

**People's Republic of Bangladesh  
Ministry of Home Affairs  
Bangladesh Police**

**People's Republic of Bangladesh  
The Project for Strengthening Crime  
Prevention Capacity of Bangladesh Police**

**Project Completion Report**

**June 2023**

**Japan International Cooperation Agency (JICA)**

**IC Net Limited**

**Sohgo Security Services Co., Ltd.**

## Abbreviations

Abbreviation	Term in Full
<b>Addl. DIG</b>	Additional Deputy Inspector General
<b>Addl. IGP</b>	Additional Inspector General of Police
<b>AIG</b>	Additional Inspector General
<b>ALSOK</b>	Sohgo Security Services Company Ltd.
<b>ASI</b>	Assistant Sub Inspector
<b>ASP</b>	Assistant Superintendent
<b>BDP</b>	Bangladesh Police
<b>BDT</b>	Bangladesh Taka
<b>BPA</b>	Bangladesh Police Academy
<b>C/P</b>	Counterpart
<b>CAD</b>	Computer Aided Design
<b>CC</b>	Command Certificate
<b>CPTED</b>	Crime Prevention through Environmental Design
<b>COVID-19</b>	Coronavirus Disease
<b>CSS</b>	Child Safety School
<b>DAC</b>	Development Assistance Committee
<b>DIG</b>	Deputy Inspector General
<b>DMP</b>	Dhaka Metropolitan Police
<b>DTS</b>	Detective Training School
<b>HQ</b>	Headquarter
<b>IC Net</b>	IC Net Limited
<b>ICT</b>	Information and Communications Technology
<b>IGP</b>	Inspector General of Police
<b>JCC</b>	Joint Coordination Committee
<b>JCPA</b>	Joint Crime Prevention Activities
<b>JICA</b>	Japan International Cooperation Agency
<b>JV</b>	Joint Venture
<b>KPI</b>	Key Point Installation
<b>LDC</b>	Least Developing Country
<b>M/M</b>	Meeting Memo
<b>M/S</b>	Monitoring Sheet
<b>ODA</b>	Official Development Assistance
<b>PD</b>	Project Director
<b>PDCA</b>	Plan Do Check Action
<b>PDM</b>	Project Design Matrix
<b>PFM</b>	Public Financial Management
<b>PHQ</b>	Police Headquarters
<b>PIC</b>	Project Implementation Committee
<b>PL</b>	Police Line
<b>PPT</b>	Power Point
<b>PO</b>	Plan of Operation
<b>PSC</b>	Police Staff College
<b>PTC</b>	Police Training Center
<b>R/D</b>	Record of Discussion
<b>SDGs</b>	Sustainable Development Goals
<b>SI</b>	Sub Inspector of Police
<b>SOP</b>	Standard Operation Procedures
<b>SP</b>	Superintendent of Police
<b>SP&amp;M</b>	Security Patrolling and Monitoring
<b>TAPP</b>	Technical Assistance Project Proposal
<b>T/F</b>	Task Force

<b>TOT</b>	Training of Trainers
<b>T/T</b>	Task Team
<b>VIP</b>	Very Important Person
<b>VVIP</b>	Very Very Important Person
<b>WPS</b>	Women's Police Strategy

## Photograph



Participants conducting TOT workshop



SP&M training in Dhaka



SP&M training in Sylhet



Diorama used during the SP&M training



Analyzing the route safety for VVIP access



Logistic support provided by the venues



Trainers conducting CSS activities for children



Children participating in the workshop





Children actively participating in the discussion



Trainer answering children's questions



Opening ceremony of public-private joint crime prevention activities



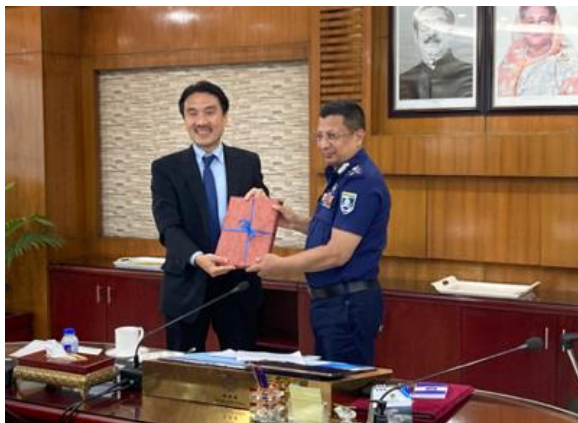
Participants in joint public-private crime prevention activities



Explanation of the project to residents



Volunteers working with residents



Presenting the teaching materials and other derivatives from the project



Officers participating the Dissemination Seminar

## Comparison Table of Ranks of Police

#	Ranks at Police HQ	Abbreviation	Ranks at Metropolitan Police	#	Ranks	Ranks at Japanese Police
1	Inspector General of Police	IGP		1	長官	Commissioner General
2	Additional Inspector General of Police G-1	Addl.IGP/ PC	Commissioner of DMP	2	警視總監	Superintendent General
3	Additional Inspector General of Police G-2	Addl.IGP/ PC	Commissioner of Police	3	警視監	Senior Commissioner
4	Deputy Inspector General of Police	DIG/ PC/ Addl.PC	Commissioner of Police (In all metropoliton police except DMP) or Additional Police commissioner (In DMP)	4	警視長	Commissioner
5	Additional Deputy Inspector General of Police	Addl.DIG/ Addl.PC/ Joint PC	Additional Police Commissioner (In all metropoliton police except DMP) or Joint Commissioner of Police (Only in DMP)	5	警視正	Assistant Commissioner
6	Superintendent of Police (SP) or Assistant Inspector General (AIG) (in Police HQ) or Special Superintendent (SS) (in SB & CID) or Superintendent of Railway Police (SRP) (in Railway Police)	SP/ AIG/ SS/ SRP/ DC	Deputy Commissioner of Police	6	警視	Superintendent
7	Additional Superintendent of Police	Addl. SP/ ADC	Additional Deputy Commissioner of Police			
8	Senior Assistant Superintendent of Police	Sr. ASP/ Sr.AC	Senior Assistant Commissioner of Police			
9	Assistant Superintendent of Police	ASP/ AC	Assistant Commissioner of police			
10	Inspector of Police			7	警部	Inspector
11	Sub-Inspector (SI)					
12	Sergeant			8	巡査部長	Sergeant
13	Assistant Sub-Inspector (ASI) / Assistant Town Sub-Inspector (ATSI)			9	(巡査長)	Senior Police Officer
14	Nayek					
15	Constable			10	巡査	Police officer

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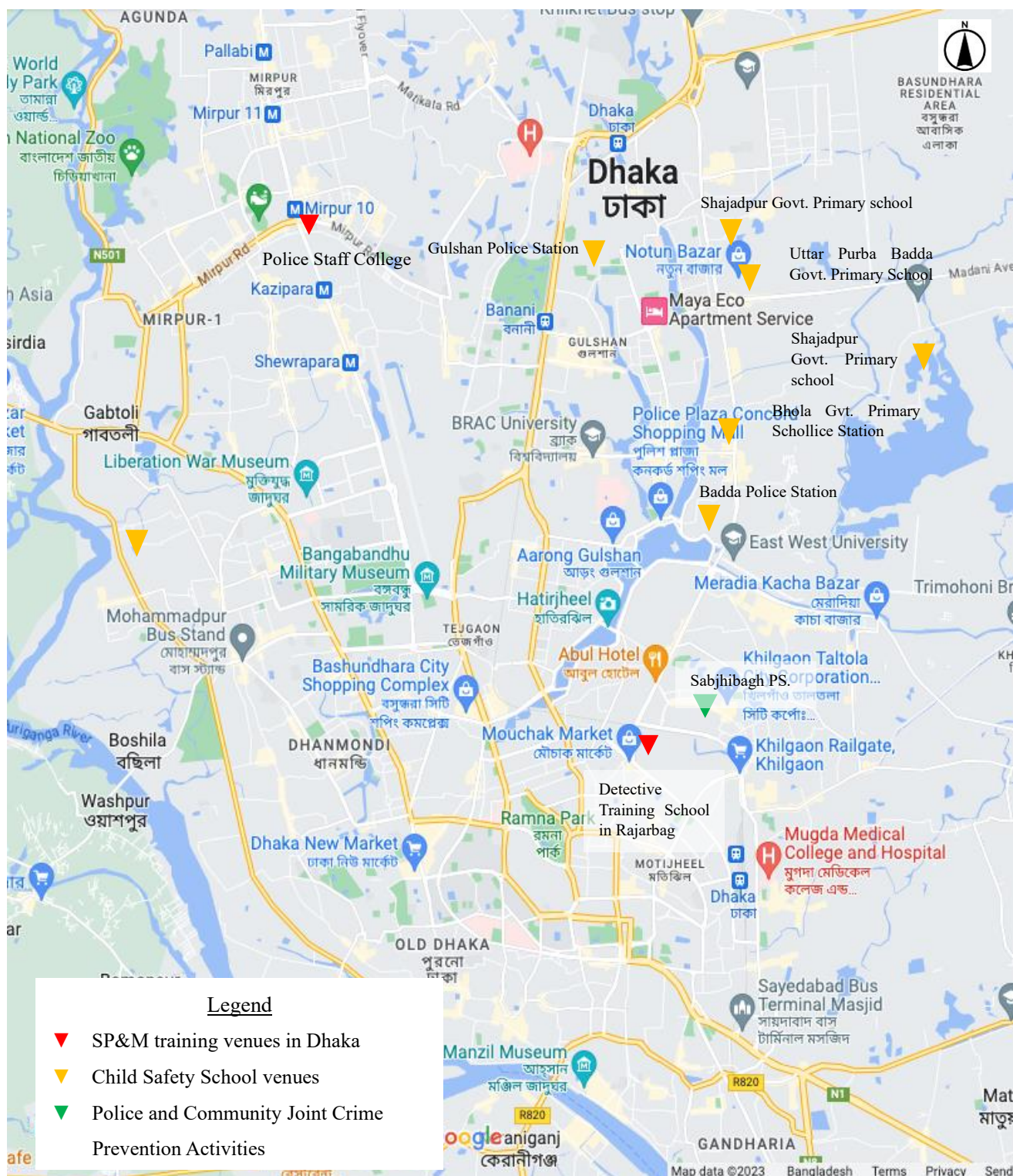
## Project sites (Bangladesh)



Source: Google Map URL: <https://www.google.com/maps/@24.1539567,91.0383657,7.43z>



## Project Site Location (Within Dhaka Metro Area)



Source: Google Map URL: <https://www.google.com/maps/@23.8587448,90.4911867,10.46z>

# **Chapter 1 Background of the Project**

## **1-1 Name of the Country**

People's Republic of Bangladesh

## **1-2 Name of the Project**

The Project for Strengthening Crime Prevention Capacity of Bangladesh Police.

## **1-3 Project Period**

The project was implemented as a two-phase technical cooperation project, with the first phase running from March 2019 to February 2020 and the second phase starting February 2021 to June 12, 2023. The second phase was divided into two parts, from February 2021 until March 2021 as Part 1 and the following period from April 2021 to June 12, 2023, as Part 2.

## **1-4 Background**

The People's Republic of Bangladesh (Bangladesh) has enjoyed a high annual growth rate of over 6% for over ten years. It is expected to graduate from the United Nations' Least Developed Country (LDC) status in 2026. It has attracted attention as a garment industry production base and a large market with approximately 160 million people. Against stable economic growth, Japanese companies are also expanding their business in Bangladesh. However, there have been terrorist attacks targeting religious minorities and secularists by Islamic extremists and others, including the "July 2016 Dhaka attack<sup>1</sup>" of the Holey Artisan Bakery in the Gulshan area of the capital of Bangladesh on July 1, 2016, in which many lives were lost, including police officers and ODA experts. In response to this series of tragic events, the Bangladesh government has taken decisive measures such as intelligent analysis, investigation, and arrests of Islamic extremists. As a result, the current security situation was back to stable.

To maintain security and enhance intelligent analysis and response capacity against extremists, preventing the criminal activities of extremists and violence is essential. The police endeavor to create an environment where crime is less likely to occur through their daily activities. To do so, BDP focuses on enhancing security measures in facilities and areas and building trust with the general public through strengthened cooperation with the police. In the 8th Five-Year Plan (2020-2025), for example, BDP prioritized 14 items, including "improving the capacity of police officers through training" and "crime prevention and community policing" aimed at contributing to crime prevention by gaining trust from local communities through patrols and dialogue with citizens.

However, there is still room for improvement in the security patrolling and monitoring (SP&M) that combine the protection of facilities and premises without exercising excessive forces, as well as community policing, including regular patrolling and regular dialogue with communities regarding standard practices of Japanese Police. As mentioned above, the importance of partnership with citizens in police activities is

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<sup>1</sup> The terrorist attack occurred when seven armed individuals attacked the Holey Artisan Bakery in the Gulshan area of Dhaka, where diplomatic facilities and others are located. In this incident, 18 foreigners including seven JICA officials, two police officers, and two locals were killed. Six of the seven perpetrators were shot dead.

recognized. However, the situation could be more efficient and effective, and there is still much room for improvement. Specifically, the following issues are challenges: 1) language change and knowledge and experience among senior police officers working in the field, 2) the need for security plans considering optimal personnel deployment, and 3) limitations for reporting and monitoring, such as daily operation reports.

Because of such a situation and circumstance, BDP requested Japan a technical cooperation project to strengthen their capabilities, focusing on security patrolling and monitoring systems. In response to the request, the Japanese government signed a basic agreement (Record of Discussion: R/D) on the project in November 2017 with the Bangladesh government (Ministry of Home Affairs, BDP, and Economic Relations Division of the Ministry of Finance) through JICA based on its formal adoption.

In the first phase, the activities included a preparatory period to formulate detailed plans for the second phase, which involved gathering and analyzing the data and information on the security measures, identifying the needs of capacity building, and the current SP&M practices undertaken by BDP. The main issues covered include (1) the current situation of BDP, (2) identifying a police model site for training, and (3) collecting information for the development of the guidelines/manuals (outlines) and preparing teaching materials for training. The survey methods used in this phase combined desktop study by reviewing the existing documents and interviewing officers with various ranks and posts. This helped the Japanese experts prepare to formulate the activity plans for the second phase. As a result, based on issues related to security arrangements and personnel development in the first phase, proposals were made for improving security plans, enhancing SP&M, and enhancing of trust and confidence of the citizens toward the police.

The second phase was heavily impacted by the travel restrictions resulting from the spread of COVID-19, which began to expand around February 2020. As a result, it took approximately one year from the end of the first phase to the start of the second phase. After coordinating with the JICA Bangladesh Office, the project was divided into two parts, and a plan was developed before moving forward with implementation.

In the first part of the second phase, plans were prepared to carry out the activities based on the abovementioned items, and indicators for evaluating and achieving the expected output were defined. In the second part of the second phase, which began in June 2022, personnel training and development related to SP&M were provided following the agreed-upon plan. BDP has actively engaged in counterterrorism efforts and achieved remarkable results. Since 2022, JICA's safety measures have been significantly relaxed, making it possible to conduct on-site training at police facilities within anywhere of Bangladesh. Following this development, the project has resumed and expanded its activities, which include security (SP&M) training, joint crime prevention activities (JCPA), Child Safety School (CSS), and children's safety education, and to improve the security capabilities of BDP based on the Outputs of each activity.



## **1-5 Overall Goal and Project Purpose**

The following indicates the Overall Goal, Project Purpose, and Output of the project.

### **1-5-1 Overall Goal**

The capacity of Bangladesh Police for security patrolling and monitoring is improved.

### **1-5-2 Project Purpose**

The system of security patrolling and monitoring is strengthened.

### **1-5-3 Output**

The set of Output is defined as follows:

Output 1: Training Program for Security Patrolling and Monitoring (SP&M) is improved.

Output 2: Effective models for promoting community-based security awareness are presented.

Output 3: The institutional arrangement for the development plan for improving security patrolling and monitoring is established.

## **1-6 Implementation Structure**

As mentioned later, the project was implemented without formally establishing the Joint Coordinating Committee (JCC) within the implementation structure due to delays in the approval of the Technical Assistance Project Proposal (TAPP) by the Bangladesh government (details of the TAPP and its uncertainties are discussed in section 2-2). A Project Implementation Committee (PIC) was established unofficially in the first phase to discuss detailed planning surveys until the revision of the original PDM. However, after the start of the second phase, the decision-making for the project has been made by the Project Director (PD) as the ultimate authority on project implementation, with the Japanese side represented by the JICA office and the Bangladesh side by the Additional Inspector General of Police (Addl. IGP in charge of Logistics and Asset Acquisition) as the Project Director (PD) of the project.

The project was conducted with the coordination of Training – 3 section of PHQ. For the coordination, judgment, and approval of daily operations, the Assistant Inspector General (AIG) (Recruitment and Career Development – 2), of the Police Head Quarters (PHQ) acted as the project's focal point. In addition, for coordinating technical cooperation project agreements (primarily for RD, PDM, evaluation, and other funding-related matters), consultations were made with the Additional Deputy Inspector General (Addl. DIG, Development) of PHQ. Instructions and decisions were sought from the regular line of command.

The project was implemented during tightened security measures following the Dhaka attack, which resulted in restrictions on travel and visits to specific areas within and outside Dhaka. Due to the nature of the survey on police security, which involved visits to public spaces and urban areas, there were security concerns. Approval from PHQ and accompaniment by police personnel were necessary, which required time and complexities for advance arrangements. Obtaining TAPP approval became essential for conducting activities as a whole. Most of the activity was devoted to preparing the training while mainly working within Dhaka and some surrounding areas. In addition, to confirm the basic information necessary for developing

the training implementation plan, such as the capacity and facilities of the training institutions, short-term visits to various training institutions across the country, with permission and accompaniment/acceptance from local police officers and JICA officials.

It should be noted that the relaxation of security measures in Bangladesh began in September 2022, which coincides with the full-scale start of the security training (Output 1) and practical activities in the region (Output 2) planned by the project in November 2022. As a result, some security restrictions on activities within and outside of the city have been lifted.

## Chapter 2 Output

### 2-1 Input

#### 2-1-1 Input from Japan

##### (1) Dispatch and assignment of Japanese experts

The project is being implemented by a joint venture (JV) of IC Net (IC Net), Ltd. and Sohgo Security Services Co., Ltd. (ALSOK). The deployment of Japanese experts totaled 20 team members from Phase 1 to Phase 2 Part 2, and their list is shown in Table 1.

**Table 1 List of Experts Dispatched**

		Field	Domestic	Field	Domestic	Field	Domestic	Field	Domestic	Total
1	Team Leader / Institutional Development	3.83	1.13	0	1.5	5.03	3.32	8.86	5.95	14.81
2	Deputy Team Leader / Human Resource Development	3.27	0	0	0.1	7.97	1.00	11.24	1.10	12.34
3	Security Patrolling and Monitoring (Development Plan)	3.73	0.50	0	1	9.83	0	13.56	1.50	15.06
	Security Patrolling and Monitoring (Main: Safety School, Sub: Police)	0	0	0	0	3.73	0.3	3.73	0.30	4.03
4	Security Patrolling and Monitoring (Crime prevention)	3.27	0.25	0	0.9	7.80	0.25	11.07	1.40	12.47
5	Security Patrolling and Monitoring (Main: Police School, Sub: Safety)	0	0	0	0.75	0	0	0	0.75	0.75
6	Security Patrolling and Monitoring (Main: Safety School, Sub: Police)	0	0	0	0.75	0	0	0	0.75	0.75
7	Security Patrolling and Monitoring (Main: Police School, Sub: Safety)	0	0	0	0	7.33	0	7.33	0	7.33
	Security Patrolling and Monitoring (Main: Safety School, Sub: Police)	0	0	0	0	1.67	0.3	1.67	0.3	1.97
8	Security Patrolling and Monitoring (Model Site) 1	1.27	0.10	0	0	0	0	1.27	0.1	1.37
9	Security Patrolling and Monitoring (Model Site) 2	2.57	0	0	0	0	0	2.57	0	2.57
10	Training Material Development 1	1.40	0.75	0	0	0	0	1.40	0.75	2.15
11	Facilities for Security Patrolling 1	0.57	0	0	0	0	0	0.57	0	0.57
12	Facilities for Security Patrolling 2	1.17	0	0	0	0	0	1.17	0	1.17
	Training Material Development 1	0	0	0	0	0	0	0	0	0
13	Training Material Development 1	0	0	0	0	1.97	0.73	1.97	0.73	2.70
14	Training Material Development 2	1.97	0	0	0	0	0	1.97	0	1.97
15	Training Management 1/ Training Material Development 2	0	0	0	0	0.77	1.70	0.77	1.70	2.47
16	Training Material Development 3	0	0	0	0	0.83	1.17	0.83	1.17	2.00
17	Training Management 1/ Training Material Development 2	0	0	0	0.70	0.93	0	0.93	0.70	1.63
	Project Coordinator / Training Management	3.73	0	0	0	0	0	3.73	0	3.73
18	Project Coordinator / Training Management 2	0	0	0	0.70	0	0	0	0.70	0.70
19	Project Coordinator / Training Management 2	0	0	0	0	3.73	0.15	3.73	0.15	3.88
20	Project Coordinator / Training Management 2	0	0	0	0	2.93	0.97	2.93	0.97	3.90
Total		26.78	2.73	0	6.40	54.52	9.89	81.3	19.02	
			29.51		6.40		64.41		100.32	100.32

The roles of JV and the assignment of the experts were divided as follows:

IC Net, the prime contractor of JV, was responsible for project management and training and assigned experts in overall coordination, organizational development, human resource development, training planning and supervision, teaching material development (including video production), and project coordination. ALSOK, a partner of JV, was responsible for providing technical content in the field of SP&M and assigned experts in security planning, including deployment of security personnel, security monitoring by electric devices and machinery, protection of facility & public space, etc., covering a wide range of targets and methods/measures, in addition to training and development security personnel. Furthermore, BDP repeatedly requested the assigning of Japanese police personnel to support the field of community policing. As a result, one experienced Japanese police officer was assigned to cover the issues related to crime prevention.

As mentioned below, due to complexity in TAPP approval, there have been some lamination in terms of support from PHQ and the Dhaka Metropolitan Police (DMP). Consequently, the project needed help understanding the current situation of BDP. The team employed five former police officers who had retired from BDP to gather information through them. They made significant contributions in confirming and proving hypotheses for improving the handling capabilities of security measures. Also, they contributed to building relationships with local police stations and community leaders in regional policing activities.

## (2) Machinery and equipment

During the SP&M training, the participants will be asked to prepare a security plan based on the assumed practical scenarios. To aid the spatial comprehension of the participants, eight dioramas were created that replicated the target facility (a multi-purpose building complex consisting of an international conference hall and surrounding area). Each batch consisted of 50 people in this training, and one diorama model was provided for each batch to be utilized in the training.

## (3) Cost for project implementation

The Japanese side agreed to cover the portion of training costs related to the SP&M training. It includes such expenses as teaching materials, workshops, seminars, stationery used in training. For details on the teaching materials, please refer to the attached list of technical cooperation.

In addition, it was agreed with PHQ that the Japanese side would cover the daily allowance, board, and meals in addition to transportation expenses and honorarium for the trainers and participants. In formulating the draft of TAPP, a development budgeting procedure within the Government of Bangladesh, discussions were held between JICA Bangladesh Office and PHQ on handling the overhead expenses for the training. In these discussions, it was agreed that the Japanese side would bear a part of these expenses as unavoidable circumstances from the viewpoint of contributing to the project's prompt start and smooth implementation.

### **2-1-2 Input from Bangladesh Side**

While the project waits for the approval of TAPP, the Bangladesh side provided contributions in the form of in-kind contributions, goods, facilities, or equipment, as shown in the following items:

(1) Machinery and facilities

- Office space and facility (such as desks, chairs, and air condition) in the Police Staff College.

(2) Local cost

- Salary to counterpart (C/P), other expenses such as utilities (water, electricity, taxes, etc.)

(3) Others

- TOT Trainers and officers with expertise

- Provision of venues (Bangladesh Police Academy, Police Staff College, Detective Training Center, Police Training Centers in Khulna, Inservice Training Center in Sylhet and Chattogram) for the training.

- Provision of operational support services (related to training, meetings and discussions, and implementation of activities)

## **2-2 Activities for Overarching the Project (Assisting TAPP and Impact)**

### **2-2-1 Technical Assistance Project Proposal (TAPP)**

Bangladesh's public finance comprises two budget cycles: the revenue budget and the development budget. As these two budget cycles run parallel, it is necessary to strengthen overall fiscal management in the public sector and oversee the entire process from the perspective of the possibility of fund diversion to development aid. In addition, securing the revenue budget is vital for the smooth execution of development project budgets. In recent years, various donors have recognized the importance of Public Financial Management (PFM) and emphasized their support.

The Budget Section of the Ministry of Finance manages the Revenue Budget of the Bangladesh government. In contrast, the development budget is governed by the Planning Section of the Ministry of Planning. When implementing technical cooperation projects in Bangladesh, the relevant sector ministry must prepare a TAPP outlining the summary and the financial plan, submit it to the Planning Section of the Ministry of Planning, and obtain approval from the Planning Commission established by the same ministry. The Ministry of Planning undergoes evaluation, selection, prioritization, and support of the project and budget allocation through a review of the TAPP by the Planning Section of the Ministry of Planning and coordination with the relevant ministries or agencies. The TAPP approval is thus an essential process for implementing technical cooperation projects. It involves procedures such as the appointment and placement of C/Ps, including the PD, securing the project budget on the Bangladesh side, and organizing meetings and consultations with stakeholders.

### **2-2-2 Planning and Implementation Process (Planning by Two-Step Process)**

The initial implementation plan for the project adopted a so-called “two-stage planning process<sup>2</sup>,” with the first year from March 2019 being designated as the “detailed planning phase,” during which a current

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<sup>2</sup> Most JICA technical cooperation projects follow a standard procedure of conducting a “detailed planning survey” after the project is officially adopted, and then working with the recipient country to formulate a framework for implementation (such items as implementation period, overall goal, project purpose, output, activities, and details/specifications of resources required), which is compiled into a planning document such as a project design matrix (PDM). After agreeing to



situation survey and activity planning were to be conducted. The project was to complete the detailed planning survey by October of the same year, propose the framework and detailed content of the activities to project stakeholders by December, and agree on any necessary modifications or changes. The agreed-upon activities to be implemented in the second phase, which was scheduled to begin in April 2020, aimed to (i) improve the response capabilities in the security patrolling and monitoring (SP&M) field through training for a field-level commander (police superintendent level) and the officer responsible for preparing a security planning (Assistant Superintendent of police level) at the Bangladesh Police Academy (BPA), (ii) introducing activities related to community policing aimed at improving citizens' trust in the police (primarily in cooperation with the Dhaka Metropolitan Police (DMP)), and (iii) preparation of the plan for the nationwide dissemination of the project's achievements. The agreement was made and compiled in the minutes of the meeting (MM) in March 2020, and both sides started their internal procedures. As a result, in March 2020, the basic agreement of the project based on the detailed planning survey was amended to the original Record of Discussion (R/D) when M/M was signed. Both parties agreed to proceed with the necessary administrative procedures for implementing the project based on the agreed-upon content from April 2020 onwards.

### **2-2-3 Travel Restrictions by the COVID-19 Pandemic**

Based on the agreement reached in the meeting to modify the PDM, preparations for the start of Phase 2 were underway when travel restrictions to the site were imposed due to the COVID-19 pandemic. As a result, contract negotiations with experts based on the revised R&D were put on hold until the end of 2020. In February 2021, once the contracts were finalized, operations were resumed. However, due to the spread of the Delta variant, travel restrictions continued, and the relaxation of restrictions and partial resumption of on-site visits were not possible until September 2021. It became necessary to reconfirm the needs of the project. With restrictions on the number of travelers, remote work was conducted, along with on-site inspections by experts and consultations with implementing agencies. As a result, it was confirmed that activities would continue to be carried out, aligning with the needs of the police since the COVID-19 pandemic, based on the R&D agreement signed in March 2020.

### **2-2-4 Support for TAPP Preparation and Revision of the Implementation Plan**

When JICA's travel restrictions were relaxed in September 2021, the team started to dispatch the experts by limiting the number of members staying in Dhaka during the same work period and complying with the measures for infection control following JICA's guidelines. As a result, the Japanese side resumed conducting activities in Bangladesh. During this period, the Police were busy supporting infection control, such as taking security measures and oversight of lockdowns when necessary. The Japanese side was requested to keep preparing and developing TAPP based on the activity plan agreed upon before the pandemic. Due to the pandemic and the restrictions, the services and activities of BDP have been

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these documents, the project officially inaugurates. The project design and its procedures of the Project, however, had carried out different manner. The expert team from Japan was dispatched in March 2019 and entrusted them to carry out the survey and analysis to prepare the PDM based on the detailed plan based on the survey (Phase 1). The plan was agreed in December 2019 based on the consultations with stakeholders. Following the completion of domestic procedures by both governments in Phase 2, full-scale technology transfer was carried out.

significantly impacted and challenged, resulting in the same to the technical cooperation project. (See Table 2 for comparison).

**Table 2 Adjustment and Revision of the Training Plan (Comparison)**

Item	Original Plan (Pre-pandemic)	Revised (Post-pandemic)
Launch of Training	As soon as TAPP is approved. Before March 2022 at the latest	TAPP has not approved as of May 2023
Venues	BPA	BPA (Rajshahi), Detective Training Center and Police Staff College (Dhaka), Inservice Training Centers (Sylhet and Chattogram).
Number of Trainees	SI and Inspector class: 2,000 officers and ASP and Addl. SP class: 500 officers	
Purpose	By completing the training, the participants can appropriately develop a security plan suitable for the available resources and situation.	
Methodology of the training	Simulation training: small group. A problem-solving activity based on a security scenario targeting a building complex, consisting of an international conference center and the surrounding neighborhoods. The security scenario covers the facility (KPIs), VVIPs, the general public, and the surrounding areas.	
	Training using the actual buildings, facilities, and equipment of the premises of BPA	Dioramas, plan and drawing, allocation and deployment of personnel.
Trainers	30 Trainers and five alternates in the rank of SP and Add. SP selected by BDP	
Others	Hands-on training utilizes equipment such as X-ray inspection machines, metal detectors, and barricades for crowd control.	The selection of venues considers the national deployment status of inservice police officers requiring training in SP&M, the facilities, and the capacity (number of available classrooms, capacity for accommodation, and the number of trainees that can be accommodated, etc.). The instructor will travel to the venues' locations to conduct the training

## **2-2-5 Delay of TAPP Approval**

The approval of TAPP, initially anticipated by March 2022, required explanations and modifications to the higher-level ministries, such as the Ministry of Home Affairs. Prior coordination with related ministries, such as the Ministry of Finance, and submission of additional materials to the Planning Committee, were addressed. The project collaborated with C/P and was limited to unofficial meetings and Japanese requests for judgment and instructions. The experts carried out many tasks (as described in sections 2-2-2, 2-2-3 and 2-2-4). During this period, activities undertaken in Bangladesh were initiated by the Japanese side employing local consultants, with minimal cooperation from the police. Compared to the ideal process of a typical technical cooperation project, input and contribution from C/P were limited.

The Japanese continued developing SP&M, JCPA, and CSS materials based on the revised plans. The content of the materials and the planned training and activities were presented to the departments of BDP at the workshop held at PHQ in October 2022. As a result, approval was obtained to use these teaching materials for training and activities as preliminary draft material for BDP.

## **2-2-6 Agreement on TOT Before the TAPP Approval and Commencement of SP&M Training**

The project intermittently negotiated the early launch of Training of Trainers (TOT) and SP&M training while seeking approval for teaching materials, and it was revealed that the police did not want to reduce the scale or further modification the content of the SP&M training, which targeted 2,500 officers. In December 2022, less than six months before the end of the project, an agreement was reached with the PHQ to start both TOT and SP&M training without waiting for TAPP approval. Both agreed to select 35 trainers, conduct TOT at BPA from January 2023, and implement SP&M training targeting 2,500 officers nationwide from February to May 2023.

Due to the necessity of conducting nationwide training for 2,500 officers through completing both TOT and subsequent SP&M training smoothly and promptly within the remaining implementation period of the project, the Japanese side agreed to bear and support the implementation of some of the expenses of TOT for the 35 trainers and SP&M trainees (2,500 officers) that Bangladesh cannot disburse in the budget before TAPP approval, as an unavoidable circumstance. The following are the justifications of expensed born by the Japanese side:

- As PHQ entered the final approval stage of TAPP, it approved project activities to commence in December of the same year without waiting for TAPP approval. In January 2023, it was agreed to conduct TOT to train instructors for 35 police officers selected at BPA.
- BDP aims to continue conducting the same training for current police officers. More than 8% (2,500/30,645) of police officers, including ASP or higher-level officers (approximately 3,000 in total) and middle-level officers under their command, such as Inspectors and Sub-Inspectors (approximately 27,000 officers), are expected to participate in this training.
- The SP&M training is intended for two layers of managers in charge of site command and planning (planners who formulate security plans and site commanders) within the police organization. Generally, police officers are considered to work in a "closed organization" as police officers throughout their lifetime. In addition to being a hierarchical society of superior-subordinate relationships, the police organization culture also maintains long-term employment. Due to their expertise, the technology and knowledge transferred or provided to the police will likely be maintained and developed through practical work within the closed organization. Furthermore, BDP positions this training as inservice training for police officers and intends to continue conducting similar training, ensuring the sustainability of knowledge gained.

## **2-3 Revision History of PDM**

Due to unforeseeable incidents, the official procedures of acknowledging and revising the Project Design Matrix (PDM) in the project were vastly different from those commonly practiced in technical cooperation projects of JICA. Therefore, this section discusses the history of PDM revision as a record.

### 2-3-1 Revision in Phase 1 (the current PDM)

Based on the detailed planning survey results conducted in the first phase, PDM was revised in December 2019 after consultations with the ad-hoc meeting of officers nominated by the police. During the PDM discussions, BDP expressed their requests and needs, which were agreed upon by all parties, resulting in three main changes.

The first change was the emphasis on "crime prevention<sup>3</sup>." Japanese side initially formed the project with the consideration of strengthening security measures for JICA projects following the Dhaka Terrorist Attack. However, BDP sought a broader and more universal approach to crime prevention, so it was agreed upon to emphasize the concept of crime prevention as the project's goal. As this was a technical cooperation project with private security companies, this request was readily accepted within the expected scope and without discomfort to the police's intentions.

The second change was adding "support for community policing" as the second pillar and strengthening the security capacity outlined in the first result. After the project began, JICA invited a retired police officer cum crime investigation expert with experience in international cooperation in "crime prevention" as a reinforcing member<sup>4</sup>. JV also positioned the request as an activity contributing to "improving the trust and confidence of the police."

The third main point of the proposed modification was the venues and the approach to the training for SP&M. The plan was to select facilities (Key Point Installation: KPI), including Japan's Loan Assistance program, as "model sites" to conduct practical training and rotation of trainees to these facilities for capacity building. However, the police pointed out concerns about the risks of conducting training in ongoing operations and logistical problems such as accommodation and venue availability. The police proposed using BPA as the venue for training, and PDM has revised it accordingly.

The BDP suggested utilizing the resources of the Bangladesh Police Academy (BPA) to conduct simulation training. After revising the PDM, both parties signed the M/M to modify the R/D in March 2020. The plan was to hold the JCC during phase 2 in April 2020 to obtain approval for the modified PDM. However, the JCC could only take place after the TAPP's approval based on the revised PDM. Therefore, completing the TAPP application preparation was necessary before conducting the JCC.

### 2-3-2 PDM Revision After the Pandemic

Both sides agreed to terminate the project by the end of May 2023, regardless of the TAPP approval, as they decided to launch and complete all activities listed in PDM by January 2023. JICA and BDP must complete the necessary administrative procedures to terminate the project. Both parties understand that revisions to PDM must clearly define post-project monitoring and accountability. The project's activities have been significantly modified from the original R/D and revised PDM (Version 0.1), which both

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<sup>3</sup> "Crime Prevention" is a broad concept and one of the missions of BDP. The request, however, was not included as the Overall Goal of the project in the discussions. (In the RD discussions of the project, the name of the project in English was agreed to be "... Strengthening Crime Prevention Capacity ..." while that of Japanese is translated literally as "... Strengthening Security Patrolling and Monitoring..." when RD was signed.

<sup>4</sup> The project assigned a former principal of National Police Academy of Japan as an advisor primarily for policy dialogue and technical exchanges between the law-enforcement agencies of the two countries.

governments agreed upon and signed in March 2020 in response to various unforeseen difficulties such as COVID-19. Therefore, considering the time constraints, both countries agreed to revise the PDM (Version 0.1) to PDM (Version 0.2) by exchanging notes between JICA and PHQ. The necessary revisions were discussed among the project stakeholders and are shown below. (Note: Necessary spelling errors have been corrected but are not explained.)

### 2-3-3 Revisions of Duration/ Overall Goal/ Project Purpose

The following changes are made to PDM's Duration, Overall Goal, and Project Purpose, as shown in Table 3.

**Table 3 Revisions of Duration/ Overall Goal/ Project Purpose**

Current	Proposed Revision	Justification/ Reasons
[Duration of the Project] 30 March 2019 – the date 27 months from the date of the arrival of the first dispatch of the Japanese experts in the second phase of the project	Project Period: March 2019 - June 2023	Adjusted to the current situation/ delayed schedule
[Overall Goal] Capacity of Police for security patrolling and monitoring is improved.	<u>The</u> capacity of Bangladesh Police for security patrolling and monitoring is improved.	Spelling fixed
[Project Purpose] System of patrolling and monitoring is strengthened.	<u>The</u> system of security patrolling and monitoring is strengthened.	Spelling fixed

### 2-3-4 Indicators of Overall Goal Level

Several changes are necessary for the indicators of the Overall Goal. While PDM (Version 0.1) set seven indicators for the Overall Goal, it was indicated to reduce them to two indicators (Table 4). These two indicators are defined as "Training on Security and Police Management (including Joint Crime Prevention Activities (JCPA) and Child Safety School (CSS)) is regularly conducted as part of inservice training for BDP " and "New approaches of community policing (JCPA and CSS) are adopted in beat policing<sup>5</sup>." These two indicators are simple and sufficient to verify the long-term achievement of the project. These changes are due to the difference in the venue of Result 1 training, the delay in starting Result 2, and the failure to establish JCC and PIC organizations necessary for developing the development plan of Output 3. (Details of these changes in the Output are explained in Section 2-3-6).

<sup>5</sup> "Beat policing," known as "beat patrol" in Japanese, is the daily activity of community-oriented policing. This involves assigning police officers to patrol designated areas and actively communicating with residents, shop owners, and other community members to maintain the safety and security of the area. Beat policing is adopted as an important measure to reduce crime rates in the community.



