



## Police Reform Programme



### Revised Monitoring & Evaluation Plan 2006-2008

Prepared by:  
Programme Support, Monitoring & Evaluation Unit (PSM&EU)

## TABLE OF CONTENTS

1. Introduction .....	1
2. Performance Indicators .....	2
3. Project Monitoring and Evaluation tools to be used for PRP .....	3
4. Details of monitoring, review and evaluation activities .....	6
4.1 Work plan.....	6
4.2 Reports: .....	6
4.2.1 Monthly Progress Report (MPR) .....	6
4.2.1 Quarterly Progress Report (QPR).....	6
4.2.2 Annual Progress Report (APR).....	6
4.3 Field visit .....	7
4.4 Workshop/Meeting Reports .....	7
4.3 Review activities .....	7
4.3.1 Tripartite Review (TPR).....	7
4.3.2 Quarterly Review Meetings (QRM).....	7
5. Evaluation activities.....	7
5.1 Public Attitude Baseline Survey .....	7
5.2 Public Attitude Follow-up Survey .....	8
5.3 Study on Model Thanas facilities and services .....	8
5.4 Follow-up study on Model Thanas facilities and services.....	8
5.5 Community Access Survey.....	8
5.6 Case Studies.....	9
5.5 Periodic Evaluation by UNDP .....	9
5.5.1 Mid-term Evaluation.....	9
5.5.2 Final Evaluation.....	9

## 1. Introduction

This M&E Plan is designed to provide documentation of and guidance for the activities and methods to be applied in assessing the changes brought about by the Police Reform Programme (PRP) on human rights and equitable access to justice through police reform, which is more responsive to the needs of poor and vulnerable people including women. The planned behavioral and systemic changes are being realized through the interventions delivered by the five components of the Programme. The monitoring and evaluation activities highlighted in this document include both quantitative and qualitative approaches.

The objectives of the PRP M&E Plan are to provide:

- A reference for M&E activities to be accomplished over the period of 2008;
- A guideline for gathering M&E information and for making timely management decisions; and
- An overall plan for assessing the outputs, outcomes and impact of the PRP among participants/beneficiaries over time.

Progress monitoring will include complete detailed reports of inputs, activities, and outputs on a monthly and quarterly basis, as well as periodic field visits to observe the effectiveness of the programme intervention and trouble shoot monitoring when needed. The status of Programme participant (beneficiary) police, communities including institutions (like Model Thanas, Victim Support Center) will also be reported. This will include composition (gender), the relevant training/awareness (Crime Prevention Awareness, Forensic training, Investigation skill training, sensitization training on crime and gender, management etc). Progress monitoring will be summarized in the monthly, quarterly and yearly PRP reports.

The effect (outcome) level changes will be captured by conducting comprehensive survey through several indicators. The application of this M&E plan will enable the timely generation, processing and analysis of both qualitative and quantitative variable information for both magnitude and direction of change of effect level indicators. Ultimately, this should enable the assessment of whether the PRP met its goal and to what extent.

In Bangladesh, human security is susceptible to poor law and order situation, political interference, lack of knowledge of law enforcing members/agencies, weak morality, changing of political scenes. These often lead to hinder of equitable access to justice and human security. Due to these external factors, there exist the potential threats for the disruption of Programme activities and therefore a limitation in the magnitude and direction of effects and impacts. In an attempt to capture the small changes and shifts in the human security of beneficiaries and to better understand how these are shaped by external factors, different adhoc surveys, FGDs and case studies will also be conducted.

In applying the different methodologies to gather information, the tools to be used will include structured and semi-structured questionnaires, FGD, case studies, ranking, observation etc.

## 2. Performance Indicators

The performance indicators specify the data that the project's M&E system will be collecting in order to measure progress and compare actual results over time against what was intended to be achieved. The performance indicators that are selected for the framework are comprised of both outcome and output indicators, which will be measured throughout the work plan period. However, the performance indicators that are linked to higher-level objectives and need population based surveys will be measured through comprehensive survey (baseline, follow-up, mid-term and final survey).

