

# COMMUNITY POLICING: NATIONAL STRATEGY FOR BANGLADESH



Bangladesh Police

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## **Abbreviations**

ADRF	Alternate Dispute Resolution Forum
BP	Bangladesh Police
CAP	Community Action Plan
CHT	Chittagong Hill Tracts
CP	Community Policing
CPC	Crime Prevention Center
CPF	Community Policing Forum
CPOs	Community Policing Officers
DIG	Deputy Inspector General
I/NGO	International/Non Governmental Organization
LFA	Logical Framework Activities
LGD	Local Government Department
M&E	Monitoring and Evaluation
MOHA	Ministry Of Home Affairs
OC	Officer-In-Charge
PACT	Police and Community Training
PHQ	Police Head Quarters
POP	Problem Oriented Policing
PRP	Police Reform Programme
PS	Police Station
SARA	Scan, Analyze, Review and Asses
TDP	Town Defense Party
TOR	Terms Of Reference
UNDP	United Nations Development Programme

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# Community Policing: National strategy for Bangladesh

## 1. Background

Modern times has brought with it greater expectations from both the government and the community that law enforcement agencies will provide a safe and secure environment. Many progressive police managers believe that the time has come to alter the policies and practices within their organizations to meet these expectations. These reasons are rooted in the history of policing and police research during the last quarter of a century, in the changing nature of communities and in the shifting characteristics of crime and violence that affect these communities. Policing strategies that worked in the past are not always effective today. Both the level and nature of crime in the country and the changing character of communities are causing police to seek more effective methods.

The social fabric of the country is changing radically. The family unit is not as stable as it once was. Single working parents find it extremely difficult to spend enough time with their children and the schools have been unable to fill this void. Immigrants, ethnic groups and minorities often have different interests and pursue disparate goals.

On the other hand, the abuse of human rights, corruption, politicization, little or no accountability, the assumption of military style roles and the exclusion of certain groups within the police are all characteristics that police services across the region have been blamed at various points during recent years.

To understand the need for organizational change in law enforcement, it is important to look at the overall changes that have affected the police profession since its inception.

### 1.1 The Role of the Police: A Historical Perspective

Even before the advent of formal public policing, communities policed themselves, community members had norms and reinforced them. They had/have a developed awareness of their own site and they regularly scan and survey it. As part of all this, communities also have systems in place – alternative dispute resolution, informal policing such as *Chowkidar* and *Dafadar*, Headmen and Karobaris, watch and ward systems – that allow

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police to tap into the community justice system and utilize the benefits of multi-choice policing.

When Sir Robert Peel established the London Metropolitan Police, he set forth a number of principles, one of which could be considered the seed of community policing: The visionary of modern policing, Peel saw the role of the new police in 1829 as:

*“to maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police. The police being only members of the public that are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence”.*

But the British colonial empire gradually shifted the public policing from community based to a militaristic organization based upon **Royal Irish Constabulary** model. In this system, the police agencies, composed of full-time professionals, give their time and attention to maintaining order and protecting the citizenry. Organizations have a regimented and militaristic rank structure. The agency has strong organizational hierarchies based on the military model of authority and responsibility. The countries that are emerging to liberal democracy have the legacy of the colonial policing resulting in centralized police organization and the command structure isolating the police from the community. The police often have a history of being a tool for repression and there may be a temptation for any incumbent regime to continue using the police in this way.

In 1979, Herman Goldstein developed and advanced the concept of “problem-oriented policing” (POP), which encouraged police to begin thinking differently about their purpose. Goldstein suggested that problem resolution constituted the true, substantive work of policing and advocated that police identify and address root causes of problems that lead to repeat calls for service. POP required a move from a reactive, incident-oriented stance to one that actively addressed the problems that continually drained police resources.

In these contexts especially, the historic legacy of the police force therefore necessitates the adoption of a different philosophy of policing, removed from regime support and party politics and with a clear distinction of duties from that of the military. This philosophy is one of focusing on communities – the public – and their needs and by providing a more accountable policing service to the community combined with a respect for human rights.

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## 1.2 Effective Policing Strategy: Community Policing

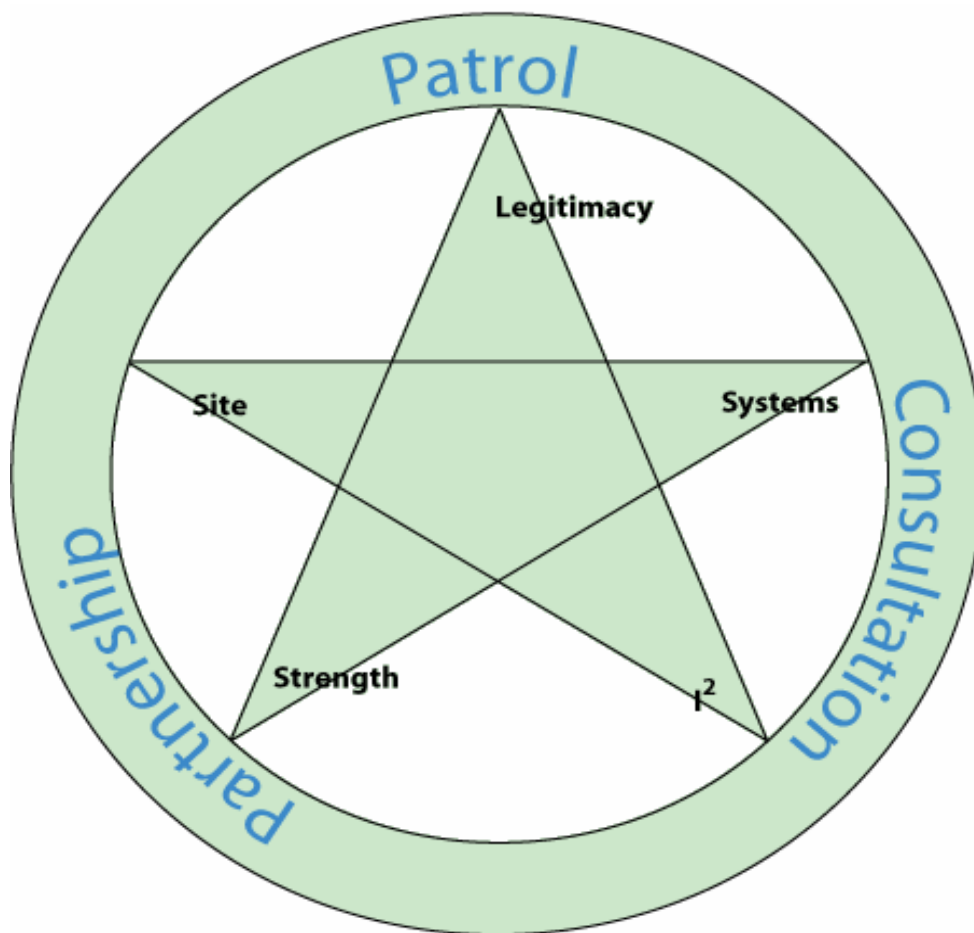
In policing a liberal democracy, with a diverse and energetic population, there are two broad strategies available to the police executive; the community policing approach and the law and order enforcement approach. These two are not so much exact opposites as they are points on a continuum.

Community policing encompasses a variety of philosophical and practical approaches and is still evolving rapidly. Community policing strategies vary depending on the needs and responses of the communities involved; however, certain basic principles and considerations are common to all community policing efforts.

**Community policing** is a philosophy and an organizational strategy that allows the police and community to work closely together in new ways to solve the problems of crime, fear of crime, physical and social disorder and neighborhood decay. This philosophy rests on the belief that law-abiding people in the community deserve input into the police process. It also rests in the belief that solutions to contemporary problems demand freeing both citizens and the police to explore creative, new ways to address neighborhood concerns beyond a narrow focus on individual incidents of crime.

*Under the community policing philosophy the ultimate goal is the creation of a professional, representative, responsive, and accountable institution that works with the public. Police forces become more than crime fighters.*

It is argued that the community policing strategy is both historically and practically the hallmark of good policing – well technically and well morally. To support the contention, a recently developed monogram of community policing that articulates the concept or philosophy and represents the best empirical examples of it, has been presented here.



The benefits that flow to police from community policing are significant. They are depicted in the monogram, at the points of the five point star, as **legitimacy, strength, site, systems, and Intelligence and Information (I-<sup>2</sup>)**.

The **legitimacy** of community policing empowers not only the local police but also the community. Community policing is not a tactic but an organizational philosophy, once it is adopted by the organization there is a process of transformation of the philosophy from a force to a service. This is a process of delegation of authority and ultimately empowering the local level policing. This delegation will also empower the community thus legitimizing the partnership with the police in solving the local problems.

The remaining four benefits are rather more easily explained. Under the terms of community policing, police effectively pick up part of the **strength** of the community. It is this aspect that gives rise to successful neighborhood watch programs. Community members know their own environment including the **site** of their village, fields, hunting grounds and other workplaces. They

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have a developed awareness of their own site and they regularly scan and survey it. This is not knowledge that is easily picked up by the police officer as an 'outsider'. Finally, all of these, and the constant efforts of police to get to know their community through a **system** of consultation and patrol, means that police have enhanced their **information and intelligence** collection capacity and have the best shot at consent-based, problem oriented, community policing aimed at preventing crime.

### **1.3 Current organization and practices in Bangladesh**

Bangladesh Police is primarily a reactive force with a philosophy of public control rather than community service. There is considerable emphasis on solving crime after it occurs, rather than preventing it from happening in the first place. This can largely be attributed to a lack of awareness and understanding, but also to a lack of leadership on the part of various stakeholders, including the police.

There has been a limited assessment by Bangladesh Police to analyze and treat the underpinning causes of crimes. Because of this lack of analysis, and the lack of police guidelines or policy on crime prevention, police are unable to provide advice to the public on what preventative actions they can take. In fact police themselves lack training and experience in crime prevention and community safety.