**Table 4 Revisions for the Indicators of Overall Goal**

Current	Proposed Revision	Justification/ Reasons
<b>Overall Goal: The capacity of Bangladesh Police for security patrolling and monitoring is improved.</b>		
1. Number of security patrolling plans based on guideline/manual	1. The SP&M training (including Joint Crime Prevention Activity and CSS) has been implemented regularly as one of the inservice training programs of Bangladesh police.	The revised two indicators are simple enough to verify the long-term achievement of the project
2. Number of monitoring reports on security patrolling status	2. The new approaches for community policing (Joint Crime Prevention Activity and CSS) have been adopted in beat policing.	
3. Number of monitoring reports on security patrolling submitted by field	<u>Deleted</u>	No longer appropriate because of the change in the project design
4. Number of trainees received training on security patrolling and monitoring	<u>Deleted</u>	No longer appropriate because of the change in the project design
5. Number of requests on security patrolling made by related stakeholders	<u>Deleted</u>	No longer appropriate because of the change in the project design
6. Awareness of the residents heightened at selected communities adopted the activities	<u>Deleted</u>	No longer appropriate because of the change in the project design
7. Increased awareness of safety in the schools adopted in the schools	<u>Deleted</u>	No longer appropriate because of the change in the project design

The verification of the achievement when the ex-post evaluation is carried out, the indicators may be checked by training reports and activities reports issued by relevant departments such as the training sections of the human resources department and the beat policing section of the operation department.

### 2-3-5 Indicators of Project Purpose

The six (6) indicators of the PDM (Version 0.1) were amended and reduced to four (4) to adjust the situations and conditions in line with the post-pandemic project (see Table 5).

**Table 5 Revisions to the Indicators of Project Purpose**

Current	Proposed Revision	Justification/ Reasons
<b>Project Purpose: The system of security patrolling and monitoring is strengthened.</b>		
1.1 Guideline/manual for security patrolling and monitoring system is approved by Bangladesh police	1. The guideline/manual for the SP&M system is approved by the Bangladesh police	Manuals and teaching materials for SP&M have been officially handed over to PHQ. <u>Need to confirm and acknowledge the document/ publish/ coding, etc.</u> Any way of recognition. Official seal, etc.

Current	Proposed Revision	Justification/ Reasons
1.2 The Development Plan (aka dissemination plan) approved by Bangladesh Police	<u>Deleted</u>	No longer appropriate because of the budget for FY2023-24 secured. Bangladesh Police will ensure the official launch of inservice training.
2. At least XX number of newly recruited and/ or promoted SIs and ASPs completed the training program and fulfilled the requirements showing the Level of understanding of Bangladesh based on the guidelines /manual for security patrolling and monitoring system	2. At least 2,500 SIs and ASPs completed the training program and fulfilled the requirements of the SP&M training based on the guidelines/manual for the SP&M system	Fulfilled/ done.
3.1 Number of training programs on improving security patrolling and number of cases utilized at security sites	<u>Deleted</u>	No longer appropriate because of the change in the project design.
3.2 At least two (2) police stations adopt Joint Security Awareness Activities	3. Six (6) beat areas of one (1) police station adopt Joint Security Awareness Activities	Fulfilled/ done. Reduced by one police station due to delay in schedule.
3.3 At least two (2) police stations adopt Child Safety School Program	4. At least six (6) schools of three (3) police stations adopt Child Safety School Program	Fulfilled/ done. 6 Schools instead of two

### 2-3-6 Revision of Output

No change is necessary for the three outputs (see Table 6).

**Table 6 Revision of Output**

Current	Proposed Revision	Justification/ Reasons
1 Training Program for Security Patrolling and Monitoring (SP&M) is improved	No change necessary	
2. Effective models for promoting community-based security awareness are presented	No change necessary	
3. The institutional arrangement for Development plan for improving security patrolling and monitoring is established	No change necessary	

### 2-3-7 Revision for the Indicators of the Output Level

A set of numeric targets for Output 2 is decided (see Table 7 Revision of the Indicators of Output, for justifications).

**Table 7 Revision of the Indicators of Output**

Current	Proposed Revision	Justification/ Reasons
1 Training Program for Security Patrolling and Monitoring (SP&M) is improved		
1.1 Number of security patrolling plan based on guideline/manual	No change necessary	Previously the plan would be prepared by the SP&M training that took place at “model sites.” The difference is the

Current	Proposed Revision	Justification/ Reasons
1.2 Number of monitoring reports on security patrolling status	No change necessary	change of venues only.
1.3 Number of monitoring report on security patrolling submitted	No change necessary	2,511 trainees have completed the SP&M training. At the end of the SP&M training, the project have received 250 different security plans submitted by the trainees.
2. Effective models for promoting community-based security awareness are presented		
2.1 At least XX number of master trainers received TOT and fulfilled the requirement	2.1 At least six police officers are able to demonstrate a complete set of activities as following the manuals/ guidelines of CSS.	The project trained six police officers as “master trainers” for CSS, and they demonstrated the activity without help from the experts.
2.2 Number of police officers at relevant divisions received training program	2.2 At least 30 community members join the beat officers to participate in the joint crime prevention activity	A total of 30 community members work with the beat officers of all six beat areas of Sabujbagh Police Station of DMG
3. The institutional arrangement for Development plan for improving security patrolling and monitoring is established		
3. Development Plan is prepared	No change necessary	Development plan presented to the police.

## 2-4 Description of Activities

The following is a brief overview focusing on the progress and achievements of each activity related to the three Outputs. The detailed and noteworthy items on activities that contribute to measuring the achievement of output and information that contributes to the six evaluation criteria are explained in sections 3-1.

### 2-4-1 Achievement of Activities for Output 1

The activities related to Output 1 are defined by all nine items shown in Table 8. These activities have been completed, including the experts' activities. A summary of the achievement for each item is shown in the table.

**Table 8 Activity for Output 1 and Progress**

No.	Activities related to Output 1	Progress
1.1	Review the status of the security patrolling and monitoring system and identify issues.	[Completed] At the end of the first phase of activity related to BDP's SP&M, a review was conducted and reported in the first phase report.
1.2	Based on the analysis derived from 1.1, develop a draft guideline/manual for strengthening the security patrolling and monitoring system	[Completed] As a result of the discussions, it was determined that the necessary guidelines/manuals for Bangladesh include standard operating procedures (SOP <sup>6</sup> ) for SP&M, JCPA, and CSS. The SOP was created following the format, and already submitted to BDP.

<sup>6</sup> SOP, “Standard Operating Procedures”, which refers to a set of detailed instructions for the work and procedures involved in a particular task, designed to maintain the quality and consistency of the work. The request from BDP regarding SOP is explained in section 2-5-1.

No.	Activities related to Output 1	Progress
1.3	Review current training plan, training curriculum/materials on security patrolling and monitoring and identify improvement points	[Completed] An analysis of the existing training content has already been conducted (as reported in the first phase report). Based on the analysis results (which showed that previous training was undertaken only in some departments focusing on VIP protection), a proposed training implementation method (including training content, location, target audience, and timing of SP&M training) has been presented.
1.4	Based on 1.3, update the training plan and training curriculum/materials on security patrolling and monitoring.	[Completed] Based on the summary of the SP&M Plan, Training Curriculum/Materials created in the first phase, the project updated and made new training plans, curricula, and materials for the police academy.
1.5	Based on 1.4, nominate prospective instructors and conduct TOT on security patrolling and monitoring	[Completed] Using the updated and newly created training curricula and materials, the project conducted TOT with the aim of training Master Trainers to promote Security Improvement Training.
1.6	Collaborate with the instructors to prepare training plans for delivery	[Completed] In collaboration with PHQ (AIG Recruit and Career Planning 2, and AIG Training 3), the project has developed and implemented a schedule for the SP&M training (which has been completed).
1.7	Based on 1.6, conduct training on security patrolling and monitoring	[Completed] The Master Trainers who have been trained conducted training for both (i) ASP/ Addl. SP and (ii) SI/ Inspector based on the developed curricula and materials.
1.8	Conduct follow-up and finalize training plan and training curriculum materials on security patrolling and monitoring	[Completed] Through evaluations of the trained police officers and the abilities of the trained Master Trainers, the project identified areas for improvement in the training and curriculum/materials and modify them as necessary. The finalization is expected to be completed by the end of March 2023.
1.9	Based on 1.8, finalize the guideline/manual for strengthening the security patrolling and monitoring system	[Completed] BDP accepted SOP in February 2023.

#### 2-4-2 Achievement of Activities for Output 2

The activities for Output 2 are defined by thirteen items shown in Table 9. All of these activities in Bangladesh have been completed, and a summary of the achievement status for each item is shown in Table 9.

**Table 9 The Achievement of the Activities for Output 2**

No.	Activities for Output 2	Progress
2.1	Review the current community involvement practices carried out by Bangladesh Police and identify issues and their characteristics.	[Completed] Based on the activities implemented in Phase 1, the content has been added/modified as necessary.

No.	Activities for Output 2	Progress
2.2.1	Based on the analysis derived from 2.1, prepare draft guideline/ manual for Joint Security Awareness Activities	[Completed] Guidelines/manuals (draft) for the Joint Safety Awareness Enhancement Activity have been created based on the analysis obtained from 2.1. Discussions were held with police officials based on an overview of the "training plan, training curriculum/materials" created in Phase 1, and the training curriculum/materials have been completed.
2.2.2	Based on 2.2.1, develop and prepare the training plan for Joint Security Awareness Activities.	[Completed] Discussions were held with the Dhaka Metropolitan Police (DMP). The Joint Safety Awareness Enhancement pilot activity was decided to be carried out in six beats within the Sabujbagh police station. The selection was informally approved since the Police Implementation Committee (PIC) was not held. The training plan has been formulated. An explanation and invitation to participate were given to DMP officials, including the leadership.
2.2.3	Based on 2.2.2, carry out TOT on Joint Security Awareness Activities	[Completed] The project started practical street activities within the Sabujbagh police station area of Dhaka Metropolitan Police (DMP) on February 18, 2023. On that day, the experts held a launch ceremony for the activity with the attendance of the Deputy Inspector General of Police (in charge of the Motijheel). Another field activity was implemented on April 29, 2023.
2.2.4	Based on 2.2.2 and 2.2.3, the trained trainers carry out training on Joint Security Awareness Activities	[Completed] The project conducted training by our trained master trainers for the police officers under the jurisdiction of the targeted police station. (The project plan to continue the training on April 29, 2023, including the local police officers from other jurisdictions in the Motijheel area.)
2.3	Conduct training for Child Safety School Program	[Completed] The team examined training that aligns with Bangladeshi society.
2.3.1	Based on the analysis derived from 2.1, prepare a draft guideline/ manual for Child Safety School Program	[Completed] Based on the outline of the "training plan, training curriculum/materials" created in the first phase, the experts completed the training curriculum/materials in consultation with police officials.
2.3.2	Based on 2.3.1, develop and prepare the training plan for Child Safety School Program	[Completed] Discussed with DMP to select police stations and primary schools as pilot sites for CSS and obtained approval at the provisional PIC meeting held at PHQ.
2.3.3	Based on 2.3.2, carry out TOT on Child Safety School Program	[Completed] Based on the updated and created training curriculum/materials, the project conducted TOT to develop Master Trainers promoting and expanding CSS. The trainers are assigned from DMP. The project has considered the dissemination and expansion of the program in this training.
2.3.4	Based on 2.3.2 and 2.3.3, the trained trainers carry out training on the School Program	[Completed] The trained master trainers formed task teams within the target police stations to conduct training sessions for the assigned police officers based on the developed training curriculum/materials.



No.	Activities for Output 2	Progress
2.4	Carry out monitoring and evaluation of all training (e.g., 2.2.3, 2.2.4, 2.3.3, and 2.3.4), and draw lessons derived from its analysis	[Completed] The effectiveness of the training was monitored through the pilot activities of the JCPA and CSS, and feedback was obtained from the stakeholders to extract lessons learned.
2.5	Finalize training plan and training materials	[Completed] The training curriculum/materials for the JCPA and CSS were updated and finalized. The related training plans were also be reviewed to reflect the experiences and lessons learned from the JCPA and CSS.

### 2-4-3 Achievement of Activities for Output 3

All seven items defined activities related to Output 3, proposals were presented to PHQ, and discussions were conducted for each. Except for activity 3.1, which could be initiated in the first phase, all items required sufficient activity period and demonstration of the concrete results to PHQ after making some progress through Output 1 and 2. Therefore, before compiling a paper-based “development plan,” such issues as the continuation of SP&M training as inservice training, adoption of JCPA and CSS at community policing were discussed towards the end of the project. A brief description of each activity is provided in Table 10.

**Table 10 The Achievement of the Activities for Output 3**

No.	The activity for Output 3	Progress
3.1	Review existing security patrolling and monitoring system	[Completed] Reviewed the standard security measures implemented by BDP in the first phase and reported on its contents.
3.2	Analyze the effect of promoting the system of security patrolling and monitoring based on Output 1 and 2.	[Completed] Following discussions with the police, it was agreed to conduct SP&M training nationwide. In this project phase, it was decided to conduct training at the ASP/ Addl. SP and SI/ Inspector levels in Dhaka and the training centers in Rajshahi, Khulna, Sylhet, and Chattogram. This clarified training methods and equipment as a basis for training personnel engaged in security throughout the country.
3.3	List the necessary activities for promoting the system of security patrolling and monitoring throughout Bangladesh.	[Completed] The effectiveness of conducting training locally has been understood as a long-term training implementation plan. However, it has been discovered that the police do not have sufficient information regarding the economic effects.
3.4	Estimate the necessary cost for carrying out the activities identified in Activity 3.3	[Completed] The project has already calculated and presented the cost of TAPP for implementing it in the regions.
3.5	Analyze the cost-effectiveness.	[Completed] The effect of implementing it in the regions is already understood as a long-term training plan. However, it has been found that the police side also does not have sufficient data on the economic effect.
3.6	Prepare the budget proposal based on the findings for submission.	[Completed] Efforts are being made to persuade the allocation of budget for FY 2023/2024.

No.	The activity for Output 3	Progress
3.7	Prepare a development plan for improving the security patrolling and monitoring system based on activities 3.1 to 3.6.	[Completed] Along with this, efforts are being made to lobby PHQ in conjunction with 3.6.

## 2-5 Special Notes on Activities

### 2-5-1 Preparation of SP&M Training and Agreement (Output 1)

#### (1) Drafting guidelines/manuals for SP&M systems (Activity 1.2)

As soon as the launch of the project in April 2019, a survey was carried out to review SP&M practices undertaken by BDP. The results were summarized as a detailed planning survey that identified SP&M issues. During the survey process, the information and finding were shared with BDP promptly, and the issues related to SP&M were identified through a review of the current status of SP&M. Based on the finding, the second phase plan was developed and proposed.



Kick-off Meeting at PHQ



Workshop to Identify Issues on SP&M

**Figure 1 Meeting and Workshop to Identify the Issues on SP&M**

As a result of discussions with BDP, it was decided to create and prepare teaching materials for training and Standard Operating Procedures (SOPs) to operate and utilize the teaching materials as draft guidelines/manuals. An SOP is a written document of instructions that describes the step-by-step procedures necessary to perform routine tasks properly. SOPs ensure that every task or operation is performed consistently, and that organizational consistency is maintained according to operational standards such as laws and regulations. After discussions with the police, it was decided to prepare SOPs for Output 1 (SP&M training) and Output 2 (public-private joint crime prevention activities and CSS). The SOP for SP&M is not a manual for security operations but an SOP for conducting SP&M training. The project aims to continuously implement training related to Output 1 and 2, along with the manuals, and to ensure that PHQ formally approves each SOP.

(2) Changes in the content of SP&M training and discussion of such changes (Activities 1.3 and 1.4)

After the resumption of field activities in September 2021, a proposal was made for PHQ to conduct SP&M training by visiting training centers in each province. This proposal is because the BPA training is no longer possible due to a significant revision of the training plan due to police service response and recruitment restraints caused by the Bangladesh government's restrictions due to the COVID-19 pandemic. To ensure thoroughness, the team must comprehensively assess the previous training proposal for the project. The evaluation should be based on practical training, utilizing the buildings and structures on the BPA. The last proposal envisioned security training using actual buildings, roads, gates, and other facilities and operating equipment and instruments provided by BPA. The revision requires a review of equipment selection and training content. Some of the training equipment included X-ray inspection machines, gate-type metal detectors, and facial recognition systems that require power supply work for installation.

As described in (1-4) above, due to delays caused by COVID-19 infection and the reorganization of planning discussions due to personnel changes at counterpart institutions, discussions continued after the start of Phase II Part 2 operations to determine the various aspects of the training (number of subjects and their numbers, rank, place, and time of implementation, etc.), training instructors, and other details.

(3) Finalize training content (Activity 1.4)

After the above process and review work, the project proposed the following contents of the SP&M training program to BDP and finalized the policy for implementing the training program. A summary is given in the table below.

**Table 11 Summary of SP&M Training Agreed**

Items		Explanation
TOT	Trainer	35 selected by recommendation of PHQ <sup>7</sup> (including five alternates) Implemented at BPA for ten days between January 15-24, 2023.
SP&M Training	Target and No. of Trainees <sup>8</sup>	2,000 SI/ Inspector and 500 ASP/ Addl. SP, totaling 2,500 trainees.
	Locations	Police training centers and training centers in various locations (Dhaka: PSC and DTS, Rajshahi (BPA), Khulna (PTC), metropolitan police inservices training centers of Sylhet and Chattogram.
	Contents	Planning of security plans (including physical plan, organizational chart, and deployment plan) focusing on allocating the deployment of police officers and access control based on the situation sheet to protect the Key Point Installation (KPI) used by both VIPs and general participants.
	Methodology	The training is conducted over five days, traveling to each training site. 2 instructors assigned to each batch consisting of 50 participants. Due to the need to move to various locations, only portable equipment <sup>9</sup> is used.

<sup>7</sup> Current senior police officers with training experience will be selected as instructors. All the instructors hold positions and responsibilities in their agencies. Due to the need to hold them for the 2-week TOT and 5-day SP&M training and to assign them to multiple lectures, it was decided to secure 35 instructors, including 5 alternates.

<sup>8</sup> The SI level covers the two ranks of SI (Sub Inspector) and its Inspector, while the ASP level covers the two ranks of ASP (Assistant Superintendents of Police) and SP (Superintendent of Police). The former corresponds to the level of field commanders (mid-level managers), while the latter corresponds to the entry-level executives of the police organization.

<sup>9</sup> Since it was not possible to conduct a simulation using BPA's full-scale buildings and facilities, the metal detectors (both gantry and X-ray detectors) and facial recognition system that were planned to be procured were not implemented due to portability, the complexity of installation, and the need for calibration (correction).

Attention was focused on the fact that there has not been created a "comprehensive" and "integrated" security plan to efficiently utilize resources and conduct effective security measures to safeguard KPIs and other protected persons such as the most important persons (VVIPs), in addition to the zoning areas based on the importance of the secured facilities and the clarification of the scope of work and procedures of security personnel. This issue has universal significance for the security of KPIs and protected individuals and general police activities.

It has been found that the response to specific security incidents depends on the experience of the senior police officers (Addl. SP or ASP level) in charge of planning and the mid-level managers (SI and Inspector) in charge of directing and operating fingers in the field, as well as the continuation and maintenance of existing practices. In police work, including security, a Command Certificate is issued to the senior police officers at each level for individual and new assignments. In most cases, the content is limited to clarification of command authority without detailing the mission, and only a limited amount of content touches on security.

## **2-5-2 Implementation of TOT (Output 1)**

### **(1) Preparation of the SP&M Training Plan**

The initial study during phase 1 revealed that training courses like this that simulate actual security situations had yet to be established in training conducted by BPA or inservice training centers of BDP. Most of the existing training courses are a combination of classroom lectures and physical exercises. Practical training that combines realistic situation scenarios and theories that simulate actual SP&M operations has not been available in Bangladesh. Presently, the SP&M operations are focused on KPIs and the protection of key personnel. The primary tactics exclude civilians as much as possible and minimize access to the target of protection.

It should be noted that the experts envisioned that the formulation of this training would be undertaken by a close collaboration by establishing a work group with the prospective instructors and the training institutions. However, the workgroup had yet to be officially established. Therefore, the experts developed a plan for these tasks by hiring local consultants, who were retired police officers, and with their input, also considering the need to align the existing training policy.

### **(2) Approval of the SP&M training plan**

The content of the SP&M training program has been explained to PHQ several times since the first phase, and in June 2022, the content of the training program and a draft of the teaching materials being prepared were presented to PHQ, which gave preliminary approval to begin translating the training into Bengali by the end of July 2022. Subsequently, a workshop was held in October of the same year to answer questions and gather opinions after review by the police departments (DMP headquarters, etc.). The expert team was to finalize the Bengali teaching materials per the approved teaching plan. Support for preparing the teaching materials was still limited because of the limitation.

(3) Agreement to launch TOT and SP&M training before TAPP approval

In December 2022, with less than six months remaining in the project's cooperation period, an agreement was reached with PHQ to begin TOT and SP&M training before TAPP approval. First, TOT trains 35 trainers and starts in January 2023. SP&M training for 2,500 police officers would then begin in February 2023.

(4) Proposal of evaluation model of TOT (from December 2022 to January 2023)

In preparation for commencing TOT and SP&M courses, the evaluation method for the courses was discussed and established with the BPA officials. Exploring and explaining the evaluation methods separately was considered inappropriate and overly complicated, as the two courses are closely related. Therefore, the evaluation methods for both courses were examined simultaneously. This course is practical and involves creating a security plan through group activities. It does not only seek to assess the level of knowledge acquisition. To confirm the participants' understanding of the course material, they must integrate the knowledge gained from lectures and skills obtained from practical training to produce a security plan based on assigned tasks on the fourth day of the five-day course. It is challenging to confirm the effectiveness of the training using a written examination format, especially with 35 TOT and 2,500 SP&M participants across multiple venues. Considering these challenges, the objectives of both courses and an efficient evaluation method were discussed and agreed upon.

These two training would be evaluated using Kirkpatrick's four-level evaluation model (Table 12). An evaluation of TOT would measure levels 1-2 during the implementation period. The measurement of level 1 "reaction" would be conducted through a Post Training Evaluation Survey. In contrast, the measurement of level 2 "learning" would be measured using the results (comments) of the "group work" conducted on the fourth day of the first week of TOT (and the achievement of a certain level). The measurement of level 3 "behavioral change" would not be conducted during TOT but would be conducted through a post-training evaluation (Post Training Evaluation) for the SP&M training (for 2,500 participants) to be held in February 2023, which would be undertaken and tabulated online. An overview of this is shown in the table below. In all venues, the training evaluation of SP&M participants would confirm the "reaction" of all participants. Therefore, a post-training questionnaire survey was distributed and conducted to all participants after the training.

**Table 12 Evaluation Framework for TOT and SP&M Training (Kirkpatrick Model)**

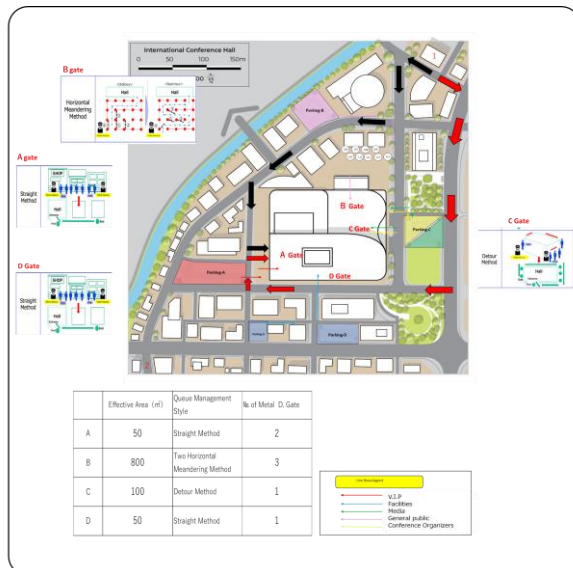
Levels	Descriptions	Evaluation/ Assessment	
		TOT	SP&M Training
Level 4: Results	To what extent have targeted outcomes been realized due to the training and support accountability package?	BDP will continue to include training programs in the annual training plans of the Police Academy and other training institutions after the project is completed. BDP will continue applying the SP&M approach to its Standard Operating Procedures (SOPs).	National-wide implementation/ Improved trust and confidence in the police, etc.
Level 3: Behavior change	To what extent did the participants practice what they learned in the training when they returned to their workplaces?	The instructor's guidance methods after the start of the SP&M training (aggregated results of the post-training questionnaire survey for SP&M participants) and the mid-term evaluation planned by the project will be compiled.	Participants will continue to develop and implement security plans, CSS, and public-private joint crime prevention activities after returning to their home countries.
Level 2: Learning	To what extent have the participants acquired the intended knowledge, skills, attitudes, confidence, and commitment through the training?	Training Day 4 (measured by the security plan to be prepared during the SP&M training)	Training Day 4 (measured by the security plan to be prepared during the SP&M training)
Level 1: Reaction	To what extent did the participants perceive the training positively, find it interesting, and relevant to their work?	Results of a post-training questionnaire survey	Results of a post-training questionnaire survey

In addition to the ability to teach and solve the "issues" to be addressed in the SP&M training, the evaluation of TOT participants would also take into consideration the improvement of each participant's competency with the following acquisition objectives, since the ability to educate and teach as a trainer is considered necessary.

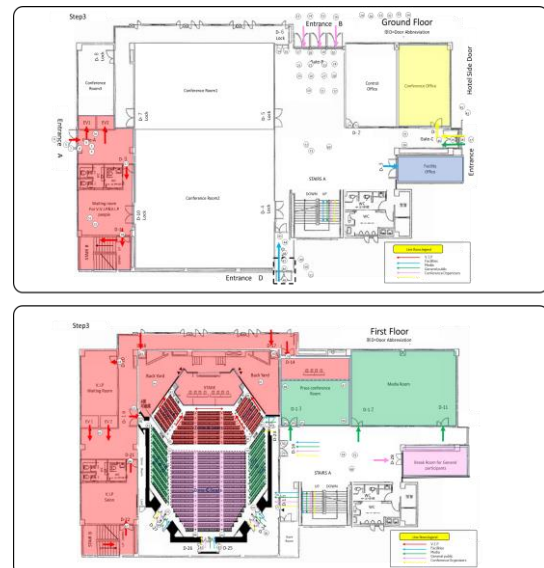
- (i) Provide best practices in the job.
- (ii) Acquisition of facilitation skills to help learners engage and practice utilizing reflection, critical thinking, and skill acquisition.
- (iii) Learn and master the critical training strategies offered by the training, including brainstorming, learning process review, role-playing, and practice sessions.
- (iv) Provide appropriate interventions for difficulties in the training delivery, such as behavior that interferes with the learning of other participants.
- (v) Each person would develop an action plan to enhance training and facilitation skills.

## (5) Implementation of TOT and the Outputs

From January 15 to 24, 2023, 35 participants were selected for TOT training at the Police Academy in Rajshahi for ten days (list of participants). As a result, it was confirmed that all 35 participants had met the pre-determined target level of training and the above five competencies as instructors. All received a certificate of completion from the BPA Principal. Some participants of TOT were selected because they had extensive police-related education and training experience and had a good understanding of new SP&M instructional methods and content.



Study of VIP flow lines around the International Conference Center and Admission (queue) management study



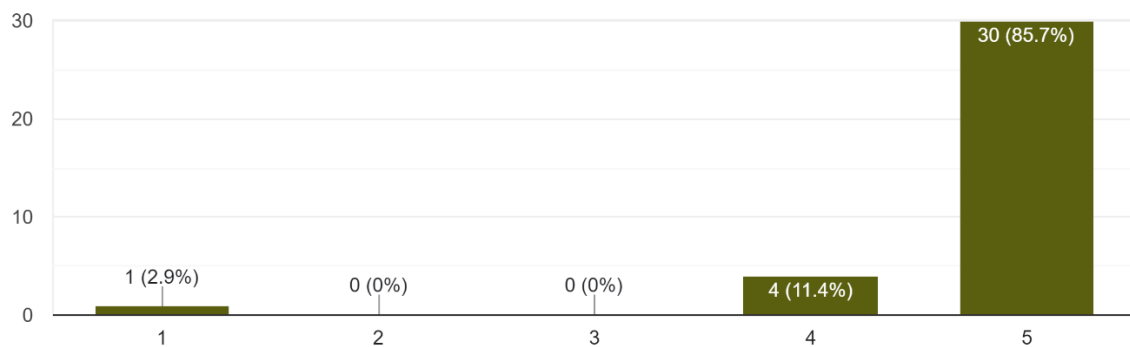
Study of the Zoning and Seat Arrangement

**Figure 2 Example of Challenges in Security Planning Training**

In a questionnaire survey conducted after TOT, 97% of the participants responded positively to the question, "In general, the training was as expected."

Q2-1 Overall, the training met my expectations.

35 responses



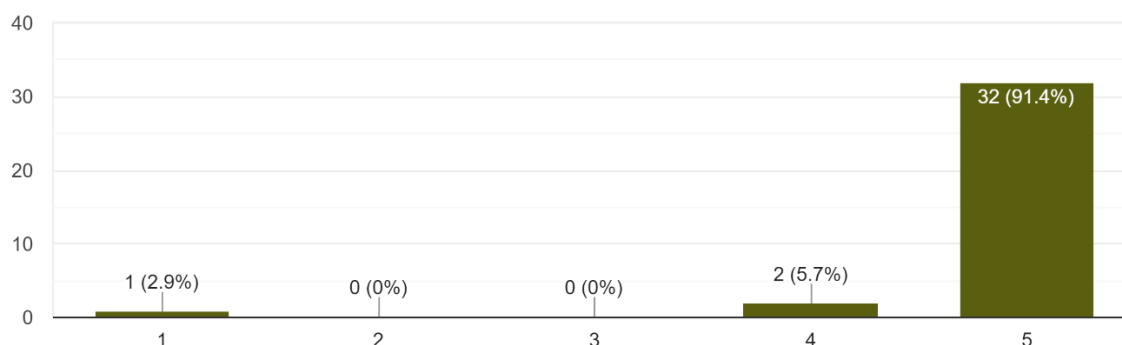
**Figure 3 Results of Post-Training Questionnaire Survey (Excerpts)**



They also responded affirmatively to applying what they learned and acquired in their future roles as SP&M training instructors. The more positive (strongly agree) responses to confidence in application compared to "congruent with expectations" above suggest that the content of TOT was appropriate.

Q2-5 I am confident to apply what I learned in my role as a trainer when the SP&M training starts.

35 responses



**Figure 4 Results of Pot-Training Questionnaire Survey  
(Confidence in Applying the Contents of Learning)**

In addition, during the implementation of TOT, the participants of TOT made corrections to the content and other aspects of the teaching materials by making improvements and solving unclear points in the interpretation of the materials and other aspects that were unclear in terms of instruction.

### 2-5-3 Conduct SP&M training (Output 1)

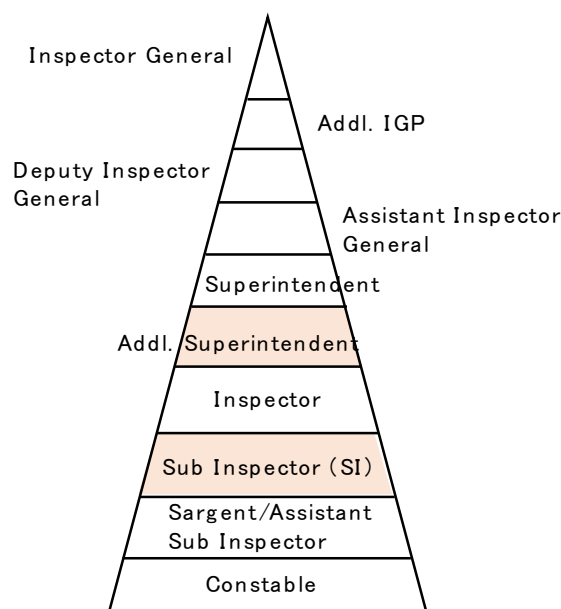
The SP&M training is designed to acquire two pillars that constitute the strengthening SP&M capacity envisioned by the project: "Strengthening of Response Capability" and "Enhancement of Trust and Confidence in the Police." The former is covered during the first four days of the five-day training. On the final day (Day 5), participants learn about the two areas designed by the project through an introduction to JCPA and CSS. Through this training, BDP would improve its ability to develop advanced security plans and respond to domestic and international essential events. So, the training is being conducted based on an agreement between JICA and the police. This training is designed to acquire two pillars that constitute the strengthening SP&M capacity envisioned by the project: "Strengthening of Response Capability" and "Enhancement of Trust and Confidence in the Police." The former is covered during the first four days of the five-day training. On the final day (Day 5), participants learn about the two areas designed by the project through an introduction to JCPA and CSS.

Through this training, BDP would improve its ability to develop advanced security plans and respond to domestic and international essential events.

PHQ has selected 2,000 SI/ Inspector-level and 500 ASP/ Addl. SP-level police officers from various regions to participate in the SP&M training (5 days). Thirty-five trainers who completed the TOT program traveled to BPA and other training facilities in different areas to conduct the training. The training is being held at BPA, Detective Training School (Dhaka), Inservice Training Centers of Sylhet, Chattogram, and

Police Staff College (Dhaka). The selection of venues was based on the nationwide placement of current police officers, facility maintenance status, and capacity.

The training content and methodology are aimed at enabling participants to develop appropriate security plans that suit available resources and situations. In groups of 10, small groups work together to solve security-related tasks presented to them. The training combines lectures and practical exercises based on their experience and knowledge to enhance their overall knowledge and planning abilities. Each training center provides a realistic diorama (architectural model) and drawings, including the area to be secured, to conduct practical simulation training for personnel deployment. The instructor presents a "security scenario" to the participants and asks them to create a security plan for a complex facility, including an international conference center and the surrounding neighborhoods. Based on the scenario, the participants propose to secure the target facility (KPI), the VVIPs who visit the facility, the general public attending events, and the surrounding neighborhoods.



**Figure 5 The Ranks of the Participants of SP&M Training in BDP**

The SP&M training had been conducted from February 12, 2023, to May 18, 2023, with a total of 50 batches (10 batches for ASP/ Addl. SP and 40 batches for SI/Inspector). A total of 2,511 officers successfully fulfilled the requirements, with 500 ASPs and 2,011 Sis, completing all scheduled training (Table 13).

**Table 13 No of Participants Completed SP&M Training (by Rank and by Venue)**

	Dhaka		Rajshahi	Khulna	Sylhet	Chittagram	Total
	PSC	DTS	BPA	PTC	PL	PL2	(by rank)
Additional Superintendent of Police (Addl. SP)	258						258
Senior Assistant Superintendent of Police (Sr. ASP)	13						13

	Dhaka		Rajshahi	Khulna	Sylhet	Chittagram	Total
	PSC	DTS	BPA	PTC	PL	PL2	(by rank)
Assistant Superintendent of Police (ASP)	229						229
Inspector of Police		226	139	49	35	64	513
Sub Inspector of Police (SI)		650	378	139	114	217	1,498
Total (by venue)	500	876	517	188	149	281	2,511

#### 2-5-4 Revision of Teaching Materials

The experts have been monitoring and reviewing the SP&M training programs already started in various regions and advising the instructors on the spot. The results of these monitoring reviews were compiled, and a list of frequently occurring training implementation issues was compiled. The response to each issue was determined according to the nature of the issue, its impact on the quality of the training, and the importance of the apparent error. Based on this, in March 2023, five of the selected master trainers of the SP&M training program worked together to revise the teaching materials and finalize them. The purpose of the revision of the teaching materials was to improve the effectiveness of the training and to make the training easier for the master trainers.

**Table 14 Items to be Improved in Teaching Materials and Lesson Plans (Examples)**

Item	Issues	Proposed Revision
Perspectives on Evaluating Presentations from Instructors	The views presented by the instructor during the critique of the group's presentation of the assignment are varied. There is a need to ensure the quality of the developed security plan and clarify essential perspectives.	Add descriptions and explanations of critical perspectives to memos and FAQs for instructors.
Concept of Zoning	The expression of the assignment and the work required in the deliverables, such as "draw a dotted line."	Try to unify terminology that causes confusion
Time Frame	Although a standard schedule is provided, it varies from instructor to instructor. Much time is spent on group work presentations, with little time for explanations and answer sheets.	Need to be reminded to adhere to the timetable and lecture content again

#### 2-5-5 Plan and Implementation of Joint Crime Prevention Activity (Output 2)

##### (1) Outline of Joint Crime Prevention Activity

Joint public-private activities are designed to mobilize local volunteers to distribute flyers and other materials on crime prevention on the streets to raise awareness and promote education on community crime prevention. In the project, Sabujbagh Police Station of DMP was selected as a model station (prospect for the model station), and negotiation has been underway since March 2022. As a preliminary preparation, the project visited the police station with local consultants (retired police officers) and met with the chief of police, key officers, and beat officers. They also met with some community members (leaders). Sabujbagh Police Station is in southwestern Dhaka. There are six beat areas, and the experts also met with the SI in charge of each beat. The site is a mix of commercial and residential zones, with some areas (Beat 6) being rural and generally downtown-like. The reason for selecting this station as a model station is that the area

has many residential areas and a large permanent population. Hence, the residents have strong ties with each other, and cooperation in crime prevention activities is easy to obtain, and recruitment activities are also considered to be easy. Furthermore, many occurrences of drugs, theft, burglary, ransom, etc., make it convenient to promote the necessity of crime prevention to the residents.

## (2) Preparation of activities

### Volunteer Recruitment

- The committee has prepared for the recruitment so that a decision can be made as soon as the approval of TAPP is granted. JICA and PHQ agreed in December to launch the activity.
- Volunteers were selected with the help of the Community Policing Committee of the police department. Ten people from each of the six beats were asked to participate. They were asked to include age, occupation, and female.

### Leaflet for crime prevention

- On the day of the activity, two ASIs from the local police department were appointed via the chief of the department to provide individual guidance on the content, purpose, and method of making crime prevention flyers to be distributed to residents on the streets.

### The number of times implemented, etc.

- The plan was to conduct the project three times as of April 2022. However, in the end, it was decided to implement without TAPP. It was decided to conduct JCPA twice (once in February 2023 and another in April 2023, resulting in a drastic reduction from the planned number of the JCPA initially anticipated).

### Teaching materials

- SOPs requested by PHQ, as well as four PowerPoint presentations, were prepared for the seminar ((i) Activity Implementation Guidelines, (ii) Concept of JCPA, (iii) Crime Prevention Activities by Citizens, and (iv) Guidelines for Preparing Crime Prevention Flyers), were prepared and agreed upon by August 2022. These materials were translated into Bengali and used for the activity.