<p><b>Goal:</b> To improve access to justice and personal safety through better policing standards and operations in Bangladesh.</p>
<p>% Change of people including the vulnerable, poor and women who feel safer and trust the police as a symbol of safety            % Change of people including the vulnerable, poor and women who satisfied with the police service.</p>
<p><b>Purpose:</b> To develop a safer and more secure environment based on respect for human rights and equitable access to justice through police reform, which is more responsive to the needs of poor and vulnerable people including women.</p>
<p>% Change of people who willingly seek and receive police assistance, including the vulnerable, poor and women            % Change of people willingly reports crime in the Model Thanas, including the vulnerable, poor and women</p>
<p><b>1. Crime Prevention:</b> Improved crime prevention through the development of an overarching crime prevention strategy, piloting of model thanas, and improvement of services for women, children and the vulnerable.</p>
<p>1.1 % Change of people who perceive that the occurrences of crime have reduced.            1.2 % Change of people including the vulnerable, poor and women who feel that improved access to police service.            1.3 % Change of community engagement in crime prevention activities.            1.4 % Change of people who recognize that the offence and complain recording system made simplified.            1.5 % Change of people who feel that an environment conducive to the accurate reporting of crime is established.            1.6 % Change of Police who feels that inappropriate influence over Police is reduced.            1.7 % Change in number of victim, especially women and girls referred to victim support service.</p>
<p><b>2. Investigation, Operations, and Prosecution:</b> Improved investigation, operations, more effective prosecutions, improved legal framework within which more effective investigations and operations can be undertaken.</p>
<p>2.1 % Change in charge sheet processed to the number of clue less cases.            2.2 % change in detection rates in investigations.            2.3 % Change of cases send to the court based on charge sheet            2.4 % Change in crime scene preservation            2.5 % Change in investigations supported by forensic evidence.            2.6 % Change of response time of police in the place of crime.            2.7 % Change of time taken to complete investigation.            2.8 % Change of perceived improvement of treatment by victims including women and children.</p>

<p><b>3. Human Resource Management and Development:</b> A more effective and gender balanced human resource management system is developed and adopted based on a coherent strategy to better inform recruitment and training practices.</p>
<p>3.1 % Change of people satisfied with police behavior and attitude.</p> <p>3.2 % Change of victims and witnesses who considered police are sensitized on gender issues.</p> <p>3.3 % Change of appointments made in a transparent and accountable manner on the basis of merit.</p> <p>3.4 % Change of women in Bangladesh Police by rank.</p>
<p><b>4. Strategy and oversight:</b> Focusing on modern standards, systems, and structures, to meet current and future policing needs is implemented.</p>
<p>4.1 % Change of police personnel aware about code of ethics</p> <p>4.2 % Change of police who are satisfied with the Standard Operating Procedure (SOP).</p> <p>4.3 % Change of police with awareness about their vision, mission and core functions</p> <p>4.4 % Change of police with awareness about their roles and responsibilities</p> <p>4.5 % Change of cases police did their duty properly without having any bribe.</p> <p>4.6 % Change of Public's awareness of policing activities</p>
<p><b>6. Anti-trafficking of Human Being:</b> Effective investigations, disruption, and interception of trafficking in human beings, performed by a gender and child sensitive policing force.</p>
<p>6.1 % Change of public awareness of THB</p> <p>6.2 % Change in trafficking of human beings</p> <p>6.3 % Change of police who feel that their capacity has increased in THB.</p> <p>6.4 Referral practices inline with adopted protocol.</p> <p>6.5 % of victims are satisfied with the Overall victim support services</p>

### 3. Project Monitoring and Evaluation tools to be used for PRP

Monitoring tools & Mechanism	Timeline	Content	Responsible person/Agencies involved
<b>Work plan</b>			
Quarterly work plan	End of each quarter.	<ul style="list-style-type: none"> <li>▪ Activity</li> <li>▪ Timeline</li> <li>▪ Person responsible</li> <li>▪ Link activity</li> </ul>	NPD (PMT will prepare and submit to PM/NPD for approval).
Annual work plan	Beginning of each calendar year.		
Multi-year work plan	Inception phase of the project.		
<b>Monthly Progress Reports for:</b>			
IMED	1 <sup>st</sup> week of the following month	<ul style="list-style-type: none"> <li>• Output</li> <li>• Progress against each activity</li> <li>• Expenditure report</li> <li>• Responsible party</li> </ul>	NPD [PSM&EU/PMT will prepare and submit to PM/NPD for approval).
MoHA	1 <sup>st</sup> week of the following month		
UNDP	1 <sup>st</sup> week of the following month		