There is no single focal point for crime prevention (recently BP has approved to set a crime prevention center and designated DIG Crime as the focal point) and no holistic strategy for focusing collective efforts on preventing crime. The absence of such a strategy means that the best resources are not being brought together in a coordinated and cost effective manner to prevent crime. Accordingly the reduction of current crime levels and prevention of future crime is made much more difficult and, in a vicious circle, most police resources continue to be deployed in a reactive manner.

Most Thanas do not have an inviting appearance and indeed people sometimes receive an indifferent or hostile reception when they attend at a police station. Many police present with a siege mentality in which their Thana is like a military installation. Most police live in barracks, work long hours, associate little with people outside of the policing environment and remain isolated from their families whilst enduring poor conditions for long periods of time. As a consequence, police become desensitized and remain isolated from the community.

Some 90,000 or approximately 75% of police officers in Bangladesh are poorly trained and poorly equipped. Constables account for more 75% of Thana personnel, they have poor education standards and have limited authority. They are however the public face of policing in Bangladesh. In fact, the outdated PRB provision states '*They [the Constables] are not intended to*

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*perform duties requiring the exercise of much judgment and discretion'* (Regulation 208(a) seems to reflect the way in which a large number of Constables are actually used.

#### **1.4 Police Reform Programme in Bangladesh**

The Bangladesh Police Reform Program (PRP) commenced in 2005 with the aim of improving the efficiency, effectiveness and accountability of the police, thereby making Bangladesh safer and more secure for citizens and visitors alike. The crime prevention component of this program is designed to improve police-community engagement and create an environment that facilitates prevention of crime and equitable access to justice. This is particularly serious for women, girls and the poor and vulnerable groups. Problems addressed by this component relate generally to the user unfriendliness of the police 'system' and the difficulties people experience in trying to access policing services. A strong emphasis is placed on crime prevention and community engagement.

Model thanas are established in metropolitan and rural areas to demonstrate how community policing can benefit the community and ensure their needs and expectation can be met. These thanas are dedicated to deliver pro people policing service in their engagements with the local community. Police community consultation is a process to assist Bangladesh Police to engage the community in crime prevention and the community safety through the community policing.

#### **1.5 Community Policing initiatives in Bangladesh**

Community policing, a relatively new concept in Bangladesh, is being explored by not only the Police, but also NGOs and Community Based Organizations, as a way to bring the community and the police together in resolving problems at the community level. Although in its infancy, examples of successful community policing initiatives in Bangladesh are evidence of the interest that already exists, and *the potential of taking this concept further*.

A key initiative involving the police is the police initiated community-based policing in Mymensingh. This innovative approach was initiated by senior police officials posted at Mymensingh District Police Headquarters in the early 1990's in response to the poor law and order situation existing in the area. In 1992 a, community-based policing in a form of Town Defense party (TDP) activities commenced and still continue today as a model of proactive policing. The strategy is based on the principle of the police and the community finding solutions together not only in response to current problems, but also as a pre-emptive measure. The initiative is fully owned by the police and the community, decisions are taken jointly and funds are locally raised to support the activities.

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Asia Foundation initiated a community police pilot project at Boghra, Jessore and Madaripur. This pilot initiative consists of the formation of Community Police Forums (CPF), with in the municipality and in rural communities. Representatives from different walks of life are represented in these forums. However within this initiative there is no ownership by Police and the community of the CPFs. This initiation is dependent on the facilitating NGO without any exit strategy. Thus far the approach has been consultative rather than a true community policing approach. Additionally, CPFs have no legal identity as they have not been registered in any of the government bodies.

In mid 2007, Rajsahi Range implemented community policing in the entire division level by forming Community Policing Forums (CPF) up to the ward level of the Unions. A draft constitution was established to support each of the CPFs. It was well accepted by the community and recognizing the acceptance of CPFs, Bangladesh Police endorsed community policing as the organizational philosophy of the organization.

Nevertheless, despite the establishment of almost 40,000 ward level CPFs, providing an overwhelming response from the community, there is still no clear understanding of community policing among the police and the community,

## **2. Rationale of strategy**

This document has been developed on the premise that Bangladesh police is committed to a holistic approach towards crime prevention and community safety by implementing community policing across the country. This document outlines the structural framework necessary to enable the procedural implementation of an effective national strategy. It will provide the necessary stimulus to enable the gradual evolution of community policing down to the various local communities and the institutions across Bangladesh.

This document will serve as a framework for the Bangladesh, in the beginning the Bangladesh Police, to guide the development and implementation of Community Policing in conjunction with ongoing Bangladesh Police initiatives. It will further provide a framework for the agencies that are working within community safety and human security and can be used to guide their interventions without duplicating efforts. The concerted efforts of stakeholders will create program synergies and maximize economies of scale. Collaboration and symbiosis between the organizations and service providers will add strength to the delivery of effective programs and help to avoid overlapping/ duplication.

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## **2.1 Community Consultations; Strategy Development Process**

The proposed document heavily draws on the ideas and views expressed and recommendations made by the community members and the police officers during series of divisional community consultations on Community Policing undertaken from September 2007 to June 2008, organized by Bangladesh Police in support of Police Reform programme.

The aim of the community consultation was to provide a forum from which a dialogue could be stimulated among the local community stakeholders. This provided an opportunity to first explain what community policing is, how it works and how the community will benefit from this service. This process further identified the challenges, and established the principles and key issues for undertaking successful community policing schemes in the specific community context.

## **2.2 Consultation methods**

One day consultations were organized in six geographically diverse locations (divisions) of Bangladesh from September 2007 to June 2008. Participants were local students, teachers, lawyers, religious leaders, business leaders, NGO leaders, union parishad/ ward commission representatives, women representatives, senior citizens, village police and police officers. The number of participants varied from 50 to 100 as per the local context. Local police took the lead in organizing these meetings with UNDP, Police Reform Program provided technical assistance.

Each consultation followed a consistent pattern. The topic was introduced for discussion and the rationale was explained. The participants were then asked to identify the main crime issues with the community to be addressed and propose possible recommendations. Facilitator prepared a brief report after each consultation. Divisional level outcomes were compiled.

N.B.K.Tripura, ndc, Additional Inspector General of Bangladesh Police and National Project Director participated fulltime in all of these consultations. These consultations were coordinated by Range Police office in division and District Police Office in CHT, assisted by Police Reform Program, Crime Prevention and Community Safety (CCS) specialist.

## **2.3 Strategy document**

As a result of each of these consultations together with input and feedback from Police, community and the local NGOs, in various forums, a final community policing strategy and work plan for Bangladesh police has been developed, setting out the principles and the future directions for the implementation of community policing in Bangladesh.

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### **3. Key issues and recommendations**

This strategy document presents a compilation of issues and recommendations drawn from the consultations and the discussions with various actors in different forums. These issues and recommendations are positive and constructive measures which have led to develop the strategy and the work plan on community policing for Bangladesh.

#### **3.1 Community Policing Forums (CPFs)**

There is a strong feeling that Community Policing has concentrated too heavily on the creation of CPF structures in an attempt to gain legitimacy. It has become apparent that both CPF representatives and local police view Community Policing as merely establishing CPFs.

However the role and function of CPFs do not form part of any Government policy and the actual purposes of the forums are unclear. CPFs are very insular and target the local Police Thana level only and have no exposure to BP structure as a whole. The consequence is the creation of a CPF, guided by unelected local structures, consisting of nominated individuals attempting to provide a policing role without the involvement or legal oversight of the police.

Local police officers are not familiar with the concept of Community policing and do not have clear understanding of recent policies changes that have been implemented within BP on this issue. It has become apparent that local police believe that a CPF partnership is associated with activities intended to address particular problems and is primarily concerned with acquiring resources to solve those problems. For some police officers, the introduction of CP simply meant that the community should help them in combating crime. Very few recognize that CP is also about problem solving, transparency and accountability of the police service to the community that they serve.

From a broader perspective, there is confusion within the police organizations which includes the lack of dedicated resources, systematic support from the supervisory structures and the hierarchical command structure (too much bureaucracy and too little decision making at the local level). Likewise, the legalistic disposition remains dominant within BP- positive extra legal problem solving is beyond their imagination and the capacity. Policing is very much determined by rules, regulations and hierarchies rather than by initiatives, consultation and discretion.

The community also views CP from a different perspective. There perception is that the development of a partnership is predominately to provide greater access to the police, whilst providing acceptance of the community representatives as law enforcement decision and policy makers at

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the local level. This perception is coupled with an understanding that members of the CPF are working independently and not in partnership with the police. This will result in the establishment of a parallel policing serviced that may confuse the community and could even discourage victims from reporting crimes to the police.

A further observation of CPF's is that very few members see it as being a joint problem solving initiative. Community structures such local youth groups, women's groups and other interest groups (farmers, rickshaw pullers, vulnerable groups etc) are rarely involved in CPF. The CPFs appear to target the stronger, more organized sections of civil society in their activities.

Implementation the national CP policy through CPFs has not been effective in relation to the core goals of the policy of ensuring wide ranging input on community needs, developing joint responsibility and a wider capacity for addressing crime.

Despite these differences in understandings, there is a real shift in the thinking of both the police and the community towards local crime prevention and problem solving as a key role of CPFs. This is reflected in the positive manner in which the CPF's perform their functions. As a result there appears to be increased willingness to report crime to police and increased satisfaction with police responding to the report.

### **3.2 Community policing and existing criminal justice system**

Community policing cannot be implemented in isolation from the broader criminal justice systems, such as the indigenous community safety system - Salish, ADRFs, Chowkidar, Dafadars, Headmen and Karobaris. Police have the primary responsibility of law enforcement and are a central element to the criminal justice system. It is therefore important to recognize this role and the linkages between the police and other institutions when evaluating the state of the broader criminal justice sector. The relationship between the police and other sectors within the criminal justice system needs to be engaged to complement community police reform.