### Seminars

- Approximately two weeks before the date of JCPA taking place on the street, a venue was rented, and the relevant parties were invited (by the Division Office) to attend. One of the two beat officers from each beat area attend the training session. Volunteers were also asked to participate in the session.
- The lecture was given using a PowerPoint presentation.

### Logistics arrangement & others

- The location of the JCPA was determined in advance after obtaining input from the police officer in charge of Beat.
- The design of uniforms for volunteers and the contents of goods to be distributed at the site were reviewed and procured.

### (3) Achievement of JCPA

The first trial of the activity was conducted on February 18th, 2023. The activity was attended by 40 police officers, including the officer-in-charge of the Sabujbagh Police Station located within the Motijheel jurisdiction of DMP, as well as the senior police officers (about 20 police officers responsible for the six beats within the jurisdiction), and 15 officers from DMP led by the Additional Commissioner of DMP (responsible for criminal investigations) from DMP. Six community leaders (one from each of the six-beat areas) and 65 volunteers also participated in the activity. The beat officers and volunteers collaborated in calling for street safety awareness and distributed 6,000 flyers. The activity was recorded on video and finalized as teaching materials in the SP&M training. The second activity was carried out on April 29th, 2023.



Field Activity (Distributing Flyers)



Remarks by Additional Commissioner of DMP

**Figure 6 Snapshot of the JCPA**

### 2-5-6 CSS planning and implementation (Output 2)

#### (1) Outline of CSS

The other activity of Output 2, Child Safety School (CSS), aims to improve the trust and confidence in the police through a regular collaboration of the local community based on the crime opportunity theory<sup>10</sup>, creating an environment where crime is less likely to occur. Through cooperation between the public and private sectors, the police and residents plan and execute measures and actions for crime prevention tailored to the local area. By further examining and revising the results of these activities, the aim is to continue efforts to create a safe community. In addition, Safety House<sup>11</sup> is placed together with CSS and is operated as a refuge for children in an emergency. By placing Safety House, it aims to create a town that prevents crime by increasing the interest of residents (improving surveillance) and enhancing the vigilance of each resident (strengthening resistance).

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<sup>10</sup> The crime opportunity theory is a theory that considers the "opportunity" to commit a crime, rather than the social, psychological background or environment of the offender, as the cause of crime. According to this theory, it is important to create an environment that is difficult for criminals to act, such as installing locked doors and windows, surveillance cameras, and security systems, to prevent crime. The theory tends to focus on measures that contribute to preventing crime by not focusing on the individual issues of those who commit crimes and not creating an environment that is easy for them to commit crimes. The project is based on the routine activity theory and is working on initiatives in that direction.

<sup>11</sup> The 999 house was placed in a store or house where local children could run to in case of an emergency. Initially, this name was approved by the police as of August 2022, and operations proceeded. However, in January 2023, in negotiations with the local police, we were instructed to refrain from using 999 as the name of the house, so the name was changed to Safety House.

A crime-prone town supports police ensuring crime prevention measures, and CSS is thought to be effective as a mechanism for this purpose. CSS plans to create a relationship with residents by starting with "protecting children" as the keyword throughout the community and planning crime prevention classes involving residents through installing Safety Houses, initially for schools (teachers) and parents. By widely publicizing the police's crime prevention activities, the goal is to raise awareness of crime prevention and to foster trust in the police through building relationships with residents in their daily lives. The critical point of this activity is to deepen the understanding of crime prevention among residents and to increase their awareness of crime prevention through crime prevention activities jointly carried out by police officers and residents.

## (2) CSS implementation procedures and TOT

CSS is introduced as a new approach to dialogue with schools, children, parents, and local residents, and is to be implemented as an essential part of the BDP's beat policing work. The CSS was planned and implemented according to the following procedure: the CSS was conducted by the officer in charge of beat policing in the police department with jurisdiction, under the direction of the chief of the police department with jurisdiction. The specific procedure was to select schools to implement CSS for the beat area in charge. The selection criteria were not office or factory areas, but primarily areas with a mix of residences and stores, where a certain number of students could be expected to commute to school. In addition, school districts with a mix of small stores that can be asked to cooperate along the way to school are desirable. For the project, six schools were selected from 15 schools in the areas of the three jurisdictions of Badda, Gulshan, and Bonani (Figure 7). The criteria for selecting safety houses were that they should face the roads that students use to go to school on a daily basis, and also that they should cooperate with a confectionery or stationery store that students are likely to visit on a daily basis.

In order to implement the CSS, the situation in the neighborhoods surrounding each school was checked. At the same time, we made patrols in the area to (i) identify dangerous areas, (ii) visit prospective safe house owners and request their cooperation, and so on. Next, based on the results of these surveys and interviews, we (iii) prepared a crime prevention map of the area, (iv) prepared educational materials (handouts and posters), and (v) provided explanations to schools and parents (holding explanatory meetings when necessary). (vi) After fixing the date and time to conduct the CSS, the CSS was actually conducted by visiting schools.





The project found that the activities of CSS have been completed.

It has been implemented in six primary schools in Dhaka as a pilot project, with 1,452 primary school students participating. It was implemented in six primary schools by the six police officers of three police stations. (See Table 15). The six police officers have been nominated and trained as master trainers to conduct CSS exemplarily. Each of the six police officers can complete CSS alone for about 50 minutes per school. As materials for distribution and teaching on blackboards are necessary for implementing CSS, preparation and management require careful planning. However, CSS has been optimized as content that police officers belonging to police stations nationwide can implement independently through trials and revisions undertaken by the project. Based on these results, the project considers the development and demonstration of CSS as a model (implemented as a pilot project) completed (see Table 15 and the attached appendix for CSS results and actual numbers).

**Table 15 Participants of CSS by Schools**

Name of Schools	Police Station	No. of Safety House	Students Enrolled	Male & Female	No. of Students Participating in CSS			
					Grade 3	Grade 4	Grade 5	Total
Bhola Govt. Primary School	Badda PS	15	370	Male	32	27	28	87
				Female	36	29	51	116
				Subtotal	68	56	79	203
Uttor-Purbo Badda Govt. Primary School	Badda PS	11	370	Male	30	24	22	76
				Female	48	74	62	184
				Subtotal	78	98	84	260
Shatarkul Govt. Primary School	Badda PS	11	380	Male	30	44	34	108
				Female	30	60	46	136
				Subtotal	60	104	80	244
Badda Govt. Primary School	Badda PS	15	376	Male	22	30	74	126
				Female	29	25	86	140
				Subtotal	51	55	160	266
Shahjadpur Govt. Primary School	Gulshan PS	15	223*	Male	36	35	12	83
				Female	55	68	31	154
				Subtotal	91	103	43	237
Abdul Hamid Dorji Govt. Primary School	Bonani PS	17	350	Male	10	27	52	89
				Female	21	61	71	153
				Subtotal	31	88	123	242
<b>Total</b>		<b>84</b>	<b>2,069</b>	<b>Total</b>	<b>379</b>	<b>504</b>	<b>569</b>	<b>1,452</b>

Note: \*The school provides the number of enrolled students, which may differ from the actual number. The number of participants is the exact head count of students participating in the classroom.





Workshop for the Master Trainers



Lecturing at the School



A Student Reporting the Possible Risks within the School District



Instruction of Safely

**Figure 9 CSS Activities**

#### (4) The result of a simple interview

A simple focus group interview was conducted to extract the results of CSS. The subjects were selected from children who participated in CSS, teachers, and collaborators of Safety House. The survey targeted teachers and children who had experience in CSS. Although interviews with children's guardians were also planned, they were excluded due to difficulties in contact. The results of the simple interview are shown in the table below. Students and many adults (teachers and Safety House collaborators) involved in CSS reacted positively. It was confirmed that there were many favorable opinions about improving the crime prevention power in the community.

**Table 16 The Result of the Simple Interview**

Target Group	Result of the Interview (summary)
Children	<ul style="list-style-type: none"> <li>100% of children who participated in a CSS class said they had told at least one person they knew about CSS.</li> <li>53% of children who participated in a CSS said they had told at least three or more people they knew about CSS.</li> <li>48% of the children who participated in CSS noted that they stopped going to places in the community that they found dangerous after CSS.</li> </ul>
Teachers	<ul style="list-style-type: none"> <li>53% of teachers in schools offering CSS classes said they had told at least one person they knew (excluding their family or colleagues at the same school) about CSS.</li> </ul>
Safety House	<ul style="list-style-type: none"> <li>Many people want to value children in the community.</li> <li>Among the general public, Safety House owners are relatively friendly toward the police. Many Safety House owners were born and raised in the local area or know police officers who take on Safety House. On the other hand, some Safety House owners also dislike the police.</li> <li>There is a tendency for Safety House owners to be more favorable to the police</li> </ul>

Target Group	Result of the Interview (summary)
	<p>when they serve as Safety House owners.</p> <ul style="list-style-type: none"> <li>Many owners feel building a community among Safety House owners is a burden. Still, many are willing to cooperate to the extent of going to schools and talking to their children about Safety Houses.</li> </ul>

Based on the above, many children who participated in CSS reported sharing their thoughts about CSS with family members and acquaintances. This can be considered as evidence that CSS has been well-received. About half of the participating children reported avoiding going to places in the community considered dangerous after taking CSS, indicating that the instruction has been effectively conveyed. However, this also suggests concerns about community safety. More than half of the teachers at the school where CSS was conducted reported that they had talked about CSS with acquaintances, excluding family members and colleagues, indicating that they recognize CSS's effectiveness and that its benefits are spreading.

Furthermore, synthesizing the ideas of Safety House collaborators, it can be concluded that Safety House is widely accepted by people who want to care for the community's children. Many collaborators were born and raised locally and know police officers personally, leading to a favorable view of the police. However, some collaborators have negative attitudes toward the police. Through collaborating with Safety House, some collaborators reported an increase in their positive view of the police. Some collaborators feel burdened by their contributions to the local community, while others are enthusiastic about helping.

### **2-5-7 Achievement of the Activities for Output 3**

#### **(1) Impact on the achievement of activities for Output 3 by the delay of TAPP approval**

Output 3 is a set of tasks to ensure the project's sustainability based on the achievements and Outputs derived from Outputs 1 and 2. Presenting tangible results derived from activities can only be initiated continuation of activities after the termination of the project. Because JCC and PIC have yet to be established following standard procedures of technical cooperation projects, the activities for Output 3 have been carried out differently from those defined in PDM. Therefore, the project had limited ability for negotiating PHQ to convince them to continue and expand the activities.

#### **(2) Review of the practice of SP&M undertaken by BDP (Activity 3.1)**

In the study's first phase, we reviewed previous training conducted at facilities such as BPA. Additionally, through interviews and discussions for developing materials related to BDP and its related fields and conducting interviews about BDP in subsequent phases, we could grasp the overall picture of BDP's SP&M and training. Much of this overview is detailed in the first phase report.

The urban areas of Bangladesh have a very high population density, and even slight disturbances or problems can potentially escalate into significant issues. In addition, much of the security planning is based on subjective methods such as the commander's or planner's experience and intuition. There is a tendency of lacking objectivity and reproducibility. The police organization in Bangladesh is not specialized in security, and multiple specialized units respond to emergencies to maintain security. For example, there are units such as Public Order Management, Rapid Action Battalion, and Industrial Police, like Japan's riot police. These units are sometimes deployed for risk incidents such as political activities or festivals. They may also use

physical force to suppress violent situations, such as riots and disturbances. The standards for using force and the extent of acceptable power differ significantly from those in Japan. However, both countries use a variety of approaches, from soft to firm, depending on the magnitude of the specific situation or risk.

In BDP, security operations are under the jurisdiction of the Operations Department. Commanders are required to respond before problems escalate. Therefore, the use of non-lethal weapons such as water cannons, tear gas, and rubber bullets, which are not fatal, is permitted. However, there is a risk of escalating to excessive force, so BDP is constantly criticized. In Japan, emphasis is placed on preventing incidents, and methods such as publicity before events, early traffic regulation, and physical isolation and zoning by barrier lines are used. The use of soft rules leading to is emphasized. This is considered one of the characteristics compared to BDP's security forces. BDP's security plan specializes in the security of VVIPs, and the security plan for VIPs, separation from the general public is emphasized.

### (3) Possibility of extending the activities after the project terminated (Activities 3.2, 3.3, 3.4, and 3.5)

During the preparation of the TAPP application, the possibility of nationwide deployment was considered, but BPA's plan to conduct training at fixed venues was rejected. Therefore, the training method using an existing facility initially planned and prepared was abandoned, and it was decided to develop security plans on paper. As a result, equipment selection was narrowed down to lightweight options, and the content and method of training were changed to make it possible to conduct the training in relatively small training facilities if a classroom was secured. As a result, the training became easier to deploy than the training planned by BPA.

### (4) Cost analysis (Activity 3.6)

The cost analysis for implementing the SP&M training was finalized by including various cost items and considering several conditions to calculate the final cost after the start of TOT and SP&M training in January 2023, and all costs were determined. The cost analysis considered how to include various cost items for calculation. As a result of the aggregation, the estimated costs were calculated as shown in the table below.

Various conditions were considered when allocating the items for cost analysis. An estimated cost is presented in Table 17. According to this table, the cost of training one person in the SI class is 17,716 BDT. In contrast, the cost for the ASP/ Addl. SP which includes the accommodation fees paid by the Japanese side as a particular case, is calculated at 27,216 BDT (including lodging, meal, and transportation expenses for five days). A fee of 75,000 BDT is required for master trainers as compensation and accommodation expenses, but this does not include transportation expenses for them.

**Table 17 Unit Cost of Participant of SP&M Training (BDT)**

Category	Honorarium	Board/ Lodging	Consumable	Instructor	Total
SI/ Inspector		9,000	5,716	3,000	17,716
ASP/ Addl. SP		18,500	5,716	3,000	27,216

#### (5) Facilitating the post-project implementation (Activity 3.6 and 3.7)

In the negotiations held between PHQ and the project from November to December 2022, it was agreed to carry out all project activities regardless of the approval of TAPP. Additionally, it was decided to terminate the project activities by the end of May 2023. Moreover, negotiations were conducted to establish measures to continue implementing the achievements derived after the project's completion, including SP&M training, practical activities in community policing such as JCPA and CSS, etc., to ensure sustainability. As a result, the following progress was confirmed:

For continuing the project activities even after its completion, it was confirmed that securing the domestic budget (Revenue Budget) was included in the budget for the fiscal year 2023/2024 to implement SP&M training as inservice training.

The institution within the BDP which receives the technology was not determined. Since the project was carried out mainly by experts without precise C/P determination, confirmation was made on points that are typically obvious in regular technical cooperation projects. It was confirmed that the training wing of the personnel department of PHQ would serve as a recipient for SP&M training, with a completed set of the teaching materials, and it would continue to be implemented as inservice training. For the continuation and development of community policing activities (JCPA and CSS), it was confirmed that the beat policing section of the operations department of PHQ would serve as the responsible section.

Regarding Output 2, at each stage of the teaching material development and content determination, the project convened stakeholders from various PHQ departments, held opinion hearings, and reached agreements. Furthermore, efforts were made, such as requesting the involvement of DMP informally from the project in pilot activities. These activities in Achievement 2 did not develop new activities. Still, they introduced those that could be positioned as "original activities" of beat policing by BDP, in line with the dialogue meetings (open house) that the BDP's beat policing currently carries out in police stations under its jurisdiction and introduced them to expand the scope of regional cooperation and crime prevention activities. Emphasizing this, the beat policing department of PHQ's operations department was designated as the recipient, and efforts were made to promote further training implementation and dissemination in the future.

Note that these negotiations were conducted unofficially before TAPP approval, and it is challenging to penetrate BDP, a vast bureaucratic organization. The project requested BDP during the dissemination seminar in May 2023, continuation of SP&M training and adoption of materials and equipment provided.

#### (6) Disseminations Seminar

To acknowledge the completion of all activities in Bangladesh, a dissemination seminar was held on May 22, 2023, at the Police Headquarters, gathering about 70 participants who involved from BDP, JICA Bangladesh Office, and the experts. In addition, beneficiaries concerning the project were invited to the seminar. The purpose of this seminar was to serve as an official event replacing the formal JCC and PIC of the technical cooperation project. The seminar agenda included reporting on the achievements and progress of the project, four years since March 2019, exchanging views on the plan for the continuation of activities and outcomes, and confirming the closure of the project. The overview of the seminar is summarized in Table 18.

**Table 18 Dissemination Seminar on May 22, 2023**

Items	Description
Date/ Time	11:00 am – 1:00 pm, May 22, 2023
Venue	Hall of Pride, Bangladesh Police Headquarters
Participants (Bangladesh Side)	IGP Addil. IGP, Administration. Addil. IGP, Procurement, and Asset Acquisition., Addil. IGP, Operation. Addil. IGP, Finance. Addil. IGP, Rector of PSC. Officers concerned with the project. Officers concerned with DMP (from Gulshan DC, and Motijheel DC) SP&M Training Trainers and Trainees
Participants (Japanese Side)	Chief Representative, JICA Bangladesh Office, Senior Representative, Officer in charge of the project, national staff. Experts (Team Leader/ Institutional Development, Deputy Team Leader/ Human Resources Development, SP&M/ Plan Development, SP&M/ Crime Prevention, Project Coordinator/ Training Management)
Beneficiaries	CSS (primary school principals and students), JCPA (community leaders from Sabujbagh)
Agenda	Reporting on the project (duration, purpose and output, input), training plan (target, schedule), input, etc. Confirmation of achievement (TOT and SP&M training) Reporting and comments from those concerned with the project (trainers of SP&M and beneficiaries) Recommendations from the project and gratitude Remarks from Additional IGP (Administration) Remarks from Chief Representative, JICA Remarks from IGP

The conclusions and recommendations from the project included the following two points:

(i) Despite numerous unforeseen challenges, such as COVID-19, the project successfully completed the objectives and became a significant asset for both BDP and JICA. It is desired to deepen further and develop the outcomes achieved. To that end, a proposed implementation framework integrating the introduced SP&M and beat policing combining JCPA and CSS is strongly recommended. (ii) Furthermore, it is desired that the training, which yielded outcomes from the project, shall continue and that the newly introduced approaches by the beat policing officers are embraced and implemented in practice.

The remarks from the Chief Representative of JICA to BDP emphasized the significance of achieving success in technical cooperation with the police on the 50th anniversary of Overseas Development Assistance (ODA) between the two countries. The importance of BDP's contribution to ensuring the safety and security of JICA personnel, investment projects, and the Japanese community was mentioned. Additionally, the significance of introducing new methods in creating a safe society in Bangladesh through the training of 35 master trainers and training of 2,511 SP/ Addil. SPs and SI/ Inspectors. Introducing new approaches to community policing (Activities 2 of JCPA and CSS) was highlighted, expressing hopes for continuation and further development. Lastly, JICA Chief Representative expressed his desire for the continued and enhanced utilization of the technical materials developed (including dioramas, maps, textbooks, and videos for training) and the formal recognition and dissemination of beat patrolling in community policing activities.

IGP responded to the recommendations and comments with gratitude for the significant support received from JICA. This support included funding for the capacity development of 35 master trainers, who trained 2,511 police officers to complete the SP&M training. Among others, IGP acknowledged the importance of aligning with BDP's security needs for large-scale events in Bangladesh, such as political rallies, festivities, and other gatherings, was mentioned. Additionally, strong interest was expressed in the new approaches of community policing that contribute to building better relationships between the police and the public, "citizen's police," as addressed by the Father of the Nation of Bangladesh, the late President Sheikh Mujibur Rahman. Considering that students are the beneficiaries of activities, it was worth noting that improving the relationship between police and the community, including the future leaders of Bangladesh. After the successful completion of the first technical cooperation project between BDP and JICA, IGP expressed a desire to maintain the positive results achieved from the project. Additionally, there was a request to enhance the relationship between BDP and the National Police Agency of Japan, with the hope of continued support from JICA.

The seminar concluded with the completion of all agenda items, including the reporting of project achievements. At the end of the seminar, the Japanese side presented BDP with a list of various technical cooperation deliverables and materials as a gesture of cooperation, and then the seminar was closed.



**Figure 10 Dissemination Seminar**

## **2-6 Achievement of Outputs**

### **2-6-1 Indicators of Output 1 and the achievement**

"Output 1: Training Program for Security Patrolling and Monitoring (SP&M) is improved" has achieved all three indicators in Table 19, as shown in the achievement status, and has been completed as a whole.

For the SP&M training, the target of 2,500 officers was divided into small groups of 10 people each to create a security plan collaboratively. As a result, after the project, 250 security plans were made. In addition, instead of conducting monitoring reports based on the model site selection assumed in the conventional plan and practicing it, a document showing the organization and jurisdiction along the scenario provided as a task was created and submitted for 250 cases during the SP&M training. The instructor checked the content until the end of the training. As a practical training content, practical training was provided to 2,511 active-duty

police officers in the training program. Therefore, all indicators of Output 1 have been achieved and they are completed.

**Table 19 Achievement of Output 1**

Indicator	Means of Verification	Evaluation Result
<b>1 Training Program for Security Patrolling and Monitoring (SP&amp;M) is improved</b>		
1.1 Number of security patrolling plan based on guideline/manual	1.1 Security Plan	[Completed] - 2,511 participants completed security training. After completing all training, the project received 250 security plans from the participants. - In the previous PDM, it was assumed that a monitoring report would be created to conduct practical training at a selected model site. Through the SP&M training, a total of 250 reports were created by all teams, outlining the deployment of officers and duty matching according to the security plan, and monitoring the deployment. The instructors have reviewed the reports submitted.
1.2 Number of monitoring reports on security patrolling status	1.2 Monitoring Report	
1.3 Number of monitoring report on security patrolling submitted	1.3 Monitoring Report	

## 2-6-2 Indicators of Output 2 and the achievement

Two indicators have been defined for the effective presentation of the safety awareness improvement model, and it is believed that both have been achieved.

The first indicator is for CSS, and it was confirmed that six police officers could independently demonstrate the entire range of CSS operations by the manual/guidelines. Experts confirmed that the six police officers (master trainers) nominated by DMP were conducting CSS activities at each primary school. Therefore, it is considered that the training of master trainers has been completed.

The second indicator is for JCPA, where at least 30 community leaders participate in joint crime prevention activities with beat officers. It was confirmed that 30 community members, along with the patrol officers in the six beat areas of the Sabujbagh Police Station, were engaged in crime prevention activities. Based on these achievements, it is considered that the presentation of the safety awareness improvement model in Output 2 has been completed for both JCPA and CSS activities (Table 20).

**Table 20 Achievement of Output 2**

Indicator	Means of Verification	Evaluation Result
<b>2. Effective models for promoting community-based security awareness are presented</b>		
2.1 At least six police officers are able to demonstrate a complete set of activities as following the manuals/guidelines of CSS.	2.1 Completion Report	[Completed] - The project trained six police officers as “master trainers” for CSS, and they demonstrated the activity without help from the experts. - Six police officers from three police stations (Badda, Bonani, Gulshan) in the Gulshan area of DMP have been trained as master trainers. - CSS was conducted four times at a total of six schools in the jurisdiction of each police station (three sessions



Indicator	Means of Verification	Evaluation Result								
2. Effective models for promoting community-based security awareness are presented										
		for each child).								
		<table><tr><th>Police Station</th><th>Name of School</th></tr><tr><td>Badda</td><td>Bhola Govt. Primary School Uttor-Purbo Badda Govt. Primary School Shatarkul Govt. Primary School Badda Govt. Primary School</td></tr><tr><td>Gulshan</td><td>Shajadpur Gov. Primary School</td></tr><tr><td>Bonani</td><td>Abdul Hamid Dorji Govt. Primary School</td></tr></table>	Police Station	Name of School	Badda	Bhola Govt. Primary School Uttor-Purbo Badda Govt. Primary School Shatarkul Govt. Primary School Badda Govt. Primary School	Gulshan	Shajadpur Gov. Primary School	Bonani	Abdul Hamid Dorji Govt. Primary School
Police Station	Name of School									
Badda	Bhola Govt. Primary School Uttor-Purbo Badda Govt. Primary School Shatarkul Govt. Primary School Badda Govt. Primary School									
Gulshan	Shajadpur Gov. Primary School									
Bonani	Abdul Hamid Dorji Govt. Primary School									
2.2 At least 30 community members join the beat officers to participate in the joint crime prevention activity	2.1 Completion Report	[Completed] - Thirty community members worked with the beat officers in all six beat areas of Sabujbagh Police Station. Street activities for joint crime prevention between the public and the police were conducted in Sabujbagh Police Station's jurisdiction under DMP in February and April 2023. - Thirty community leaders from the six patrol areas in the same jurisdiction were trained and engaged in activities on April 29th. A total of 18 police officers, including three officers in charge of the local police in Subijbagh Police Station and senior officers in charge of criminal investigations, participated in the activity. - JCPA activities confirmed the involvement of thirty community members with the patrol police officers in the six beat areas of Subiiibagh Police Station.								

### 2-6-3 Indicators of Output 3 and the achievement

The progress of Achievement 3, "Development plan for securing facilities is prepared," had been difficult to establish a mechanism within BDP to collaborate effectively. However, by demonstrating the results of Achievements 1 and 2, informal negotiations were repeatedly conducted regarding continuing the activities after completing the project. Discussions were held regarding the deployment plan after completion, as shown in Table 21.

**Table 21 Achievement of Output 3**

Indicator	Means of Verification	Evaluation Result
3. The institutional arrangement for Development plan for improving security patrolling and monitoring is established		
3. Development Plan is prepared	No change necessary	[Completed] Development plan presented to the police.



## 2-7 Achievement of Project Purpose

The achievement status for each indicator of the project goals is as follows (see Table 22). To secure the budget for the 2023/2024 fiscal year, SP&M training will continue to be implemented as inservice training at training centers in each region. The teaching materials (guidelines/manuals) for SP&M training prepared and provided by the project will be officially adopted. The final version of the teaching materials has already been supplied to PHQ. PHQ will discuss with the Beat Policing Division of PHQ promoting regional police consisting of JCPA and CSS as an effective method of beat policing throughout the country, in addition to SP&M training. Furthermore, it is planned to issue a directive for the widespread use of these materials.

**Table 22 Achievement of Project Purpose**

Indicators	Means of Verification	Achievement
Project Purpose: The system of security patrolling and monitoring is strengthened.		
1. The guideline/manual for the SP&M system is approved by the Bangladesh police	1. Manuals/ Guidelines	[Completed] The teaching materials for the SP&M training have been carefully developed to be comprehensive, straightforward, and easy to understand. They have been completed and submitted to PHQ by the end of March 2023. These teaching materials will be considered officially approved, as they will be used in the inservice training program carried out in the upcoming fiscal year, FY2023-24.
2. At least 2,500 SIs and ASPs completed the training program and fulfilled the requirements of the SP&M training based on the guidelines/manual for the SP&M system	2. Record of Training	[Completed] As of the end of May, 2,511 police officers have received the SP&M Training. - A total of 2,511 police officers are expected to complete the above training requirements and receive a certificate of completion. (Reference) As of May 18, 2023 PSC Dhaka: 500 participants DTS Dhaka: 876 participants BPA Rajshahi: 517 participants PTC Khulna: 188 persons Police Line (PL) Chattogram: 281 Police Line (PL) Sylhet: 149 All venues (total): 2,511 (ASP/ Addl. SP level: 500, SI/ Inspector level: 2,011)
3. Six (6) beat areas of one (1) police station adopt JCPA	3. Completion Report	[Completed] All six beat areas adopt the JCPA. PHQ has instructed all police departments to utilize JCPA and CSS as effective methods for beat policing.
4. At least six (6) schools of three (3) police stations adopt CSS	4. Completion Report	[Completed] 6 Schools adopt CSS. PHQ instructed community police departments to utilize JCPA and CSS as effective methods for beat policing.

## Chapter 3 Evaluation of the Project

### 3-1 Evaluation Result Based on the Six Evaluation Criteria of DAC<sup>12</sup>

#### 3-1-1 Relevancy

Evaluation Result: Rating [4] High

The project is highly consistent with (i) policy coherence related to anti-terrorism and security in Bangladesh, (ii) directly contributing to the improvement of BDP's capabilities and meeting the needs of the police, and (iii) a high level of appropriateness towards improving services and reliability for citizens. These were confirmed during the detailed planning survey, and no significant changes have occurred. Therefore, the validity of the project is high.

#### (1) Current status and challenges of public safety and security in the country

As discussed in 1-4 Background, Bangladesh continues to experience high economic growth. It is expected to graduate from the LDCs defined by the United Nations' List of Least Developed Countries (LDCs) by 2024. Against stable economic growth, Japanese companies are expanding their presence in Bangladesh. Meanwhile, the terrorist attack in Dhaka in July 2016 has become an issue urgently tackling Bangladesh's police to enhance their public safety efforts and maintain security to provide a favorable environment for investors.

Since the terrorist attack in Dhaka, Bangladesh's police have strengthened their crackdown on extremist organizations and have proceeded with investigations and arrests of those involved, expressing a high level of confidence in public safety and maintaining security. However, in terms of security and patrol activities from the perspective of crime prevention, senior officials and field managers face challenges in terms of specialized and technical approaches, such as developing appropriate security plans, establishing reporting and monitoring systems, planning that combines facility security with the essentials of protecting VIPs, and planning methods that do not rely on the knowledge and experience of planners. Furthermore, as the role and responsibilities of the police become more complex and sophisticated, the need to establish effective and efficient security and patrol activities is expected to increase even further. This contributes to realizing the "smart police"<sup>13</sup> the Bangladesh government expects from its police force.

#### (2) Public safety and security policies in the country and the status of the project

The Eighth Five-Year National Plan (2020-2025)<sup>14</sup>, the medium-term policy framework of the Bangladesh government, emphasizes the importance of ensuring law and order and addresses the protection of the lives and property of all citizens, along with internal and border security and counter-narcotics. BDP

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<sup>12</sup> DAC: Development Assistance Committee of Organization for Economic Cooperation and Development.

<sup>13</sup> In the Prime Minister's speech during the Police Week held in Dhaka on January 2, 2023, he stated, "Our goal is to build an efficient and world-standard 'Smart Police' that excels in knowledge, science, and technology." He also urged the judiciary to make efforts to maintain people's trust and confidence through their service to the public. The speech was given by

<https://www.deepl.com/ja/translator#en/ja/urging%20the%20law%20enforcement%20agency%20to%20work%20for%20upholding%20people's%20trust%20and%20confidence%20achieved%20through%20services>

<sup>14</sup> General Economics Division, Bangladesh Planning Commission, 2020. Eighth Five Year Plan (July2020-June2025) on 29 December 2020. URL= <https://oldweb.lged.gov.bd/UploadedDocument/UnitPublication/1/1166/8FYP.pdf> Accessed April 25, 2023.

must provide quality services to citizens and businesses and ensure a safe investment environment. To strengthen the police function, the following initiatives are to be undertaken as indicated in the table below.

**Table 23 8th Five-Year Plan of Bangladesh (Excerpt on the Items Related to Police)**

Item	Note
Enhancement of Efficiency of the Police Personnel through Capacity Building at Home and Abroad and through Modern Training Centers	Appropriate efforts will be made to enhance the skills and competencies of police officers by organizing training, workshops, and seminars in the country. Police personnel will be sent abroad to acquire the latest police knowledge, best practices, and developments to address recent issues and challenges in Bangladesh. Appropriate budgetary allocations will be made to implement the capacity-building initiative of dining institutions and police officers. Reasonable efforts will also be made to improve infrastructural structures, equipment, transportation, and ICT facilities to develop 30 inservice training centers of BDP. Facilitators and instructors of the inservice training centers will be trained locally and internationally through capacity-building projects. Inservice training centers will be maximized to provide knowledge, skills, and attitude change to field-level police officers. Existing training centers will be women-friendly regarding the quality of training, infrastructure, and related services.
Crime Prevention and Community Policing:	Measures will be taken to improve trust and interaction between the community and the police, improve access to justice and human rights, and reduce fear of crime. BDP will apply the beat policing methodology nationwide as an implementation tool for community policing. 8FYP will further strengthen this effort to provide better police services for citizens. In particular, we will continue to find resilient solutions to reduce crime through community policing. Community policing includes (a) community policing forums, (b) sector-specific community participation, (c) open house days, (d) beat meetings, (e) youth and student participation, (f) school and college-based awareness programs, (g) assemblies, (h) crime prevention meetings, (i) re-contracting of victims, and (j) door-to-door and home visits to promote practical applications.
Promoting Gender-Sensitive Policing:	The government is committed to ensuring the rights of women and children at all levels by providing fair and sensitive policing and victim support services. In particular, a Women's Police Strategy (WPS) will be developed through BDP to mitigate gender discrimination in the police service.

Source: The 8th National Five-Year Plan (2020 - 2025)

In addition, BDP has the following in its vision and mission.

The vision of BDP is to make Bangladesh a better and safer place to live, with competent, efficient, and dedicated professionals providing quality service and earning the trust and respect of the citizens. The mission of BDP is to "strive to enforce the law, maintain social order, reduce the fear of crime, improve public safety, and ensure domestic security through active support of the community."

With these long-term perspectives in mind, the Police Department's Strategic Plan (2018-2020)<sup>15</sup> identifies crime prevention as one of its top priorities. In addition to theft, assault, and murder, crime prevention efforts will also cover extremist groups, cybercrime, money laundering, and organized crime.

<sup>15</sup> Planning and Research Section. Bangladesh Police. Bangladesh Police Strategic Plan (2018-2020) URL=<https://www.police.gov.bd/storage/upload/announcement/Ti2gb0NZMTWLpblqyGXDK00OyLgcRZNgaSi3kU0b.pdf>  
Note that this document is the latest edition as of February 2023.

The Strategic Plan identifies "security policing<sup>16</sup>" as one of the most critical of BDP. This specialized task requires "strong law enforcement capabilities backed by the ability to negotiate, interact, and communicate with a diverse range of citizens, as well as enforcement capabilities. Table 24 shows the specific goals and strategies of the security police.

**Table 24 Strategic Objectives of BDP in the Security Sector (2018-2020)<sup>17</sup>**

Item	Contents
The purpose of Security Policing	Through training, we will protect human rights and dignity, strengthen preparedness and mobility for criminal cases, and manage public order while achieving high operational efficiency, with the attitude that a highly qualified professional should possess.
Strategic Objectives	<ul style="list-style-type: none"> <li>- Continuing motivation through regular training, achieving exemplary behavior, exercising power in response to the opponent's cues, and strengthening responsiveness.</li> <li>- Establishment of a code of professional conduct for security</li> <li>- Reinforcement of security personnel staffing, logistics, and facilities</li> <li>- Develop guidelines for engaging in security activities with the proper attitude</li> <li>- Proper operation of security personnel</li> <li>- Improved treatment of security personnel (vacation, accommodations, meals, recreational facilities, etc.)</li> <li>- Facilitate effective coordination between security personnel and intelligence and field units.</li> <li>- Monitor the use of weapons used for security.</li> <li>- Promote media relations.</li> <li>- Improved understanding and consideration of the constitutional rights and fundamental human rights of citizens</li> </ul>

Source: Bangladesh Police Strategic Plan 2018 - 2020 pp. 7-8

In recent years, Bangladeshi society has been experiencing a higher level of police expectations. The government of Bangladesh aims to transition to an upper middle-income country by 2031 and a high-income nation by 2041, and it is also expected to emerge from the Least Developed Countries (LDC) by 2024. Against such economic growth, the government also requires the police to promote "governance by law and order" and "counterterrorism" and contribute to efforts to create a favorable investment environment. The proposed plan is in line with objectives and will also contribute to the realization of a "citizen-friendly police," as reiterated by the government center.

As described above, the project will contribute to public safety and security from a preventive perspective by strengthening the security capacity of BDP. Thus, there has been no significant change in the efforts of

<sup>16</sup> One of the differences between the BDP and the Japanese police is that there is no department equivalent to the Security Bureau that is in overall charge of security operations; in the BDP's security field, there is no differentiation of specialized departments or divisions in charge of security operations, which are divided into regional (District Police and Metropolitan Police) and functional (Special Bureau, Railways, Highways, Special Departments (The security services are provided by various departments, such as regional (regional police and metropolitan police) and functional (special bureaus, railways, highways, special departments (immigration control), armed police, public security management, quick response forces, and industrial police). In addition, each regional police force has a Public Order Management unit, equivalent to Japan's riot police, as a force to deal with riots, terrorism, and violent acts associated with events, but there is no department in charge of overall security.

<sup>17</sup> The 2018-2020 version of the Bangladesh Police Strategic Plan, developed in 2017, is the most recent version.

the Bangladesh government regarding the project compared to when the detailed planning study was conducted, and it is highly appropriate.

### **3-1-2 Coherency**

Evaluation Result: Rating [4] High

The project is consistent with the development cooperation policies of the Japanese government and JICA. Additionally, it is expected that contributing to the maintenance and security of Bangladeshi society will lead to maintaining and improving the investment environment, including JICA projects. Therefore, the project has a high level of coherence.

#### **(1) Japan's and JICA's Assistance Policy and Track Record in Public Safety and Security**

Considering the terrorist attack in Dhaka in July 2016, Japan established the Council on Safety Measures for International Cooperation Projects under the Minister of Foreign Affairs and prepared an inspection report by the "Study Team for Strengthening Security Measures for Japanese Nationals Abroad." In response to this report, the Bangladesh government, the Embassy, and JICA have been holding a meeting once every two months to discuss how to strengthen further safety measures for Japanese nationals abroad and ODA sites.

The government of Bangladesh has identified "promoting prosperity through inclusion, poverty, and inequality reduction" as the basic strategy of its national development, the Eighth Five-Year Plan (2020-25). It has identified labor-intensive, export-oriented, manufacturing-led growth, agricultural diversification, leveraging the dynamism of SMEs (small industries), modern service sector, ICT-based entrepreneurship, and promoting overseas employment as vital economic policies.

To enhance the effectiveness of the public order and security sector in Bangladesh, the Government of Bangladesh states that the police, as an organization, with the active support of the community, will work to ensure domestic security, including law enforcement, ensuring social order, minimizing the fear of crime, and improving public safety. In particular, as maintaining an effective and transparent police organization is fundamental to the rule of law and improvement of the criminal justice system, the government is committed to organizational reform, efficiency through enhanced training, strengthening anti-terrorism measures, forensic investigation, capacity building in criminal investigation, operations, and prosecution, crime prevention and community policing, gender-sensitive policing, digitization, 999 system strengthening, cybercrime prevention, the establishment of model police stations, the introduction of CCTV, prevention of human trafficking, and return of Rohingya refugees, among others.