Monitoring tools & Mechanism	Timeline	Content	Responsible person/Agencies involved
CAO	1 <sup>st</sup> week of the following month		
<b>Quarterly Progress Reports for:</b>			
DFID	2 <sup>nd</sup> week of the following quarter	Fund utilization report	NPD [PSM&EU/PMT] will prepare and submit to PM/NPD for approval).
UNDP	1 <sup>st</sup> week of the following quarter	<ul style="list-style-type: none"> <li>▪ Context</li> <li>▪ Achievement</li> <li>▪ Organization and management</li> <li>▪ Partnership</li> <li>▪ Lesson learnt &amp;Future directions</li> </ul>	
UNDP.	1 <sup>st</sup> week of the following quarter	Financial report for request for fund advance	
IMED	2 <sup>nd</sup> week of the following quarter	As per IMED format-03	
NEX Project	2 <sup>nd</sup> week of the following quarter	As per NEX management project M&E report template	
ERD	2 <sup>nd</sup> week of the following quarter	As per ERD format	
<b>Six monthly Progress Report for:</b>			
IMED	2 <sup>nd</sup> week of July and January	As per IMED format-02	
<b>Annual Progress Report for:</b>			
ERD	Annual (in November of each calendar year)	<ul style="list-style-type: none"> <li>▪ Project's performance in terms of outputs and outcomes</li> <li>▪ NEX score card</li> </ul>	NPD [PSM&EU/PMT] will prepare and submit to PM/NPD for approval).
UNDP	1 <sup>st</sup> Week of the following year	<ul style="list-style-type: none"> <li>▪ Context</li> <li>▪ Achievement</li> <li>▪ Organization and management</li> <li>▪ Partnership</li> <li>▪ Lesson learnt &amp;Future directions</li> </ul>	NPD (PSM&EU will prepare and submit to PM/NPD for approval).
DFID	2 <sup>nd</sup> week of the following year	<ul style="list-style-type: none"> <li>▪ Context</li> <li>▪ Progress towards milestones</li> <li>▪ Overall achievement (programmatic and financial)</li> <li>▪ Organization and management</li> <li>▪ Partnership</li> <li>▪ Lesson learnt &amp;Future directions</li> </ul>	NPD (PSM&EU will prepare and submit to PM/NPD for approval).
EC	2 <sup>nd</sup> week of the following year	<ul style="list-style-type: none"> <li>▪ Context</li> <li>▪ Progress towards milestones</li> <li>▪ Overall achievement (programmatic and financial)</li> <li>▪ Organization and management</li> <li>▪ Partnership</li> <li>▪ Lesson learnt &amp;Future directions</li> </ul>	NPD (PSM&EU will prepare and submit to PM/NPD for approval).
<b>Other monitoring tools</b>			

<b>Monitoring tools &amp; Mechanism</b>	<b>Timeline</b>	<b>Content</b>	<b>Responsible person/Agencies involved</b>
Monitoring of Model Thanas, VSC and other initiatives of PRP	Through out the implementation period	<ul style="list-style-type: none"> <li>▪ Validation of outputs</li> <li>▪ Process monitoring</li> </ul>	PMT, GoB officials (MoHA, Bangladesh Police, ERD etc.), UNDP
Workshops and meetings	Need based	<ul style="list-style-type: none"> <li>▪ Information sharing</li> <li>▪ Policy decisions</li> </ul>	UNDP, PMT, Bangladesh Police, MoHA, ERD
Quarterly Review Meeting (QRM)	Quarterly basis	<ul style="list-style-type: none"> <li>▪ Progress review</li> <li>▪ Discussion on management and financial issues</li> </ul>	MoHA, UNDP, DFID, EC, Bangladesh Police, Planning Commission (PC), ERD, IMED
Tri-partite Review (TPR) Meeting	At least one in each year	<ul style="list-style-type: none"> <li>▪ Progress review</li> <li>▪ Discussion on operational problems and difficulties</li> <li>▪ Discussion and resolve policy matters</li> </ul>	ERD, UNDP, MoHA, Bangladesh Police, PC, IMED
<b>Periodic Evaluation</b>			
Public Attitude Baseline Survey	June-December 2006	<ul style="list-style-type: none"> <li>▪ Public Attitude towards police</li> <li>▪ Community perception on crime factor</li> </ul>	PSM&EU/PMT/BP
Public Attitude follow-up Survey	April-July 2008	Public Attitude towards police and crime	PSM&EU/PMT/BP
Study at the model thana facilities and services	September-December 2007	<ul style="list-style-type: none"> <li>▪ Demographic Information</li> <li>▪ Staff strength</li> <li>▪ Crime scenario</li> <li>▪ Physical facilities</li> <li>▪ Service related information</li> <li>▪ Overall</li> </ul>	PSM&EU/PMT/BP
Follow-up Study on Model thana facilities and services.	June - August 2008	<ul style="list-style-type: none"> <li>▪ Demographic Information</li> <li>▪ Staff strength</li> <li>▪ Crime scenario</li> <li>▪ Physical facilities</li> <li>▪ Service related information</li> <li>▪ Overall</li> </ul>	PSM&EU/PMT/BP/Sub-contract
Case study/FGD/ KII	Open	Explore the situation of project participants (individual or group)	PSM&EU/PMT/Sub-contract
Mid-Term Evaluation	2 <sup>nd</sup> quarter 2008	<ul style="list-style-type: none"> <li>• Level of achievement of objectives</li> <li>• Contribution to outcomes</li> <li>• Review the system, Process and strategies followed implementing the interventions</li> </ul>	External professionals (International, national professionals + IMED)