### **3.3 Resistance**

A certain amount of resistance to community policing is prevailing, both internally and externally to Bangladesh Police. Elected officials appear impatient to await the results of a community policing. Some prefer to newer version of current policing procedures such as an independent identity. Some groups within the community are suspicious of the concept in general. Resistance within Bangladesh Police is inevitable as restructuring occurs. During the implementation of any change to the delivery of a policing service, local police may feel threatened and seek ways to resist. Keeping all personnel well informed, involving them in ongoing planning and

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implementation, soliciting their input and suggestions and encouraging feedback in all areas of implementation are essential to obtaining wide support within the organisation.

### **3.4 Change management**

The implementation of a community policing is a complicated and multi-faceted process that, in essence, requires planning and management of change. It cannot be established through a mere modification of existing policies. Profound changes must occur on every level and in every area of a police agency, this being from constable to the IGP and from training to technology. Community policing requires major changes in operations including decentralization of activities and facilities, role changes for most personnel, new training, revised schedules and an altered call-response system. All of these changes require careful consideration and coordination.

### **3.5 Timing**

Timing is an important factor in the implementation process. Implementation that moves too quickly may create confusion and resentment and may threaten the success of the project through the use of hurried and ill-conceived methods while implementation that moves too slowly may dampen enthusiasm and reduce momentum.

### **3.6 Understanding the local context**

Specific locations have specific problems among the communities. These need to be recognized and sensitively addressed when implementing community policing. The great strength of community policing is the flexibility to be adopted to meet local need and conditions ensuring that the implementation of community policing fosters co-operation and harmony in the community by bringing people together from different groups to address common problems. Prescribing an external model will be inappropriate and dangerous.

### **3.7 Assessment of ongoing initiatives**

Lack of understanding of ongoing initiatives among the key partners has been identified as a major barrier in implementing ongoing community policing initiatives. Not only operational, it has created misunderstanding and conflict of interest among the potential key players of these initiatives. A thorough assessment of current programs will help identify what will be required to integrate community partnership and problem-solving strategies and expanded crime control and prevention tactics with preexisting policies. Identifying priorities for change will also permit police to establish interim milestones monitoring progress.

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### **3.8 Communication**

Another essential element of successful implementation is communication. Communication must be timely, comprehensive and direct. Lack of communication has invited high level of expectation among the community. The overwhelming response of the community can not last long if this expectation could not be met. Issues such as benefits for members of the CPFs and the allocation of the resources from public sector (Government) should be made clear from the beginning of the implementation.

Police command must explain the concepts of community policing thoroughly to the entire police organization, the local political leadership, public and private agencies, and the community at large. All participants must understand their role in community policing efforts.

### **3.9 Planning and supervision**

The implementation of a community policing strategy must be a dynamic and flexible process. Ongoing input, evaluation, and feedback from both inside and outside the police organization are essential to making community policing work. All phases of community policing implementation must be carefully planned and properly timed to maximize success; even good ideas can fail if they are poorly executed.

Planning must be responsive to changing needs, conditions and priorities. A strong research and planning capability that is open to suggestion and criticism will allow refinements and revisions to be made during the implementation process. Such flexibility is crucial to the success of community policing.

Consistent supervision is necessary for successful community policing. Close collaboration between Community Policing Officers (CPOs) and their supervisors is as critical to successful community policing as the partnership between the officer and the community members.

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## **4. The underlying principles of the strategy document**

The Community Policing strategy of Bangladesh Police is guided by the underlying principles based on the views expressed and the recommendations made by the community members and the police officers during the community consultations. These principles include the following:

### **4.1 Management commitment**

The success of any reform depends largely on the commitment of political leaders and the senior officials. As policies and programs are designed from high level ranks, the commitment of senior officials is crucial for these programs to be a reality. High level leadership will result in ownership of programs, and thus, the success of the strategy. The involvement of senior level officials of the Bangladesh Police in order to address community issues is the key element for the successful implementation of these recommendations. This strategy recognizes the importance of building and sustaining high-level leadership and support and incorporates activities to achieve these objectives.

### **4.2 Organizational transformation**

Community Policing will deliver police services through a customer-focused approach, utilizing partnerships to maximize community resources in a problem solving format to prevent crime, reduce the fear of crime, apprehend those involved in criminal activity and improve community's quality of life. It requires a transformation in the police organization itself to improve police services. The transformational approach to community building will be that police and community members come to trust each other, understand each other and empathize with each other in the process of participation. Input from both police and the community will be stressed to strike a balance between legally mandated services and the delivery of police services deemed important for all stakeholders in maintaining and improving a quality of life.

### **4.3 Change in the priority and management of police organization**

The implementation of community policing necessitates fundamental changes in the structure and management of police organizations. Community policing differs from traditional policing in how the community is perceived and in its expanded policing goals. Crime control and prevention remain the central priority, community policing strategies use a wide variety of methods to address these goals. The police and the community will become partners in addressing problems of disorder which can eventually lead to serious crime.

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As links between the police and the community are strengthened over time, the ensuing partnership will be better able to pinpoint and mitigate the underlying causes of crime.

#### **4.4 Unlimited partnerships for sustainability of the program**

To maximize the community's resources in dealing with identified problems, partnership will be developed that can routinely bring the stakeholders to the table on any particular problem of concern both the police and the public. Partnership will be developed and maintained for maximum efficiency and effectiveness in the problem solving process. Partnership will develop trust and allows community input on regular basis and a network for partnerships focused on crime prevention and problem solving will increase the social capital available to address problems within a community.

#### **4.5 Unified efforts to solve problems**

Evidence- based, unified effort to solve problems will highlight the need for a collective identification of problems through community input and strong partnership base. This collaborative effort will allow for the prioritization of police services for both a police and a community perspective. A problem solving process will be uniformly utilized based upon SARA model, (S- Scanning, A- Analyzing, R- Response and A- Assessment) to identify, analyze, response and asses the response to such problems. The goal of problem solving will be to identify the underlying causes of a problem and then to address those underlying causes rather than continuing to react the same problem repeatedly. Police resources will also than be directed towards resolving other issues and problems.

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## 5. Strategy and work plan of community policing program of Bangladesh Police

### Goal

Safer Bangladesh for our children, families, schools and communities where everyone is working together to prevent crime.

### Purpose

Working together with community to build safer communities, free of fear, through partnership

### Outcomes;

People feeling safer at home and the community

Improved confidence and trust of the community towards police

### Key performance Indicators:

- Community Policing **strategy and work plan is aligned with** the policy procedures of Bangladesh Police
- Dissemination of correct knowledge of Community Policing among the members of the Police and community
- Enhanced capacity to implement Community Policing
- Reduced crime and increased complaints/ reporting of crime
- Effective coordination among the key stakeholders in national and local level
- Volume of Community engagement in crime prevention and problem solving.
- An effective institutional set up within the organization to implement, monitor and evaluate Community Policing in Bangladesh.

The overall objective of the Community Policing strategy of Bangladesh Police is; **making communities a better and safer place for all citizens through a measurable reduction in crime by enhancing community confidence and trust in a more community focused police service.**

Achieving this objective, this proposed document develops policies and programs that incorporate leadership commitment, customer based organizational transformation, change in the structure and management of police organization and unlimited partnerships.

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The strategy focuses on these following areas:

- Management commitment and support for implementing Community Policing
- Strengthened capacity within the organization and community, supporting the transformational approach to Community Policing
- Creation of an enabling environment for supportive behaviour ( between the police and the community) through consultations.
- Reduced crime in the community through community consultations, visible patrol and school visit programs by police
- Organisational framework for implementation, monitoring and evaluation of BP Community Police program
- Institutional commitment and support for implementing Community Policing

This strategy will be used as a framework for developing and integrating relevant elements of community Policing policies and programs. The recommended strategies will be adapted to the particular context and needs of the Bangladesh Police.

## 5.1 Logical Framework

Community policing strategy of Bangladesh Police

<b>Goal</b>	Safer Bangladesh for our children, families, schools and communities.
<b>Purpose</b>	Working together with the community to build our community safer, free of fear through partnership.
<b>Outcome</b>	People feeling safer at home and the community; Improved confidence and trust of the community.

	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
Objective1.	<b>Management commitment and support for implementing Community Policing</b>	<b>An affordable, appropriately scaled, relevant and responsive Community Policing is established into main stream policing</b>	<b>Strategic and annual plans reflective of community priorities which are being actively pursued.</b>
	<b>Output</b>		
1.1	Community Policing <b>strategy and work plan is aligned with</b> Bangladesh Police strategic plan	Community policing work plan for five years is approved	Bangladesh Police Community Policing strategy document
1.2	Appropriately skilled and qualified senior police officer practices Community Policing into the work place	All senior officers provided with CP training by end of 5th year	Training and workshop record
1.3	Regionally consistent plans and policy steers policy directions	Six divisional consultation conducted per year	Divisional consultation report.
1.4	Sustainability of the program is ensured through enhanced cooperation and coordination among the community and PHQ.	A minimum of four meetings are held every year with improved coordination and cooperation established between the BP PHQ and the community representatives.	Minutes of the meetings