According to Japan's Country-specific Development Cooperation Policy for the People's Republic of Bangladesh (February 2008), the basic policy in Japan's ODA is to support the "acceleration of sustainable and equitable economic growth and lifting of the country out of poverty toward becoming a middle-income country. Under the "Comprehensive Partnership" agreed upon at the 2014 Japan-Bangladesh Summit Meeting, Japan will support Bangladesh's efforts to revitalize economic activities and overcome social vulnerabilities to boost its growth and lift it out of poverty through sustainable and equitable development with equity.

To this end, it has set two priority areas (medium-term objectives): "Accelerating economic growth that all citizens can benefit from, toward becoming a middle-income country" and "Overcoming social vulnerabilities" in the country. In addition, the JSA has set the following two priority areas (medium-term goals): (i) improving the effectiveness of bilateral assistance through close cooperation with donor countries and agencies; (ii) paying attention to project formulation to utilize Japan's technological capabilities; (iii) strengthening government functions and improving administrative services in all areas of assistance to improve governance; (iv) paying close attention to security measures and taking necessary security measures; and (v) taking necessary security measures to ensure the safety of the country's citizens. (iv) Pay close attention to security measures and take necessary security measures. The project is related to two of the above points of concern, specifically items (iii) and (iv), due to the circumstances of its formation.

## (2) Alignment with JICA's Rolling Plan

The project is positioned in the Rolling Plan under Subgoal 2-3, Administrative Capacity Improvement, in the country's Development Plan, which states: "Centrally, Japan will support the National Soundness Strategy and aim to ensure the accountability of the public administration. In addition, the government's coordination function will be strengthened by enhancing public investment management capacity, including establishing an appropriate planning process for development project budgets. In the rural areas, cooperation will be implemented in county, city, and core city local governments, focusing on improving the capacity of local governments to implement administrative services and the associated improvement of the lives of local people by improving planning capacity, improving work processes, and strengthening staff capacity, to realize cooperation between residents and local governments. At the same time, the power of the central government departments in charge of local governments will be strengthened.

## (3) Alignment with Sustainable Development Goals (SDGs)

One of the Sustainable Development Goals (SDGs) of the United Nations is to promote "a just, peaceful, and inclusive society," and it states that "to build a peaceful and inclusive society, access to justice for all and efficient and transparent regulations and government budgetary allocation are necessary." Violence and crime are widespread in conflict-affected and unstable societies, so strengthening human rights protection and the rule of law is crucial. In particular, the SDGs' goal of "promoting the rule of law at the national and international levels and ensuring equal access to justice for all" is directly related to the project. The Bangladesh Police is one of the key institutions to achieve this goal. The project aims to achieve a safer community and protect citizens more effectively through collaboration with them. By completing the project as planned, 500 serving police officers of ASP/ Addl. SP and 2,000 SI/ Inspector ranks from 64 districts will receive advanced SP&M training by mid-2023. This will contribute to achieving safer regions throughout Bangladesh, leading to better protection of life and property through cooperation with citizens. As stated above, the project contributes to achieving the SDGs through the security capabilities of the Bangladesh Police and developing human resources for this purpose. As described above, the project will contribute to strengthening the security capacity of BDP and human resource development for this purpose and is consistent with these various policies.

#### (4) International cooperation between the police agencies of the two countries

In September 2005, the National Police Agency of Japan established the "Outline for Promoting International Cooperation," which clarifies the basic policy, direction, and future measures for international cooperation by the police and actively and effectively promotes international collaboration based on this outline. According to the outline, the basic policy is to "emphasize with the international community," "strategic international cooperation with Asian countries," "proactive international cooperation utilizing the characteristics of Japan's police," "awareness improvement of police personnel," and "ensuring the safety and health of dispatched personnel," and the three directions for implementation are "civilian police activities," "knowledge and technology transfer," and "international emergency assistance activities. The three directions of implementation are "civilian police activities," "knowledge and technology transfer," and "international emergency relief activities. The project is the first technical cooperation project for BDP in international cooperation through the transfer of knowledge and technology in collaboration with the Japan International Cooperation Agency (JICA), taking advantage of the characteristics of the Japanese police.

### **3-1-3 Effectiveness**

Evaluation Result: Rating [3] Relatively High

As of its completion in June 2023, the project has met the indicators for each achievement and has achieved the expected level. As a result, it can be confirmed that some of the expected positive impacts have begun to occur. Therefore, the project can be evaluated as showing a slightly high level of effectiveness.

#### (1) Achievement of the Indicators

Based on the indicators defined in Output 1, "Training Program for Security Patrolling and Monitoring (SP&M) is improved," the project is continuing to implement the training project and has trained 35 instructors (master trainers) by the end of May when the project's fieldwork is scheduled to be completed and is currently conducting SP&M training in various locations. As of completing the SP&M training on May 18, the training program has trained 2,511 officers (2,011 at the SI/ Inspectors level and 500 at the ASP/ Addl. SP level).

Regarding Output 2: "Effective model for community-based safety awareness is presented," both public-private joint crime prevention activities and CSS activities for beats and schools have been implemented, satisfying the respective indicators.

Regarding Output 3: "The institutional arrangement for Development plan for improving security patrolling and monitoring is established," the implementation period is to be completed by finishing a technology transfer of a combination of SP&M training, JCPA, and CSS. The departments responsible for undertaking the technology have been identified. For instance, SP&M training will be provided at the inservice training centers. At the same time, the other two will be undertaken by local police stations and introduced as practical approaches to extend the ongoing service practices of beat policing. The institutional arrangement, however, may have been strengthened and could have been better if there had been involvement from the department in charge of community policing during the planning and trial of these areas.

## (2) Degree of achievement and acceptance of the technology through the deliverables

The deliverables prepared through each activity are of maximum quality and volume, as the counterpart agencies require. They are very high because of the acceptance of the technology and the training and practice in the local communities. In addition, the manuals and guidelines (including teaching materials) prepared are the first documents and guides for BDP in their respective fields and are available in Bengali for users. The Ministry is also negotiating the status of these deliverables within the Police as official training books and plans to take the necessary steps within the Ministry as soon as possible.

From a technical point of view, it can be confirmed that the police officers who have attended the respective training have improved their basic and practical skills and knowledge in the areas of planning and understanding the importance of security planning, which includes regional cooperation, in terms of their capacity to provide security. In addition, the fact that 2,511 police officers under the instruction by 35 master trainers attending the training courses for mid-career officers indicates that the project goal, "Bangladesh police security system will be strengthened," will be achieved through the completion of the training courses as planned. The relevant skills and knowledge in SP&M will become the de facto standard for security planning in the future Police of Bangladesh. The project will likely result in a certain degree of systemic strengthening of BDP in improving its security capacity.



**Table 25 Summary of Materials Produced**

Item	Specifications, future, etc.
SP&M Training	Training of 35 master trainers (At BPA from January 15 to 24, 2023)  Over 2,511 participants completed the SP&M Training.
CSS	Implemented in a police district, three PS, six police officers, and six primary schools. A total of 1,452 students participated, and 84 safety houses were involved.
Public-Private Joint Crime Prevention (JCPA)	Undertook field campaign twice in February and April 2023 in Sabujbagh. An introductory seminar was conducted for thirty community leaders targeting the six beat areas of Sabujbagh Police Station. The activity was carried out in six beats with the community leaders (Gain a basic understanding of BDP for further implementation).
Preparation of teaching materials, etc.	SP&M training teaching materials and SOPs  CSS Training Materials  Training teaching materials and handouts for public-private joint crime prevention activities/video materials completed  CSS training video (for police officers)  Dissemination Seminar (May 22, 2023)
Development Plan	The team has discussed with PHQ the continuation of the project Activities. Mainstreaming of the SP&M Training and the security plan development  Proposal for the institutional arrangement of implementation and integration of SP&M, JCPA, and CSS.
SP&M	Transfer of knowledge among colleagues and subordinates. SP&M training for training (30 inservice training centers x 2 x 50 officers x 70% = 2,100 officers/year nationwide)
Enhancement of trust and confidence	Ensure implementation through direction issued by the PHQ (Previously undertaking community dialogue, "Open House" may be extended)

**3-1-4 Efficiency**

Evaluation Result: Rating [2] Moderate

As a whole, the efficiency of the project is evaluated as moderate. In response to unforeseen events such as travel restrictions due to COVID-19, the project has been implemented with great flexibility following JICA's policy of "not stopping the project to maximizing the results." The proposed revision of the contract was adapting the measure to accommodate the change of venue from BPA to police training centers nationwide after the travel restrictions were relaxed. The project has fulfilled the target of 2,500 trainees and implemented the training ahead of schedule nationwide, exceeding the target number of schools for CSS during the given project period. Additionally, despite the challenges of overall coordination and decision-making difficulties, noteworthy impacts are emerging, and the predetermined outcomes have been achieved. However, it is undeniable that significant imbalances in undertaking activities during the operational period and facing significant challenges in effectively utilizing available resources.

### (1) Response to unforeseeable circumstances

The project has been constantly dealing with unforeseen events throughout the implementation process. However, the JV has made flexible responses to minimize the effect on the project, such as reviewing the plan content, rearranging personnel, and changing the timing of activities. Because the review period was extended, it was possible to consider multiple training plans, resulting in a deeper understanding of the challenges in the security field of BDP. Therefore, it is evaluated as neutral, and it is impossible to evaluate the efficiency from the business management perspective.

Of the resources invested, equipment was subjected to change from the initial training plan. Due to the changes caused by the pandemic, the training plan at BPA was canceled altogether, resulting in a complete modification of the training plan. For example, using large equipment, such as X-ray inspection machines for training, was impossible to mobilize from one venue to another. Such changes have led to a decrease in equipment-related expenses per single trainee. Considering the future obstacles to implementing training (such as the need for equipment maintenance fees), this is thought to have increased efficiency. As a result, it can also be evaluated as an efficient training plan from the procurement perspective.

### (2) Postponing some tasks under the activities to consider overall project effectiveness

The project concentrated its activities with higher priority in the final stages within less than six months from the pre-implementation agreement before TAPP approval. However, the project has continuously operated with a balance in mind toward achieving the three Outputs.

As a result of the concentration of work in the latter half, many compromises were necessary. For example, for Objective 1, we postponed some activities, such as the mid-term review, multiple material revisions, additional TOT implementation, and seminar evaluation methods, while maintaining the target audience and the number of participants. Moreover, we had to cancel the domestic training schedule. For Objective 2, the project supported the number of participating schools and communities. Still, it postponed some activities that would have promoted the project to stakeholders, such as inviting police officials for site visits. BDP focused on delivering "tangible results" as this was the first technical cooperation with Japan.

On the other hand, Output 2 (JCPA and CSS) activities were implemented to achieve BDP's "People-Friendly Police" with minimal investment, given the limited time for activities. These two approaches propose to expand the existing "Community Dialogue" scheme widely implemented by BDP at the police stations nationwide. These two approaches will diversify the communication channels between the police and the residents. To implement these activities, the existing organization and system were utilized to minimize investment. By raising the awareness of the department in charge of PHQ regional police and local police headquarters, it is possible to expect high efficiency with low costs and efforts for dissemination.

## **3-1-5 Impact**

Evaluation Result: Rating [4] High

The project's impact is expected to be "high" under certain conditions. It should be noted that the impacts listed below depend on the police continuing to carry out the activities currently being implemented. Therefore, the extent of the impact depends on BDP continuing the activities even after the end of the project,

based on recommendations and proposals described in separate sections. Additionally, there are limitations in directly communicating and exchanging opinions with not only the C/P but also regular police officers, which has limited the duration of the activities that would typically contribute to an even larger impact.

(1) Impact of achieving the Overall Goal of "Improving the SP&M capacity of BDP."

The impact of achieving the Overall Goal is thought to depend on (i) the fact that the participants of the SP&M training consider themselves as members of a closed organization<sup>18</sup>, (ii) PHQ's fair assessment of the positive reactions of those involved in instruction, and training, and (iii) the degree of continuation of local police activities in Output 2.

It is expected that by attending the SP&M training provided by the project, most of the target audience comprising police officers at or above the middle management level will be able to efficiently utilize police resources related to the planning methods and personnel involved in SP&M, leading to widespread dissemination of the training content throughout the police force, if they attend the training early on. The impact of these training efforts is estimated as follows:

**Table 26 Estimation of Dissemination of Knowledge of SP&M Training**

Assuming dissemination of the training effect through the trainees to their colleagues and subordinates, the following is considered:
<ul style="list-style-type: none"> <li>The officers acquired SP&amp;M totaling 2,546 officers, 35 TOT trainers, 500 ASP and Addil. SP, and 2,511 SP&amp;M trainees. Each person manages many subordinates in their respective post in various locations.</li> <li>Half (50%) of the 2,546 recipients of the training will share their experience of the SP&amp;M training with their police colleagues and subordinates each year. As a result, <math>2,546 \times 0.5 \times 10 = 12,730</math> officers will receive insights from this training.</li> </ul>

Based on the estimate above, it can be considered that 5% of the approximately 202,652 police officers (as of 2023) will continue to be influenced by SP&M training every year. In addition to the above, PHQ has calculated the impact of SP&M training will continue to be implemented for the next three to five years.

**Table 27 Estimation of Dissemination of Knowledge of SP&M Training (2)**

(1) Assumptions
<ul style="list-style-type: none"> <li>SP&amp;M training will continue for current police officers as inservice training.</li> <li>BDP has 30 provincial inservice training centers throughout the country.</li> <li>The training will be conducted yearly at each provincial inservice training center as part of its regular training menu. As a result, sixty training centers, thirty each in the first and second semesters, will conduct the same training annually.</li> </ul>
(2) Calculation (Estimation)
<ul style="list-style-type: none"> <li>If it runs one batch per year with 40 participants (the same size as the project), the total number of participants will be <math>30 \times 40 \times 2 = 2,400</math> participants/year.</li> <li>If it assumes the above, the total number of trainees would be 7,200 to 12,000 for 3 to 5 years.</li> <li>Assuming 70% of the above for the calculation, it may estimate that 5,000 – 8,400 trainees will take the course over the three-to-five-year period.</li> </ul>

<sup>18</sup> As a hypothesis for considering the dissemination and popularization of knowledge and skills in BDP, it is expected that the transfer of knowledge and experience through training will be more easily established within the organization due to the hierarchical organization structure of BDP with IGP at the top, where the instructions, orders, and intentions of senior managers permeate through lower-level personnel, and the emphasis on annual promotions and evaluations. In addition, it is a relatively common practice for employees to be employed for long periods of time due to the prevalence of lifetime employment.

In the above case, of all 202,652 police personnel, 190,4771 officers are sworn police officers<sup>19</sup> (as of April 2023). Among these, the total number of sworn police officers who are the target of SP&M training, including those in the SI/ inspectors and above (mid-level manager) and the ASP/ Addl. SP (junior executives) and above is almost 32,000 in total. If a cumulative total of 8,400 officers were to participate in SP&M training by the end of five years, approximately 8% of denominator (32,000 officers). If we add the cumulative total of 8,400 officers who will participate in SP&M training by the end of five years, the total number of participants would be 10,946, which is equivalent to 34% of the target population within the BDP. On the other hand, even in the estimate considering only the ASP/ Addl. SP, where there are a total of 1,934 officers, the 500 officer who have already completed the training account for 25.8%. These results suggest that ASP/ Addl. SP already occupy a significant portion close to the 34% threshold of the Early Majority in diffusion theory<sup>20</sup>. Even when considering all participants, there is a high likelihood of surpassing the threshold of dissemination within five years. Based on these findings, targeting a large number of participants for SP&M training as a strategy for early dissemination is appropriate, and by continuing the training, even greater impact can be expected.

## (2) Other Impact

In addition, there are many other possible impacts of the project. Some of these are illustrated below.

### (i) Effective experiential learning opportunities

The approach of this training differed from that of the existing BDP training, and experts believe that it had a specific impact as a method for training incumbent officers in the police in the future.

No written exam for graduation, no push-ups, but the most memorable SP&M training I've ever had!"  
From the opening ceremony at the Detective Training Center (Dhaka),  
- from one master trainer's address.

Most conventional inservice training is delivered traditionally and generically through classroom lectures, which do not always attract the participants' interest. This training program, which provides an opportunity to "solve problems based on realistic security situations," offers a learning opportunity to solve increasingly complex security case problems through "ad hoc group work" from different affiliations. This mechanism has a high impact compared to general training programs that tend to have a single, existing participant. The fact that the training is "directly related to practical work" has a high impact.

### (ii) Introduction of crime prevention through environmental design (CEPTED)

The training conducted by the traditional security sector reflects the traditional security tactics of BDP, primarily focusing on tactics to insulate critical facilities and key personnel from risk. In this vein, BDP's criteria for exercising public authority in the security domain broadly, such as "maintaining public order," are different from those in many other Western countries. As a result, the "use of force" by BDP sometimes faces open criticism from the media, human rights groups, and others. The SP&M training program

<sup>19</sup> "Sworn police officers" refers to law enforcement officers who have taken an oath of office, committing to uphold and enforce the law. These officers have undergone the necessary training, background checks, and certification required to serve as authorized agents of law enforcement agencies. Sworn police officers have the authority to make arrests, carry firearms, and perform other official duties in their capacity as law enforcement professionals.

<sup>20</sup> For example, Rodgers Rogers, Everett M. (1983). Diffusion of innovations (3rd ed.). New York: Free Press of Glencoe. ISBN 9780029266502

introduced the basics of crime prevention environment design and a system of security planning and practice based on risk-based "zoning," a key area common to police work such as crime prevention and security. This is the first time in BDP training that the findings, previously intended for some officers, have been widely introduced to police officers at the middle management level and above. Crime prevention environment design is fundamental to crime prevention, not only in the security field but also in community policing. The project believes that the fact that the project has provided the police force with training that combines "spatial planning" and "efficient use of police resources" is a technically significant event for the future development of this police force.

### (iii) Opportunities for realistic and practical problem solving

While (i) describes the impact from the perspective of learners who are relatively young and do not have field experience, this section describes the impact in terms of security tactics. Traditionally, security tactics by BDP have not had many opportunities to integrate and operate "facility security," which focuses on guarding and protecting essential facilities, and "police protection," primarily protecting important persons from criminal incidents. Regardless of the priority given to either, high emphasis was placed on achieving security and protection of facilities and persons at the expense of access and convenience for the general public. This training presents a more complex and sophisticated challenge to ensure the smooth operation of events such as international conferences, where the public is added to the list of participants and essential persons are also present and take place in critical facilities. The significance of providing these cases is minor. The planning and operation of security plans based on such security tactics are considered a high-priority issue for BDP, whose international area has been rising recently.

### (3) Positive and negative impacts not anticipated during project design

As noted in the introduction, while waiting for the approval of the TAPP, opportunities to interact with ordinary police officers and others who would benefit from the benefits generated by the project have been limited. As a result, it has not been possible to find significant positive or negative meaningful impacts arising from the activities.

The following information was obtained from interviews with Bangladeshi police personnel, such as training instructors and others involved in implementing CSS. All the information below was obtained from interviews with Bangladeshi police officials, such as training instructors and other persons involved in implementing CSS. However, they are included in this section to provide perspectives and examples that can be used as a reference when measuring impact in the future.

#### (i) Improvement of SP&M approaches (Hearing from master trainers of SP&M)

At a large-scale event held in Bangladesh on February 21 this year, it appears that the crowd control of visitors and identification of visitors with ID cards were conducted during the event, which is understood to be an application of the flow line and access control methods introduced in the SP&M training program. The visitor identification method (distribution of color-coded ID cards for each visitor) for this event was based on the training program, as there had been no previous implementation of this method by BDP. The last training security did not consider the physical planning and deployment of personnel integrated but

introduced unprecedented ways. If it is taken up as inservice training in the future, it is expected to impact training and security planning by introducing and improving new training methods.

(ii) Interviews with teachers at schools where crime prevention classes were conducted

The children who participated in CSS loved the program and hope the crime prevention classes and education will continue. The school would also like to continue crime prevention activities in cooperation with the surrounding Safety House owners to create a safe and secure environment. The school would also like to conduct crime prevention education at weekly class meetings and monthly assemblies in response to CSS activities.

The children who participated in CSS loved the program and hope that the crime prevention classes and education will continue. The school would also like to continue crime prevention activities in cooperation with the surrounding Safety House owners to create a safe and secure environment. The school also hopes to receive CSS activities and provide crime prevention education at class meetings every weekend and at school-wide assemblies held once a month.

(iii) Changes in attitudes toward police officers (interviews with parents)

In the past, I had scolded children by telling them that police officers would come if they did not behave, making them fearful of them. Participating makes me feel that officers have become dependable presence for the children. There are good police officers and bad police officers. Until now, I had a strong impression of bad police officers, but after seeing CSS activities, I could meet good police officers.

Until now, children have been trained to be in awe of police officers, telling them, "If you don't behave, the police will come. I believe that their participation in the CSS has made them feel that police officers are something they can rely on. I used to have a strong impression of bad police officers, but through participating in CSS activities and spending time with police officers, I now have a good impression of police officers. I hope that this kind of activity will continue in the future.

(iv) Participation in local crime prevention activities (hearing from safety house owners)

Participation in CSS will briefly explain CSS activities to customers visiting the store. The interviewee would like to collaborate with primary schools to expand community crime prevention activities. There used to be a community among store owners that included crime prevention activity and recently tried participating; the local community has weakened. Now that we have joined CSS as a Safety House, we want to re-engage in local crime prevention activities with like-minded people.

After participating in CSS, I had an opportunity to briefly explain CSS activities to customers. In the future, we would like to expand our community crime prevention activities in cooperation with primary schools. In the past, there used to be a local community and specific initiatives, such as crime prevention activities among store owners. Recently, the local community was in a state of extinction. I participated in CSS this time as a safety house owner. In the future, I would like to work on local crime prevention activities again with people who have similar ideas.

### 3-1-6 Sustainability

Evaluation Result: Rating [2] Moderate

It is highly probable that the project will continue to provide training for maintaining security in the Bangladesh government from a policy and institutional standpoint. The technology required for the BDP's organizational and human resource development will still be available. Although the budget has been secured, the establishment of an organization to receive the technology and provide supporting guidelines is yet to be done. Overall, the sustainability of the project is moderate, taking into account all these factors.

#### (1) Policies and institutional aspect

BDP will continue with the project's policy and strategic directions. In its medium-term plan, the Eighth National Five-Year Plan (2020-2025), the Bangladesh government states that it will ensure law and order, verify within the country and at its borders, and protect the lives and property of citizens as well as counter-narcotics. The role of the police is to provide high-quality services to citizens and businesses and to ensure a safe investment environment. The priorities include "capacity building at home and abroad," "improved training," "efficient operations," "crime prevention," "community policing," and "gender (protection of women's and children's rights) considerations," all of which overlap with the areas covered in the project.

#### (2) Organization and human resources aspect

The project is expected to contribute in the long run to achieve the confidence and trust of the police to the citizens, or "citizen-friendly police," as emphasized by the Bangladesh government on various occasions. Civil service, especially policing, is one of the most admired professions in Bangladeshi society. It offers generally a long-term job security. Once enlisted, they often work until retirement. Therefore, the skills and knowledge provided in the training remain within the police organization for an extended period. The skills and expertise provided by the project will not only improve the capacity of BDP to deal with operations. Still, they will also help to increase the confidence of citizens and the quality of services the police provide. With the continued implementation of this activity, personnel with the expertise of SP&M for the current BDP will soon constitute the majority within BDP.

Discussions about establishing the necessary organizational and institutional arrangement for project implementation and continuation were limited to an occasional meeting with a few executives because JCC and PIC could not be established officially. Despite such setbacks, experts have been discussing how to continue and develop the activities of Output 1 and Output 2 in place of Output 3 after October 2022 after the potential benefits of these activities for the BDP have become apparent. Although such institutional arrangements for technical cooperation project has not been fully implemented, the continuation of activities and deployment plans after the completion of activities were discussed with PHQ through focal points. This contributed to the fact that it became possible to show the results of the of Output 1 and 2, as well as the achievement of the training and field activities, to the police officials and to foresee the effects and benefits of the cooperation. As a consequence, it was agreed that the training would be conducted as Inservice Training for incumbent officers within the BDP.

Activities related to community policing (Output 2) were discussed with the department in charge of beat policing, which will be the future recipient of the program, by explaining the results and deliverables of the activities. It has been promised, albeit verbally, that they will be covered in the community policing training conducted by the department.

### (3) Education/ Training aspect

Due to a various unforeseen circumstances, the change of venues from BPA to various training institutions eventually enable the project launch nationwide rollout of SP&M ahead of schedule during the project implementation period. The inservice training centers incorporated the latest security training through simulation methods into their training lineups throughout the project, improving their training delivery capacity. On the other hand, the training sessions in each training institution are implemented by hiring a full-time training coordinator from the project side to coordinate with the training coordinators of each training institute. The employment of training coordinators effectively facilitated the logistical tasks necessary for training and freed up the assigned master trainers from administrative tasks so they could concentrate on instruction. After the completion of the project, it will be necessary for each training institute to handle these tasks themselves. As mentioned in the latter part of the item (2) above, the fact that the department responsible for post-project implementation and the organizational response is still unclear is a concern for the continuation of training operations and the maintenance and improvement of quality.

### (4) Technical aspect

Based on the response of the instructors, participants, and residents to the training and the training introducing new methods of community policing, the training provided content that is highly necessary for BDP. In addition, the training content could be applied and applied to the field, and highly effective technical methods could be introduced, such as efficient use of human resources, clarification of the chain of command, and reproducible planning without excessive reliance on the specific experience and knowledge of the commander, which are issues in the field. The project's sustainability is evaluated as "high" as a contribution to the long-term sustainability of this technology in BDP.

### (5) Financial aspect

The funding of BDP is under the jurisdiction of the Ministry of Home Affairs, and in the past, there have been policy reversals and prolonged stagnation due to changes in the situation and priorities, making it challenging to obtain certainty about securing funds for the future and completely dispelling concerns. However, there are also some positive signs. For example, the Bangladesh government has allocated an appropriate budget for training related to strengthening police functions in the 8th Five-Year Plan. The likelihood of continued funding for the police is high. In addition, negotiations have been conducted with the project's focal point regarding the continuation of implementation after the project ends. Efforts have been made to secure funding for SP&M training and encourage the adoption of JCPA and CSS as the core duties of beat policing in regional police departments. As a result, it has been suggested that SP&M training will be continued as inservice training. It was verbally explained that the budget for 2023/2024 has been secured for this purpose. As a backup, it has been indicated that the training plan for the 2024/2025 fiscal



year will include the training rather than starting from the 2023/2024 fiscal year that begins in July 2023<sup>21</sup>. In its Eighth Five-Year Plan, the Government of Bangladesh has decided to allocate appropriate budgetary allocations for training-related matters to strengthen police functions.

### 3-1-7 Summary of Evaluation Results

The evaluation results based on the JICA Project Evaluation Handbook (Ver. 2.0)<sup>22</sup> are shown in Table 28. A comprehensive evaluation was attempted for each evaluation result based on the post-evaluation criteria and evaluation flowchart (Figure 11).

**Table 28 Evaluation Result**

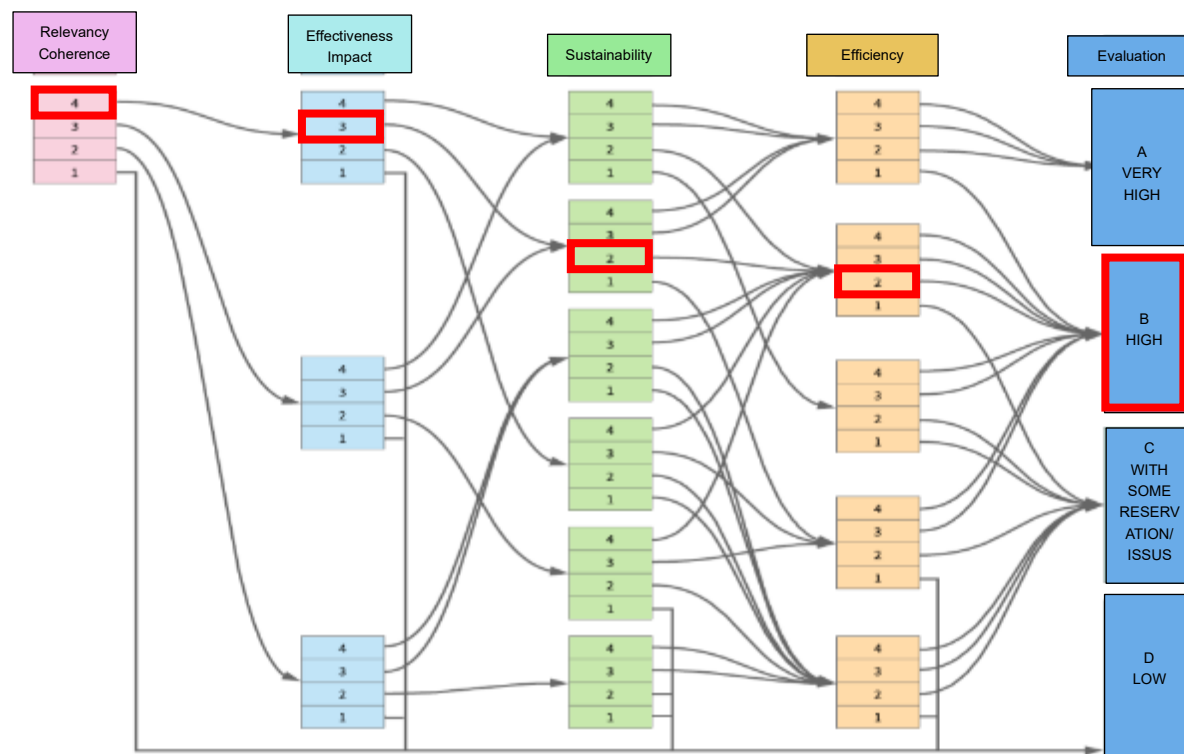
Items	Comment	Rating
Relevancy	The project is consistent with Bangladesh's development policies, Japan's aid policies, and aid principles.	4
Coherence	here is a strong alignment with the needs of the beneficiary, BDP. Furthermore, there is high consistency in the Japanese police's approach to international cooperation.	4
Effectiveness	At the end of the project, the achievement rate of numerical targets, such as the number of master trainers and trainees, is high. The quality of the expected teaching materials and manuals is ensured, and the effects of some training courses are beginning to appear.	3
Efficiency	Due to delays in the approval procedures, some activities were also delayed. However, towards the end, the project accelerated its activities to reach its outputs. There were imbalances in the activities, leaving room for improvement in the efficient utilization of resources.	2
Impact	There are some examples of improving procedures and methods related to security. Practical simulation-based training methods were introduced to promote learning in addition to classroom-based training.	4
Sustainability	At the end of the project, there is some uncertainty about the organization's establishment and structure to be implemented. Regarding the financial aspect, it is highly evaluated that the budget for the 2023/2024 fiscal year has been secured.	2
Evaluation Result	High	Provisional B

Considering the evaluation of each item, the overall score of the evaluation can be considered "high" in a provisional assessment. This result is attributed to the collaboration of both parties to complete all planned activities within the agreed framework, despite the incomplete government procedures towards the end of the collaboration period. The achievement of target values and the high efficiency of operations contributed to the final high evaluation. As indicated in the sustainability section of the comprehensive evaluation (Table 28), PHQ has explained that a budget allocation has been secured to continue SP&M training as inservice training in various locations in FY2023/2024.

<sup>21</sup> The budget proposal for the fiscal year 2023/2024 has already been submitted, and it was not possible to include it in the training plan for that fiscal year.

<sup>22</sup> Evaluation Department, Japan International Cooperation Agency (2021). JICA Project Evaluation Handbook (Ver. 2.0). URL= [https://www.jica.go.jp/activities/evaluation/guideline/ku57pq00001pln38-att/handbook\\_ver.02.pdf](https://www.jica.go.jp/activities/evaluation/guideline/ku57pq00001pln38-att/handbook_ver.02.pdf)

On the other hand, particular efforts have been made to promote the adoption of Outcome 2 as a beat policing methodology in local police. While interdepartmental coordination is necessary, direct engagement with the responsible department for beat policing has resulted in commitments such as introducing it in their training programs. It is expected that ongoing efforts will be made to promote its adoption.



Source: JICA Project Evaluation Handbook (Ver 2.0)<sup>23</sup> in Japanese

**Figure 11 Rating Flow Chart**

### 3-2 Factors Influence the Activities and Achievement of Output

This project has encountered numerous challenges due to the COVID-19 pandemic and significant delays in the approval process of the Technical Assistance Project Proposal (TAPP) by the government of Bangladesh. These delays have posed various issues, including operational management, negotiations with the counterpart, and the outcomes and events arising from them. If we consider TAPP and its approval process as the positive and negative influencing factors in this section, the analysis may remain superficial and fail to capture the whole picture. The analysis in this section attempts to explain the impact of TAPP from the perspective of risk management in the following section, focusing on other aspects as much as possible in this section.

<sup>23</sup> Evaluation Department, JICA (2021) JICA Project Evaluation Handbook (Ver.2.0) in Japanese  
URL=[https://www.jica.go.jp/activities/evaluation/guideline/ku57pq00001pln38-att/handbook\\_ver.02.pdf](https://www.jica.go.jp/activities/evaluation/guideline/ku57pq00001pln38-att/handbook_ver.02.pdf)

### **3-2-1 Factors That Contributed to the Achievement of Output**

#### **(1) Emphasis on the ideas and the "flexibility" of the private sector**

For the implementation of the project, one of the keys to success lies in the flexible and persistent presentation of ideas unique to the team formed by the private sector in the overall management, as well as in the formulation and implementation of training content and activity plans. The most important factor is "flexibility." Both the Japanese and Bangladeshi sides have responded to and resolved each of the issues discussed in the separate section on "Impeding Factors" as flexibly as possible. BDP has also responded to the proposals from the experts to the best of its ability within the limits of what they are allowed to do. As a result, many difficulties have facilitated the implementation of the case. Experts have tried to address the many unforeseen delays and conflicting understandings of the project's goals on a case-by-case basis. The "4-1 Challenges and Measures in Project Implementation and Management" section details these explanatory measures and innovations.

#### **(2) Understanding the "use of force" and its limits**

In the project, where the "enhancement of security capacity" is being promoted based on a private Japanese proposal, experts proceeded with the tasks, paying attention to the differences in the use of authority or the permissible use of power between the two sides. This is because, as a private security company, there are limits to the use of power that cannot be exercised.

The Japanese side, consisting of the private sector, proposed the introduction of CPTED from the beginning without using force, and the activities of Outputs 1 and 2 have consistently applied the concept. This proposal is a considerable and thoughtful approach because the experts are civilians, and it forms a critical theory and background underlying the project. Our initial discussions with PHQ shifted our attention to individual and specific investigative techniques for crime prevention. However, it was understood that CPTED, as presented by the Japanese side, is in a common area that ultimately crosses over into police work. Especially in TOT, where 35 participants were selected, the participants' thinking and understanding of the purpose of the training, as a concept underlying "crime prevention," was a response that could consolidate their opinions and enthusiasm with the aid of CPTED. More specifically, the exchanges that tended to diffuse into individual skills and techniques, as initially seen in discussions with the headquarters, were changed. The lecture was able to fill in some of the gaps in understanding that existed in promoting overall integration, such as the positioning of each of "creating an environment for crime deterrence" - "creating a security plan" - and "community policing" (especially the main interest of PHQ in CSS and public-private joint efforts). As a result, CEPTED was introduced and understood as a necessary component of "creating the environment" in the lecture. This process was a meaningful offering.

#### **(3) The training was focused on practical training in security planning**

As a result, the expert team was given ample time to review alternative approaches to explore and shorten the duration of the training. This reminded participants of the time and resource constraints and increased their awareness of the importance of efficiently managing many participants. It was decided that the training would be practical to create a security plan with CEPTED as the theoretical background. To increase the

density of the training, it was decided to abandon the "training in a full-scale facility" that was initially envisioned and to introduce a simulation using a model and a map. By adopting this method, experts were able to simplify the content and focus on the basics while at the same time designing a step-by-step, progressive approach to advanced issues, which enabled continuous learning and retention.

A significant implementation challenge was the need for more clarity regarding the instructors who would be participating and involved, as well as the experience and skills of the participants. The original plan to target new police officers needed more information on the training's scope and difficulty level. However, it was eventually decided to target tenured police officers. This change clarified the difficulty and complexity of the subject matter to be addressed. This contributed to the promotion of "participant learning" and attracted the interest of the participants who were current police officers.

#### (4) Contribution by the nominated 35 trainers and TOT

The 35 master trainers selected by the PHQ were a crucial factor in promoting project achievement. They were selected from senior police officers, and their selection served as an incentive for their duties. They made significant contributions not only in implementing the SP&M training but also in supporting the development of teaching materials and proposing improvements to the teaching and lectures. Additionally, they demonstrated leadership and role modeling in mentoring many trainees as master trainers and in their attitude, dialogue, and commanding ability as superiors, positively influencing the participants.

Although they assumed critical positions at their posts, they were detached from their regular duties and participated in the BPA TOT for two weeks. The prolonged confinement of senior officers at BPA for the intensive implementation of TOT was crucial for improving the quality of learning and teaching materials and forming networks among the master trainers. Despite delays in internal procedures and changes in plans due to the pandemic, their contributions became an asset of technical cooperation. It was expected to collaborate with excellent and motivated personnel from the early stages of technical cooperation, but the limited opportunities resulted in operational losses. However, the fact that future BDP officials, including the 35 individuals, could have relationships with JICA over a few weeks was invaluable for both countries.

### **3-2-2 Factors Hindered the Achievement of Output**

#### (1) Specification provided by JICA during the tender

There was a discrepancy between the contents of the specifications of the tender document and the requests made by BDP when the project was launched in March 2019. It was necessary to accommodate BDP's expectations as much as possible and satisfaction with limited resources.

The most significant discrepancy was that when the project started, BDP has been confident in dealing with terrorist threats, such as arresting and prosecuting many terrorist suspects, and had lost interest in security issues to seek help from JICA compared to the time when the project was formulated. When the expert team arrived, BDP expressed the team its interest in variety of different issues other than the scope of work, such as Koban system, cybersecurity. At the time of implementation, priority was given to crime prevention centered on regional police, and the importance of security measures against terrorism was not considered as the top priority.

In the contractual agreement with JICA, the Japanese expert team has requested to accommodate BDP's request as much as possible. The same was instructed when the team regularly met with the Bangladesh office. Additional person months and ex-police personnel to respond to the request from BDP were provided to accommodate the request for community policing during contract negotiations with JICA. It was, however, this was a request beyond the scope and missions of a private security company. For example, integrating SP&M and community policing was typically challenging because each subject matter is a vast service area of police, and each may establish a single technical cooperation project for some years. In addition, although it was a request from BDP, it may encompass different stakeholders of the police. Like any other agency of government, BDP is an executive branch of the Bangladesh government. It requires a variety of coordination with different stakeholders if we are to adopt request as much as possible.