Monitoring tools & Mechanism	Timeline	Content	Responsible person/Agencies involved
Terminal/Final Evaluation	1 <sup>st</sup> quarter 2009	<ul style="list-style-type: none"> <li>▪ Assess achievement towards the overall goal and strategic objectives of SBP.</li> <li>▪ Document lessons learned of the Programme components which could be useful for remaining part of SBP,</li> <li>▪ Make recommendations regarding the remaining activities of PRP.</li> <li>▪ Sustainability of effects/benefits</li> <li>▪ Effective and efficient use of resources</li> </ul>	External professionals (International, national professionals + IMED)

#### 4. Details of monitoring, review and evaluation activities

The Programme Support, Monitoring & Evaluation Unit (PSM&EU), will be responsible for monitoring program undertakings, ensuring proper use of UNDP funds to assigned activities, timely reporting of implementation progress. The M&E Unit placed in PRP will provide necessary support and backstopping to ensure proper implementation progress, convene periodic meetings with program management, provide feedback and revision to products and documents and where necessary filter program results to be in line with overall objectives.

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

##### 4.1 Work plan

A work plan can be a multi-year, annual or quarterly summary of planned activities, timeframes and responsibilities. The work plan is a tool to systematically and objectively monitor the progress of a project.

##### 4.2 Reports:

The NPD, with support from the PSM&EU/ PMT including expert consultants, will be responsible for the preparation and submission of the following reports:

##### 4.2.1 Monthly Progress Report (MPR)

Monthly Progress Reports will be prepared toward the end of the current month and submitted to the Executing Ministry and UNDP. The report highlights achievements, problems encountered during project implementation including management and financial issues.

##### 4.2.1 Quarterly Progress Report (QPR)

Quarterly Progress Reports will be prepared toward the end of the current quarter and submitted to the Executing Ministry, UNDP, DFID and EC. The report highlights Context, Achievement, Organization and management, Partnership, Lesson learnt & Future directions including problems encountered during project implementation including management and financial issues. Quarterly financial utilization report will be submitted to the UNDP, DFID and EC.

##### 4.2.2 Annual Progress Report (APR)

The APR will be prepared toward the end of each calendar year and submitted to ERD, UNDP, DFID and EC by the PMT. The report highlights Context, Achievement, Organization and management,

Partnership, Lesson learnt & Future directions including problems encountered during project implementation including management and financial issues.

#### **4.3 Field visit**

During implementation of the programme activities, field visit may be conducted by the PMT/PSM&EU, GOB officials and UNDP as and when necessary to monitor the progress, quality and timeliness of the implementation. The findings and recommendations (if any) from the field visit reports will be used a tool for tracking proper implementation.

#### **4.4 Workshop/Meeting Reports**

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

The key stakeholders will include:

- Ministry of Home Affairs
- Bangladesh Police
- Donor (UNDP, DFID & EC)
- Partner NGOs and
- Community People

#### **4.3 Review activities**

##### **4.3.1 Tripartite Review (TPR)**

Tripartite Review (TPR) will be held normally at least once in every twelve months. The meeting will be attended by the representatives of the Ministry of Home Affairs, Bangladesh Police, ERD and the Planning Commission, UNDP and other key stakeholders and development partners. The NPD and key members of the PMT will prepare and submit to each TPR meeting an Annual Program Report (APR).