	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
1.5	Key stakeholders informed.	A minimum of two briefing with MOHA every year	Briefing records
Objective 2	<b>Strengthened capacity within the organization and community, supporting the transformational approach to Community Policing</b>	<b>Dissemination of correct knowledge of Community Policing among the members of the Police and community. Enhanced capacity to implement Community Policing</b>	<b>Training institution records and identifiable training systems and processes relevant to scale</b>
<b>Output</b>			
2.1	Training materials reflect uniform training curriculum standards	CP training modules for recruits, SIs and senior officers developed and approved by PHQ;	Training Curriculams; Course Materials
2.2	Number of qualified trainers with access to contemporary training methodologies on Community Policing is increased within Bangladesh Police.	120 trainers (10 @ Range and 10 @ Met police) trained within five years	Training institutions record
2.3	Trainers and training plans developed and disseminated in response to local emerging needs.	120 trainers of NGOs and community forums trained	Course materials and training records
2.4	Community policing training strategy mainstreamed in the training system of Bangladesh Police	CP training delivered to 5000 recruits, 1500 SIs and 300 ASPs every year	Training modules
2.5	Frequency of training on Community Policing increased with increased number of participants.	600 CPOs trained over five years	Training institutions record. Annual training plans.
2.6	Number of UP members and the community members reached through the education program and Information, Education and	80000 IEC materials published and disseminated	IEC materials

	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
	Communication (IEC) activities.		
2.7	Develop policy to deliver CP training to Village Police	Policy paper draft approved by LGED and joint committee formed to implement the policy	Policy document
		Training module developed and 120 trainers from LGED trained.	Training modules and Agency's record
Objective 3	<b>Creation of an enabling environment for supportive behavior (between the police and the community) through consultations.</b>	<b>Volume of Community engagement and resources mobilized in crime prevention and problem solving.</b>	<b>BP Crime Prevention Center record and community perception survey</b>
	<b>Output</b>		
3.1	Regular community consultations and interactions conducted at the local and district level	Evidence of effective partnerships established with relevant agencies	Minutes of community Consultations
		Volume of partnership and resources mobilized is increased	Community Action Plan
		Representations from sector in the CPFs is ensured	Interview and public perception survey report
3.2	Policy guidelines for effective Community Policing developed and implemented	Policy Guidelines for police/community interaction to implement and support Community Policing in place	Policy Guideline document
3.3	Joint logical framework activities (LFA) and work-plan with partners and donors.	Joint LFA and workplan in place (Who's involved in what? Who's responsible for what? Who has done what?)	Joint LFA document in CPC, PHQ

	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
3.4	Communication/consultation process between external actors (e.g. donors) in order to ensure agreement on the main objectives of their support and the added value of each actor's contribution.	Communication strategy developed and implemented	Communication strategy document
3.5	Joint monitoring mechanism at community level	One joint committee formed in each district .	CPC record
3.6	Community Policing web portal developed and access made available to the concerned agencies	Functional Community Policing portal in Police Headquarters and the frequency of information shared by the partners.	Access statistics
3.7	Community members involved as speakers in training.	Numbers of community members as a guest speakers in various training programs	Training institutions record
Objective 4	<b>Reduced crime in the community through community consultations, visible patrol and school visit programs by police</b>	<b>Reduction of crime and implementation of local strategies</b>	<b>Public perception crime trend data and actual crime trend data</b>
<b>Output</b>			
4.1	Full time CPOs identified, assigned for a specific locality and trained	600 CPOs identified and trained At least two visits( per month) to the CPFs by the CPOs is recorded and one visit by the supervisor (OC) is confirmed.	Agency record Community Policing cell PS record
4.2	Documentation of Community profiles and community Action plan	Each CPFs will have CAP	CAP
4.3	School Liaison program is institutionalized in day to day operation of local PS	Two school visits by each CPOs once a month.	CP cell PS record

	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
		Resource materials developed for school liaison program	Resource materials
4.4	Reduced crime and increased feeling of safety among the community	Evidence in reduction of crime situation in specific locality	Crime statistics and community interview on community perception on crime.
4.5	CPOs establish relationship with venerable and disabled communities and assist with complaints	Increase in numbers of victims frequented and referred to the concerned agencies.	Agency statistics and victim interview
Objective 5	<b>Organizational framework for implementation, monitoring and evaluation of BP Community Police program</b>	<b>Composite assesment of Community policing program of BP</b>	<b>Analysis of performance information from across the programme</b>
	<b>Output</b>		
5.1	Review of the existing legal provisions for implemeting Community Policy	Existing legislation reviewed and amendements recommended	Recommendations document
5.2	Increased number of trained staff on participatory monitoring and evaluation.	Four police officers from each crime prevention cell in division and two from PHQ is trained in Monitoring and Evaluation.	Training record
		M&E frame is agreed and functional in Bangladesh Police	M&E report
5.3	Tools for evaluation are developed and adapted to suit the local context	Tools for evaluation are used for the regular monitoring of CP by the concerned CPCs	M& frequency record
5.4	Timely and quality M&E report is submitted to the concerned authority in a format that is	Quarterly report is prepared and submitted to the advisory	M&E report

	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
	easily understood and communicated.	committee	
5.5	Complaint reporting mechanism is developed and implemented by BP up to Thana level	Number of complaints received and the actions taken	Police record and community interview
Objective 6	<b>Institutional commitment and support for implementing Community Policing</b>	<b>Community Policing forms a integral part of Police Organization supported by an effective institutional set up within BP</b>	<b>Human Resource management policy and organizational structure.</b>
	<b>Output</b>		
6.1	Crime Prevention Center assist senior management of police in formulating policy and coordination	CPC at PHQ and Range level is set up	CPC in PHQ and Range Police office
6.2	Increased coordination, monitoring and supervising skills of crime prevention center.	All the staffs assigned in CPCs and desk is trained	Training records
6.3	Improved recognition of the crime prevention center and willingness of partnership among the key stakeholders	Incremental frequency of meeting and interaction.	Meeting minutes
6.4	CP desk in districts and PS level functional.	CP desk in 6 Met. HQ, 64 Districts and 600 PS is set up.	Community Policing Desks
6.5	CPOs and CPFs rewarded	One CPF and two CPOs rewarded each year; Performance evaluation of the CPOs is based upon the community visits and the successful partnerships.	Evaluation procedure record and ceremony. Community Interview
6.6	Persons selected to attend training, conferences, and seminars recognized as supporting community policing and diversity	Rewarded CPOs sent for overseas training and other opportunities	Training selection policy and record



	<b>Strategy</b>	<b>Targets/ Indicators</b>	<b>Means of verification</b>
	and persons who are selected for promotion are supportive of community policing and diversity.		

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## 5.2 Strategic Objectives

### Strategic Objective 1

#### Management commitment and support for implementing Community Policing

The success of any reform depends largely on the commitment of political leaders and the senior officials. As policies and programs are designed from high level ranks, the commitment of senior officials is crucial for these programs to be a reality. High level leadership will result in ownership of programs, and thus, the success of the strategy. The involvement of senior level officials of the Bangladesh Police in order to address community issues is the key element for the successful implementation of these recommendations. This strategy recognizes the importance of building and sustaining high-level leadership and support and incorporates activities to achieve these objectives.

#### Outputs

- Community Policing **strategy and work plan is aligned with** the policy procedures of Bangladesh Police
- Appropriately skilled and qualified police leadership practices CP in work place
- Number of high level officials participating in the Community Policing program is increased.
- Regionally consistent plans and policy steers policy directions
- Sustainability of the program is ensured through enhanced Cooperation and coordination among the community and PHQ.
- Key stakeholders informed.

#### Targets

- Strategy and implementation plan on Community Policing
- One Divisional Consultations in each division every year.
- Quarterly meetings at each level between senior officials of Bangladesh Police and the community,
- Half yearly briefings to the Ministry of Home Affairs and Senior management team of Police Headquarter

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## Activities

- Draft strategy document and implementation plan on Community policing and approve.
- Provide Community Policing education and understanding of effective policies and programs adopted in other countries to senior personnel of Bangladesh Police
- Develop information packages for the senior level office
- Organize Divisional Consultations in each division.
- Establish a forum and conduct regular meetings (at least quarterly) at each level between senior officials of Bangladesh Police and the community, to promote cooperation and collaboration.
- Share statistics and non confidential information with other concerned ministries and N/GO's.
- Provide regular briefings to the Ministry of Home Affairs and Police Headquarter on the outcomes of meetings between Bangladesh Police and community, including any issues that require the involvement of the ministries.

## ***Strategic Objective 2***

### **Strengthened capacity within the organization and community, supporting the transformational approach to Community Policing**

Capacity development programs aim at reforming organizations and institutions to achieve their goals efficiently and effectively. This reform calls for the strengthening and development of training mechanisms that will transfer the necessary tools to deal with community issues. This includes mainstreaming the human resources and training activities within the organizations by integrating the Community Policing component into basic and advance training programs.

(Please refer “human resources and training delivery strategy” chapter 7, of this document for details.)

## ***Outputs***

- Training materials reflect uniform training curriculum standards
- Frequency of training on Community Policing increased with increased number of participants.
- Community policing training activities is mainstreamed in the training system of the organization.

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- Number of qualified trainers with access to contemporary training methodologies on Community Policing is increased within Bangladesh Police.
  - Trainers and training plans developed and disseminated in response to local emerging needs.
  - Number of UP members and the community members reached through the education program and Information, Education and Communication (IEC) activities.
  - Number of Village Police trained

#### **Targets**

- CP training modules for recruits, SIs and Senior officers approved by PHQ;
- 5000 Recruits, 1500 SIs and 300 ASPs reached every year
- 600 CPOs trained on CP
- 120 trainers 10 @ Range and 10 @ Met police trained
- 120 trainers of NGOs and community forums trained.
- 120 trainers form village police trained

#### **Activities**

- Design, develop and deliver basic and comprehensive education program on Community Policing comprising different modules from recruits to high officials including cross cutting issues like, rights of women, children and vulnerable communities.
- Organize “trainer’s training” Programme to develop qualified trainers with access to contemporary training methodologies on Community Policing within Bangladesh Police, communities and the LG structures.
- Design, develop and deliver Community Police training to the Community Policing Officers (CPOs)
- Design, develop and deliver training modules for the Police and Community Training (PACT) for the police, UP members and the community members working in CPFs.
- Design, Develop and Adapt IEC materials based upon the need of Bangladesh. Also conduct pre testing of these materials to ensure their effectiveness.
- Draft a policy paper to involve village police in crime reduction program in consultation with LGED

- Form a joint mechanism between police and the LGED to implement the policy.
- Develop and deliver crime prevention training to Village police to involve them in crime reduction programs.