(2) The concept and interpretation of "crime prevention."

The crime cases handled by the police are highly diverse, and the needs after the Dhaka Attack have demanded a high level of skill concerning specific investigative techniques and technology. From the beginning of the project, the concept of "crime prevention" mentioned by BDP seemed to be used in various ways, depending not only on rank and job classification but also on the situation in which it is used and the officers who use it. The project has to work to meet the vague demands of BDP to the greatest extent possible. Still, the project has also spent considerable time coordinating efforts that did not conform to the basic concept (e.g., discrepancies with the reality of the initial specification, expressed needs for consideration by PHQ in their focus areas, etc.). The gap between the project title, "SP&M," in the contract specification with JICA and BDP's basic concept of "crime prevention" cannot be overlooked as trivial.

(3) Concept of "cooperation with citizens" in BDP is still in development

The Bangladeshi police are still searching for their position in front of the general public. In other words, in the recent transitional period of Bangladesh's economic boom and growing expectations from the society, the police in an open society seems to be an important issue for BDP. The project tried to tackle issues that will only be solved after a while, as many issues must be addressed, including promoting understanding with communities. For example, the elimination of "prejudice" of the police against the public and the citizens' prejudice against the police as a reaction to such bias seems to be complex and problematic.

The government and police repeatedly advocate "police trusted by citizens" and "police that cares for women (vulnerable groups)." The nominal leaders, the counterparts and leaders of local communities, have also become "subcontracted agencies," and "cooperation with the police" is difficult to deny the hierarchical relationship with the police as the initiating agency of power. It is difficult to deny the relationship with the police as the initiators of force. From the police perspective, "cooperation with the public" tends to be limited to "cooperation with the citizen to investigate criminal through citizen's cooperation for being an "informer." This perspective between the police and citizen is a quite common in Japan. The project introduced JCPA and CSS because the police in Japan is quite successful in terms of improve the relationship with community through such approaches. The project believes that these may present an approach to tackling an area that has traditionally been difficult to intervene in as a private area and that it has created a stir in promoting

awareness of crime prevention. The formation of a safe society may bring about those do not tolerate any form of violence through cooperation between the community and the police.

### **3-3 Management of Risk Factors**

#### **3-3-1 Important Assumption in PDM**

The external conditions listed in PDM, revised in December 2019, define "The (Bangladesh) government continues to commit to improving public security" at the activity level. BDP's anti-terrorism measures were implemented positively during the revision, so this was not considered a significant risk. No additional risks are mentioned, including "preconditions."

#### **3-3-2 The Risks Associated with the So-called "Two-Step Planning Approach" in Technical Cooperation Project**

In retrospect, the issues of TAPP approval have become a significant obstacle and risk to the project. Since the project has been implemented in a two-stage process, the JV has been partially involved in creating a risk management checklist for internal risk assessment during detailed planning. However, no items were evaluated as "with risk" in the evaluation results. It is believed that the R/D agreement relies on a technical cooperation agreement that is mutually binding, which may explain why the potential risks of official governmental procedures were not thoroughly assessed from the outset.

In the evaluation items of the same checklist, nine items were evaluated as "unclear," including "business interruption due to political/security deterioration," "significant changes/cancellation of the project due to changes in the counterpart government's policies," "difficulty in continuing the project due to the lack of commitment from the counterpart government/implementing agency officials," "presence of inhibiting factors for independent development after the project is completed," "changes in Project Purpose, Output, and Activity plans due to delays in counterpart obligations (scope of work)," "delay in activities due to delays in counterpart obligations (time management)," "insufficient counterpart contribution (cost management)," "delay in the allocation of counterpart C/P (human resource management)," and "difficulty in communication with the counterpart government/implementing agency."

The governmental procedures such as TAPP in Bangladesh were a risk related to "counterpart obligations," which was a foreseeable risk. Still, the Japanese side has significantly contributed to risk avoidance by providing support such as creating TAPP-related applications and preparing explanation materials for relevant ministries and agencies. In addition, we have always been interested in the progress of the approval process and have been in contact with relevant departments to expedite it. Although it is not an item that should be included in the external conditions of PDM as it falls under the government's promises in technical cooperation (obligations under bilateral agreements), if it causes significant delays like in this case, it is desirable to address it as a risk in PDM explicitly. It is also necessary to be aware of the progress of the discussion on handling TAPP in technical cooperation projects by the Bangladesh office of the organization.

## **Chapter 4 Challenges in Project Implementation and Management**

### **4-1 Challenges and Measures in Project Implementation and Management**

This section will discuss the challenges and strategies related to the overall management of the project.

#### **4-1-1 Response to Operational Risks**

In the project management, immediately after the experts' arrival, they were asked to raise doubts about the agreed-upon contents of the project framework (R/D agreement) and to propose changes<sup>24</sup> to it. In the workshop to share the current situation, it became clear that there needed to be more consistency between the two sides' perceptions of security issues and differences between the priorities perceived by the BDP side and the project framework.

Initially, the Japanese side expressed their intention to sincerely consider and respond to these requested changes as a matter of principle while also maintaining a willingness to reject request that deviate from the purpose of the project and R&D agreed. There were not always smooth interactions at the outset of exchanges between the Bangladesh PHQ, because BDP has limited experience in technical cooperation projects, and the perception that Japanese experts are consisting of "non-police expert." The Japanese side has focused on building relationships and fostering trust with them, devoting time and personnel to deepening their understanding from a technical perspective. Considering the characteristics of Bangladeshi society, such as high population density, transportation options, lack of means to manage crowd density, "acceptable use of force," and widely deployable security tactics, Japanese side came to understand needs and requirement of SP&M training for BDP. Both sides have made efforts to accept differences in perception and the way of thinking of both parties and not to be critical. There were many situations where significant concessions were required, but both have been striving to ensure the smooth progress of the project. Though uncertainty caused by governmental procedures could not be resolved, with the efforts of the 35 master trainers who participated made it possible to archive the target for training over 2,500 trainees and create a new cooperative relationship with Bangladesh.

#### **4-1-2 Flexible Response to Changes in Implementation Plan**

One of the most emblematic examples of a JV composed of private companies demonstrating flexibility is its ability to adapt to frequent plan changes. The project formed in response to a terrorist incident could flexibly respond to significant plan changes.

In particular, it should be emphasized that the project was separate from the core business area for ALSOK, which does not primarily focus on aid projects. The project's success was due to the stakeholders' efforts and the management's understanding and cooperation. Specifically, despite the travel restrictions due to the pandemic, the project continued to prepare a detailed training plan to implement the training once travel resumed quickly. However, due to delays in travel resumption and the rejection of the implementation

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<sup>24</sup> Requests to address post-leadership changes on the police side (crime prevention, community policing, cybersecurity). Stagnation due to lack of explanation due to reassignment of personnel; assistance in preparing TAPP-related books. Major revision of hiring and training plans on the part of the police due to infectious diseases. This refers to the injunction against the use of BPA due to the leftover and multiple reviews of training methods and content.

plan at BPA, it was necessary to make further changes to the final implementation plan. As a result, ALSOK was burdened with a significant amount of work.

Japanese experts introduced their experience in a restrained manner, emphasizing the fact that they were not an expert team from the police. In specific examples, they tried to analyze and understand the actual cause of the current situation and issues with the BD police before showing the differences in approach. For instance, they intentionally avoided addressing weak points such as the deployment of some police officers, lax work attitudes, and the absence of instruction and order records that were pointed out during the case formation. They focused on providing countermeasures and alternative proposals after analyzing the actual cause and made sure to demonstrate the benefits of the proposed solutions.

### **4-1-3 Efforts for Implementation**

#### **(1) Demarcation of tasks within JV**

Because a joint venture carries it out, its participating companies clarified their roles and responsibilities to carry out the tasks. IC Net was responsible for overall human resources development, including project and training management. ALSOK was in charge of the technical aspects of security, providing the contents for the SP&M training module, which required a significant volume of work. The actual work involved reviewing the technical content for SP&M training within JV, coordinating with the police, and compiling the five-day-worth of training modules on schedule. Additionally, the preparation of teaching materials and handouts for the lectures was jointly developed based on ALSOK's basic ideas to create specific formats for the teaching materials.

#### **(2) Attention to training management**

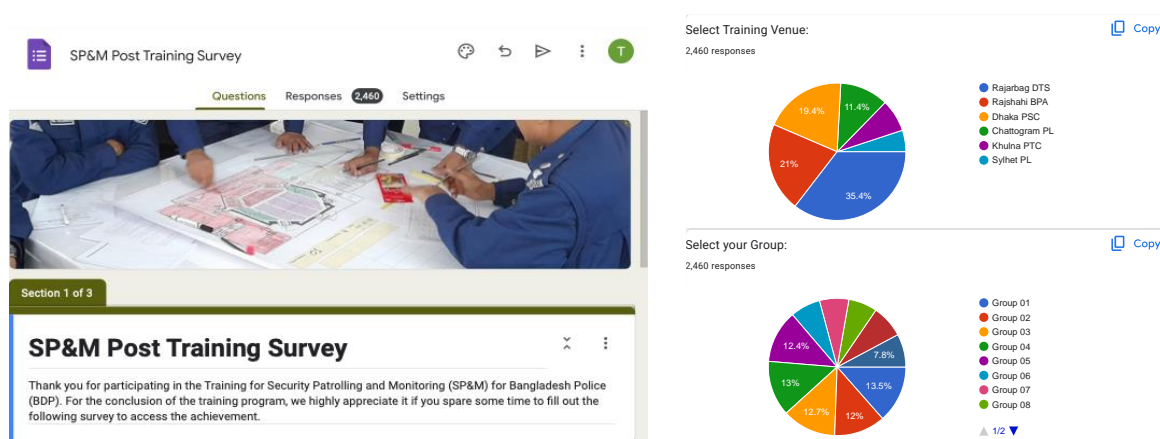
The project has implemented a training program targeting a total of 2,500 participants. To accommodate the number of participants as scheduled, up to four venues host three hundred participants simultaneously, making the logistics complex every week and supporting the master trainers became significant challenges. The logistics arrangements required both upstream tasks that could be handled in English and midstream and downstream tasks that required proficiency in Bengali, with the assistance of local consultants. IC Net handled the coordination with PHQ, a complex and extensive task, including scheduling, coordination with master trainers and participants, and coordination with the implementing organizations. The logistics coordination for the SP&M training, which was implemented under extremely tight schedules, was highly complex and required smooth communication and information sharing between the project, PHQ, master trainers, training venues, and participants, and effective management of this aspect was essential for smooth implementation.

The completed training teaching materials had to be delivered to training venues scattered throughout the country at designated times. Various logistic support to the master trainers required quick judgment and coordination with local assistants. The Japanese side assigned dedicated training coordinators to each venue to manage attendance and support the master trainers (distributing materials, arranging certificates, etc.) and to coordinate directly with the training facility. In addition, to maintain the quality of lecture delivery, a written evaluation was conducted every day during the 5-day training to promptly capture the opinions and



feedback from the participants, which was then shared among the master trainers to facilitate subsequent training.

Moreover, to evaluate the overall training, the master trainers evaluated group activities, and the participants provided feedback and answers to questions related to their learning and knowledge acquisition. As the project targeted 2,500 participants of the training, the evaluation was conducted online. BDP's communication system could have been more robust, and staff often used mobile phones daily. Therefore, after completing a trial online training evaluation during the TOT, the project conducted an online review of the training hosting more than 2,500 participants.



**Figure 12 Online Evaluation (Form and Sample Output)**

The advantage of online evaluation is that, even when conducted remotely, like in the project, the results can be automatically collected without manual aggregation by providing participants with a QR code in advance. Additionally, since the information is output to a spreadsheet, it can be quickly processed. This allows for efficient and timely information gathering for the training of this scale. If the communication conditions permit, we would like to continue to utilize this method in the future.

### (3) Quality control of the training through collaboration with BDP

One of the positive efforts to complete this training was to ensure the quality of the training (theme selection, lecture content, structure, and selection of interesting topics). We provided training designed to naturally stick by devising the content and delivery methods to make the learners' learning experience high-quality. For this purpose, 35 master trainers developed ideas and considerations to complete the tasks and create teaching materials more engaging.

Since the involvement of BDP was limited, the first major obstacle for the Japanese side was the implementation of TOT. They needed to provide meaningful training that the target of 2,500 police officers who participated in the SP&M training could confidently and interestingly teach. However, until the start of TOT, contact with the police side was limited. Even for experts, it was not necessarily a sure thing how the police executives with abundant experience in command and planning in the field would accept the presented training program. In particular, there needed more information from BDP about who the primary target trainees should be. It was questioned whether the target occupation and the difficulty level of the tasks would

be appropriate<sup>25</sup>. Furthermore, since the scenario was prepared based on the security tactics that private companies could adopt<sup>26</sup>, they conducted TOT with interest in what kind of modification suggestions and proposals would come from the master trainers who are police officers.

Through the implementation period of TOT, good discussions were held between the Master Trainers regarding the content, which resulted in quality assurance. There are many perspectives on "quality assurance." Still, in this case, we designed the training with considerations such as not bringing in Japanese materials directly, repeating the basics, and providing theoretical backing based on the findings from the survey. The Master Trainers understood this approach. Regarding the theme setting, the stakeholders understood the importance of ensuring the basics are well learned, despite the initially loud voice for taking up the example of Bangladesh.

Additionally, many existing security plans rely on "instincts" or "practice." There were many cases where the basis for the implemented procedures or security measures could not be explained<sup>27</sup>. Therefore, the project intentionally gave simple tasks and aimed to acquire the basics steadily, and this approach was also accepted. The method of gradually increasing the difficulty of tasks by repeating similar jobs, starting with a simple plan for a one-story building, followed by a plan for the same building's site or perimeter, and then moving on to a security plan for a multi-floor facility, was also accepted without any issues. By providing high-quality training that even experienced Master Trainers could accept, they could confidently conduct large-scale training.

#### (4) Collaboration with master trainers for the development of teaching materials

Along with providing high-quality training, we believed that preparing engaging teaching materials for master trainers and trainees was essential. Therefore, the project invested efforts and resources into it.

Reviewing and translating the training teaching materials into Bengali and proofreading them was time-consuming. The project created high-quality textbooks only with the help of local consultants, hired interpreters, and master trainers who attended the TOT. In particular, after starting the SP&M training, we selected a few master trainers and gathered at PHQ for five days to finalize the teaching materials. During this process, we were able to adjust and resolve any doubts or issues related to lectures or instruction and correct any discrepancies or misunderstandings caused by differences in master trainers or training locations.

The training teaching materials used in the program were prepared with the involvement of members who have expertise and skills in specific fields, providing materials that made participants feel as if they were performing actual security duties. Dioramas, maps, and drawings were created by members with

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<sup>25</sup> The target trainees anticipated by the Japanese side was almost all police officers from various areas. Although the provided teaching materials focused on facility security, they were designed to be combined with activity related to the Output 2, introduction of community policing (covering JCPA and CSS) to help police officers understand the concept and practical examples of improving the safety of their respective area. The training was designed based on the hypothesis that this combination would be effective, and the TOT results confirmed that this hypothesis was largely accepted.

<sup>26</sup> The security tactics adopted by BDP generally involve measures backed by public authority, such as the blockade of surrounding areas or buildings and regulation of traffic and roads. The scenarios used in the training assumed a soft approach to security scenarios that kept restrictions to a minimum.

<sup>27</sup> For example, there were many requests from some master trainers and BDP to use a case study from Bangladesh. However, actual criteria in the Bangladeshi KPIs, such as large-scale facilities, are highly complex and unsuitable for learning the basics. Therefore, the experts deliberately provided suitable cases for the theme and could efficiently practice the tasks that needed to be learned.

knowledge and experience in architecture and urban planning, who commissioned a design firm in Dhaka to create them. The drawings were created using Computer Aided Design (CAD) by the expert, and they all provided materials of equal or higher quality than those used in urban planning projects. Members with knowledge of TV production produced the video materials. The project made maximum efforts to provide high-quality teaching materials within the limited budget to increase trainees' interest and improve training effectiveness.

In addition, many existing security plans rely on "intuition" or "practice," It seemed that the rationale for the procedures and security measures being implemented in the field could not be explained. Therefore, we deliberately gave simple tasks to aim for steady mastery of the basics, and this approach was also accepted. The tasks were presented with a simple plan for a single-story building, then progressed to a plan for the same building's site and perimeter, and then to a facility security plan with multiple floors in stages, gradually increasing the difficulty of the tasks.

#### **4-1-4 Output 2 (JCPA and CSS) Effort of Implementation**

##### **(1) Implementation without TAPP approval (background)**

Output 2 has constantly required complex judgments due to the government and local people's collaboration in crime prevention activities and the unapproved status of CSS TAPP. The experts have responded by starting with what the team can do at each step. To present a model for improving trust with residents, the team proposed both government-private sector collaboration in crime prevention activities and CSS to the police, and they accepted it. However, these methods offered new approaches for Bangladesh. They were seen as a literal transfer of technology to the police, who are the recipients (all under the jurisdiction of the DMP responsible for regional police). Additionally, experts expected that the activities would be implemented in close cooperation with experts from the preparation stage as DMP's community police activities. They would promote ownership and strengthen the relationship between the police and the local community. However, due to the status of TAPP, obtaining official involvement from BDP could not fully satisfy the above intentions.

Furthermore, there needed to be a more logical contradiction in conducting activities to improve the credibility of the police with the local community without their involvement. Additionally, since political tensions have heightened since November 2022, a policy has been announced to pay attention to entry into certain parts of Dhaka city by aid workers. There was also a risk of activity in the streets.

As professionals, we have hired local consultants and have been finding ways to move forward with the work genuinely innovatively with their support and informal cooperation from police officials. The results obtained can be said to be the result of accumulation. Below is a summary of the content.

##### **(2) Tasks for JCPA**

Despite the difficulties mentioned above, the public-private partnership was able to carry out its activities by utilizing personal relationships among stakeholders. For example, local consultants (retired police officers) were employed to carry out the work. These local consultants approached the Subijbagh Police Station, convinced many residents to encourage them to participate on-site activities. JCPA involves

workshops and outdoor activities that mobilize general volunteers, making safety essential. Furthermore, as improving police credibility is one of the outcomes of these activities, the police needed to be officially involved. It was thought that these conditions must be met. In the end, it was decided to implement each activity without obtaining TAPP approval, and the necessary conditions, such as oral instructions being issued by police executives to the respective stations, were met. Additionally, through the local police, efforts were made to persuade DMP executives, and attendance was secured at the launch ceremony of the street activities held in February 2023.

### (3) Effort for CSS

The factors that drove the promotion of the CSS activities include the relationships established with the local police department officials through the detailed planning and research conducted in the first phase and the dispatch of experts to handle video production, which PHQ requested. As a result, the police had no choice but to grant permission and secure filming locations. In addition, the police are an organization that moves in unison towards a common goal once organizational decisions have been made, so they could move forward using video production as a lever.

The former factor was utilized where activities were allowed in the region while waiting for the TAPP approval, and the relationships established through the survey conducted in the first phase were instrumental. There was a fortunate coincidence where the commander of the Gulshan district was still working in the same department, so the team could build informal relationships with the local police and schools and proceed with their work. Video production had a limited window for team members to engage in filming and editing, so negotiations with PHQ focused on the fact that if they missed this window, they would not be able to produce the video, which resulted in various forms of support. In particular, negotiations with the six targeted schools progressed significantly when PHQ and JICA issued unofficial approval from the police department.

In building relationships with the local community for CSS activities, the local consultants (retired police officers) hired by the project played an important role. The negotiations he handled involved persuading local store owners responsible for safety houses and the targeted schools to participate. They have explained the activities' purpose and content to them and have gained their understanding and support.

## **4-1-5 Output 3: Development Plan (Negotiation for Sustaining the Project)**

### (1) Facilitating SP&M Training to be carried out as inservice training

The project has conducted various negotiations to ensure that activities, including SP&M training, are consistently implemented even after the end of on-site activities in May of this year. Police officials were extremely busy, so the meetings were conducted in a short amount of time. Additionally, activities were not resumed during the budget formulation timing, and achievements and accomplishments could not be reflected in the budget formulation process. This resulted in realizing the difficulty in aligning the host country's budget formulation process with the project's implementation cycle.

Despite the countless challenges, it was evident that the police were making maximum efforts. The police understood that they had invested beyond the normal range to conduct SP&M training and had taken the

initiative to continue implementation. As a result, although it was limited to verbal explanations, it was possible to obtain assurance that the activities would continue sustainably. In work up to this point, the teaching materials and SOPs for SP&M training have been provided to the Bangladesh side, and SP&M training utilizing these materials is scheduled to be approved and implemented as part of the BDP inservice training. However, incorporating the documents introduced by SP&M into the initially considered Command Certificate (CC) (a set of drawings, organizational charts, and deployment tables) was postponed as a result of discussions. The reason is that the CC has followed the format of documents since British rule, and its content and design are regulated by police law and cannot be changed easily.

## **(2) Community Policing: facilitating the continuation of Output 2**

The two activities specified in Outcome 2 (joint public-private crime prevention and the Community Safety Scheme) have been implemented separately with different schedules and targets. Both activities can be seen as necessary approaches to strengthen relationships with community leaders and schools and are considered part of the "core business" of local police. The operational unit responsible for community policing (Beat Policing) serves as the organization to support both projects after their completion. The project negotiated an oral agreement with this unit to transfer a complete set of materials, including instructional materials and training videos that included SOPs. To promote awareness, the project was presented at training seminars conducted by the head office and the Beat Policing department in Dhaka. The project proposes a plan to maintain and expand local police operations in the future (details are described in sections 5-2-2).

The personnel and development departments involved in the project expressed their desire to hold joint meetings with the operational unit to exchange information on adopting these new methods. However, it is up to the Beat Policing supervisors at the relevant police stations to decide whether to adopt and practice these methods on the ground. As described in the section "3-2-2 Factors Hindered the Achievement of Output" (on page 60), during the vertical division period, it is necessary to continue coordinating among multiple departments, including those responsible for operations and DMP as the department in charge of the technical cooperation project. This is because achieving outcomes has been minimal due to the limitation of the remaining work schedule, making it difficult to invite relevant stakeholders to the site. However, opportunities were seized, such as inviting DMP officials to the departure ceremony held on February 18, 2023, and another field activity on April 29, 2023, to raise awareness among police executives.

### **4-1-6 Other Activities (public relations)**

The project's publicity was handled carefully because the launch was unofficial. However, officers who participated in the project activities began to post his/ her experiences on his/ her personal Facebook pages. Recognizing many postings, the expert team began publicizing the activities on a case-by-case basis, assuming no problems existed. There were various posting destinations within BDP, including postings to introduce the activities to the training institution (BPA) and the Bangladesh Women Police Network, a women's executive police officer association. Regarding the possibility of posting in general newspapers or TV, the project explored the possibility. Still, BDP could have actively promoted the posting, sending its

photographer, etc., which should be noted. The Japanese side posted on the JICA Bangladesh office's Facebook.

## **4-2 Lessons learned**

The following are lessons learned from the project.

### **4-2-1 Role of a Private-sector-led JV in a Police Project**

The project, initiated by a private sector JV, can be viewed from various angles. According to BDP, the project's main objective was to introduce advanced technology with the help of Japanese police officers dispatched. However, the team discovered that having a team of civilians was advantageous because communication with BDP was more accessible. The police force functions on a rank-based hierarchy; even foreigners are to judge based on this hierarchy if dealing with police personnel. Having a team formed on a private initiative helped to reduce such rank-based biases. The Japanese team made up of civilians, did not prioritize rank, so officers of BDP worked only focusing on the tasks.

### **4-2-2 Risks of Technical Cooperation Projects Using the Two-step Method**

In Section 3-3-2, it was mentioned that the two-step method's approval procedures by both governments involved in technical cooperation projects could pose a risk from a risk management perspective. Therefore, it is essential to take these procedures seriously. It has been observed that in the past, once PDM and RD are finalized in the detailed planning study, they are not perceived as a risk. This is because they are bilateral commitments, and it is believed that the domestic procedures in the partner countries will be completed promptly, ensuring they will be fulfilled. When the other party needs to finish domestic operations in two steps based on the initial RD, it's essential to carefully evaluate the time and effort required for the procedures by considering previous cases. The project has received information that many projects in Bangladesh are experiencing similar delays due to the need for TAPP approval, which is also the case for the project. As a result, activities have stopped for an extended period. In the Government of Bangladesh, if many instances are similar, conducting a thorough planning study and initiating procurement procedures would be better after getting TAPP approval. Another option is to separate the contract for the survey from the implementation phase and restart procurement procedures after TAPP approval.

## Chapter 5 Recommendations for Achieving Overall Goal

### 5-1 Prospect Toward Achieving Overall Goal

The progress toward achieving Overall Goal of the project is as follows (Table 29):

**Table 29 Prospect in Achievement of Overall Goal**

Indicators	Means of Verification	Evaluation Result
Overall Goal: The capacity of Bangladesh Police for security patrolling and monitoring is improved.		
1. Training on security (SP&M) (including public-private joint crime prevention activities and CSS) is regularly conducted as part of the Bangladesh Police In-Service Training Program.	Reports and Issued Letters	To be implemented as inservice training in the fiscal year 2023/2024 The budget has been secured for implementation in the same fiscal year
2. New methods of community policing (joint public-private crime prevention activities and CSS) are being adopted for beat policing.	Reports and Issued Letters	It has been confirmed that both approaches are part of the fundamental to the local police activity, and as a result, the Manager of Beat Policing division in PHQ has ensured their dissemination through training within the division and engaged with relevant stakeholders. During the May 22, 2023 Dissemination Seminar held at the PHQ, IGP expressed strong affirmed the importance of extending the implementation of these approaches to adapt as effective means of beat policing.

Due to delays in the procedures of the Bangladesh government, many activities were concentrated in the final stage of the project duration.

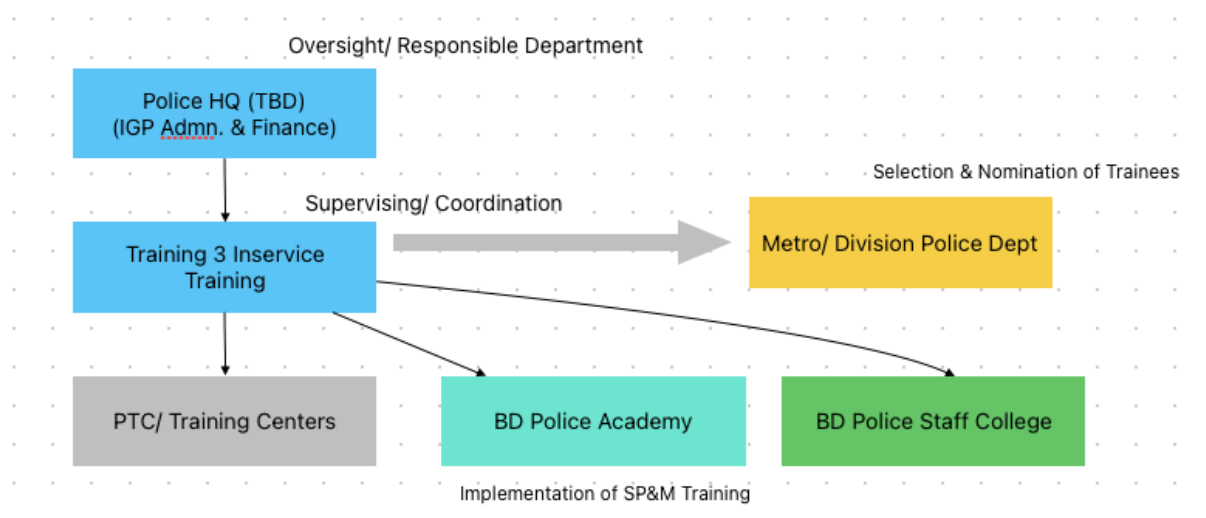
Therefore, it is a fact that there was not enough time to share such items as challenges and benefits derived from the project activity with the officers of BDP and to discuss measures to address them to achieve Overall Goal. On the other hand, the target number of participants in the SP&M training (2,500 officers) is being completed, and interest in and recognition of the effectiveness of the training by PHQ has increased. As a result, the 2023/2024 fiscal year budget has been secured to continue this training as inservice training. This is evidence that each training implementation and management department has approved teaching materials and manuals, and there is a high probability that they will continue to be implemented. In addition, it is expected that the new approach of the community police (joint crime prevention activities with the public and CSS) will continue to be used to diversify dialogue with residents as part of the original duties of the community police department.

## 5-2 Implementation Plan and Organizational Structure for Achieving Overall Goal

### 5-2-1 Proposed Implementation Plan and Organizational Structure for SP&M Training

#### (1) Implementation arrangement

As proposed, BDP plans to continue the SP&M training will be maintained and implemented by BDP. The structure and organizational arrangement for this are offered as follows. The basic framework for the training operation is explained in separate sections. Impact of this report as a prerequisite and basis of the continued SP&M training. If the projection of 2,000 trainees will be trained annually, the expert team proposes establishing the following organizational structure to ensure the achievement of such an objective.



**Figure 13 Post-project Implementation Structure**

#### (i) Designation of the section in charge with the HQ of the police

It is necessary to designate a section within the human resources division of PHQ (currently the training 3 section, which serves as the project's focal point) to continue implementing SP&M training and allocate appropriate master trainers and trainees as necessary. The role of this department is to serve as the command center for the operation of SP&M training, coordinating various aspects of implementation and function (such as scheduling, securing trainers and trainees), evaluation, reporting, and delegating or transferring these tasks to local agencies as necessary.

#### (ii) Implementation (training venues)

The SP&M training is expected to be incorporated into the training programs of BDP as inservice training for police officers on duty. The implementation and operation of the training will be managed by the inservice training centers (TCs) in various regions and the training institutions, including those in the metropolitan areas. At the direction of the headquarters, these TCs will provide the necessary environment for on-site training, focusing on logistics such as accommodation and meals.



### (iii) Evaluation and updating

The SP&M training program is designed based on the project's achievements, tailored to the situation and the condition of BDP. Therefore, collecting and analyzing feedback from participants and instructors is necessary to ensure that the content is relevant to providing SP&M in the field. Regular evaluations (such as participant surveys, confirmation of practical application, and quantitative effect measurement) are necessary after the SP&M training. This department's responsibilities include assessment and reporting analysis results to the police upper management. The report results will improve future SP&M training, share achievements with other departments or organizations, and improve operations by bridging the gap between practice and theory.

## **5-2-2 Proposed Implementation Plan and the Structure for Joint Crime Prevention Activity and CSS**

### (1) The necessity of implementing organizations (task forces (TF) and task teams (T/T))

JCPA and CSS, introduced by the Output 2 of the project, are expected to be integrated into the "community policing" activities that the police are implementing to continue both activities even after the project is terminated, based on the analysis from the implementation and operation. By diversifying the means of existing community policing approaches, such as "beat policing," already established and practiced by the police nationwide, it aims for high effectiveness by integrating these existing efforts comprehensively.

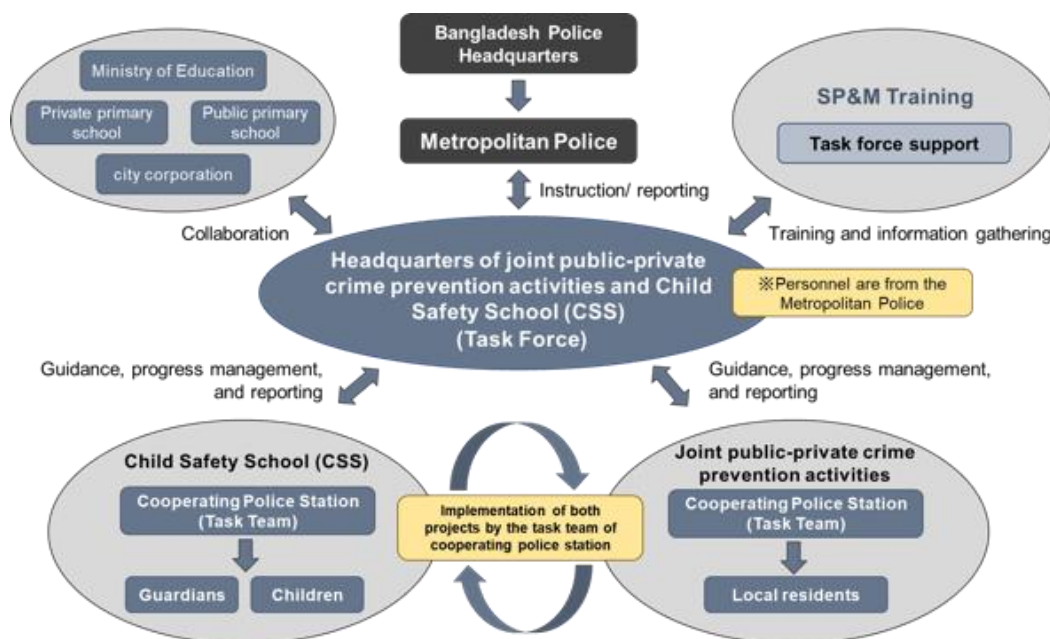
### (2) Need of the implementing organization

The improvement of the SP&M capacity of BDP is divided into two pillars: enhancement of police response capacity and improvement of trust and confidence in the police by the residents and communities. The former primarily aims to develop security plans through SP&M training, which aims to apply crime prevention theories and mobilize available resources at the field unit level to replace subjective security measures such as crime prevention environmental design and efficient resource deployment. This approach aims to improve the overall security capabilities of the police by ensuring resistance, surveillance, and territoriality, mainstreaming currently feasible security activities, and introducing replicable and verifiable security plans. Additionally, by introducing and implementing "joint public-private crime prevention activities" and "CSS," the expansion and improvement of existing local police activities and the enhancement of trust and confidence in the police are achieved. All of these are practiced as one of the methods of community policing. The latter activity, which encourages the participation of ordinary citizens and school children, aims to improve the community's crime prevention capabilities by identifying dangerous locations based on the map prepared before CSS.

### (3) Institutions in charge of the activities (T/F)

To continue joint crime prevention and CSS activities, a T/F will be established at the Metropolitan Police Head Quarters responsible for implementing the activities. The role of the T/F is to plan, propose, and coordinate activities before they are implemented at the site, in addition to managing and monitoring the deployment of executing units. The T/F will also be responsible for "clarifying command and orders," such as coordinating with the police station and managing oversight of the police station involving the activities. The T/F will have a function to coordinate and command the police station, consisting of senior police

officers belonging to each Metropolitan PHQ. The T/F will centrally procure, store, and distribute various materials and documents created by the project and will provide sound advice and support to the police stations that operate the project. In addition, through field verification of irregular lectures, problems and challenges will be identified, measures will be taken, and operational capabilities will be maintained and improved. The T/F will also perform tasks such as managing goods, collecting data, conducting surveys, certifying instructors, and establishing various systems related to commendations. The organizational structure of the entire group will be shown in a diagram.



**Figure 14 Institutional Arrangement for Joint Crime Prevention and CSS**

#### (4) Implementation arrangement

As an organization responsible for practical activities at the field level, a police organization that places T/T. The TT will be under the Metropolitan Police Department's local police stations. The ideal focal point is a Public Relations Department or comparable department in charge of the local police station. Personnel at the local police station are assigned a police superintendent or equivalent class as a management and supervisory officer. The management and supervisory officer collaborate with T/F to repeatedly plan, execute, evaluate, and improve to maintain and improve the services of the T/T. They conduct on-site verification of lectures irregularly, extract issues and challenges, and take measures to preserve and enhance their abilities.

The police organization that deploys T/T and the TT as an organization responsible for practical work on site is the regional police station under the jurisdiction of the Metropolitan Police Department for the time being. The window for this will be the Public Relations Department or a department that performs similar duties. The local base is within the regional police station. In the jurisdictional police station, (1) a police officer of equivalent rank to the Superintendent will be appointed management supervisor. The management supervisor will coordinate with T/F, repeating planning, execution, evaluation, and improvement to maintain

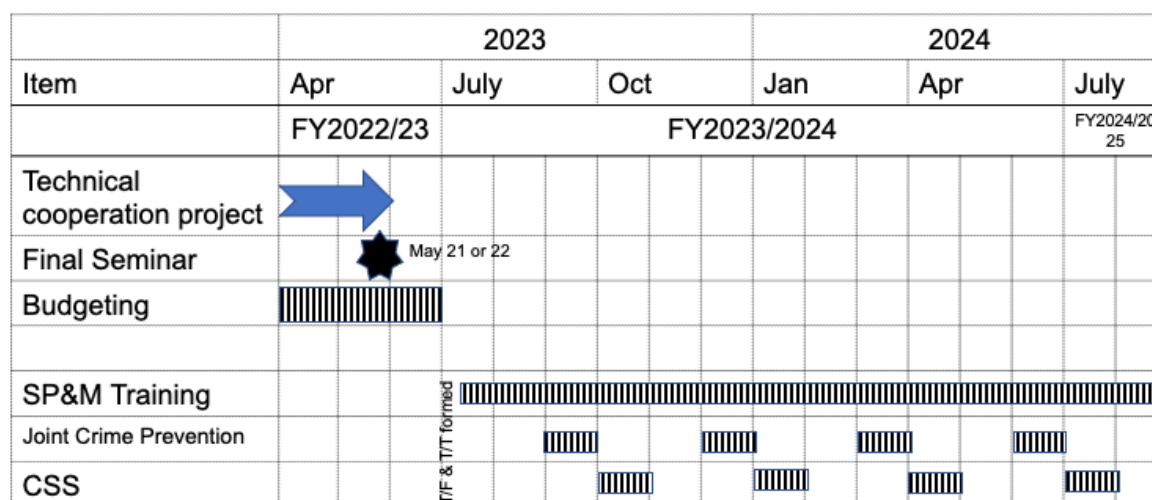
and improve the capabilities of T/T. They will conduct on-site verification of lectures irregularly, extract issues and challenges, and take measures to maintain and enhance capabilities.

The activities of T/T in the jurisdictional police station will appoint and assign a maximum of three to four people, and the appropriate rank for the responsible person is equivalent to that of a police officer. The deputy person in charge will be assigned a level comparable to that of a police sergeant. It is desirable to have at least one female police officer. T/T will be responsible for lectures, creating crime prevention maps, conducting surveys of residents and schools, managing items, adjustments, reports, and other roles. In the future, if a master trainer qualification holder is assigned due to the project, they will support T/T through guidance, education, and management supervision via a field trainer.