##### **4.3.2 Quarterly Review Meetings (QRM)**

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

#### **5. Evaluation activities**

##### **5.1 Public Attitude Baseline Survey**

**Objectives:** The specific purpose of the Public Attitude Baseline Survey is to develop a pre-intervention database of the Project sites using specified indicators and parameters, so that comparative analysis can be conducted over time to measure the degree of change, assess that the intended benefits are being generated and ensure that the programme is meeting its goal and strategic objectives. Besides, the baseline survey data will facilitate designing of appropriate interventions suiting the priorities of the stakeholders.

**Methods:** Baseline studies will generally employ a mix of qualitative and quantitative methods. The survey provides a comprehensive and relevant database for Programme area, and will act as a reference point for pre- and post-intervention comparisons. The baseline will employ both qualitative and quantitative approaches and information will be collected using a structured questionnaire designed to capture the pre-intervention status of model Thana and communities under those model thana in the

Programme area. Control Police station will be selected following the characteristics of model Thana (from similar graphical location and other selecting factors as well). Two or Three Police Stations will be selected as control area.

## **5.2 Public Attitude Follow-up Survey**

**Objectives:** The specific purpose of the survey is to measure and determine how far the project components are contributing at improving the efficiency and effectiveness of Bangladesh Police and strengthen human securities in the lives of the participating population vis a vis how far the components are fulfilling the stated overall goal and strategic objectives.

**Methods:** Same method and approaches will be followed as per baseline survey.

## **5.3 Study on Model Thanas facilities and services**

PRP have been undertaken some activities in the 11 selected model thanas with emphasis on community Police engagement, developing Standard Operating Procedure (SOP) and improving the pattern of attitude and behaviour of the Police working in the Model Thanas. Pilot programme will be selected to create scope for the general people to engage fruitfully with the Police. With a view to facilitating these activities refurbishment work of the building has been undertaken and computers and relevant IT equipment and consumables are being supplied. Model thana are as such at the centre of the PRP activities.

Community–Police engagement is vital for crime prevention. If the Model thanas functions properly following the SOPs with increased physical facilities, and the attitude and behaviour of the police changes, the people will be encouraged to seek assistance from the model thanas.. Besides this with the increased physical facilities like computers, radio sets, vehicles etc. would facilitate them for prompt service delivery. This will lead to reduced time for GD, FIR and other reporting purposes and which ultimately would contribute for an increased in the number of GD, FIR and other policing activities. Thus, a study will be conducted in all 11 model thanas.

The specific purpose of the survey is to develop a database using specified indicators and parameters to understand the current situation of the Model Thanas so that a comparative analysis can be conducted over time to measure the changes in the services and facilities at the model thana level.

## **5.4 Follow-up study on Model Thanas facilities and services**

The specific purpose of the study is to measure and determine how far the model thana facilities and services improved due to programme interventions and transforming those as model thanas.

## **5.5 Community Access Survey**

The PRP will undertake a pilot programme of external visit by the community groups to 11 model Thanas in a view to reduce fear/suspicious/mistrust of the general people to the police and for better understanding of what police do as well. Strategy for the external visit by the community group will be developed at the later stage of the Programme implementation. The strategy will be developed in such a way so that the interest of both the groups is addressed. However, it would be an arrangement that would ultimately enable community people with a greater access to the police stations. The model Thana may declare an open house day on weekly or bi-weekly or monthly basis or any other arrangement. In that day there could be an open discussion forum where people can exchange their views regarding the crime prevention and how could help each other for the question of safety and security.

To measure the people's access to the pilot programme, a survey will be undertaken at the end of the third year implementation of the programme. The survey will collect both qualitative and quantitative information using a pre-coded structured and semi-structured questionnaire. Based on the appropriate methodology sample household/ victims/ complainant will be selected, as respondents under the model

Thana. The survey will address indicators relevant to creation of an environment that enhances the public image of police and provides reduced opportunity for inappropriate influence over police.

## **5.6 Case Studies**

The aim of case studies is to document important characteristics of successful interventions, assess and document the efficacy of different interventions, and assess and document potential indicators for future application

Case Studies are important for understanding and documenting multiple facets of each intervention. They can be of an individual or a group. The basic purposes is to explore and archetypal example that may or may not be widespread in the community. In addition, unexplored potential indicators can be identified for use in future programming.