### **Strategic Objective 3**

#### **Creation of an enabling environment for supportive behaviour (between the police and the community) through consultations.**

Often, there have been complaints from the key stakeholders about the behaviour of the police that creates a barrier from them to access to the police services and vice versa. Therefore it is vital to create an environment that reduces the barrier to maximize the community's resources in dealing with identified problems. Partnership must be developed that can routinely bring the stakeholders to the table on any particular problem of concern both the police and the public. It develops trust and allows community input on regular basis and a network for partnerships focused on crime prevention and problem solving.

#### **Outputs**

- Frequency of Community consultations and interactions
- Volume of partnership and resources mobilized
- Evidence of effective partnerships established with relevant agencies
- Joint monitoring mechanism in Community level
- Representations from every sector in the CPFs
- Crime prevention web portal developed.
- Community members as a guest speakers in various training programs

#### **Target**

- Two community visits per months by CPOs
- Policy guidelines for community and police in place.
- A joint LFA. In each CPF.
- Minutes of the each community consultations recorded and information forwarded.
- OC visit the CPFs at least once a month
- Crime prevention web page
- Joint monitoring mechanism in each district functional
- Interaction of community with each batch of police training

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## Activities

- Identify the Key stakeholders in the community, form a non political CPF
- CPOs establish relations with CPF members, local NGOs/ CBOs etc. through frequent community consultations
- Develop policy guidelines for community and police interaction to implement and support community policing.
- Develop community action plans and identify the resources.
- Form a joint monitoring mechanism between police and the community stakeholders
- Define the joint logical framework activities (LFA) and work-plan with partners and donors. (Who's involved in what? Who's responsible for what? Who has done what?)
- Establish a communication/consultation process between external actors (e.g. donors) in order to ensure agreement on the main objectives of their support and the added value of each actor's contribution.
- Develop crime prevention web portal and share statistics and non confidential information with other concerned ministries and N/GO's.
- Involve the community members as a guest speakers in various training programs

## ***Strategic Objective 4***

### **Reduced crime in the community through community consultations, visible patrol and school visit programs by police**

Patrolling is a crucial component of Community Policing. As police patrol their community, there is far greater interaction and enables police to develop a closer working relationship with their community. Police will know their community, not by sitting in an office but by being in it. Patrol is part of the scanning process inherent to community policing, and the first step in the SARA cycle (scan-analyze-respond-assess) of problem-oriented policing.

Likewise, programs should be set up as initiatives of '*Community Policing*' to foster a better relationship and address the needs of specific sections of the community. This program is a means of building a better relationship between the police and children in the school community. The

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*Program* seeks to encourage and develop improved behavior and more responsible attitudes of children towards the community in which they live. Police Officers will be assigned to schools within their community. These officers have a responsibility to educate these school students through the use of presentations and lectures on such issues relating to safety, crime prevention and the laws relating to crime and rights and responsibilities of the citizens.

## **Outputs**

- Number of full time CPOs identified and trained
- Documentation of Community profiles and community Action plan (CAP)
- Existing legislation reviewed and amendments recommended
- Numbers of victims frequented and referred to the concerned agencies
- Number of school visits
- Evidence of reduction in crime

### **Targets**

- 600 CPOs identified and trained
- At least two visits (per month) to the CPFs by the CPOs are recorded and one visit by the supervisor (OC) is confirmed by the record.
- Each CPFs will have CAP
- Two school visits of the localities by each CPOs once a month
- Number of trained persons in victim support services

## **Activities**

- Identify, train and deploy a permanent CPOs for a specified locality
- Define the job; Community profile, community consultations, interactions, school/ community visits
- Prepare the community action plans, identify the resources and implement the plan.
- Develop resources materials for the school programmes
- Conduct School visit programs
- CPOs establish relationship with venerable and disabled communities and assist with complaints
- Train the CPOs and CPFs in victim support services

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## **Strategic Objective 5**

### **Organisational framework for implementation, monitoring and evaluation of BP Community Police program**

Monitoring and evaluation is the cornerstone of any initiative/ program. The successful delivery of the Programme depends upon the effective monitoring and evaluation of activities, and the provision of realistic impact assessment. This will indicate just how effective the programmes have been and enable them to be adjusted where necessary.

#### **Outputs**

- Existing legislation reviewed and amendments recommended
- Number of trained staff on participatory monitoring and evaluation is increased
- Tools for evaluation are developed and adapted to suit the local context
- M&E frame is agreed and functional in Bangladesh Police
- Timely and quality M&E report is submitted to the concerned authority in a format that is easily understood and communicated.

#### **Targets**

- Recommendations for amendments in existing legislation
- Four police officers from each crime prevention cell in division and two in PHQ is trained in Monitoring and Evaluation.
- Quarterly report
- Complaint reporting mechanism up to Thana level in place

#### **Activities**

- Review existing legislation and recommend amendments
- Provide training on Participatory Monitoring and Evaluation for Crime Prevention Center staff, committee members, trainers and other concerned staff members of the Bangladesh Police
- Develop benchmarks and/or indicators for monitoring, evaluation and reporting framework.
- Develop complaint reporting mechanisms on mistreatment (if any) by police personnel and the CPFs

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- Conduct a second nationwide Public Perception Survey to find out the changes in the attitude of the public towards police.

### ***Strategic Objective 6***

#### **Institutional commitment and support for implementing Community Policing**

An effective **institutional set up** within the organization is necessary for an effective and expanded response of Community Policing. Establishment of Crime Prevention centers at Police Headquarters and Range police office will enhance the coordination and facilitate the overall policy direction as well as strategic planning and will build up links with policy matters in relevant ministries. These centers will work as a focal point for all the Community Police initiatives within and outside the organizations like, Donors, UN etc.

This will avoid the existing duplication and overlap of the activities through the effective coordination. The strategy also proposes to build supportive structures at various levels if needed, with the consent of Crime Prevention center at Police Headquarters.

For free and fair competition and effective functioning of the CPFs, rewards and recognition (Community Policing Forum of the Year and community Police Officer of the Year), program is recommended to strengthen the ownership of the program.

#### ***Outputs***

- Crime Prevention Center assist senior management of police in formulating policy and coordination
- Increased coordination, monitoring and supervising skills of crime prevention center.
- Community Policing cell in district and PS level functional.
- Improved recognition of the crime prevention center and willingness of partnership among the key stakeholders
- CPOs and CPFs rewarded and performance evaluation of the CPOs is based upon the community visits and the successful partnerships
- Persons selected to attend training, conferences, and seminars recognized as supporting community policing and diversity and persons who are selected for promotion are supportive of community policing and diversity.

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### **Targets**

- CPC at PHQ and Range level
- CP cell in 64 districts and 6 Met. Police HQ
- 600 CP cells up to PS level
- All the staffs assigned in CPCs and CP cell trained
- One CPF and Two CPOs rewarded each year

### **Activities**

- Establish Crime Prevention center at Police Headquarters and Range Police Headquarters, resource, equip and train the center.
- Set up CP cell in districts and PS level.
- Develop disseminate and approve the TOR of the Center
- Ensure the representations of permanent CPO's in CPFs.
- Organize exposure visits to strengthen the Advisory committee and the staffs of the CPCs by providing understanding of effective policies and programs adopted in other countries.
- Set up an awards committee for rewarding the CPFs and CPOs.(Awardees receive a plaque or some other substantial reward, not just a certificate. Organize an annual ceremony to award the reward and use as an opportunity to reinforce the agency's goals of promoting community policing and diversity.)
- Ensure persons selected to attend training, conferences, and seminars recognized as supporting community policing and diversity and persons who are selected for promotion are supportive of community policing and diversity.

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## 6. Implementation Arrangements

To perform various functions at all levels, a **two tiered** framework will be developed; the Strategic partnership/ policy function at Headquarters and the divisional level and Operational partnership/ implementation function at district and Police station level.

### 6.1 Strategic partnership

#### **Crime Prevention Center in Police Headquarters;**

Bangladesh Police will set up a crime prevention center (AIG crime prevention as focal point and DIG crime PHQ as overall supervisor) at Police Headquarters to advice and coordinate overall policy direction as well as strategic planning and build up links with policy matters in relevant ministries. Also similar center will be set up in Divisional (Range Police) level.

### 6.2 Advisory Committee

Police Headquarters will form an advisory committee which will provide policy guidance and strategic direction on Community Policing in Bangladesh Police. The Advisory Committee shall consist of representatives of Ministries concerned, national, district and community level representatives and representatives from I/NGOs as decided by senior management of Bangladesh Police.

### 6.3 Operational Partnership

**Community Policing Cell** will be set up in district and PS level for the supervision and monitoring of the community policing initiatives. District police CP cell will be supervised by ASP, whereas PS level CP cell will designate a full time Sub Inspector. These cells will be a permanent structure which will be incorporated in organizational structure of BP.

### 6.4 Community Policing Forums (CPFs)

CPFs will be formed ensuring the wider representation of the community from the consensus of the ward level citizens without any political bias.

CPF will engage the indigenous community safety system like Chowkidars ,Dafadars, Headmen, Karobari and existing formal/ informal criminal justice institutions as important component for consultations and assessments.

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The main functions of the CPFs will be to identify the local problems, analyze the causes of problems, develop the community action plans and mobilize the local resources to respond to the problems and evaluate/ assess the response for further improvement.

Each CPF will be coordinated by police personnel assigned permanently for that purpose. Police officers (including Constables) will be trained to perform these tasks. One team of police personnel may be responsible for one and more CPFs as per availability of manpower. The evaluation of the police personnel will be done as per the successful CP initiatives.