The police organization is responsible for practical activities on the ground and places T/T as an organization to carry out these activities. This organization is initially placed in regional police stations under the metropolitan PHQ, where activities occur. The contact point for each station should be the public relations department or a department with similar duties. Personnel assigned to the jurisdictional police station should ideally be of the rank of police superintendent as management supervisor. The management supervisor is a focal point to coordinate with T/F established at the headquarters for planning, execution, evaluation, and improvement. The responsible person conducts on-site verification of activities carried out irregularly for operational confirmation, identifies problems and challenges, takes measures, and aims to maintain and improve capabilities. T/T consists of approximately 3-4 designated members; the person in charge should be the Superintendent. It is desirable to assign at least one female policeman. T/T is responsible for community engagement, lectures, creating crime prevention maps, conducting surveys of residents and schools, property management, various adjustments, various reports, and other roles. Furthermore, if a master trainer-qualified person is assigned to the project, they will support T/T through field trainers for training and management supervision.

## (5) Proposed Implementation Schedule

The following section discusses the proposed implementation schedule. The implementation schedule is being discussed with the police to meet by the beginning of FY2023/2024.



**Figure 15 Institutional Arrangement for Joint Crime Prevention and CSS**

## 5-3 Recommendations

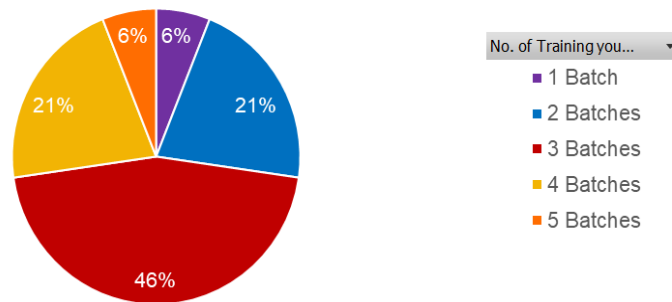
This section provides recommendations for maintaining the results of the project's security enhancements based on its various activities. The COVID-19 pandemic and domestic delays have hindered the implementation of training and related activities for the project in Bangladesh, making establishing and expanding within the society difficult. The Japanese team suggests that BDP should continue to implement the following points to ensure that the project's effects are shown in the long term. They also express their interest in monitoring the results closely in the future.

### 5-3-1 Strengthening Mutual Efforts Necessary for Long-Term Achievement of Results

The Japanese side has been flexible in responding to various demands from BDP beyond the framework of RD to promote the project as much as possible. As a result, the training program targeting 2,500 trainees, the immediate indicator for the BDP, is almost being achieved. While a survey of many stakeholders regarding the content and effectiveness of the training program indicated the need for improvement of training teaching materials, positive responses were obtained regarding the future continuation. Japan is working to enhance the program's content during the remaining period with the cooperation of Bangladeshi stakeholders, striving to provide a complete schedule. Based on the comprehensive judgment of surveys on trainees' awareness and opinions of master trainers, it is believed to improve BDP's future capabilities. In particular, the program's effectiveness and applicability have received high evaluations from master trainers who strongly recommend its continuation. Considering this, there is a solid request to continue the SP&M training program.

### No. of Training you served as a Trainer

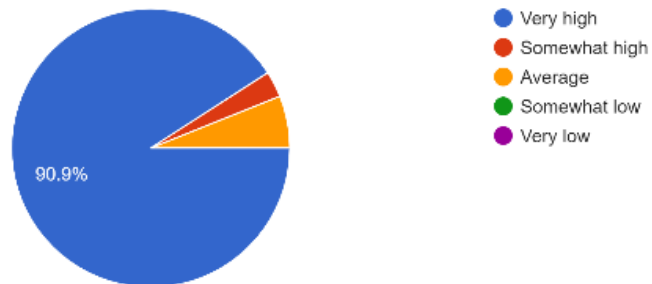
33 responses



## 1. General Comment/ Overall Reaction

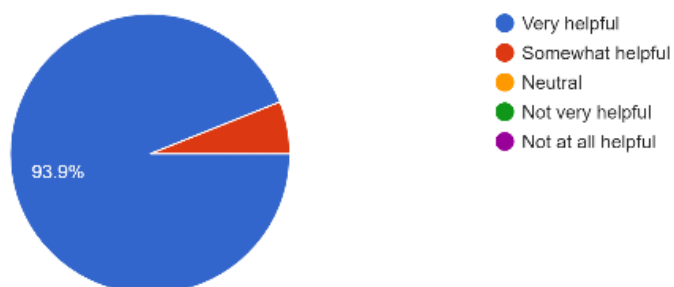
### 1.1. What was your impression of the trainers' attitude and motivation toward addressing their challenges?

33 responses



### 1.2. How much do you think the trainees' attitude towards addressing their challenges contributed to achieving the content and objectives of the training?

33 responses

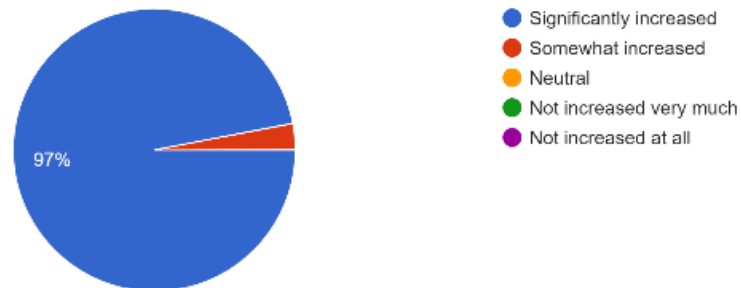


**Figure 16 Questionnaire Survey to Master Trainers (1)**

## 2. Level of Learning

2.1. Do you think that SI and ASP who participated in the training gained confidence in performing security duties and acquiring the necessary knowledge and skills?

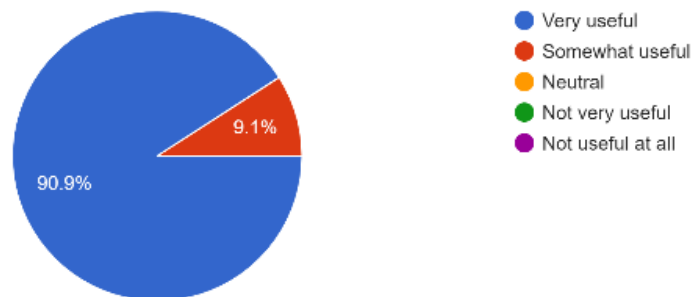
33 responses



## 3. Usefulness in Police in General

3.1. How much do you think the content of the SP&M training is useful for their current job?

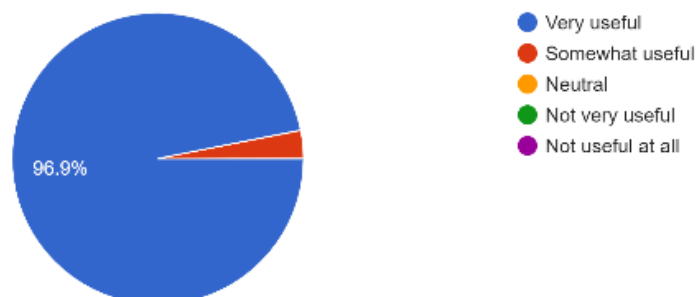
33 responses



## 4. Usefulness for Specialized Service in Security Area

4.1. Do you think that the content of the SP&M training is useful as a training program for officers working in the security field?

32 responses

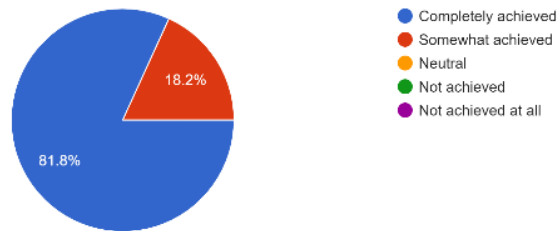


**Figure 17 Questionnaire Survey to Master Trainers (2)**

## 5. Training in General

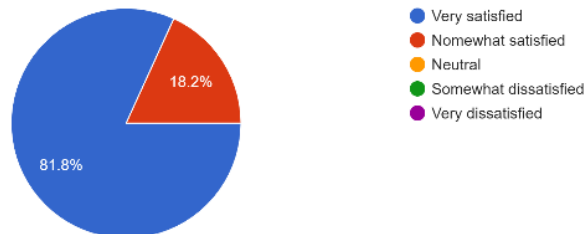
5.1. How much do you think the objective of conducting the SP&M training was achieved through your involvement as a trainer?

33 responses



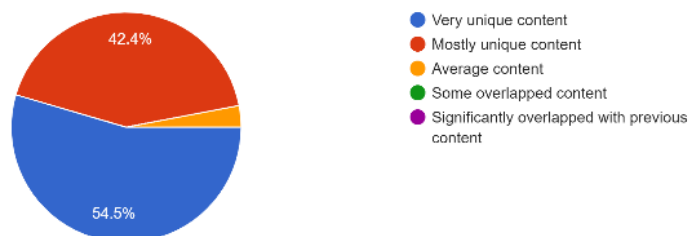
5.2. How satisfied are you with the content and structure of the SP&M training, based on your involvement as a trainer?

33 responses



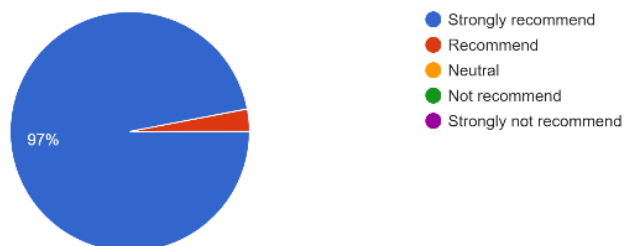
5.4. How would you evaluate the SP&M training in comparison to the various in-service police officer training currently being implemented by the police, in terms of having uniqueness in the content?

33 responses



5.5. Would you recommend your current subordinates to take this training?

33 responses

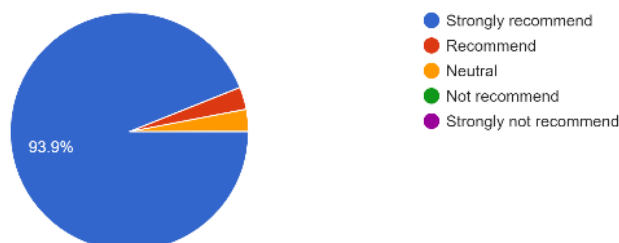


**Figure 18 Questionnaire Survey to Master Trainers (3)**

## 6. Prospect of Continuing the Training

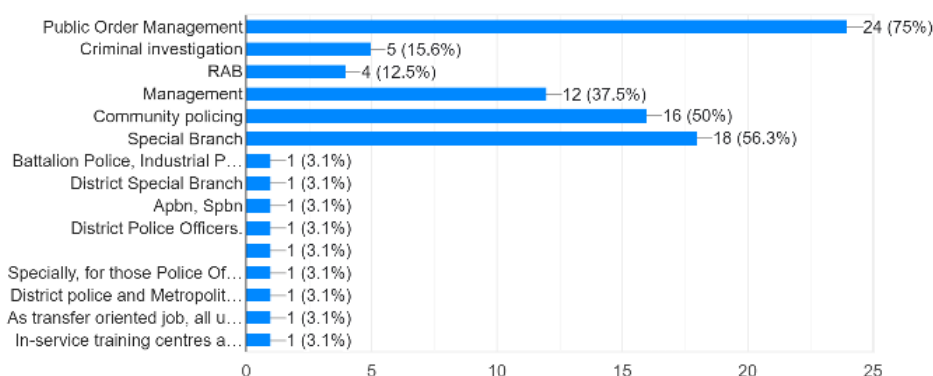
6.1. Would you recommend to the police headquarters to continue implementing this SP&M training in the next fiscal year?

33 responses



6.2.(1) Which field of police officers do you think would be suitable to target for this in-service training?

32 responses



**Figure 19 Questionnaire Survey to Master Trainers (4)**

The Japanese side has conveyed their strong wish to continue with the training program, which has been established through mutual trust despite the obstacles faced. However, due to time constraints, there was not enough opportunity to discuss matters concerning the program's future plans. The BDP is kindly requested to furnish precise policies and guidelines to the Japanese side, which will serve as the foundation for its execution.

### 5-3-2 Continuing the efforts necessary for long-term achievement

To continue the SP&M training, securing the revenue budget on the Bangladesh side is essential. This is a prerequisite for inclusion in the annual training plan and has become the biggest hurdle for the personnel and training department in charge of implementation. As the program has been implemented so far with the burden of JICA, the Japanese side is also interested in continuing the performance with the Bangladesh revenue budget. Based on the policies and directions within the BDP, the police themselves must demonstrate to the Japanese side their budget measures that guarantee the achievement of the plan.



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# **Annex**

# Annex 1-1: PDM (Version 0)

PDM Ver 0 (2017.07.25)

Executive Agency : Bangladesh Police  
Duration : November 2017 - October 2020  
Target Group: Bangladesh Police  
Target Area : Dhaka, Model sites to be selected

## Project Design Matrix: Capacity Enhancement of Bangladesh Police

Annex 3

Narrative Summary		Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
<b>Overall Goal</b>				
Capacity of Bangladesh Police on security patrolling and monitoring is improved		(1) Number of security patrolling plans based on guideline/manual	Annual/quarterly report by Bangladesh Police	
		(2) Number of monitoring reports on security patrolling status	Annual/quarterly report by Bangladesh Police	
		(3) Number of monitoring report on security patrolling submitted by field	Annual/quarterly report by Bangladesh Police	
		(4) Number of trainees received training on security patrolling and monitoring	Annual/quarterly report by Bangladesh Police	
		(5) Number of requests on security patrolling made by related stakeholders	Annual/quarterly report by Bangladesh Police	
<b>Project Purposes</b>				
System of security patrolling and monitoring is strengthened		(1) Guideline/manual for security patrolling and monitoring system is approved by Bangladesh police	Letter of approval	Bangladesh Police's priority to improve security patrolling and surveillance remains
		(2) Level of understanding of Bangladesh Police on guideline/manual for security patrolling and monitoring system	Project report	
		(3) Number of training programs on improving security patrolling and number of cases utilized at security sites	Project report	
<b>Outputs</b>				
1	Guideline/manual for strengthening security patrolling and monitoring system is developed	(1) Number of security patrolling plans for model sites based on guideline/manual	Project report	(1) Appropriates officers of Bangladesh Police and related training institutes are assigned in Project Implementation Unit (2) Security patrolling and surveillance is considered as one of main subjects at relevant training institutes
		(2) Number of monitoring reports for model sites on security patrolling status	Project report	
2	Training program for enhancing capacity of security patrolling and monitoring is improved	(1) Number of monitoring report on security patrolling submitted by model sites	Project report	
		(2) Number of master trainers received TOT	Project report	
3	Development plan for improving security patrolling and monitoring facilities is prepared	(1) Number of police officers at relevant divisions received training program	Project report	
		(2) Development plan is prepared	Project report	
<b>Activities</b>			Inputs (Bangladesh side)	
1-1	Review current status of security patrolling and monitoring system and identify issues		(1) Personnel	
1-2	Develop draft guideline/manual for strengthening security patrolling and monitoring system		- Project Director 1 (XXX) - Deputy Project Director 2 (XXX)	
1-3	Based on 1-2, develop security patrolling and monitoring plan for model sites		- Counterpart personnel (Bangladesh Police)	
1-4	Based on 1-3, implement security patrolling and monitoring activities in model sites and conduct periodical review		(2) Equipment and Facilities Office space and facilities	
1-5	Based on 1-4, finalize guideline/manual for strengthening security patrolling and monitoring system		(3) Local Cost Salaries/remuneration and other allowances for C/P personnel, running expenses for utilities, tax and CDVAT, other necessary expense	
2-1	Review current training plan, training curriculum/materials on security patrolling and monitoring and identify improvement points			
2-2	Update training plan and training curriculum/materials on security patrolling and monitoring			
2-3	Based on 2-2, conduct TOT on security patrolling and monitoring			
2-4	Based on 2-3, conduct trainings on security patrolling and monitoring			
2-5	Conduct follow-up and finalize training plan and training curriculum/materials on security patrolling and monitoring			
3-1	Review existing facilities for security patrolling and monitoring system			
3-2	Prepare development plan for improving security patrolling and monitoring facilities system			
			Inputs (Japanese side)	Prerequisites
			Japanese Experts (1) Chief Advisor (2) Security patrolling and monitoring (Plan Development) (3) Security patrolling and monitoring (Model Sites) (4) Training material development (5) Facilities for security patrolling (6) Training Plan (7) Project Coordinator/Training management	The Government continues to commit improving public security
			Local Consultants Japan/Third Country Training Equipment and Facilities Computers, Printers, Photocopy machines, other necessary equipment and instrument Local Activities Cost related survey training programs and materials, workshops/seminars, etc	

## Annex 1-2: PDM (Version 0.1)

Project Monitoring Sheet I (Revision of Project Design Matrix)

<b>Project Title:</b> <b>Implementing Agency:</b> <b>Target Group:</b> <b>Period of Project:</b> <b>Project Site:</b>	The Project for Strengthening Crime prevention Capacity of Bangladesh Police Bangladesh Police Bangladesh Police Duration: 30 March 2019 – the date 27 months from the date of the arrival of the first dispatch of the Japanese experts in the second phase of the project Bangladesh Police HDQs, Police Academy/Rajshahi and Selected sites by PIC			Version 0.1 Dated: Feb 2020	
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b> Capacity of Bangladesh Police on security patrolling and monitoring is improved	(1) Number of security patrolling plans based on guideline/manual (2) Number of monitoring reports on security patrolling status (3) Number of monitoring report on security patrolling submitted by field (4) Number of trainees received training on security patrolling and monitoring (5) Number of requests on security patrolling made by related stakeholders (6) Degree of residents' awareness on security and safety at selected communities (7) Degree of pupils' awareness on security and safety in the selected schools	(1) Annual/ quarterly report by Bangladesh Police (2) Annual/ quarterly report by Bangladesh Police (3) Annual/ quarterly report by Bangladesh Police (4) Annual/ quarterly report by Bangladesh Police (5) Annual quarterly report by Bangladesh Police (6) Interview with community members (7) Interview with school principles	The budget proposal related to Implementation of the newly developed system of security patrolling and monitoring nation-wide is appropriated by fiscal process of Bangladesh		
<b>Project Purpose</b> System of security patrolling and monitoring is strengthened	(1) Guideline/manual for security patrolling and monitoring system is approved by Bangladesh police (1-2) The Development Plan (also known as dissemination plan) approved by Bangladesh Police  (2) At least XX number of newly recruited and/ or promoted SIs and ASPs completed the training program and fulfilled the requirements showing the Level of understanding of Bangladesh Police on guideline/manual for security patrolling and monitoring system  (3) Number of training programs on Improving security patrolling and number of cases utilized at security sites (3-2) At least two (2) police stations adopt Joint Security Awareness Activities (3-3) At least two (2) police stations adopt Child Safety School Program	(1) Letter of approval  (1-2) Development Plan also known as Dissemination Plan  (2) Project report  (3) Project report (3-2) List of trainees/ Training report (3-3) List of police stations	Bangladesh Police's priority to improve security patrolling and surveillance remains		
<b>Outputs</b> 1. Training Program for Security Patrolling and Monitoring (SP&M) is improved  2. Effective models for promoting community-based security awareness are presented  3. The institutional arrangement for Development plan for improving security patrolling and monitoring is established	(1-1) Number of security patrolling plans based on guideline/manual (1-2) Number of monitoring reports on security patrolling status (1-3) Number of monitoring report on security patrolling submitted  (2-1) At least XX number of master trainers received TOT and fulfilled the requirement (2-2) Number of police officers at relevant divisions received training program  (3) Development Plan is prepared	(1-1) Project report, (1-2) Project report (1-3) Project report  (2-1) Project report (2-2) Project report  (3) Project report	Appropriate officers of Bangladesh Police and related training personnel are assigned in Project Implementation Unit Security patrolling and surveillance is considered as one of main subjects at relevant training institutes		

Activities	Inputs	Pre-Conditions
<b>Activities for Output 1. Training Program for Security Patrolling and Monitoring (SP&amp;M) Improved</b> 1.1 Review current status of security patrolling and monitoring system and identify issues 1.2 Based on the analysis derived from 1.1, develop draft guideline/manual for strengthening security patrolling and monitoring system 1.3 Review current training plan, training curriculum/material on security patrolling and monitoring and identify improvement 1.4 Based on 1.3, update training plan and training curriculum/materials on security patrolling and monitoring 1.5 Based on 1.4, nominate prospective instructors and conduct TOT on security patrolling and monitoring 1.6 Collaborate with the instructors to prepare training plan for delivery 1.7 Based on 1.6, conduct trainings on security patrolling and monitoring 1.8 Conduct follow-up and finalize training plan and training curriculum materials on security patrolling and monitoring 1.9 Based on 1.8, finalize guideline/manual for strengthening security patrolling and monitoring system <b>Activities for Output 2. Effective models for promoting community-based security awareness are presented</b> 2.1 Review the current practices of community involvement carried out by Bangladesh Police and identify issues and its characteristics 2.2 Carry out training on Joint Security Awareness Activities 2.2.1 Based on the analysis derived from 2.1, prepare draft guideline/ manual for Joint Security Awareness Activities 2.2.2 Based on 2.2.1, develop and prepare the training plan for Joint Security Awareness Activities 2.2.3 Based on 2.2.2, carry out TOT on Joint Security Awareness Activities 2.2.4 Based on 2.2.2 and 2.2.3, the trained trainers carry out trainings on Joint Security Awareness Activities 2.3 Carry out training on Child Safety School Program 2.3.1 Based on the analysis derived from 2.1, prepare draft guideline/ manual for Child Safety School Program 2.3.2 Based on 2.3.1, develop and prepare the training plan for Child Safety School Program 2.3.3 Based on 2.3.2, carry out TOT on Child Safety School Program 2.3.4 Based on 2.3.2 and 2.3.3, the trained trainers carry out trainings on Child Safety School Program 2.4 Carry out monitoring and evaluation of all trainings (e.g. 2.2.3, 2.2.4, 2.3.3 and 2.3.4), and draw lessons derived from its analysis 2.5 Finalize training plan and training materials <b>Activities for Output 3. The institutional arrangement for Development plan for improving security patrolling and monitoring is established</b> 3.1 Review existing security patrolling and monitoring system 3.2 Analyze the effect of promoting the system of security patrolling and monitoring based on Output 1 and 2 throughout Bangladesh 3.3 List the necessary activities for promoting the system of security patrolling and monitoring throughout Bangladesh 3.4 Estimate the necessary cost for carrying out the activities identified in Activity 3.3 3.5 Analyze the cost effectiveness 3.6 Prepare the budget proposal based on the findings for submission 3.7 Prepare development plan for improving security patrolling and monitoring system based on activities 3.1 to 3.6	<b>The Japanese Side</b> Japanese Experts (1) Team Leader/ Institutional Development (2) Deputy Team Leader/ Human Resources Development (3) Security Patrolling and Monitoring (Development Plan) (4) Security Patrolling and Monitoring (Enhancement of Response Capacity) (5) Security Patrolling and Monitoring (Enhancement of Trust and Confidence in Police) (6) Security Patrolling and Monitoring (Crime Prevention) (7) Training Material Development (8) Project Coordinator/ Training management <b>Local Consultants</b> Japan/Third Country Training <b>Equipment and Facilities</b> Computers, Printers, Photocopy machines, other necessary equipment and instrument <b>Local Activities Cost</b> Related survey, training programs and materials, workshops/seminars, etc	<b>The Bangladesh Side</b> (1) Personnel - Project Director 1 (as listed in Annex 6 of R/D) - Deputy Project Director 2 (Ditto) - Counterpart Personnel (Bangladesh Police) (2) Equipment and facilities - Office space and facilities (3) Local Cost - Salaries/ Remuneration and other allowances for CIP personnel, running expenses for utilities, tax and CONAT, other necessary expense <b>Pre-Conditions</b> The Government continues to commit improving public security <b>Issues and countermeasures</b>

# Annex 1-3: PDM (Version 0.2)

## Project Design Matrix (PDM)

**Project Title:** The Project for Strengthening Crime prevention Capacity of Bangladesh Police  
**Implementing Agency:** Bangladesh Police  
**Target Group:** Bangladesh Police  
**Period of Project:** March 2019 – June 2023  
**Project Site:** Dhaka, Rajshahi, Chattogram, and Sylhet

**Version 0.2**  
**Dated: As of April 2023**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b>			
The capacity of Bangladesh Police on Security Patrolling and Monitoring (SP&M) is improved.	1. The SP&M training (including Joint Crime Prevention Activity and Child Safety School (CSS)) has been implemented regularly as one of the in-service training programs of Bangladesh police. 2. The new approaches for community policing (Joint Crime Prevention Activity and CSS) have been adopted in beat policing.	1. Instructions issued by Bangladesh Police 2. Annual/ quarterly report by Bangladesh Police 1. Instructions issued by Bangladesh Police 2. Annual/ quarterly report by Bangladesh Police	The budget proposal related to implementation of the newly developed system of SP&M nation-wide is appropriated by fiscal process of Bangladesh
<b>Project Purpose</b>			
The system of SP&M is strengthened.	1. The guidelines/manual for SP&M system is approved by the Bangladesh police. 2. At least 2,500 SIs and ASPs completed the training program and fulfilled the requirements of SP&M training based on the guidelines/manual for SP&M system. 3. Six (6) beat areas of one (1) police station adopt Joint Security Awareness Activity. 4. Six (6) schools of two (2) police stations adopt CSS Program.	1. Letter of approval 2. Project report 3. Project Report 4. Project Report	Bangladesh Police's priority to improve security patrolling and surveillance remains
<b>Outputs</b>			
1 The training program for SP&M is improved.	1.1 Number of security patrolling plan based on guidelines/manual 1.2 Number of monitoring reports on security patrolling status 1.3 Number of monitoring report on security patrolling submitted	1.1 Project report 1.2 Project report 1.3 Project report	Appropriate officers of Bangladesh Police and related training personnel are assigned in Project Implementation Unit. Security patrolling and surveillance is considered as one of main subjects at relevant training institutes.
2. Effective models for promoting community-based security awareness are presented.	2.1 At least six police officers are able to demonstrate a complete set of activities as following the manuals/ guidelines of CSS. 2.2 At least 30 community members join the beat officers to participate in the joint crime prevention activity.	2.1 Project report 2.2 Project report	
3. The institutional arrangement for development plan for improving SP&M is established.	3. Development Plan is prepared	3. Project report	

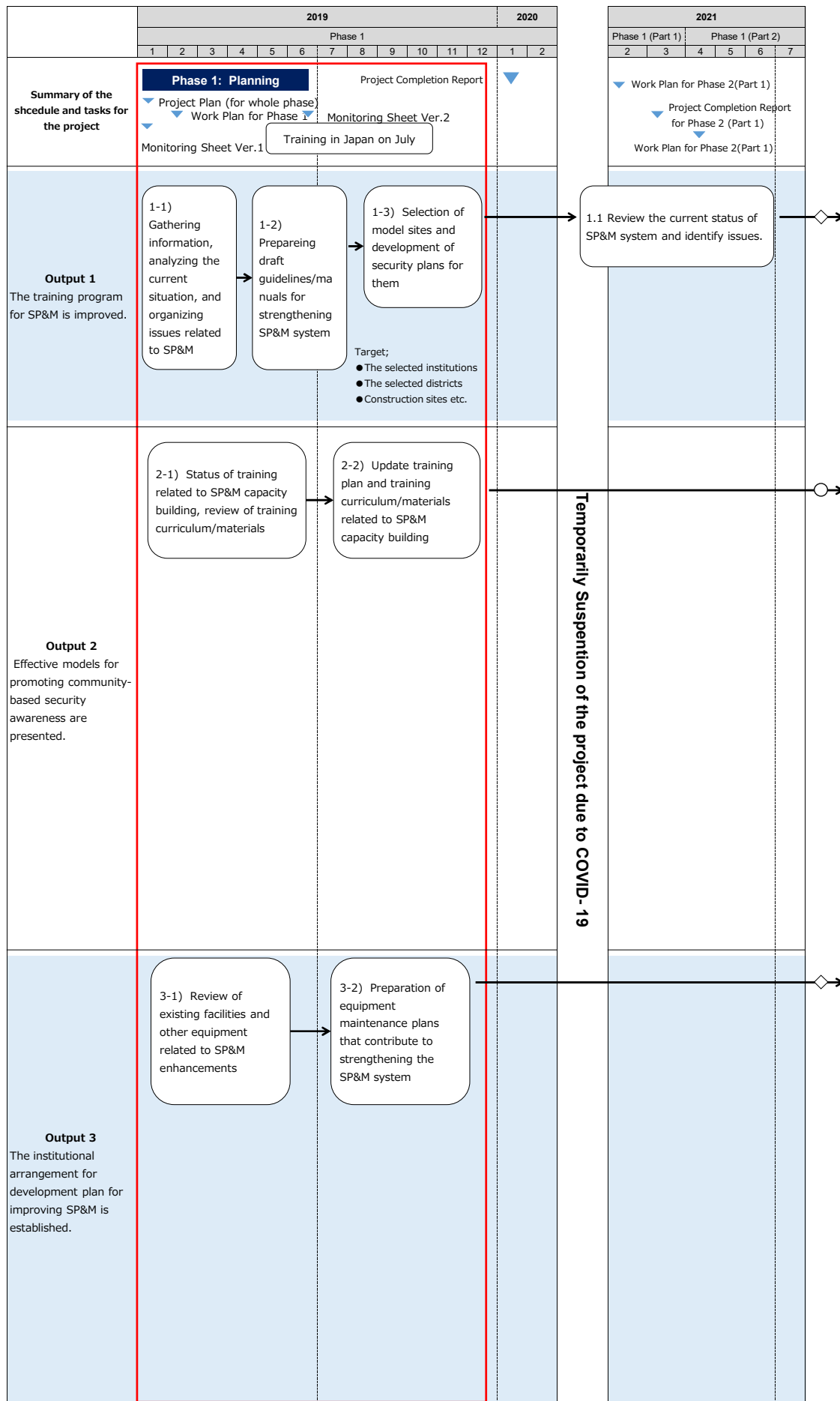
**Project Design Matrix (PDM)**

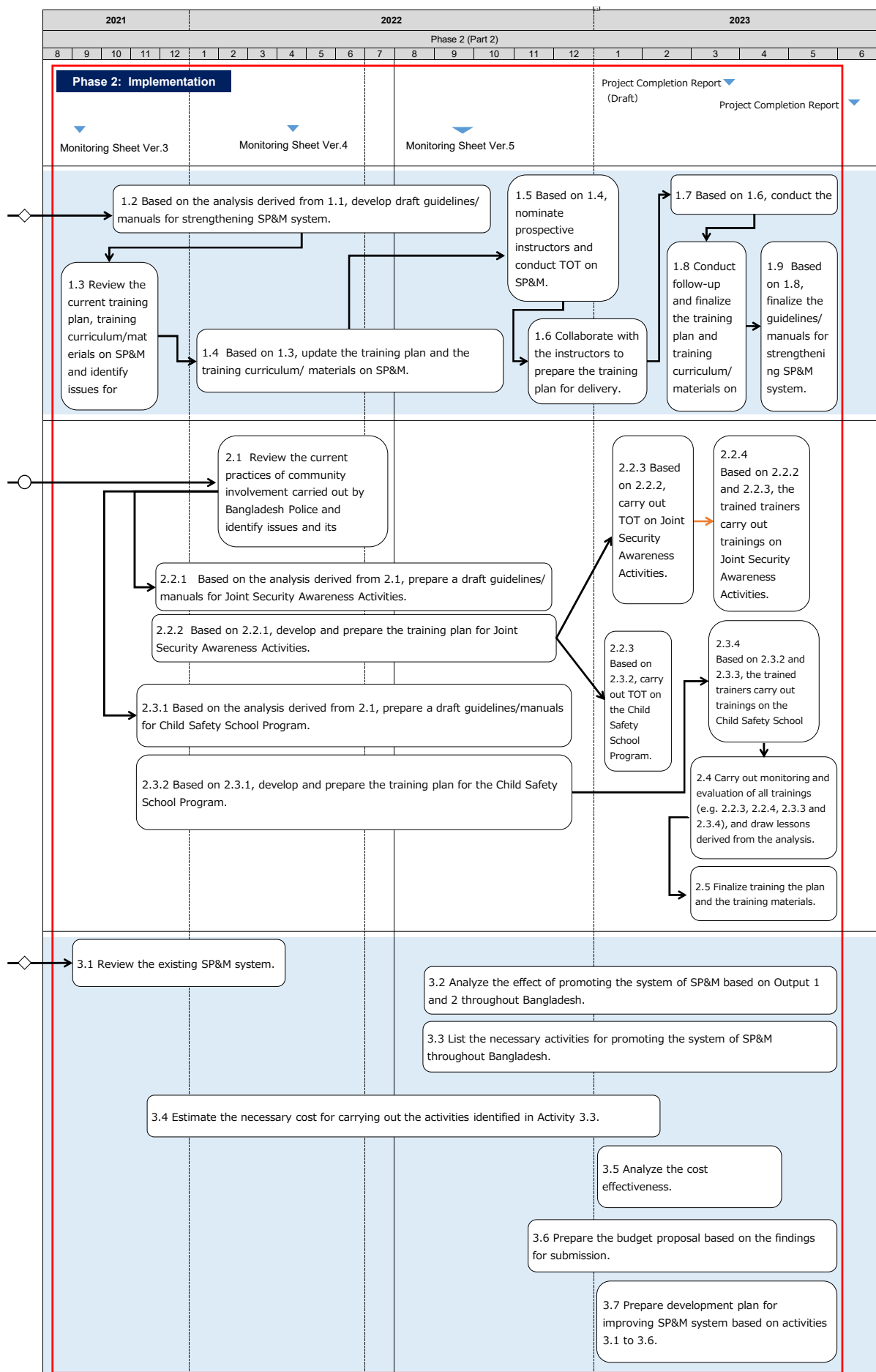
**Project Title:** The Project for Strengthening Crime prevention Capacity of Bangladesh Police  
**Implementing Agency:** Bangladesh Police  
**Target Group:** Bangladesh Police  
**Period of Project:** March 2019 – June 2023  
**Project Site:** Dhaka, Rajshahi, Chattogram, and Sylhet

**Version 0.2**  
**Dated: As of April 2023**

Activities	Inputs		Pre-Conditions
	The Japanese Side	The Bangladesh Side	
<p>Activities for Output 1. The training program for SP&amp;M is improved.</p> <p>1.1 Review the current status of SP&amp;M system and identify issues.</p> <p>1.2 Based on the analysis derived from 1.1, develop draft guidelines/ manuals for strengthening SP&amp;M system.</p> <p>1.3 Review the current training plan, training curriculum/materials on SP&amp;M and identify issues for improvement.</p> <p>1.4 Based on 1.3, update the training plan and the training curriculum/ materials on SP&amp;M.</p> <p>1.5 Based on 1.4, nominate prospective instructors and conduct TOT on SP&amp;M.</p> <p>1.6 Collaborate with the instructors to prepare the training plan for delivery.</p> <p>1.7 Based on 1.6, conduct the training on SP&amp;M.</p> <p>1.8 Conduct follow-up and finalize the training plan and training curriculum/materials on SP&amp;M.</p> <p>1.9 Based on 1.8, finalize the guidelines/ manuals for strengthening SP&amp;M system.</p> <p>Activities for Output 2. Effective models for promoting community-based security awareness are presented.</p> <p>2.1 Review the current practices of community involvement carried out by Bangladesh Police and identify issues and its characteristics.</p> <p>2.2.1 Based on the analysis derived from 2.1, prepare a draft guidelines/ manuals for Joint Security Awareness Activities.</p> <p>2.2.2 Based on 2.2.1, develop and prepare the training plan for Joint Security Awareness Activities.</p> <p>2.2.3 Based on 2.2.2, carry out TOT on Joint Security Awareness Activities.</p> <p>2.2.4 Based on 2.2.2 and 2.2.3, the trained trainers carry out trainings on Joint Security</p> <p>2.3.1 Based on the analysis derived from 2.1, prepare a draft guidelines/manuals for Child Safety School Program.</p> <p>2.3.2 Based on 2.3.1, develop and prepare the training plan for the Child Safety School Program.</p> <p>2.3.3 Based on 2.3.2, carry out TOT on the Child Safety School Program.</p> <p>2.3.4 Based on 2.3.2 and 2.3.3, the trained trainers carry out trainings on the Child Safety</p> <p>2.4 Carry out monitoring and evaluation of all trainings (e.g. 2.2.3, 2.2.4, 2.3.3 and 2.3.4), and draw lessons derived from the analysis.</p> <p>2.5 Finalize training the plan and the training materials.</p> <p>Activities for Output 3. The institutional arrangement for development plan for improving SP&amp;M is established.</p> <p>3.1 Review the existing SP&amp;M system.</p> <p>3.2 Analyze the effect of promoting the system of SP&amp;M based on Output 1 and 2 throughout Bangladesh.</p> <p>3.3 List the necessary activities for promoting the system of SP&amp;M throughout Bangladesh.</p> <p>3.4 Estimate the necessary cost for carrying out the activities identified in Activity 3.3.</p> <p>3.5 Analyze the cost effectiveness.</p> <p>3.6 Prepare the budget proposal based on the findings for submission.</p> <p>3.7 Prepare development plan for improving SP&amp;M system based on activities 3.1 to 3.6.</p>	<p><u>Japanese Experts</u></p> <p>(1) Chief Advisor</p> <p>(2) Security patrolling and monitoring (Plan Development)</p> <p>(3) Security patrolling and monitoring (Model Sites)</p> <p>(4) SP&amp;M (Crime Prevention)</p> <p>(5) Training material development</p> <p>(6) Facilities for- security patrolling</p> <p>(7) Training Plan</p> <p>(8) Community Police</p> <p>(7) Project Coordinator/ Training management</p> <p>Local Consultants Japan/Third Country Training</p> <p><u>Equipment and Facilities</u></p> <p>Computers, Printers, Photocopy machines, other necessary equipment and instrument</p> <p><u>Local Activities Cost</u></p> <p>Related survey, training programs and materials, workshops/seminars, etc.</p>	<p>(1) Personnel</p> <p>- Project Director (Bangladesh Police)</p> <p>- Deputy Project Director (Bangladesh Police)</p> <p>- Counterpart Personnel (Bangladesh Police)</p> <p>(2) Equipment and facilities</p> <p>- Office space and facilities</p> <p>(3) Local Cost</p> <p>- Salaries/ Remuneration and other allowances for counterpart personnel, running expenses for utilities, tax and, other necessary expenses</p>	<p>The Government continues to commit improving public security</p>
			<Issues and countermeasures>