## **5.5 Periodic Evaluation by UNDP**

The periodic evaluations such as *mid-term evaluation* and *end of program evaluation* will be implemented according to UNDP requirements and will be undertaken by independent professionals' combination of national and international experts.

### **5.5.1 Mid-term Evaluation**

Mid-term evaluation was planned in 4<sup>th</sup> quarter of 2007 but PRP and UNDP management decided to defer it until 2<sup>nd</sup> quarter of 2008. The purpose of the evaluation is to 1) improve the effectiveness of current activities by helping initiate or modify initial activities, 2) provide support for maintaining the Programme over the long term, 3) provide insight into why certain outcomes and purposes are more likely or less likely to be accomplished, 4) help PRP staff make programming decisions for the remaining period of the Programme, and 5) provide documentation for donors about PRP's progress.

### **5.5.2 Final Evaluation**

Final evaluation will take place at least six months before of the project closure.. The purpose of the evaluation is to measure the impact of PRP and also identify challenges and opportunities resulting from the Programme. The result of the evaluation will serve as a baseline for the preparation of a phase-2 programme. The evaluation will utilize available Programme data from evaluation activities to assess overall program performance and provide UNDP with an opportunity to examine its current program strategies, program quality and impact and lesson learnt.

The evaluation is crucial for the design of phase-2 programme, as it will enable UNDP and its partners to identify achievements, challenges and opportunities. The lessons learnt from this exercise will enrich future programming by applying them to the design of new interventions that would contribute towards the attainment of improved human security in Bangladesh.

### Schedule of Measurement

Name of activities	2006				2007				2008				2009	
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>
Public Attitude Baseline Survey														
Public Attitude Follow-up Survey														
Study on Model Thana facilities and Services														
Follow-up Study on Model Thana facilities and Services														
Community Access Survey														
Case Studies														
Monitoring of Model Thana, VSC and other initiatives of PRP														
Mid-term Evaluation														
Final Evaluation														

## Performance Measuring Framework

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible party	Remarks
<b>Goal:</b> To improve access to justice and personal safety through better policing standards and operations in Bangladesh						
% Change of people including the vulnerable, poor and women who feel safer and trust the police as a symbol of safety	Numbers of people disaggregated by vulnerable, poor and women have trust police for their security.	Public/victimes of participating community under Model Thanas	-Household survey -Focus Group Discussion (FGD) -Case studies	-Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
% Change of people including the vulnerable, poor and women who satisfied with the police service.	Numbers of people disaggregated by vulnerable, poor and women are satisfied with police service.	Public/victimes of participating community under Model Thanas	- Household survey -Focus Group Discussion (FGD) -Case studies	-Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
<b>Purpose:</b> To develop a safer and more secure environment based on respect for human rights and equitable access to justice through police reform, which is more responsive to the needs of poor and vulnerable people including women.						
% Change of people who willingly seek and receive police assistance, including the vulnerable, poor and women	Numbers of people disaggregated by vulnerable, poor and women are willing to receive police service	Public/victimes of participating community under Model Thanas	Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible party	Remarks
% Change of people willingly reports crime in the Model Thanas, including the vulnerable, poor and women	Numbers of people disaggregated by vulnerable, poor and women are willing to report crime to police	Public/victimes of participating community under Model Thanas	-Household survey -Focus Group Discussion (FGD) -Case studies	-Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

**Component-1: Crime Prevention**

**Outcome:** Improved crime prevention through the development of an overarching crime prevention strategy, piloting of model thanas (police stations), and improvement of services for women, young, and the vulnerable