CPF's will draft the Community Action Plan (CAP) and mobilize the resources for the implementation of the CAP. Mobilizing the resources or the public money needs an accounting and auditing system. CPF's should be made accountable and for that each CPF's will be registered in the local competent authority.

The technical support will be coordinated by the PHQ for the training of the police and CPF members, organizing (national/international) exposure visits and organizing the consultation in coordination with the donors and the I/NGOs.

To avoid the misunderstanding about the benefits of the CPF members, efforts will be made to clarify, (to police and the community), that CPF is a volunteer organization, so therefore in no case they will be paid. The incentives for the CPF members are the benefits of the improved quality of life of the community and the input of the police is the deployment of the police personnel in the CPF.

Local problem needs local response. No demarcation line can be drawn to restrict the responsibility of CPF's. However, CPF's will not mediate or Salish the criminal cases rather refer to the local police and provide information for further investigation. For this purpose extensive training will be coordinated by CPC. The permanently assigned CPOs will be made accountable for supervising these issues.

A uniform recording system will be developed by the CPC in the headquarters so that all the stakeholders will have the knowledge and ability to share the information.

CPF's and CPOs will be evaluated by an independent committee and rewarded in national level; in Police Week every year.

Id card will be issued by the District police office in recommendation of the OC, PS. But it should always be taken into consideration that this ID might be misused to influence the rural communities.

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## 6.5 Community Policing Officer's roles and responsibilities

Community police officers will;

- become familiar with the area and its people. Study the area. Ride/walk around. Get to know geography and landmarks. Note the locations of mosques, businesses, agencies, schools, complexes and visible problem areas. Develop a community profile (Attached herewith). Organize meeting of the community.
- identify the problems of the community. Set up an office and mobile number. Develop the records and recording system.
- make contact and develop a good rapport with community leaders, the business owners, local agency heads, School officials, public officials responsible for service in the area, any other person of influence or importance in the area
- make random contacts with people in the area. Walk the area, meeting people at random. Introduce and writes down his contact details. Explain how people can get in touch. Inquire about community problems and concerns. Become interested in the concerns of those he meets. Explain duties of a community police officer. Explain how he can coordinate with other parts of the department
- begin to plan change from the current state to the desired state. Implement ideas developed.

## 6.6 Coordination with the NGOs

There is always scope for the police to utilize the resources of NGOs and use them as a partner playing an integral part as opposed to threat to police. It is apparent that NGOs are staffed by very enthusiastic committed people who are fully focused and dedicated to the aims of their respective organizations. Their success lies in their individual specialization and expertise. For this, the Crime prevention center will coordinate the **donors and INGO's** ongoing program and accommodate these initiatives in broader consultations with the agencies. The Center, in consultations with the agencies, will define the joint logical framework activities (LFA) and work-plan with partners and donors. (Who's involved in what? Who's responsible for what? Who has done what?). In no case, they will approach the local Police without prior consultation with this center. This center will work as a central focal point for all the CP initiatives within and outside the organizations. However, district level NGOs in specific location will coordinate with the district CP cell.

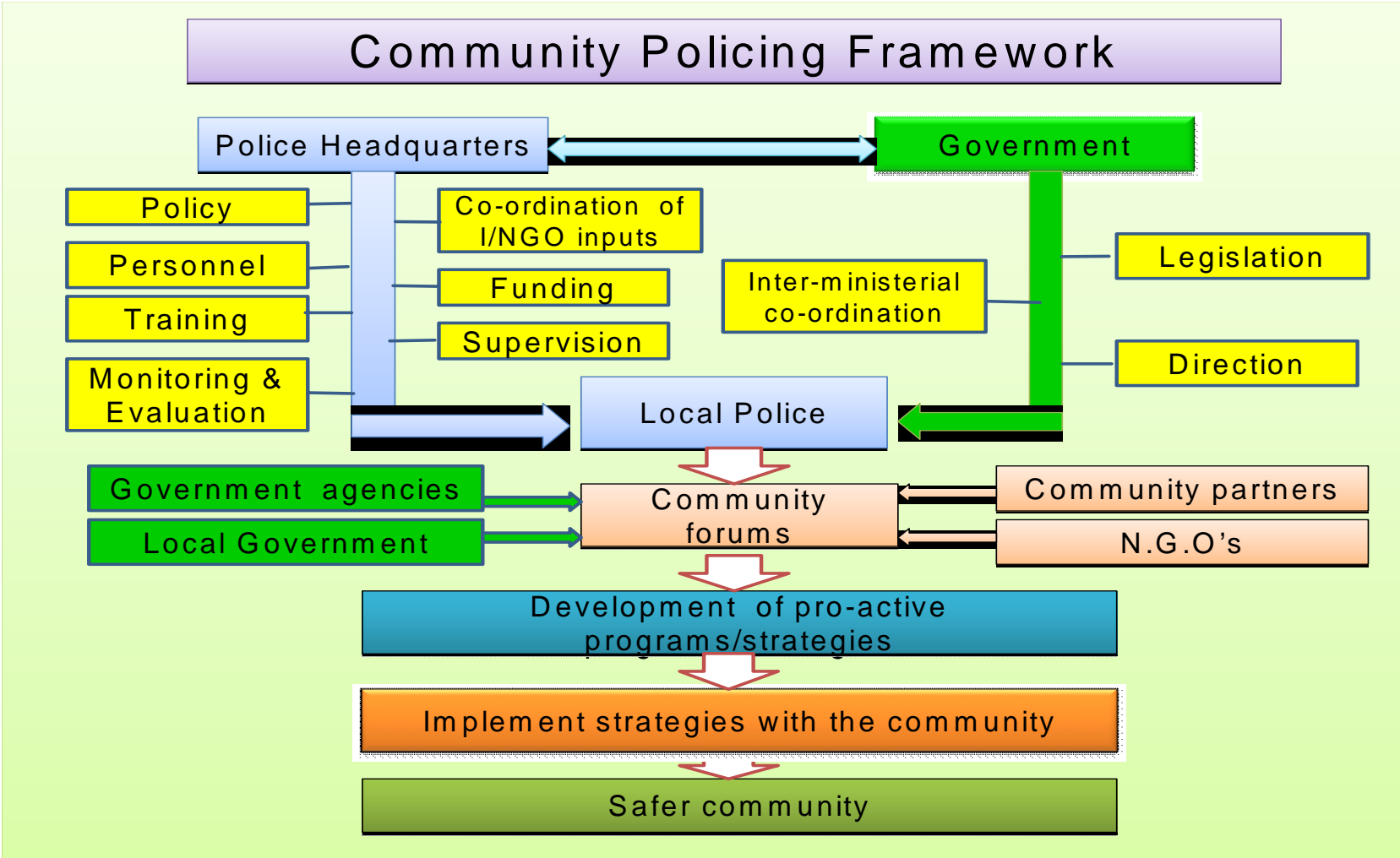
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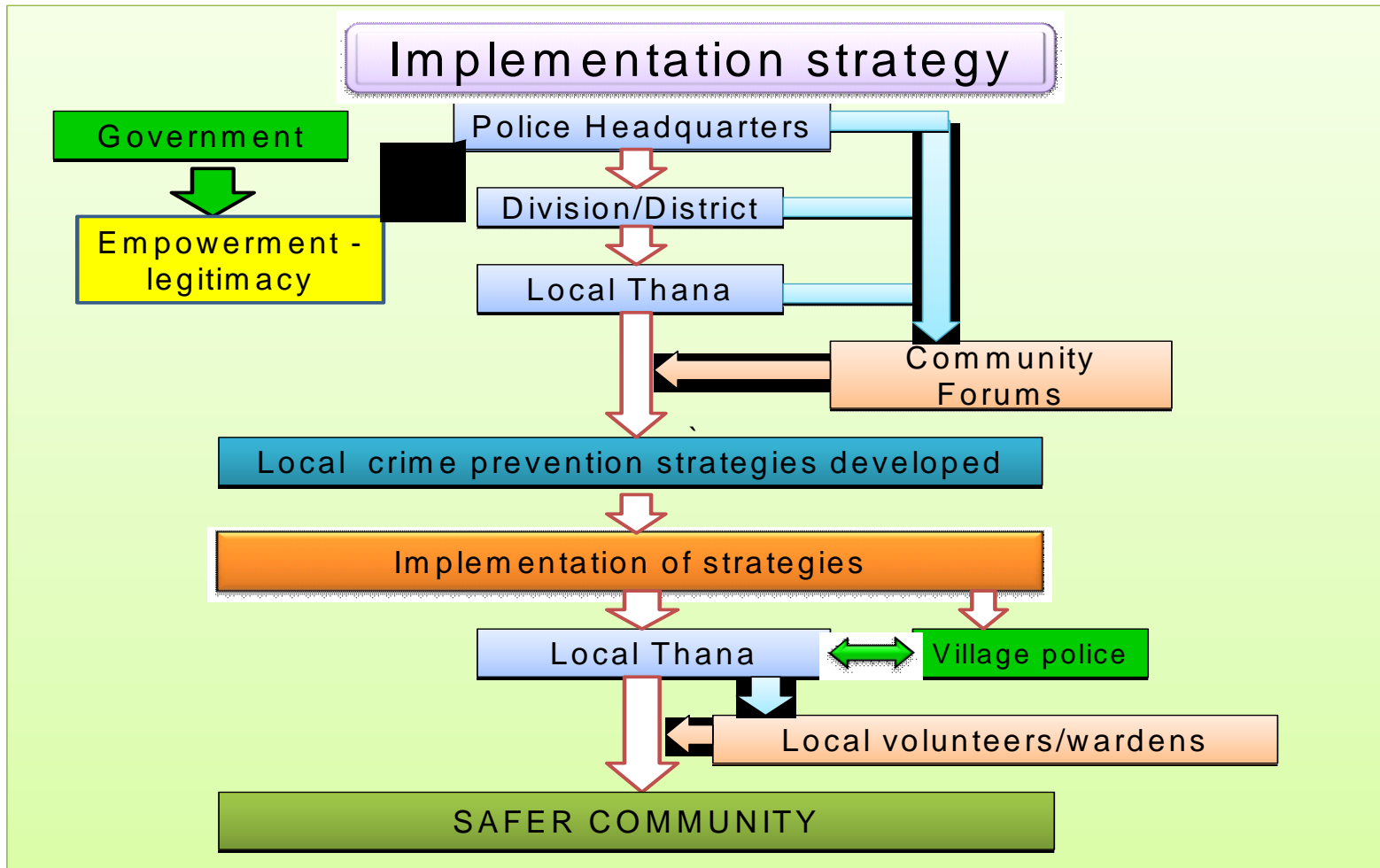
## **6.7 Steps to implementation of the work plan**