## Annex 2: Operation Flow Chart







## Annex 3-1: Detailed Plan of Operation (Phase 1)

Project Name : The Project for Strengthening Crime Prevention Capacity of Bangladesh Police (Phase 1)

			2019												2020	
			3	4	5	6	7	8	9	10	11	12	1	2		
Summary of the shcedule and tasks for the project																
	Monitoring and checking outputs	Plan														
		Actual														
	Project plan and work plan	Plan														
		Actual														
	Preparation for training in Japan (Including domestic assignments/preparation)	Plan														
		Actual														
	Holding JCC/PIC	Plan														
		Actual														
	Project Completion Report (Phase 1)	Plan														
		Actual														
Output 1: Guideline/manual for strengthening security patrolling and monitoring system is developed																
1-1	Gathering information, analyzing the current situation, and organizing issues related to SP&M system	Plan														
		Actual														
	1-2	Prepareing draft guidelines/manuals for strengthening SP&M system	Plan													
			Actual													
	1-3	Selection of model sites and development of security plans for them	Plan													
			Actual													
Output 2: Training program for enhancingcapacity of security patrolling and monitoring is improved																
2-1	Confirming the process for updating training curriculum related to SP&M capacity building	Plan														
		Actual														
	2-2	Status of training related to SP&M capacity building, review of training curriculum/materials	Plan													
			Actual													
	2-3	Update training plan and training curriculum/materials related to SP&M capacity building	Plan													
			Actual													
Output 3: Development plan for improving security patrolling and monitoring facilitiesis prepared																
3-1	Review of existing facilities and other equipment related to SP&M enhancements	Plan														
		Actual														
	3-2	Preparation of equipment maintenance plans that contribute to strengthening the SP&M system	Plan													
			Actual													

Legend

Actual

Plan

## Annex 3-2: Detailed Plan of Operation (Phase 2)

Project Name : The Project for Strengthening Crime Prevention Capacity of Bangladesh Police (Phase 2 Part 1, Part 2)

[illegible]

# Annex 4: Assignment of Experts

Project Name: The Project for Strengthening Crime Prevention Capacity of Bangladesh Police

1. Field Assignment											
Part	Organization	Class	Times of Flights	2021							
				5	6	7	8	9	10	11	12
1	Team Leader / Institutional Development	IC Net	Plan	7							
			Quantitative								
			Actual	6							
2	Deputy Team Leader / Human Resource Development	IC Net	Plan	9							
			Quantitative								
			Actual	7							
3	Security Patrolling and Monitoring (Development Plan)	ALSOK	Plan	13							
			Quantitative								
			Actual	9							
4	Security Patrolling and Monitoring (Main: Police School, Sub: Safety School)	ALSOK	Plan	10							
			Quantitative								
			Actual	7							
5	Security Patrolling and Monitoring (Main: Safety School, Sub: Police School)	ALSOK	Plan	9							
			Quantitative								
			Actual	1							
6	Training Material Development 1	ALSOK	Plan	4							
			Quantitative								
			Actual	1.5							
7	Training Management 1/ Training Material Development 2	IC Net	Plan	5							
			Quantitative								
			Actual	0.5							
8	Training Management 1/ Training Material Development 2	IC Net	Plan	5							
			Quantitative								
			Actual	1							
9	Training Material Development 3	IC Net	Plan	5							
			Quantitative								
			Actual	1							
10	Security Patrolling and Monitoring (Crime prevention)	Gyros Corporation	Plan	9							
			Quantitative								
			Actual	7							
11	Project Coordinator / Training Management 2	IC Net	Plan	9							
			Quantitative								
			Actual	3							
12	Project Coordinator / Training Management 2	IC Net	Plan	0							
			Quantitative								
			Actual	4							

2. Domestic											
Part	Organization	Class	Times of Flights	2021							
				5	6	7	8	9	10	11	12
1	Team Leader / Institutional Development	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
2	Deputy Team Leader / Human Resource Development	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
3	Security Patrolling and Monitoring (Development Plan)	ALSOK	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
4	Security Patrolling and Monitoring (Main: Police School, Sub: Safety School)	ALSOK	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
5	Security Patrolling and Monitoring (Main: Safety School, Sub: Police School)	ALSOK	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
6	Training Material Development 1	ALSOK	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
7	Training Management 1/ Training Material Development 2	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
8	Training Management 1/ Training Material Development 2	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
9	Training Material Development 3	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
10	Security Patrolling and Monitoring (Crime prevention)	Gyros Corporation	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
11	Project Coordinator / Training Management 2	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—
12	Project Coordinator / Training Management 2	IC Net	Plan	—	—	—	—	—	—	—	—
			Actual (domestic)	—	—	—	—	—	—	—	—
			Actual	—	—	—	—	—	—	—	—

2022												2023						Total		
1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	Field	PM	
			14		14	14		14		14	15		15			19		96	3.20	
					6/1-17	9/19-31	8/1-12	9/27-30	10/1-7	11/11-30	12/1-7	1/19-30	2/17-23	3/1-10	4/1-20	5/9-23		151	5.03	
28	28		21		21	21	21			20		19		19				223	7.43	
18-31	2/1-28	3/1-2	4/6-24	5/1-31	6/1-15			9/16-30	10/1-4	12/5-7	12/17-23	1/16-26		3/16-31	4/27-30	5/1-27		239	7.97	
19	20	2	23	20	20	19	10	20	20	20	20	20	20	20		4	21	295	9.83	
1/13-31	2/1-28	3/1-17		5/16-31	6/1-15	7/4-31	8/1-13	9/1-30	10/1-4	10/17-31	11/1-9	11/17-30	12/1-31	1/16-31,12				14	0.47	
19	21		20	20	20	10	10	20	20	20	20	20	20	20				295	9.83	
					5/16-31	6/1-15	7/5-31	8/1-13	9/1-30	10/1-4	10/17-31	11/1-9	11/17-30	12/1-31	1/16-31	2/7-20	3/1-31	3/27-31	0	0.00
			20	22	15	21	13	20	8	13	9	14	31	22	22	21	5	270	9.00	
			20	20	10	10	20	20	20	20	20	20	20	20				180	6.00	
			15	15	15	15								1/16-31	2/7-20	3/1-31	3/27-31	0	0.00	
														19	22	21	5	112	3.73	
			15	15	15	15									20	6	4	60	2.00	
1/16-30	2/16-30				5/16-31	6/1-7												0	0.00	
11	7		21	21	30	7	24							11			59	1.97		
			21	21		24												114	3.80	
																		7	0.23	
			24	21		24								15				28	0.93	
																		114	3.80	
																		0	0.00	
			24	21		24								2/17-28	3/1-11			23	0.77	
														17				114	3.80	
								9/16-30										0	0.00	
15	20	2	10	20	11	10	11	10	11	10	11	10	11	10	14			25	0.83	
1/17-31	2/1-28	3/1-2	4/6-27	5/16-31	6/1-8	7/17-31	8/1-3		12/6-20	1/16-31	2/1-20	3/1-3	4/24-30	5/1-3	6/20-27			7	0.23	
15	20	2	21	21	12	12	22	21	23	25	25	25	26	26	26			234	7.80	
			21	22	12	12	22						26	26	26			214	7.13	
						9/11-13												2	0.07	
			4/7-28	5/16-31	6/1-8	6/20	7/17-31	8/1-17								5/17-27		112	3.73	
			22	13	9	1	29	17								21		0	0.00	
									9/17-30	10/1-14		12/20-21	1/16-26	2/16-28	3/1-4			0	0.00	
								4	14		21		21	24	4			88	2.93	
Total of Field Assignment																	Plan	1639	54.62	
																	Quarantine	44	1.47	
																	Actual	1636	54.52	
2022												2023						Total		
1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	Domestic	PM	
1/17-21, 24-27, 29-4, 7-10				5/19-20, 22-23		7/14, 7/15										4/26-27, 29-30, 31, 5/20-21, 5/27-28, 29		83	4.15	
7	7			4		2										1	10,0	66	3.32	
																8/7, 13, 14, 17, 24-26	5/29, 30, 31	2	0.10	
																13	3	20	1.00	
																		0	0.00	
																		0	0.00	
																		0	0.00	
							8/7, 18, 19, 20-26		10/11									6	0.30	
							8/7, 18, 19, 20-26		10/11									0	0.00	
									1									6	0.30	
																		14	0.70	
			6/2-8, 11-15	5/29, 30, 31, 7/17-18	8/1-3													15	0.73	
			7	7	10													0	0.00	
																		0	0.00	
																		0	0.00	
							8/24-31	9/7, 16-30, 24-26							8/21, 10, 16, 20, 24-26	5/14, 19, 24, 26, 28, 30	34	1.70		
							4	1							18	9		0	0.00	
									10/11, 14, 17, 21, 24-26						10		23	1.17		
																		3	0.15	
																		5	0.25	
																		0	0.00	
																5/29, 30, 31		3	0.15	
																3		10	0.50	
																5/29, 30, 31, 5/29, 30, 31	5/12	19	0.97	
																18,0	1,4	112	5.60	
Total of Domestic Assignment																	Plan	1751	60.22	
																	Actual	1854	64.41	
Total (Field + Domestic)																	Plan	1751	60.22	
																	Actual	1854	64.41	
Monitoring Sheet ver.4												Monitoring Sheet ver.5						Project Completion Report		
Committee for Strategy and Implementation												Committee for Strategy and Implementation						Committee for Strategy and Implementation		

## Annex 5: Participants List (TOT)

The Project for Strengthening Crime Prevention Capacity of Bangladesh Police

Bangladesh Police Headquarters

Training of Trainers (TOT) on Security Patrolling and Monitoring (SP&M)

List of Participants

Venue: Bangladesh Police Academy (BPA), Shardah, Rajshahi, Bangladesh

TOT Duration: 15-24 Jan, 2023

Not According to Seniority

S.No.	Name	Designation	Organization / Present Work Place	Gender
1	Omitted	Superintendent of Police (SP)	Traffic & Driving School, Dhaka	Male
2		Deputy Police Commissioner (SP)	DB, Barishal Metropolitan Police	Male
3		Deputy Police Commissioner (SP)	Prosecution Wing, KMP, Khulna	Male
4		Assistant Inspector General (AIG)	Personal Management-2, PHQ	Male
5		Commandant (SP)	In Service Training Center, Satkhira	Male
6		Commandant (SP)	In Service Training Center, Kustia	Male
7		Deputy Police Commissioner (SP)	Matihar Division, RMP, Rajshahi	Male
8		Assistant Inspector General (AIG)	Director, Bangladesh Police Liberation War Museum	Male
9		Commandant (SP)	In Service Training Center, Rajshahi	Male
10		Commandant (SP)	In Service Training Center, Mohalchari, Khagrachari	Male
11		Commandant (SP)	In Service Training Center, Bogura	Male
12		Deputy Police Commissioner (SP)	Rangpur Metropolitan Police, Rangpur	Male
13		Superintendent of Police (SP)	PBI, Pirojpur District	Male
14		Deputy Police Commissioner (SP)	Detective Branch, RMP, Rajshahi	Male
15		Superintendent of Police (SP)	Crime Management , Range Office, Mymensing	Male
16		Superintendent of Police (SP)	In Service Training Center, Madaripur	Male
17		Superintendent of Police (SP)	Crime Management, Range DIG's Office, Chattogram	Male
18		Superintendent of Police (SP)	Tourist Police, Rangamati	Male
19		Superintendent of Police (SP)	PBI, Mymensing District	Male
20		Superintendent of Police (SP)	PBI Bogura District	Male
21		Superintendent of Police (SP)	Tourist Police	Male
22		Addl. Deputy Police Commissioner (SP)	North Division, KMP, Khulna	Male
23		Superintendent of Police (SP)	Operations Wing, Anti-Terrorism Unit, Dhaka	Male
24		Superintendent of Police (SP)	Admin & Finance, Lalmonirhat	Male
25		Additional Superintendent of Police	Bangladesh Police Academy Sardah, Rajshahi	Male
26		Additional Superintendent of Police	Police Training Center, Rangpur	Male
27		Additional Superintendent of Police	Traffic & Driving School, Dhaka	Male
28		Additional Superintendent of Police	Headquarter, RMP, Rajshahi	Male
29		Additional Superintendent of Police	Admin & Finance, Dinajpur	Male
30		Additional Superintendent of Police	(Crime and Ops.) Dinajpur	Male
31		Additional Superintendent of Police	Confidential Wing, PHQ, Dhaka	Male
32		Additional Superintendent of Police	Admin & finance, Faridpur	Male
33		Additional Superintendent of Police	Range DIG's Office, Sylhet	Male
34		Additional Superintendent of Police	Habiganj District	Female
35		Additional Superintendent of Police	Bangladesh Police Academy Sardah, Rajshahi	Male

## Annex 6: Trainers of SP &M Training

### The Project for Strengthening Crime Prevention Capacity of Bangladesh Police Bangladesh Police Headquarters

#### Training on Security Patrolling and Monitoring (SP&M)

##### List of Trainers

Training conducted from Feb. 18 to May. 18, 2023

Not According to Seniority

S.No.	Name	Designation	Organization / Present Work Place	Gender	No. of Training Assigned	DTS (Dhaka)	PSC (Dhaka)	BPA (Rajshahi)	PTC (Khulna)	PL (Chattogram)	PL (Sylhet)
					100	36	20	20	8	10	6
1		Deputy Police Commissioner (SP)	DB, Barishal Metropolitan Police	Male	4	4					
2		Deputy Police Commissioner	Prosecution Wing, KMP, Khulna	Male	1	1					
3		Assistant Inspector General (AIG)	Personal Management-2, PHQ	Male	1		1				
4		Commandant (SP)	In Service Training Center, Satkhira	Male	3		1		2		
5		Commandant (SP)	In Service Training Center, Kustia	Male	3				2		1
6		Deputy Police Commissioner (SP)	Matihar Division, RMP, Rajshahi	Male	2			2			
7		Assistant Inspector General (AIG)	Director, Bangladesh Police Liberation War Museum	Male	3	1	2				
8		Commandant (SP)	In Service Training Center, Rajshahi	Male	3	1	1	1			
9		Commandant (SP)	In Service Training Center, Mohalchari, Khagrachari	Male	3		1			2	
10		Commandant (SP)	In Service Training Center, Bogura	Male	2		2				
11		Deputy Police Commissioner (SP)	Rangpur Metropolitan Police, Rangpur	Male	2			2			
12		Superintendent of Police (SP)	PBI, Pirojpur District	Male	5	3	2				
13		Deputy Police Commissioner (SP)	Detective Branch, RMP, Rajshahi	Male	2			2			
14		Superintendent of Police (SP)	Crime Management , Range Office, Mymensing	Male	3	2	1				
15		Superintendent of Police (SP)	In Service Training Center, Madaripur	Male	3	2		1			
16		Superintendent of Police (SP)	Crime Management, Range DIG's Office, Chattogram	Male	4					4	
17	Omitted	Superintendent of Police (SP)	Tourist Police, Rangamati	Male	3						3
18		Superintendent of Police (SP)	PBI, Mymensing District	Male	3			1			2
19		Superintendent of Police (SP)	PBI Bogura District	Male	3	2	1				
20		Superintendent of Police (SP)	Tourist Police	Male	3		1		2		
21		Addl. Deputy Police Commissioner (SP)	North Division, KMP, Khulna	Male	4		2		2		
22		Superintendent of Police (SP)	Operations Wing, Anti-Terrorism Unit, Dhaka	Male	5	3	2				
23		Additional Superintendent of Police	Bangladesh Police Academy Sardah, Rajshahi	Male	3			3			
24		Additional Superintendent of Police	Police Training Center, Rangpur	Male	4	2	1	1			
25		Additional Superintendent of Police	Traffic & Driving School, Dhaka	Male	3	2	1				
26		Additional Superintendent of Police	Headquarter, RMP, Rajshahi	Male	4	1		3			
27		Additional Superintendent of Police	Admin & Finance, Dinajpur	Male	3	1		2			
28		Additional Superintendent of Police	(Crime and Ops.) Dinajpur	Male	3		3				
29		Additional Superintendent of Police	Confidential Wing, PHQ, Dhaka	Male	2	1	1				
30		Additional Superintendent of Police	Admin & finance, Faridpur	Male	3		3				
31		Additional Superintendent of Police	Range DIG's Office, Sylhet	Male	4	2				1	1
32		Additional Superintendent of Police	Habiganj District	Female	4	2					2
33		Additional Superintendent of Police	Bangladesh Police Academy Sardah, Rajshahi	Male	2			2			

Annex 7: Implementation Schedule of SP&M Training

Schedule for implementation of SP&M training

\*1 week = 1box

Region		Info		Trainee	2023																								Total	Plan (Total)	Actual (Total)
		Venue			February					March					April					May											
Location	Type	Capacity	STRT END	5	12	9	16	18	26	4	12	16	19	23	26	30	2	9	13	16	20	23	27	30	7	11	14				
Dhaka	Dhaka	PSC	100	ASP, SP (above)							100	100	100											100	100	100	500				
											04+09	15+13											10+22	20+08	08+11						
											13+23	23+21											26+27	05+11	22+31						
													82	94									112	104	108	500					
																								100	100	100	900				
North Bengal	Rajshahi	DTS	100	SI							100	100	100				100							08+20	03+15	02+26					
											09+13	02+13	16+30	26+02			13+20						28+32	33+34	29+32						
											23+30	23+15	27+30	31+32	27+33		23+34														
												95	90	100	100		99							102	84	112	876				
												100			100		100										500				
South Bengal	Rajshahi	BPA	100	SI							09+25	07+28	16+14				26+29														
											28+35	12+35	29+07				19+25														
												25+28																			
												100			104	102	112										517				
															50	50		100									200				
Sylhet	Khulna	PTC	50	SI							21+05	06+22	06+22																		
											21+05																				
											50	45	40	53													188				
																								50	50	50	150				
																								19+34	06+19	33+34					
Chattogram +Cumilla	Sylhet	PL	50	SI																				47	48	54	149				
																								50	50	50	250				
											50	17+18												17+33	10+18	17+18					
																								64	55	65	281				
				The Number of Venues				0	2	3	4	4	4	4	0	0	2	0	0	0	0	0	0	4	4	4					
				No. of batches				0	4	4	4	6	7	7	0	0	4	0	0	0	0	0	6	6	6						

Weekly count (Planned):  
Weekly count (Actual):  
Total attendee (ASP level):  
Total attendee (SI level):  
Number of trainers:

200	400	700	1,050	1,400	1,600	1,900	2,200	2,500
195	379	670	996	1,345	1,556	1,881	2,172	2,511
0	0	0	82	176	176	288	392	500
195	379	670	914	1,169	1,380	1,593	1,780	2,011
8	16	28	42	56	64	76	88	100

## Annex 8: Implementation Record of CSS

**CSS Management Form (School Management Status)**

### Elementary School Setting Standards

Areas that are not office areas

Areas where there are no violent crimes.

Areas with a reasonable number of confectionery and stationery shops where children are likely to drop in.

No	School name	Teacher briefing date		Number of teachers	Number of guardian	Number of target students		Total number of students				1st				
		Date				number of teachers (Number of participants)	number of guardians (Number of participants)	Elementary school junior high school student	Number of applicabl e students	Total number of students who have taken CSS classes ② Grade 3rd (B & G) ③ Grade 4th (B & G) ④ Grade 5th (B & G)				① Day & time of lesson ② Grade 3rd (B & G) ③ Grade 4th (B & G)	Boy	Girl
		Total		114	238	1,847		Total	1,452	569	883	327		117	210	327
1	Bhola Govt. Primary School  01876-530053 01554-339383	1st	27 Nov, 2022	14	25			male	female	①	27 Nov, 2022 AM 11:30					
		2nd				3rd grade	②	68	32	36	②	11	4	7	44	
		3rd				4th grade	③	56	27	29	③	13	6	7		
		4th	14 Mar, 2023	9	35	5th grade	④	79	28	51	④	20	7	13		
				2	23	60	total number	370	S.Total	203	87	116	Total	44	17	27
2	Uttor-Purbo Badda Govt. Primary School  01964-647707	1st	30 Nov, 2022	11	23			male	female	①	30 Nov, 2022 AM 11:45					
		2nd				3rd grade	②	77	30	48	②	0	0	0	60	
		3rd				4th grade	③	98	24	74	③	27	6	21		
		4th	13 Mar, 2023	9	15	5th grade	④	85	22	62	④	33	12	21		
				2	20	38	total number	370	S.Total	260	76	184	Total	60	18	42
3	Shataarkul Govt. Primary School  01724-140405	1st	1 Dec, 2023	9	28			male	female	①	1 Dec,2023 PM12:00					
		2nd				3rd grade	②	60	30	30	②	13	6	7	59	
		3rd				4th grade	③	104	44	60	③	18	5	13		
		4th	16 Mar, 2023	4	0	5th grade	④	80	34	46	④	28	7	21		
				2	13	28	total number	158	S.Total	244	108	136	Total	59	18	41
4	Badda Govt. Primary School  01849-446873	1st	24 Nov, 2022	14	40			male	female	①	24 Nov, 2022 AM 11:30					
		2nd				3rd grade	②	51	22	29	②	10	5	5	55	
		3rd				4th grade	③	56	30	25	③	25	15	10		
		4th	21 Mar, 2023	9	0	5th grade	④	157	74	86	④	20	10	10		
				2	23	40	total number	376	S.Total	266	126	140	Total	55	30	25
5	Shahjadpur Govt. primary School  01733-447705	1st	29 Nov, 2022	10	35			male	female	①	29 Nov, 2022 AM11:00					
		2nd				3rd grade	②	91	36	55	②	5	3	2	52	
		3rd				4th grade	③	103	35	68	③	14	3	11		
		4th	15 Mar, 2023	5	0	5th grade	④	43	12	31	④	33	11	22		
				2	15	35	total number	223	S.Total	237	83	154	Total	52	17	35
6	Abdul Hamid Dorji Govt. Primary School  01741-197114 01533-338711	1st	04 Dec, 2022	10	37			male	female	①	4 Dec, 2022 AM11:30					
		2nd				3rd grade	②	31	10	21	②	14	5	9	57	
		3rd				4th grade	③	88	27	61	③	21	9	12		
		4th	20 Mar, 2023	10	0	5th grade	④	123	52	71	④	22	3	19		
				2	20	37	total number	350	S.Total	242	89	153	Total	57	17	40



Ne	School name	2nd				3rd				4th			
		① Day & time of lesson	Boy	Girl	Mask	① Day & time of lesson	Boy	Girl	Mask	① Day & time of lesson	Boy	Girl	Mask
		② Grade 3rd (B & G) ③ Grade 4th (B & G)				② Grade 3rd (B & G) ③ Grade 4th (B & G)				② Grade 3rd (B & G) ③ Grade 4th (B & G)			
		Total	140	245	385	375	144	231	375	365	168	197	365
1	Bhola Govt. Primary School 01876-530053 01554-339383	① 14 Feb, 2023 AM10:45				① 01 Mar, 2023 AM10:45				① 20 Mar, 2023 AM10:45			
		② 24 11 13				② 14 7 7				② 19 10 9			
		③ 10 3 7			57	③ 15 10 5			51	③ 18 8 10			51
		④ 23 6 17				④ 22 10 12				④ 14 5 9			
		Total 57 20 37				Total 51 27 24				Total 51 23 28			
2	Uttor-Purbo Badda Govt. Primary School 01964-647707	① 13 Feb, 2023 AM11:00				① 28 Feb, 2023 AM11:00				① 16 Mar, 2023 AM10:00			
		② 15 6 10				② 18 0 18				② 44 24 20			
		③ 25 10 15			70	③ 22 8 14			62	③ 24 0 24			68
		④ 30 10 19				④ 22 0 22				④ 0 0 0			
		Total 70 26 44				Total 62 8 54				Total 68 24 44			
3	Shatarkul Govt. Primary School 01724-140405	① 16 Feb, 2023 AM11:00				① 02 Mar, 2023 AM11:00				① 16 Mar, 2023 AM10:00			
		② 14 7 7				② 33 17 16				② 0 0 0			
		③ 21 6 15			60	③ 28 9 19			61	③ 37 24 13			64
		④ 25 9 16				④ 0 0 0				④ 27 18 9			
		Total 60 22 38				Total 61 26 35				Total 64 42 22			
4	Badda Govt. Primary School 01849-446873	① 20 Feb, 2023 AM 11:30				① 06 Mar, 2023 AM11:30				① 21 Mar, 2023 AM10:00			
		② 20 7 13				② 15 8 7				② 6 2 4			
		③ 9 2 7			69	③ 15 8 6			72	③ 7 5 2			70
		④ 40 18 22				④ 40 19 24				④ 57 27 30			
		Total 69 27 42				Total 72 35 37				Total 70 34 36			
5	Shahjadpur Govt. primary School 01733-447705	① 23 Feb, 2023 AM11:00				① 05 Mar, 2023 AM11:00				① 15 Mar, 2023 AM10:00			
		② 29 12 17				② 29 11 18				② 28 10 18			
		③ 25 9 16			64	③ 35 12 23			64	③ 29 11 18			57
		④ 10 1 9				④ 0 0 0				④ 0 0 0			
		Total 64 22 42				Total 64 23 41				Total 57 21 36			
6	Abdul Hamid Dorji Govt. Primary School 01741-197114 01533-338711	① 12 Feb, 2023 AM11:30				① 12 Mar, 2023 AM11:30				① 20 Mar, 2023 AM10:15			
		② 12 4 8				② 5 1 4				② 0 0 0			
		③ 20 6 14			65	③ 26 7 19			65	③ 21 5 16			55
		④ 33 13 20				④ 34 17 17				④ 34 19 15			
		Total 65 23 42				Total 65 25 40				Total 55 24 31			

## Annex 9: Questionnaire Survey of Trainers of SP&M Training



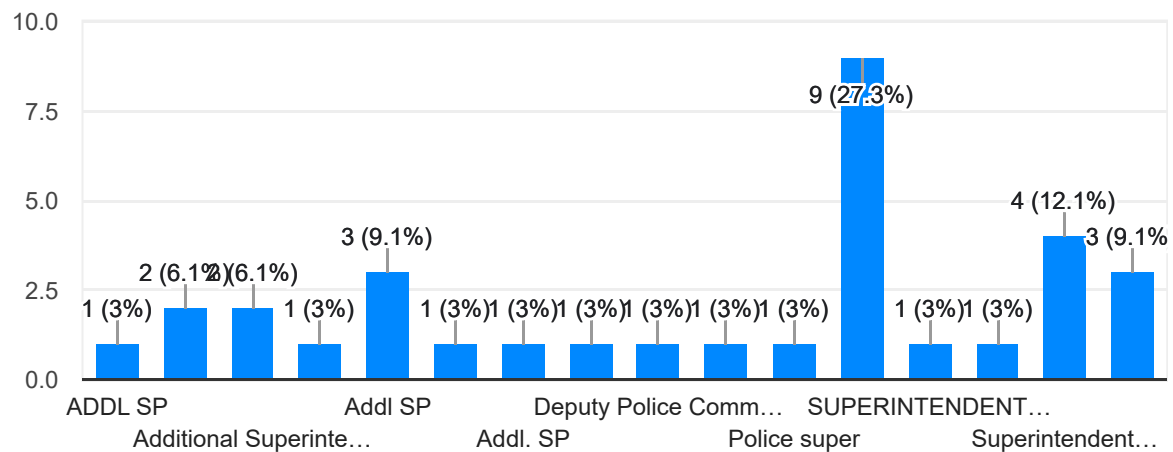
### Questionnaire Survey to the Trainers

33 responses

[Publish analytics](#)

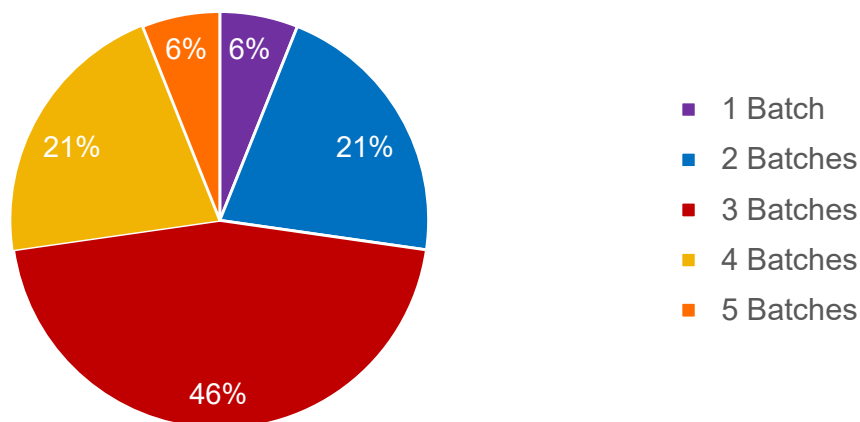
#### Rank

33 responses



#### No. of Training you served as a Trainer

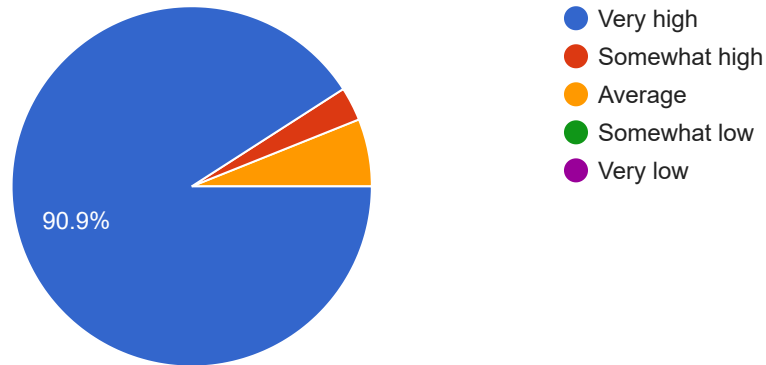
33 responses



## 1. General Comment/ Overall Reaction

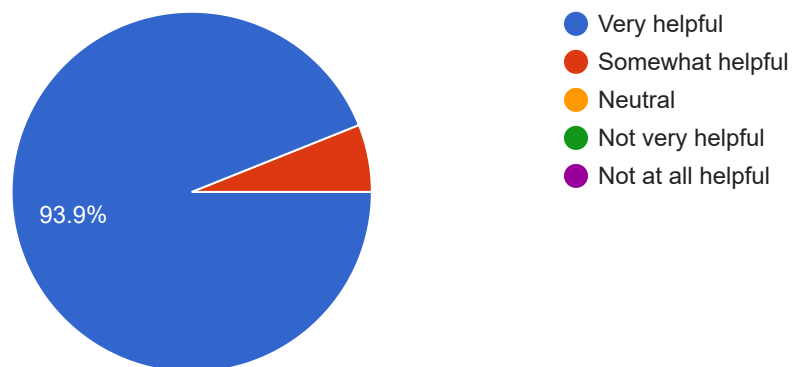
1.1. What was your impression of the trainers' attitude and motivation toward addressing their challenges?

33 responses



1.2. How much do you think the trainees' attitude towards addressing their challenges contributed to achieving the content and objectives of the training?

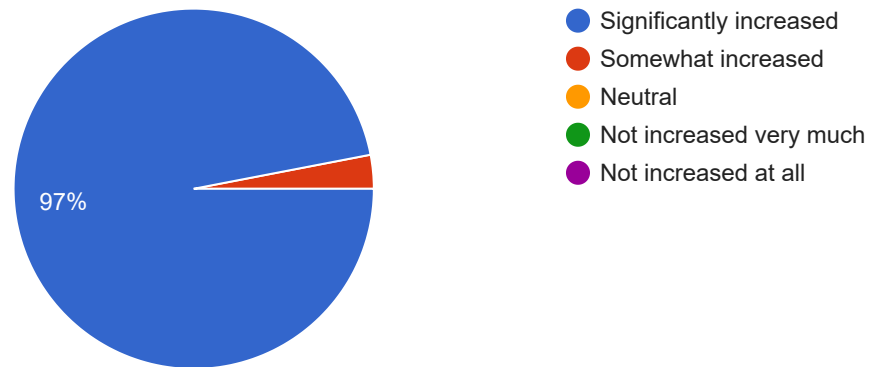
33 responses



## 2. Level of Learning

2.1. Do you think that SI and ASP who participated in the training gained confidence in performing security duties and acquiring the necessary knowledge and skills?

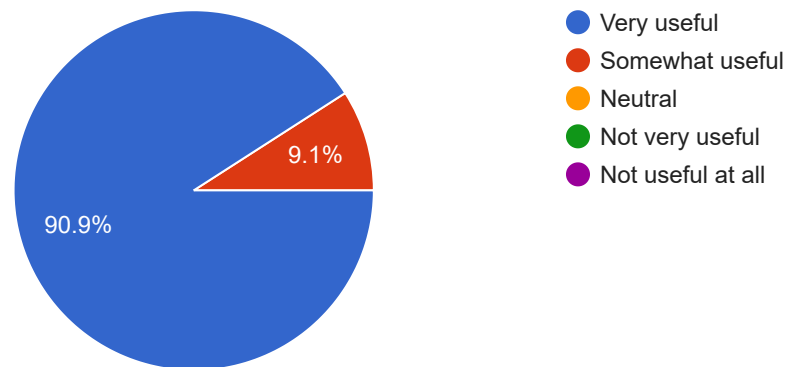
33 responses



## 3. Usefulness in Police in General

3.1. How much do you think the content of the SP&M training is useful for their current job?

33 responses



### 3.2. What are the reasons for your answer?

29 responses

- > Gives Ideas of Planning to implementation
- > Paves ways to modify or changes if required
- > Uses some standards of queue management

- 1) Before this training they (trainees) used to prepare Security Plans for any event with just common sense.
- 2) In the SP&M training they learnt some methods and formulas very useful for preparing an effective Security Plan.
- 3) With the SP&M training contents the trainees learnt some basic theories on Prevention of Crime. Now trainees know the reasons of crime and the ways to prevent them.
- 4) Through SP&M training the trainees could learn community policing approach (particularly the Koban model of Japan) for crime prevention.
- 5) SP&M training contents helped the trainees learn a crime prevention program namely Child Safety School (CSS) in Gulshan area of Dhaka.
- 6) The videos in the SP&M training program were very helpful to understand the importance of preparing an effective Security Plan.
- 7) With the leanings in this training the trainees will now use methodical approaches in preparing and executing a Security Plan.
- 8) As a whole the training uplifted the level of knowledge on policing.

As security is our main business so it should be implemented properly which has been thought here properly

The module of SP&M course is time worthy & highly practical. Though theoretical sessions are a bit boring but practical sessions are interesting. There is a competition among the groups. They left no stone unturned to prove their group the best. It opens their way of thinking & brings out the best. At the end they realise which one is the best. So in their careers they will be able to decide themselves with the best possible solution.

The training contents is rich which is relevant in real-life Policing. The way of teaching and learning is interactive and participatory for both trainers and trainees. In the arena of BD police activities, this training is so pragmatic in regarding queue management and flow line control. Security control and flow line control are integral part of a comprehensive security plan. This training covers the key component of a security plan. This training has contributed to us in all these aspects.

SP&M Training gave the participants a new thinking topic. It increases their capacity regarding queue management and VIP security. They have successfully learned the idea. However there are more factors in their practical job situation. Now the question is how they will implement or infiltrate this idea with the prevailing security management system of Bangladesh Police. Actually it depends on individual capacity.

Most of the trainees expressed that this kind of training regarding security patrolling and monitoring was never given before. This is the first time they have gained such knowledge of

security planning. Before this training, they used their own experience to handle the situation which was not perfect.

This training is expected to bring positive changes in the police so that we can perform our patrolling activities and security duties more efficiently and effectively.

I am so much confident about those issues.

I found the contents of the training is very useful, beautifully organized. Participants easily comprehended those.

The trainee are learning the content in black & white

This security plan will ensure security but reducing manpower and time. Efficiency will increase to prevent crime Through environmental design. Also 999 house will increase the community involvement.

SP&M training is very much related to the daily law and order task for Police, and this training learns an essential technique for the police member. No doubt all the trainees are benefited from this training.

job satisfaction, effective job performance

I think the SP&M training is important for police

The sessions were very Active.

I observed the interest of the participants to know about Zoning, flow line & queue management , access control, 3P/1 m2

environmental design, deployment, child Safety school programme, Crime Opportunity Theory, Routine Activities Theory etc.

So this training programme is very much relevant with police professional activities.

1. Almost everyday police has to ensure security of various political, social and international event.

2. In different area like railstation police has to manage crowd.

3. Police is doing community based Policing, the Safety School programme will help police officer to think in different way

Overall observation and monitoring

It helps to make a complete and sophisticated security plan. Besides venue security, we can apply this system at others programs like VIP duties, mass gatherings, fairs and so on.

Contents of this training will enrich them with technical knowledge and skills that are transferable and systematically applicable. In their current job /posting all of them must execute tasks that are addressed in the SP&M training and content of this training will help them to tailor new security plan for their current job.

Because this training is helpful for police personnel.

Because every day police is doing such types of various programme. From now they will do the programme with plan on field in a scientific way.

Every police personnel is responsible to give security to the community who are the participants of the SP & M.

The contents of SP&M are very relevant and time worthy. Making a foolproof security plan requires understanding both the theoretical and practical training. Participants are very active in class activities which demonstrate their eagerness to learn the updated and improved method of preparation of a security plan.

It is very practical.

Standard of service and skill should be improved with respect to time as we are going to developed country.

They will be able to make a strong security plan taking into consideration of controlling access, flow line, security map and other security measures which will prevent any kind of crime and incident.

I think the trainees have been taught with highest integrity with materials provided by JICA. But in the present context of Bangladesh Police it will be tough to implement the knowledge, idea, concept gathered by training assisted by JICA. Because these level Police personnel are not allowed to contribute their knowledge to the Senior Police Officers. Rather the Police authority extremely biased with nepotism and partial behaviours and sometimes extreme corruption with the system. And they have proved it distributing Trainers to take part in training session. But undoubtedly it's very effective training for taking the security measures if we can implement in the practical field.

Thanks with kind Regards for selecting me as Trainee as well as Trainer.

Thanks all the team Members of JICA.

At the same time I wish to work with you in future if you give me the opportunity.

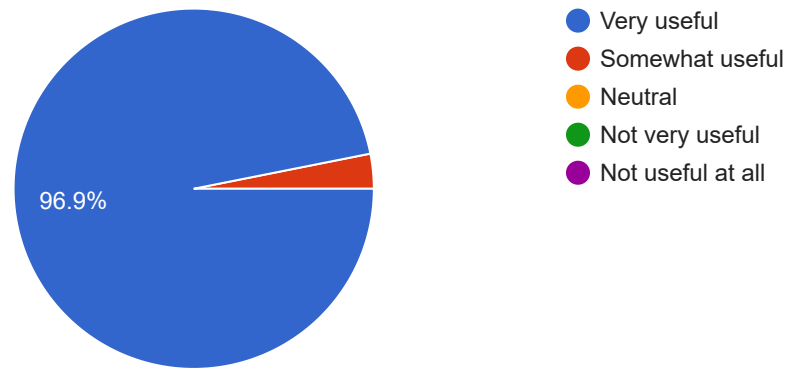
Best wishes for all JICA Team Members and Japan People as well as Japan Government for your cooperation.