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
1.1 % Change of people who perceive that the occurrences of crime have reduced.	Numbers of people perceive that the occurrences of crime have reduced	Public/victimes of participating community under Model Thana	-Household survey -Focus Group Discussion (FGD) -Case studies	-Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
1.2 % Change of people including the vulnerable, poor and women who feel that improved access to police service.	Numbers of people disaggregated by vulnerable, poor and women feel that access to police has improved	Public/victimes of participating community under model Thana	-Household survey -Focus Group Discussion (FGD) -Case studies	-Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
1.3 % Change of community engagement in crime prevention activities.	Number of people including women, and young who are actively participating in crime prevention activities.	Records of Model Thana	Model thana survey	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
1.4 % Change of people who recognize that the offence and complain recording system made simplified.	Numbers of people feels that the system is simplified than before.	Public/victimes of participating community under model Thana	-Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
1.5 % Change of people who feels that an environment conducive to the accurate reporting of crime is established.	Numbers of people/victims are satisfied with the environment of accurate reporting.	Public/victimes of participating community under model Thana	-Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
1.6 % Change of Police who feels that inappropriate influence over Police is reduced	Number of Police feels that inappropriate influence is reduced.	Police personnel of model Thana	Model Thana survey	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
1.7 % Change in number of victim, especially women and girls referred to victim support service	Number of victims referred to the victim support organizations/ center	Model Thana/Victim support organizations	Document review	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
1.9 % Change in satisfaction of victims specially women and juveniles towards police response	Numbers of victims especially women Juveniles are satisfied with the treatment of Police during their last contact with Police.	Sample Juveniles' offenders and women girls those came in contact with police.	-Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Component 2: Investigation, Operations, and Prosecution.

Improved investigation, operations, more effective prosecutions, improved legal framework within which more effective investigations and operations can be undertaken

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
2.1 % Change in charge sheet processed to the number of clue less case	Number of charge sheet processed to the number of clue less case	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	PSM&EU/PMT	

2.2% Change of detection in Investigations.	Number of charge sheet processed to the number of clueless cases. lodged	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	PSM&EU/PMT	
.2.3 % Change of cases send to the court based on charge sheet	Number of charge sheet processed to the number of cases lodged	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	PSM&EU/PMT	
2.4 % Change in crime scene preservation	Numbers of crime scenes have been preserved by the MT's	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	Records of Model Thanas	
2.5 % Change in investigations supported by forensic evidence.	Number of investigation has been done backed by forensic support	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	Records of Model Thanas	
2.6 Change of response time of police in the place of crime.	Response time to reach place of crime for individual cases	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	Records of Model Thanas	

2.7 % Change of time taken to complete investigation.	Number of days for completing investigation disaggregated by crime type.	Records of Model Thanas	Model thana survey	-Model thana assessment on facilities and services -Model thana follow-up assessment on facilities and services	Records of Model Thanas	
2.8 % Change of perceived improvement of treatment by victims including women and children.	Number of people feel that treatment of police has improved.	Public perception survey	Household survey/Case study	Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	Records of Model Thanas	

**Component-3: Human resource management and training**

**Outcome:** A more effective and gender balanced human resource management system is developed and adopted based on a coherent strategy to better inform recruitment and training practices.

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
3.1 % Change of people who satisfied with the Police behavior and an attitude.	Number of individuals/group reporting on Police behavior and attitude.	Victims/complainants under model Thana	-Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
3.2 % Change police sensitized on gender issues specially to the women and girls	Number of police are sensitized on gender issues.	Victims/complainants under model Thana	Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
3.3 % Change of appointments are made in a transparent and accountable manner on the basis of merit.	Number of police appointed without any favor/persuasion	Police personnel.	Personal interview	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
3.4 % Change of women in Bangladesh Police by rank	Count number of women in Policing	Model Thana and Police HQ.	Document review of model Thana and PHQ	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

**COMPONENT-4: Strategy and Oversight**

**Outcome:** Strategy and oversight, focusing on modern standards, systems, and structures, to meet current and future policing needs is implemented. Improved use of existing resources will be reallocated for sustainable change.

<b>Outcome Performance Indicators</b>	<b>Data type</b>	<b>Source of data</b>	<b>Method of data collection</b>	<b>Frequency of data Collection</b>	<b>Responsible persons/Unit</b>	<b>Remarks</b>
4.1 % Change of police who are satisfied with the Standard Operating Procedure (SOP)	Number of police satisfied with the operating system	Model Thana	Interview with the Police personnel	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
4.2 % Change of police with awareness about their Vision, mission and core functions	Number of police are aware about their Vision, mission and core functions	Model Thana	Interview with the police personnel	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
4.3 % change of police with awareness about their roles and responsibilities	Number of police aware about their roles and responsibility.	Model Thana	Personal interview	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
4.4 % Change in police awareness on code of ethics	Number of police are aware on code of ethics	Model Thana	Interview with the police personnel	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
4.5 % Change of cases police did their duty properly without having any bribe.	Number of cases police fairly did their job	Victims/complainants/offenders.	Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
4.6 % Change of Public awareness of policing activities	Number of people are aware of policing activities	Victims/complainants under model Thana	Household survey -Focus Group Discussion (FGD) -Case studies	-Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	

Component-6: Anti –Trafficking of Human Being  
Effective investigations, disruption, and interception of trafficking in human beings, performed by a gender and child sensitive policing force.