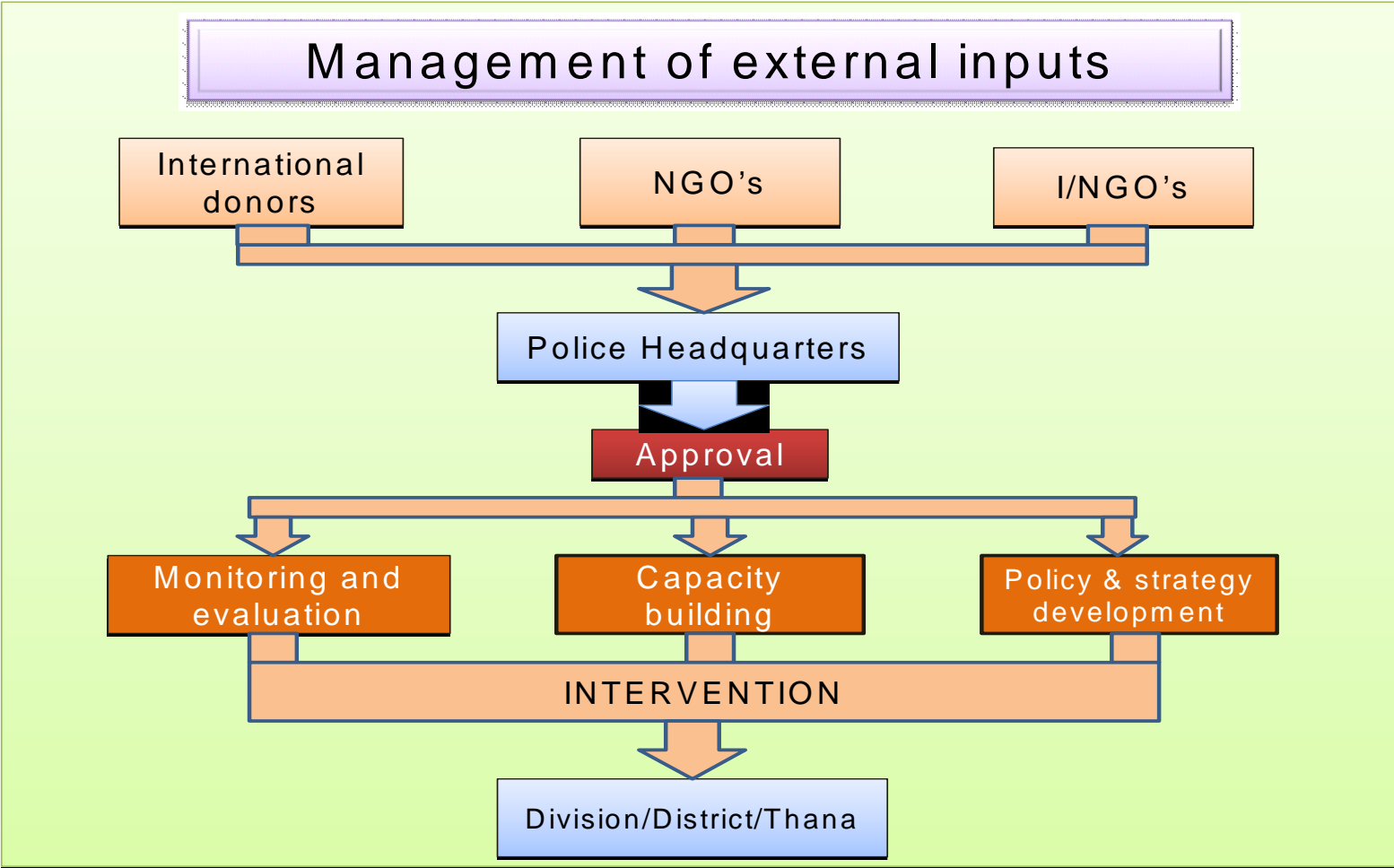
Once this strategy is approved, the Crime prevention Centre (CPC) will finalize a work plan. The work plan will identify the lead partner(s) for each of the objectives in the strategy and provides a timeline for completing the activities associated with each strategic output.

CPC will convene a meeting of relevant stakeholders to develop a work plan that details the activities and channels for each of the interventions desired by the strategy paper.

(Separate crime prevention strategy will be developed to coordinate the broader crime reduction programs all over Bangladesh.)







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## **7. Human resources**

### **7.1 Training delivery strategy**

A successful Community Policing initiative requires commitment to developing new skills through training. Additional training must be provided throughout the entire agency. Training in the community oriented problem solving approach must be comprehensive and ongoing to bring about a transition in skills, attitudes and values that reflect community policing and problem solving approaches. Throughout this process, other local government agency employees and community members must also be trained to understand and participate in the problem solving process, including many of the skills noted above.

This training intervention will be relatively modest in scale and will be expanded. Initially, a dedicated training team would provide advanced crime prevention and community policing training to selected English speaking staff with good training and operational experience. Training would likely be for one week in duration, and it would be modular, to facilitate later breakdown into basic, intermediate and advanced level programs using a sequenced or staged delivery across an extended time period. Officers who successfully complete the advanced course would form a community policing cadre and be tasked with developing the modules for implementation and with translating the course notes and learning materials into Bangla for wider dissemination. Training could be conducted in the first instance by an expert team of crime prevention specialist/s.

Police trainers will be selected from the police headquarters and trained as instructors in crime prevention and community policing. These qualified trainers will deliver the trainings in the venue decided in consultation with the PHQ. Like wise the trainers from LGD and the local NGOs will also be trained by the trainers. In the beginning, crime prevention adviser will support the delivery of the training until police will have the capacity to deliver the training. PRP will hire professional trainers for this purpose for a certain period of time.

Police and Community Trainings (PACT) will be conducted for the police and the community. A public education program would be designed to inform the public of the aims of Community Policing and the need for their involvement. As village police (Chowkidars/ Dafadars) and other government agencies are also involved in this initiative, they will also be trained gradually.

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## 7.2 Performance Evaluation and Reward

Performance evaluation will be a valuable management tool for facilitating change and can help communicate agency priorities to employees. “Emphasizing quality over quantity represents a major difference between traditional policing and community policing. CPOs will be evaluated on how well they know their locality—a pre requisite for identification of problems—and how effectively they and their supervisors have adopted problem-solving techniques. Management will ensure that persons selected to attend training, conferences, seminars and promotion are supportive of community policing and diversity.

Other relevant performance measures include the extent to which personnel have formed partnerships with the community and the nature of their contributions to this team effort. Since officers are working as part of a team, they will not be evaluated as if they were operating alone.

For free and fair competition and effective functioning of the community forums (Community Forum of the Year and community Police Officer of the Year), rewards and recognition program is recommended to strengthen the ownership of the program. For this;

- An awards committee will be established, including a diverse group of community
- Types of awards to be given and criteria for receiving the awards will be developed and published
- Community representatives will be asked for recommendations for award recipients.
- Awardees will receive a plaque or some other substantial reward, not just a certificate.
- An annual ceremony will be held in a recognized place of importance to present awards.
- The names and photographs of award recipients will be prominently displayed.

Management will also consider expanding the criteria for the existing award program and placing more emphasis on community partnership and problem-solving skills. These awards will help solidify commitments and encourage continued cooperation among community policing partners.

## 8. Monitoring and Evaluation

Evaluating the impact of community policing is critical for many reasons. Key decision makers must be able to judge the strategy’s impact and

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cost effectiveness and the police organization must be able to measure the success or failure of its policies and activities.

Benchmarks and/or indicators to monitor the implementation will be developed which will be realistic, simple and least expensive, and it is key that they are used by the implementation mechanisms and structures that will be set up. Mid-term reviews and monitoring processes will be built into the overall monitoring and evaluation process to enable revision of the reform as it is implemented.

Reporting and recording mechanisms will be unified following certain rules and be part of an overall CP strategy in Bangladesh. This will be achieved creating stakeholders meetings for the design of these mechanisms. This recording system will be linked with national system for monitoring.

The Crime Prevention Center in Police Headquarters will develop a Monitoring and Evaluation policy in consultation with concerned organizations. The Center will periodically review the Community Policing initiatives and realign if necessary. Divisional crime prevention centers and district CP cell will regularly monitor these initiatives and report to Police Headquarters. The evaluation will be shared with the key stakeholders and Government Departments if necessary.

An effective monitoring system known and owned by all will restore the faith on the police, increasing the interaction between the institution and the public.

## **9. Risks and assumptions**

Lack of clarity in understanding of the Community Policing among the police and the community will slowdown the process of implementing community policing. During the formation of CPFs, proper representations can not be ensured unless the concept is clear among the police and the local elected authorities.

The main challenge for the successful implementation of these recommendations is the weak implementation capacity within the organization's, structural weaknesses with respect to multi-sectoral involvement, coordination, policy monitoring, evaluation and scarce internal resources.

Since the Chowkidars and the Daffadars are not within the purview of MOHA, efforts should be made to involve them in this initiatives through inter-ministerial coordination.

