria to select trainees to attend foreign training programmes	Addl. DIG (Trg)	Jun 2013

Target	To be coordinated/ implemented by	Time line
Information and Communication Technology		
Impart basic and need based ICT training to police officers at every level	Addl. DIG (Trg, ICT)	Dec 2014
Capacity building of training centers and equip them with modern ICT training facilities	Addl. DIG (Trg, ICT)	Dec 2014
Establish LAN connectivity in SP offices in 64 districts within next two years. Gradually, all PSs to be connected via WAN network	Addl. DIG (ICT)	Dec 2013
Establish BTCL broadband connectivity for CDMS and set up real time connectivity among different databases available in the country	Addl. DIG (ICT)	Dec 2013
Make important BP forms available online	Addl. DIG (ICT)	Jun 2013
Expand online and mobile help request services to 64 districts & all metropolitan police of Bangladesh in phases	Addl. DIG (ICT)	Dec 2013
Impress government to review and reform the existing legislation regarding ICT	Addl. DIG (ICT)	Dec 2014
Develop a set format with checklist to standardize IT related services and guidelines regarding future expansion and procurement	Addl. DIG (ICT)	Jun 2013
Provide Police Units with computers and trained operators	Addl. DIG (ICT)	Dec 2014
PIMS and other customized software should be made operational in different units in phases	Addl. DIG (ICT)	Dec 2014

Target	To be coordinated/ implemented by	Time line
Service Delivery Management		
Set up One Stop Service centres at Police Commissioners' office immediately and SP's office gradually to provide services to the citizens	AIG (Con), All PC, Range DIG, SP	Dec 2013
Expand the extent of services to be available from One Stop Service centre	AIG (Con), All PC, Range DIG, SP	Jun 2014
Improve physical structure of PSs and make it welcoming for the visitors	DIG (F&D), All PC, Rly, SP	Dec 2014
Put more emphasis on the issue of missing persons. Prepare separate list for missing persons, unidentified bodies etc, update it regularly and make it online so that citizens may have access to it	DIG (Crime), CID, All PC, Range DIG, SP	Dec 2014
Deal vulnerable groups with extra care and serve professionally	DIG (Crime), All PC, SP	Dec 2014
Develop a media handling policy and appoint a media spokesperson in Commissioner and SP's office	AIG (Media), All PC, SP	Dec 2013
Aware police officers to be more sensitive and considerate at the time of Public Order Management	Addl. DIG (Trg), AIG (Con), All PC, IP, SP, RRF	Jun 2013
Motivate police officers to serve citizens at PSs with care	DIG (Crime), All PC, Range DIG, SP	Dec 2014
Aware the community members about the services they can avail from BP	DIG (Ops), All PC, SP	Dec 2013
Motivate police officers to shift from traditional mindset of policing towards a pro-active policing	AIG (Con), All Unit	Dec 2014

List of Acronyms

AIG	Assistant Inspector General
APBn	Armed Police Battalion
ASI	Assistant Sub Inspector
ASP	Assistant Superintendent of Police
BPA	Bangladesh Police Academy
BTCL	Bangladesh Telecommunications Company Ltd.
CDMS	Criminal Database Management System
CID	Criminal Investigation Department
CPF	Community Policing Forum
CSM	Crime Scene Management
DSB	District Special Branch
FGD	Focus Group Discussion
FTI	Forensic Training Institute
HW	Highway
IBA	Institute of Business Administration
ICT	Information and Communication Technology
IO	Investigation Officer
IP	Industrial Police
KPI	Key Point Installation
LAN	Local Area Network
NPBCT	National Police Bureau of Counter Terrorism
PC	Police Commissioner
PHQ	Police Headquarters
PIMS	Personnel Information Management System
PIO	Police Internal Oversight
POM	Public Order Management
PRP	Police Reform Programme
PS	Police Station
PSC	Police Staff College
PTC	Police Training Centre
PWG	Police Working Group
RAB	Rapid Action Battalion
Rly	Railway
SAF	Special Armed Force
SB	Special Branch
SI	Sub Inspector
SSR	Security Sector Reform
TO&E	Table of Organization and Equipment
WAN	Wide Area Network

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