Outcome Performance Indicators	Data type	Source of data	Method of data collection	Frequency of data Collection	Responsible persons/Unit	Remarks
6.4 % Change of public awareness on THB.	Number of people aware about the THB issues	Victims/complainants under model Thana	Household survey -Focus Group Discussion (FGD) -Case studies	- Public Attitude Baseline survey -Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT  UNDP/PMT	
6.4 % Change in trafficking of human beings	Number of victim of trafficking	Model Thana records and VSC records	Model Thana survey	-Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT UNDP/PMT	
6.3 % Change of police who feel that their capacity has increased in THB	Number of police trained on THB	Model Thana records and VSC records	Model Thana survey	-Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT UNDP/PMT	

<b>Outcome Performance Indicators</b>	<b>Data type</b>	<b>Source of data</b>	<b>Method of data collection</b>	<b>Frequency of data Collection</b>	<b>Responsible persons/Unit</b>	<b>Remarks</b>
6.4 Referral practices inline with adopted protocol	Number of thanas referring the victims following the adopted protocol.	Model Thana records and VSC records	Model Thana survey	-Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT UNDP/PMT	
6.5 % of victims are satisfied with the Overall victim support services	Number of victims are satisfied with the victim support services	Model Thana records and VSC records	Model Thana survey	-Public Attitude follow-up survey -Mid-term Evaluation -Final Evaluation	PSM&EU/PMT UNDP/PMT	

## Annex-1: Logical Framework

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Risk and Assumptions
<p><b>Goal:</b> To improve access to justice and personal safety through better policing standards and operations in Bangladesh.</p>	<p>% Change of people including the vulnerable, poor and women who feel safer and trust the police as a symbol of safety</p> <p>% Change of people including the vulnerable, poor and women who satisfied with the police service.</p>	<ul style="list-style-type: none"> <li>• Public Attitude Baseline and follow up survey reports (Internal)</li> <li>• Mid term and final evaluation reports (External)</li> <li>• Case study reports</li> </ul>	<ul style="list-style-type: none"> <li>• Political situation does not become volatile</li> <li>• Elections do not result in long term social unrest</li> <li>• New political Government's strong commitment to police reform.</li> </ul>
<p><b>Purpose:</b> To develop a safer and more secure environment based on respect for human rights and equitable access to justice through police reform, which is more responsive to the needs of poor and vulnerable people including women.</p>	<p>% Change of people who willingly seek and receive police assistance, including the vulnerable, poor and women</p> <p>% Change of people willingly reports crime in the Model Thanas, including the vulnerable, poor and women</p>	<ul style="list-style-type: none"> <li>• Public Attitude Baseline and follow up survey reports (Internal)</li> <li>• Mid term and final evaluation reports.</li> <li>• Case study reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Political situation does not become volatile</li> <li>• Elections do not result in long term social unrest</li> <li>• New political Government's strong commitment to police reform.</li> </ul>
<p><b>Expected Results:</b> Component 1: Crime prevention Improved crime prevention through the development of an overarching crime prevention strategy, piloting of model thanas (police stations), and improvement of services for women, young, and the vulnerable</p>	<p>% Change of people who perceive that the occurrences of crime have reduced.</p> <p>% Change of people including the vulnerable, poor and women who feel that improved access to police service.</p> <p>% Change of community engagement in crime prevention activities.</p> <p>% Change of people who recognize that the offence and complain recording system made simplified.</p> <p>% Change of people who feel that an environment conducive to the accurate reporting of crime is established.</p> <p>% Change of Police who feels that inappropriate influence</p>	<ul style="list-style-type: none"> <li>• Public Attitude Baseline and follow up survey reports.</li> <li>• Mid term and final evaluation reports.</li> <li>• Case study report</li> <li>• Documents of PHQ</li> <li>• Model Thana documents</li> </ul>	<ul style="list-style-type: none"> <li>• There is no political interference in project implementation, at any level</li> <li>• Genuine government commitment to police reform</li> <li>• Project components are institutionalized</li> </ul>







