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The challenge will be to sustain and to broaden the political and institutional commitment in terms of policy, involvement of new partners and stakeholders and finally to translate this commitment into action. The prioritization of this issue within Bangladesh Police is the key element for the successful implementation of this recommendation.

Also, as resource poor country it is difficult for Bangladesh to demonstrate commitment through budgetary allocations.

Due to the donors' interests and agenda, coordination among the donors and avoiding the duplication and overlap of the activities will be a challenge for the effective implementation of CP in Bangladesh.

Bangladesh Police has the potential to make effective intervention due to their well-structured and disciplined setting. They can make a difference within their organization and partnering the community to help people at large

## 10. Way forward

While traditional policing will be needed for reactive calls, community policing focuses on the cause of the problem areas in a community and becomes proactive in solving problems. The principles of community policing, **management commitment, organizational transformation, Change in the structure and management of police organization, unlimited partnerships for sustainability and unified efforts to solve the problems** are intended to make policing services more effective, efficient and equitable. Community policing, in effect, allows community members to bring problems of significant concern to the attention of police organizations. Once it is informed of the community concerns, the police must work with citizens in addressing them, while at the same time encouraging citizens to assist in.

The full implementation of the proposed CP strategy will depend upon the political will and leadership, in all levels, displayed along with the volume of resources mobilized through the effective partnership and the technical resources from the key stakeholders including international communities. In a disciplined, organized, structured and training oriented police service, the potential for successful intervention is immense. That's why despite the many limitations and challenges the police and community must make every endeavour to provide a strong response in the field of implementing CP. It offers great hope to improve the quality of life of the people of Bangladesh.

**Activities and work plan**  
Implementation Plan of the community policing strategy

	Activities	Time line	Responsibility	Cost
Strategic Objective1.	<b>Management commitment and support for implementing Community Policing</b>			
	<ul style="list-style-type: none"> <li>Draft policy document and implementation plan on Community policing and approved</li> </ul>			
	<ul style="list-style-type: none"> <li>Provide Community Policing education and understanding of effective policies and programs adopted in other countries to senior personnel of Bangladesh Police</li> </ul>			
	<ul style="list-style-type: none"> <li>Organize Divisional consultations in each division.</li> </ul>			
	<ul style="list-style-type: none"> <li>Establish a forum and conduct regular meetings (at least quarterly) at each level between senior officials of Bangladesh Police and the community, to promote cooperation and collaboration.</li> </ul>			
	<ul style="list-style-type: none"> <li>Share statistics and non confidential information with other concerned ministries and N/GO's.</li> </ul>			

	<ul style="list-style-type: none"> <li>• Provide regular briefings to the Ministry of Home Affairs and Police Headquarter on the outcomes of meetings between Bangladesh Police and community, including any issues that require the involvement of the ministries.</li> </ul>			
Strategic Objective 2.	<b>Strengthened capacity within the organization and community, supporting the transformational approach to Community Policing</b>			
	<ul style="list-style-type: none"> <li>• Design, develop and deliver basic and comprehensive education program on Community Policing comprising different modules from recruits to high officials including cross cutting issues like, rights of women, children and vulnerable communities.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Organize “trainer’s training” programme to develop qualified trainers with access to contemporary training methodologies on Community Policing in within Bangladesh Police, communities and the LGD.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Design, develop and deliver Community Police training to the CPO’s</li> </ul>			
	<ul style="list-style-type: none"> <li>• Design, develop and deliver training modules for the joint training (PACT) for the police, UP and the community members working in CPFs.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Design, Develop and Adapt IEC materials based upon the need of Bangladesh. Also conduct pre testing of these materials to ensure their effectiveness.</li> </ul>			

	<ul style="list-style-type: none"> <li>• Draft a policy paper to involve village police in crime reduction program in consultation with LGD</li> </ul>			
	<ul style="list-style-type: none"> <li>• Form a joint mechanism between police and the LGD to implement the policy.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop and deliver crime prevention training to Village police to involve them in crime reduction programs.</li> </ul>			
Strategic Objective 3.	<b>Creation of an enabling environment for supportive behavior (between the police and the community) through consultations.</b>			
	<ul style="list-style-type: none"> <li>• Identify the Key stakeholders in the community, form a non political CPF</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop policy guidelines for community and police interaction to implement and support community policing.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop community action plans and identify the resources.</li> </ul>			
	<ul style="list-style-type: none"> <li>• CPOs establish relations with CPF members, local N/GOs, CBO etc through frequent community consultation.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Form a joint monitoring mechanism between police and the community stakeholders;</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop the joint logical framework activities (LFA) and work-plan with partners and donors. (Who's involved in what? Who's responsible for what? Who has done what?)</li> </ul>			

	<ul style="list-style-type: none"> <li>Establish a communication/consultation process between external actors (e.g. donors) in order to ensure agreement on the main objectives of their support and the added value of each actor's contribution.</li> </ul>			
	<ul style="list-style-type: none"> <li>Develop crime prevention/Community Policing web portal</li> </ul>			
	<ul style="list-style-type: none"> <li>Involve the community members as a guest speakers in various training programs</li> </ul>			
Strategic Objective 4.	<b>Reduced crime in the community through community consultations, visible patrol and school visit programs by police</b>			
	<ul style="list-style-type: none"> <li>Identify, train and deploy a permanent CPOs for a specified locality (CPF)</li> </ul>			
	<ul style="list-style-type: none"> <li>Develop resources materials for the school visit programmes</li> </ul>			
	<ul style="list-style-type: none"> <li>Conduct School visit programs and</li> </ul>			
	<ul style="list-style-type: none"> <li>Develop resources materials for the school visit programmes</li> </ul>			
	<ul style="list-style-type: none"> <li>CPOs establish relationship, through community visits, with vulnerable and disabled communities and assist with complaints</li> </ul>			

Strategic Objective 5.	<b>Organizational framework for implementation, monitoring and evaluation of BP Community Police program</b>			
	<ul style="list-style-type: none"> <li>• Provide training on Participatory Monitoring and Evaluation for Crime Prevention Center staff, committee members, trainers and other concerned staff members of the Bangladesh Police</li> </ul>			
	<ul style="list-style-type: none"> <li>• Review existing legislation and recommend amendments to effective implementation of community policing</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop monitoring, evaluation and reporting framework.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Prepare periodic report and share with key stakeholders</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop complaint reporting mechanisms on mistreatment (if any) by police personnel and the CPFs</li> </ul>			
	<ul style="list-style-type: none"> <li>• Conduct a second nationwide Public Perception Survey to find out the changes in the attitude of the public towards police.</li> </ul>			
Strategic Objective 6.	<b>Institutional commitment and support for implementing Community Policing</b>			
	<ul style="list-style-type: none"> <li>• Establish Crime Prevention center at Police Headquarters and Range Police Headquarters, resource, equip and train the center.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Form a multi sector advisory committee in police head quarter as a oversight body for the policy implantation of CP.</li> </ul>			

	<ul style="list-style-type: none"> <li>• Set up CP Cell in districts and PS level.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Develop, disseminate and approve the TOR of the Center</li> </ul>			
	<ul style="list-style-type: none"> <li>• Ensure the representations of permanent CPO's in CPFs.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Organize exposure visits to strengthen the Advisory committee and the staffs of the CPCs by providing understanding of effective policies and programs adopted in other countries.</li> </ul>			
	<ul style="list-style-type: none"> <li>• Set up an awards committee for rewarding the CPFs and CPOs.(Awardees receive a plaque or some other substantial reward, not just a certificate. Organize an annual ceremony to award the reward and use as an opportunity to reinforce the agency's goals of promoting community policing and diversity.)</li> </ul>			

## **Community profile**

It is important that CPOs recognize the need for understanding all aspects of the community that is being served. This understanding stems from a fully developed knowledge of any information having an impact on the quality of life for the citizens within the community.

### ***Community Profile***

#### **1. Geography**

- What are the major geographic features of your community (e.g., lakes, rivers, seashore, factories, city center, etc.)?
- What are the geographic/political subdivisions (e.g., ward, unions etc) that make up your community?
- Approximately how large is your community geographically?

#### **2. Demographics**

- Approximately how many people live in your community?
- What is the approximate racial and ethnic “mix” of your community?
- What is the age distribution of the members within your community?
- Have there been any substantial increases or decreases in population?

#### **3. Education**

- What colleges, universities or community colleges are located in your community?
- What high schools are located in your community?
- What is the average educational level of the members of your community?

#### **4. Employment**

- What is the unemployment rate of your community?
- What are the five largest employers within your community?

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- What percentage of your community is on some type of governmental assistance program?
  - What is the average income of an individual within your community?

#### 5. Public Safety and Medical Services

- What hospitals, mental health facilities and nursing homes serve your community?
- Who provides emergency medical services to your community?
- What are the locations of the fire stations in your community?
- Do these stations employ full-time employees or do they have volunteer members?
- How many members can these stations call out?

#### 6. Recreation

- What spectator sporting events tend to draw the biggest crowds in your community?
- What organized sporting events are held in your community?
- What other recreational facilities are available for use within your community?
- What do the members of your community do for general recreation?

#### 7. Civic and religious Organizations

- What percentage of your community belongs to a religious or civic organization?
- What is the largest civic group in your community and what resources does it have?
- What are the largest mosques/ temples in your community and what resources does it have?

#### 8. Media

- What daily and weekly newspapers are widely circulated in your community?
- What television stations provide local news coverage in your community?

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- What radio stations provide local news coverage in your community?

#### 9. Retail Businesses

- What are the major retail businesses in your community?
- How many members of your community are employed in retail?
- What type of resources can be provided by these retail establishments?

#### 10. Other Resources

- What other potential resources exist in your community that could assist you?

#### 11. Problems

- What are the major problems in your community?
- Who or what is responsible for these problems?