We do but not such an organized way

#### 4. Usefulness for Special ed Services in Security Areas

4.1. Do you think that the content of the SP&M training is useful as a training program for officers working in the security field?

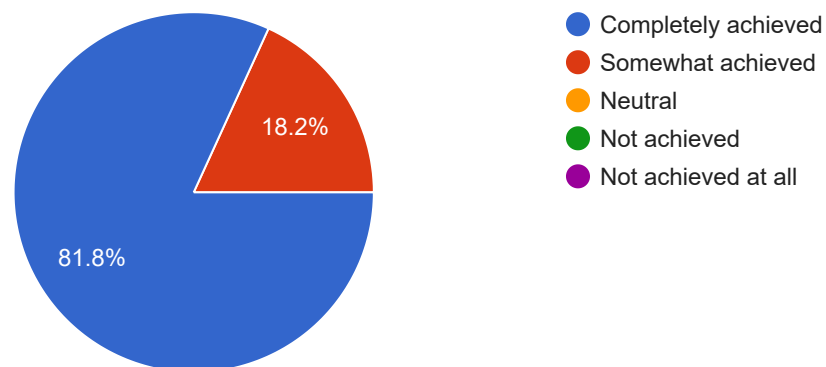
32 responses



#### 5. Training in General

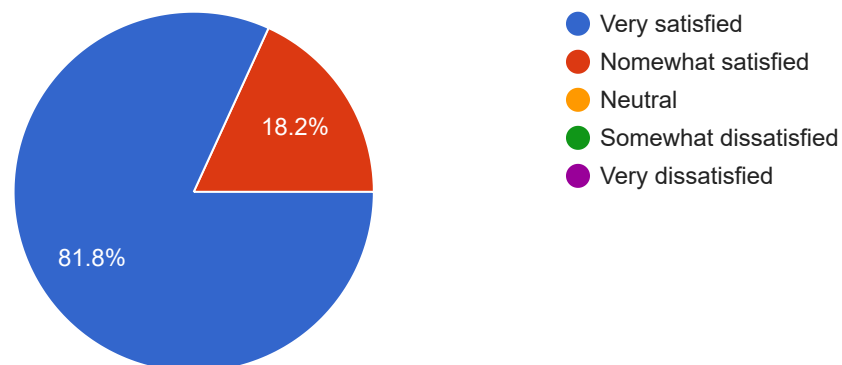
5.1. How much do you think the objective of conducting the SP&M training was achieved through your involvement as a trainer?

33 responses



5.2. How satisfied are you with the content and structure of the SP&M training, based on your involvement as a trainer?

33 responses





### 5.3. What are the reasons for your answer?

32 responses

For 5 days training programme, SP & P accommodate many issues with practical learning.

- 1) The module of the SP&M training is wel written.
- 2) Each chapters are systematically organised.
- 3) Everything in the module has been taught step by step.
- 4) Practical classes like building Teams and involving the team members in preparing security plan was very attractive for the trainees. They enjoyed the Team Works.
- 5) Diorama (3D presentation) was another very interesting part of the SP&M training.
- 6) Presentation of each team works before the class was very useful.
7. Instead of one (1) trainer, this training involved two (2) trainers for one batch. It was very helpful to remove boredom in the class.

Their spontaneous participation as well as the observation of our prudent JICA team

In TOT we learned from JICA experts. Then we prepared the module according to our style and our socio-economic conditions. Then as a trainer we transmit our knowledge to the trainees. I think we have done it successfully.

This training focuses on the basic of a comprehensive security plan.

Time Demanding course in Bangladesh's perspective

The concept and content of this particular training is very simple. The logistics are more than enough to deliver the knowledge to the participants. So I am fully satisfied as a trainer.

Video content was not up to the mark.

I think this content and training structure was fruitful for trainees

I am giving answers from my experience

I found spontaneous participation of participants in those training program positively.

It was an extraordinary experience to be part of this highly interesting and useful course

We help the trainee to learn one thing in different ways. For this reason, contents are learnt by memory to the trainees.

Some sentences are not suitable Bengali in meaning. These are to be modified. All Though contents are very useful.

The way of giving the training and the training materials and also the techniques- all are unique, and that is why I'm satisfied.

I clearly delivered speeches and explained sp @ m in my lecture and got feedback.

Need more information

I'm satisfied with the content, But Video is little bit long & new video may be made to make the session more effective.

The Title and content is not on the line,

Both trrainers and trainees are. highly satisfied.

Smart contents and management

\* Concrete sense of security

\* Because of person-wise duties and responsibilities, security measures will be strengthened.

\* Integration of this idea with our existing command certificate (CC)

Previously I knew this type of contents but those were not systematically developed. I think the contents and structure of this training successfully connected all the dots of crime prevention approaches.

Learning new thing, new idea and new experience.

Because all police members in plan and operation has not been involved yet.

The instruments that supply in the training are appropriate for the in-service trainees.

The contents are a blend of theory and practice.

It was a modern approach and participatory.

All training materials are good but there is something to be improved.

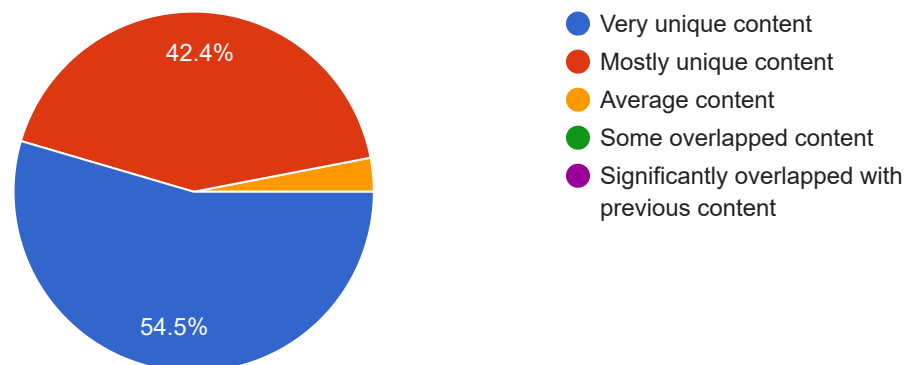
Now police officers who received the training are able to make excellent security plan for any kind of national and international conference, meeting etc.

Because I face the crude reality what I have received from Bangladesh Police.

We can effectively use in our workplace

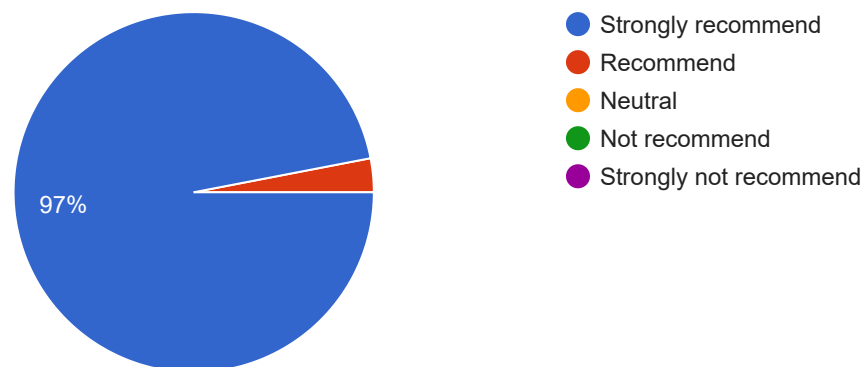
5.4. How would you evaluate the SP&M training in comparison to the various in-service police officer training currently being implemented by the police, in terms of having uniqueness in the content?

33 responses



5.5. Would you recommend your current subordinates to take this training?

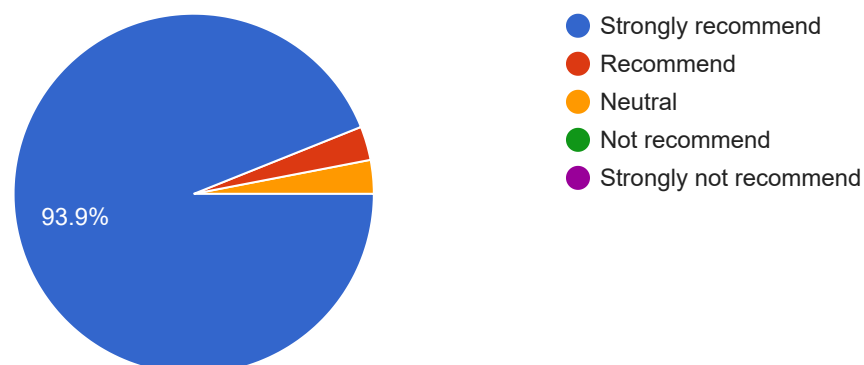
33 responses



## 6. Prospect for Continuing the Training

6.1. Would you recommend to the police headquarters to continue implementing this SP&M training in the next fiscal year?

33 responses

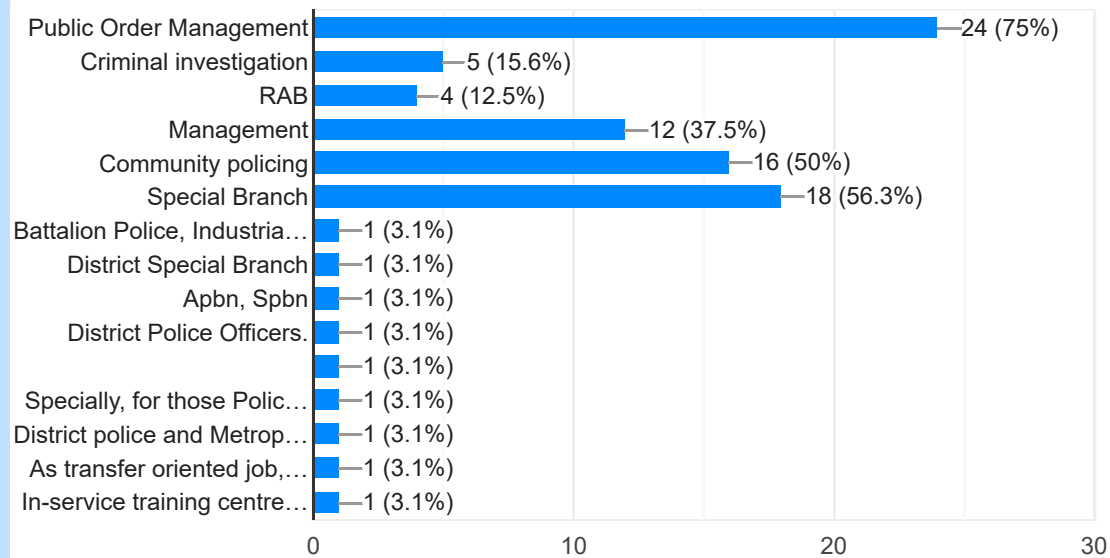


For those who answered "Recommend":

6.2.(1) Which field of police officers do you think would be suitable to target for this in-service training?

 Copy

32 responses



6.2.(2) What kind of support will “you” as a trainer need from the police headquarters or your post (superiors) to get involved with the continuation of the development and the delivery of the TOT and Training of the SP&M?

31 responses

Nothing more needed.

- 1) Firstly I need to be selected as a trainer for the upcoming days.
- 2) Local Authority (my current unit) should not hesitate to release me from my current job to participate as a trainer.

Training materials & Budget

In 2022-23 fiscal year only 2500 persons will be able to get SP&M training. Police headquarters should take initiative to increase the numbers of trainees. So it will spread in all units of Bangladesh Police.

Providing opportunity for the trainers and trainees to take part in this session.  
Circulate orders to other subordinate units to compel them in taking part in this training.

Should be supportive and cooperative

Up to now the support from PHQ and my Post was satisfactory. However the quality of the venue of DTS is not up to the mark (due to their new building conversion process). PHQ may shift the venue to other suitable training centre in Dhaka.

Need Official Permission.

I will give full cooperation as directed by Police Headquarters

Showing positive attitudes are very important support that needed.

Police Headquarters is very supportive about this program. But I think JICA can develop and groom a group of trainers by bringing them to Japan for observing the actual situation prevailing in that country. This interaction will enhance their capabilities as well as motivate to contribute lot more.

Honestly speaking, I get proper support from police headquarters. PHQ can make an arrangement with JICA to start a training in Japan.

Required budget and approval.

Management and training materials

scope of attending the training programs

## Logistics

By PHQ, on behalf of honourable IGP Sir, new circular may be circulated to all units of Bangladesh Police to follow some basic principles such as - Flow Line, Queue management, 1.0 pp/ Sqm, Detour Method, using gate metal detector for Access control: 10 Second /Person, for making an Effective Security Plan.  
And for Community Policing using CSS method.

Just need an official order

The controlling authority of the trainers to be convinced that the trainers are called in without their own persuasion. Symmetrical opportunity of the trainers for taking classes must be confirmed

## Financial

- \* Ensuring this training for all police personnel
- \* Senior officers will suppose to experience from Japan
- \* To continue this course for reasonable duration.

Police Headquarters may convene meetings with the trainers frequently. It can pursue the current trainers to continually improve the contents. A pool of trainers can be built to develop the CSS concept and material related with it.

Near posting place.

All supports are already given.

To have general instruction to follow strictly the programme plan with deployment in all programme.

All sorts of facilities that needed in a training course.

Arranging refresher course for the trainers.

I am enthusiastic and willing to support to make it fruitful.

Good condition of classroom & transport facility.

My name can be suggested as completed TOT of SP&M and conducted two courses successfully.

Sufficient budget, General circulation

## 6.2.(3) What kind of institutional and financial support to continue the TOT and SP&M training regularly?

31 responses

PHQ can decide and propose for funding.

All necessary financial and institutional supports should be granted to continue the training. Here accomodation, food and transport facilities are the basic requirements.

PHQ should realize it regarding this issues

In the advisory level it should be minimum Superintendent of Police. The quality of documentary prepared for trainees should be improved & up to the mark. Financial support also to be increased.

Logistical support, especially accommodative support.

Present Condition is better

The current financial and logistic support from JICA is quite satisfactory. However the institutional supports e.g. suitable venue, quality food etc. should be ensured by the Police Headquarters.

Question is not clear !

Institutional financial aid should be run as it is now

Regular pattern institutional and financial supports are required.

Adequate funding is necessary to make the program successful.

We get enough institutional & financial support.

Daily allowance, transport cost and training allowance both for Trainees and trainers.

Logistic supports

well decorated institutions and adequate financial support

Finance and logistics

The present training centres, training materials & financial support.. Is Okay, It may be continued.

A good Training facilities, a good budget for papers, pencils fooding and accommodation of the trainees and trainers

Existing support is enough.

Making it a in house program and ptc/ bpa/ in service traing centre may be used as venue

- \* Provide training at district level.
- \* Practical execution of this training at field levels.
- \* Financial support should be increased.

Trainers' motivation depends on the financial gain as well as career progression. JICA may offer some training programs on the CSS and crime prevention approaches currently prevailing at Japan so that trainers' can improve their cognitive abilities and gain from brainstorming and discussions with the experts within the field of knowledge.

Need more financial support.

Financial support as well as logistics

Support from phq and moha to continue the training.

As you provided.

Invest more on training and capacity-building of training centres to provide training more effectively and efficiently.

JICA and PHQ can coordinate to continue the project for more 2/3 years.

Have opportunity to get higher training related topic in Japan and satisfactory honorarium

Training can be continued at different police training centers and Inservice Training Centers across the country.

Infrastructure logistics and budget

For those who answered, "Do not recommend":

### 6.3. What is the reason for not recommending?

0 responses

No responses yet for this question.

### 7. Final Comment



7.1. Drawing from your experience as a trainer in this training course and your interactions with the trainees, please provide any advice or suggestions for improving this training and any future initiatives.

32 responses

Need to cover more officer and to incorporate in basic training programme.

1) The duration of the course was only 5 days. From my experience this time is a bit short. Adding another day would be more comfortable.

2) A field level demonstration for learning Queue Management Methods was felt from both trainees and trainers.

It's excellent just should try to make our personnel to think about

Advisor should be minimum Superintendent of Police. Preparation of course module is very important. The documentary is to be well furnished.

More examples from BD perspective, can be included in training session. For example - Pahela Boishakhi Celebration, National days celebration, Religious gathering, Trade fair, Local Fair, Relief distributions and so on.

Every thing is ok

Few terminologies were suggested to correct. In the next phases the corrected contents should be provided.

There should be more emphasis on Community Policing and CSS. Additional 2-3 working days can be included for that. Incorporation of new concepts and ideas of Community Policing as well as CSS can lead the project in perfection.

Trainees selection is very important. JICA can advice regarding types of trainees selection by PHQ mentioning some criteria like age, job length, posting place etc.

SP & M training content should be improved.

1. In some training institutes PT was arranged in the morning due to which the trainees were sleepy in class.

2. The video content of the fifth day needs to be improved so that the trainees' full attention is captured through engaging videos in a short period of time.

Concern authority should ensure participation of nominated participant.

The course material could be a bit more lucid, and some of the given situation can be given according to the situation of Bangladesh.

I think all are ok.

Update the modules as fit as good for Bengali language.

Training materials are unique in my opinion, just one thing I want to propose, i.e; use of firearms along with police forces may be include in this training.

duty with highly professional way and secured public life and wealth.  
always look for public interest and happiness

I think some young trainers are not properly addressing the issue of the training. Many trainers have no experience to train. It's a great limitations

(1) ASP to upwards all Police officers of BD police may be participate in this SP& M training batch by batch.

If All Inspectors(unarmed branch) are included it will be more effective.

(2) Koban system is hood.

Also " Panchayet System " of Bangladesh should be mentioned in the content to make it more understable to the Participants.

Review the content (already done)

One of the session may be provided as field session for each batch.

Outstanding

\* Course outline books should be clearly understandable

\* Practical aspects at field levels

\* CSS should be implemented at school level.

The best participants must be rewarded in every batch in order to keep the trainees motivated.

Need field experience.

All sp,s and dc,c those responsible for preparing programme should bring under the training. And there some practical programme to be prepared by the trainees going in field unit. That programme and plan will be followed by that unit and after the programme aftermath will be evaluated.

I'll request, just carry on as per your program.

This initiative may be continued to further strengthen the capacity of Bangladesh police. The training modules can also be modified further.

It should not finish shortly.

More specific related videos, awards for trainees & practical exercises are needed for fruitful training.

Practical class can be arranged out the class room

We need to change the attitude towards the junior officers and Police Headquarters' Policy makers come out from nepotism, biased behavior and corruption. Otherwise nothing will be effective.

That was all enough.

7.2. The SP&M training supported by JICA will be completed in May 2023. If you have any proposals or advice for the Bangladesh Police to continue implementing this training for more police officers in the future, please let us know.

32 responses

Recommended to continue.

The training focuses on practical police works. Police officers whoever get this training are benefited. They can now contribute more in the field. So, for a more skilled and knowledgeable police members Bangladesh Police authority should continue this training untill more 5000 police officers receive this training.

It must be & I recommend & request JICA to take much more training programs for Bangladesh police as Japan is our real friend & Japan wants our department.

As Covid 19 took 2-3 years from us that's why this project should be extended. So that Bangladesh Police can increase their expertise to combat with the crime.

Of course, this training is to be continued for enhancing capacities of BD Police. New way of thinking has been opened in drafting a security plan. Besides this type of training, JICA can provide in cyber related training. To enhance the capacity of BD police, JICA can contribute a lot by continuing this type of training.

Please continue this course for build up better Bangladesh

The Project aims to train 2500 Police members which is only 1% of the total number of Bangladesh Police. So the Project must continue (or new project can be taken) to train at least 25% of the total police member. Since the Trainers have already been prepared, the next phases of the project may only include to train the member who will implement the idea in their practical job situation.

JICA can continue the training if possible. To continue the training, JICA can make a fixed list of trainers who will engage through out the training program.

Trainees increase from 2500 to 10000 or more. This training was fruitful for security purposes so training will be continuing.

This training is required for every member of Bangladesh Police to perform security duties with full professionalism.

As a trainer I am strongly recommending for continuation of this training program for more Police officers in future.

If the program continues, Bangladesh Police will be more able to make efficient personnels.

Yes, I strongly support to continue the training.

Project should continue for the second time.  
Due to covid-19 the project didn't get much time, so it should be enlarged.

I strongly recommend to continue this training for another fiscal year for some more field level police personnel. In my opinion, the training content is so much useful for public order management, that it should be disseminated to maximum number of police personnel.

PHQ should take arrangements to continue this training program with the help of JICA or their self financial strength.

In-service Training Centre can continue this...

Please, try to continue the training programme up to ensure the participation of ASP to upward all BD police personnel.

Yes, this training must be continued and learning of this training must be implemented by Bangladesh police

It should be continued until all the members of BD police are trained up.

Plz ask phq to continue

Yes, let it be continued due to better understanding on security patrolling at every sphere concerned of Bangladesh police.

It can be incorporated in basic training program of SI and ASP Probationers. Further every in-service training center may conduct same training at their places.

To continue implementing this training for more police officers in the future.

This training course should be continued among the significant numbers of officers.

Definitely to make it a fruitful one there need more participation of police members in this training.

I think, every police personnel should be well known regarding SP & M.

The more police officers are provided with the training the more positive changes will be there regarding security patrolling.

Top to bottom approach will make the goal more fruitful.

Of course, this training should be continuing until all police members from SI to Addl.SPs received the training.

Each and every Sub Inspector and above police officers can be trained up under this project.

The JICA authority should consider the next phase and before that you must convinced the Bangladesh Police Headquarters as they don't involve with corruption for personal gain.

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Google Forms

## Annex 10: Post-Training Questionnaire Survey of SP&M Training



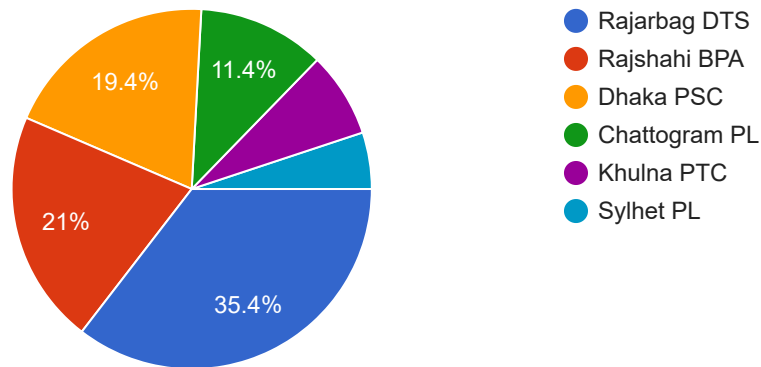
### SP&M Post Training Survey

2,460 responses

[Publish analytics](#)

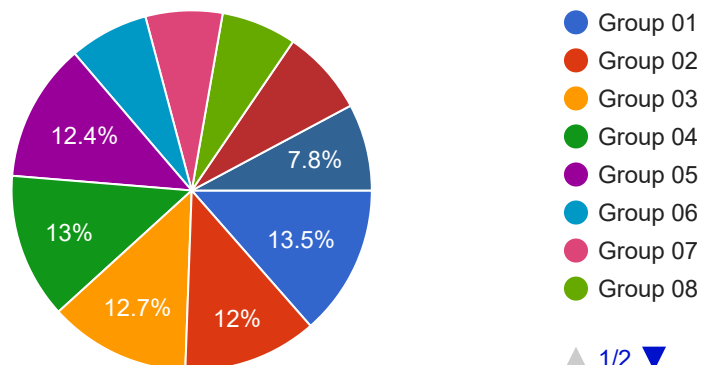
#### Select Training Venue:

2,460 responses



#### Select your Group:

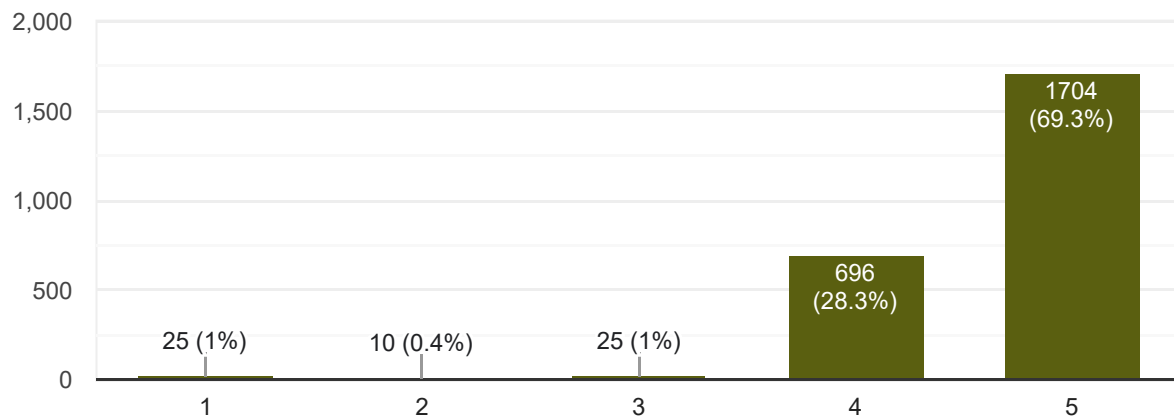
2,460 responses



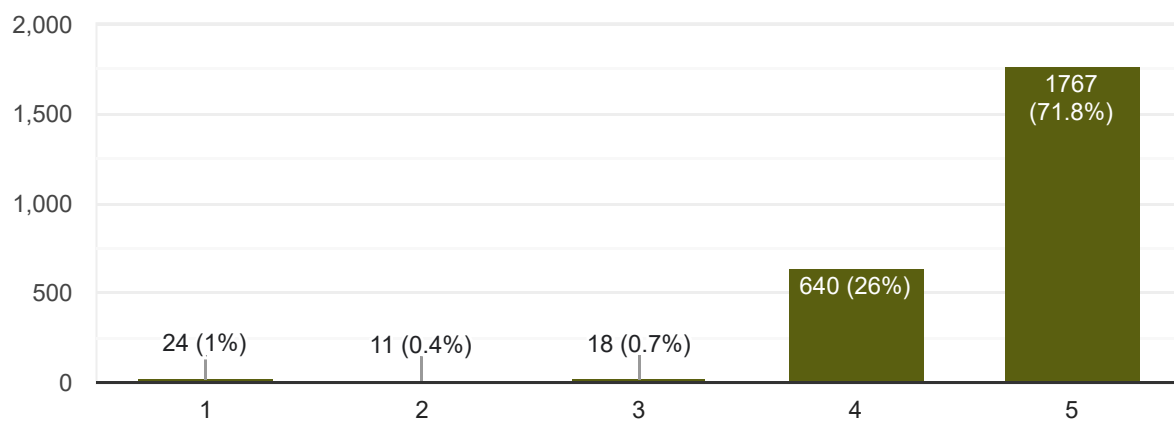
▲ 1/2 ▼

**Feedback on the SP&M Training Program (as a whole):****1. Overall, the training met my expectations.**

2,460 responses

**2. The training provided useful activities and opportunities for discussion.**

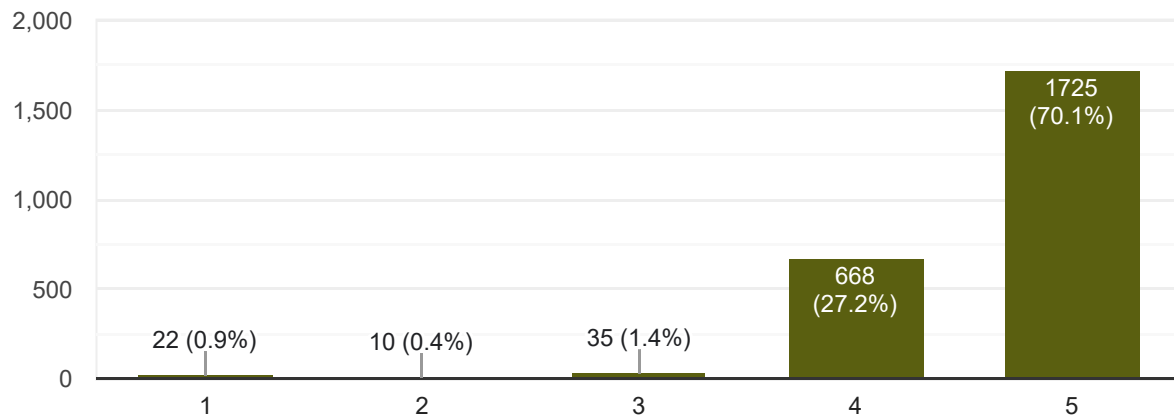
2,460 responses





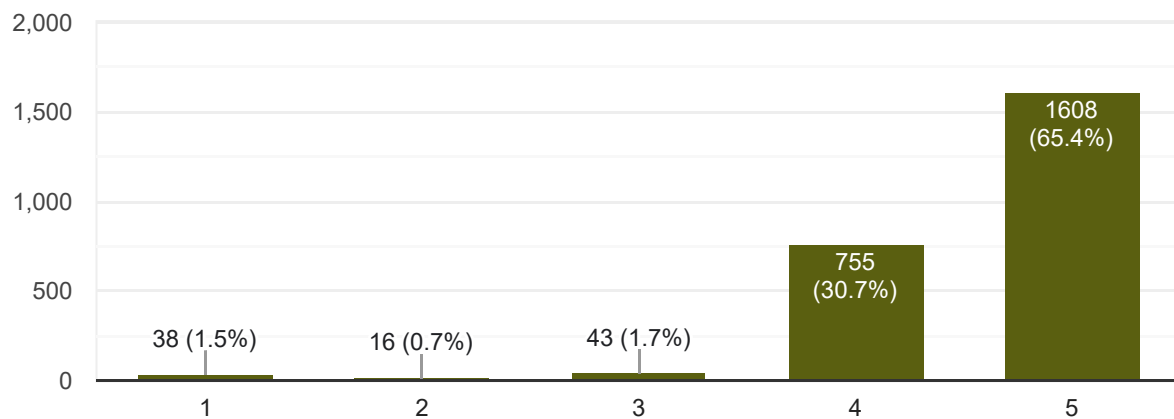
3. I am confident to apply what I learned in my role when assigned to similar posts.

2,460 responses



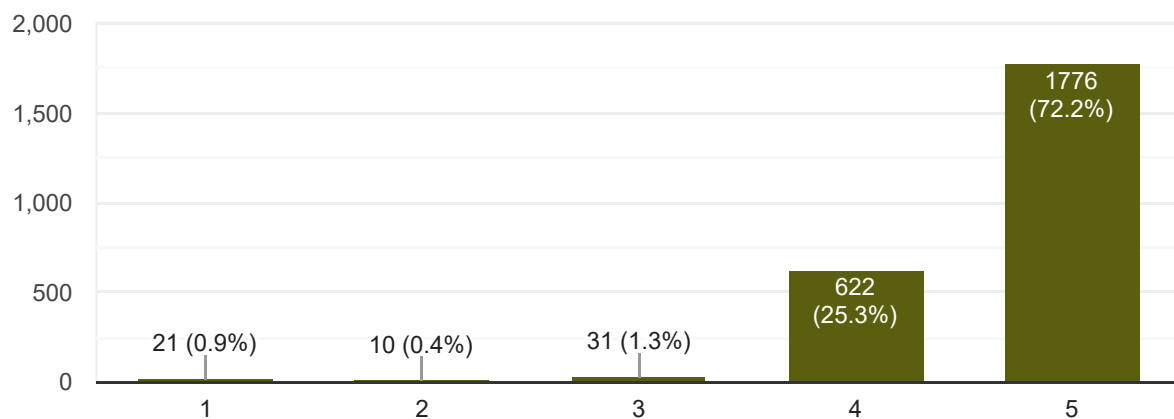
4. Overall, the training was a worthwhile use of my time.

2,460 responses



5. Participating in the SP&M training helped me to understand that good partnerships and collaboration with local communities will improve the overall safety and security level of the KPI and its surroundings.

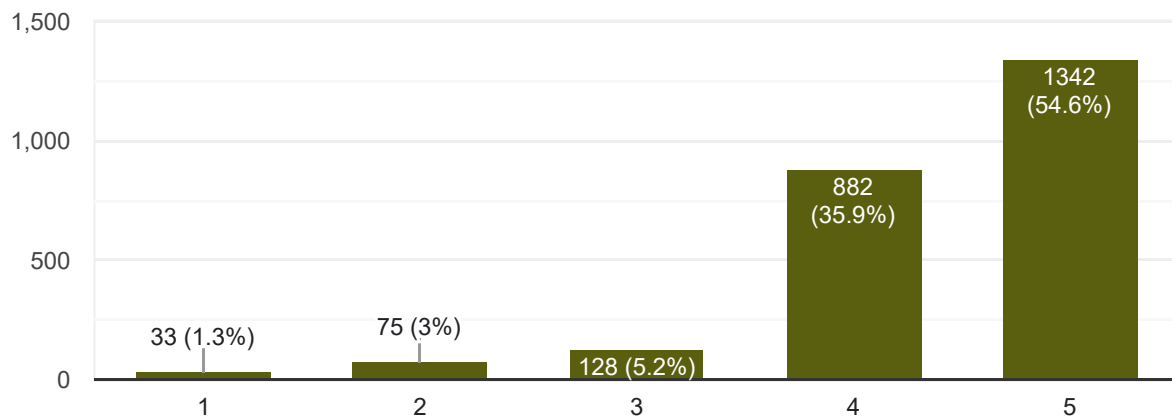
2,460 responses



**Feedback on the logistics of the SP&M Training:**

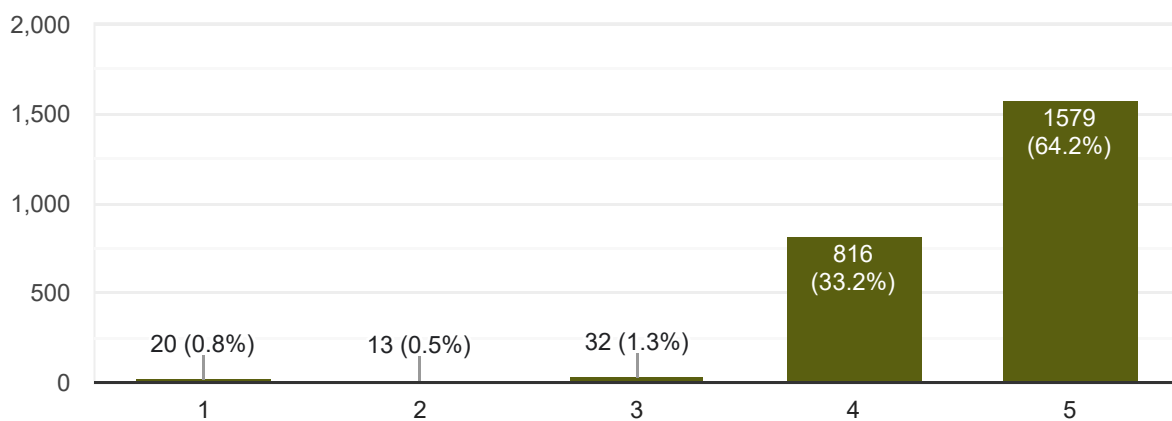
1. The food and accommodation were adequate for the training.

2,460 responses



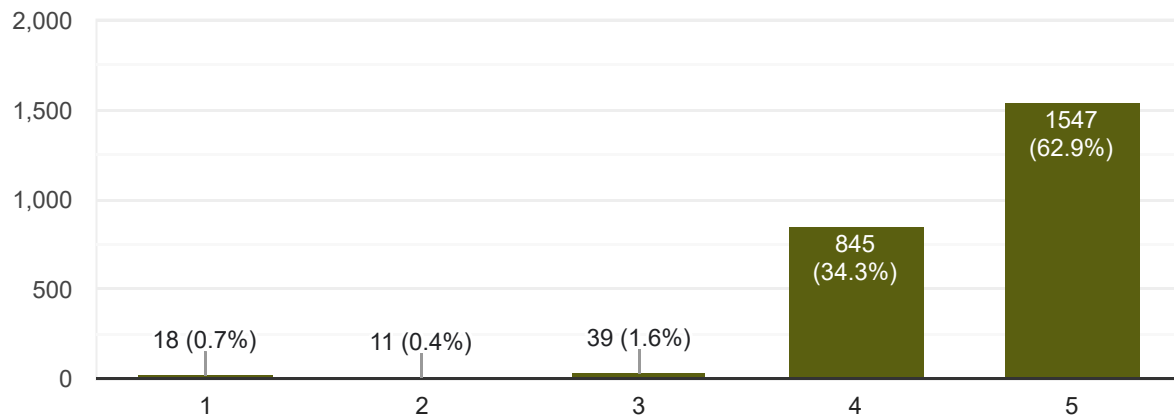
2. The orientation given before and during the training was easily understood.

2,460 responses



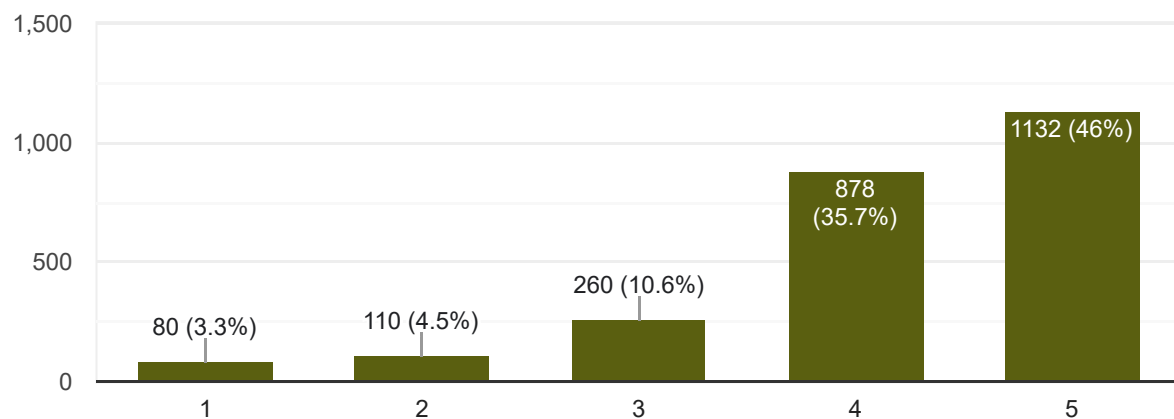
### 3. Communications and instructions from the organizers/ headquarters were clear.

2,460 responses



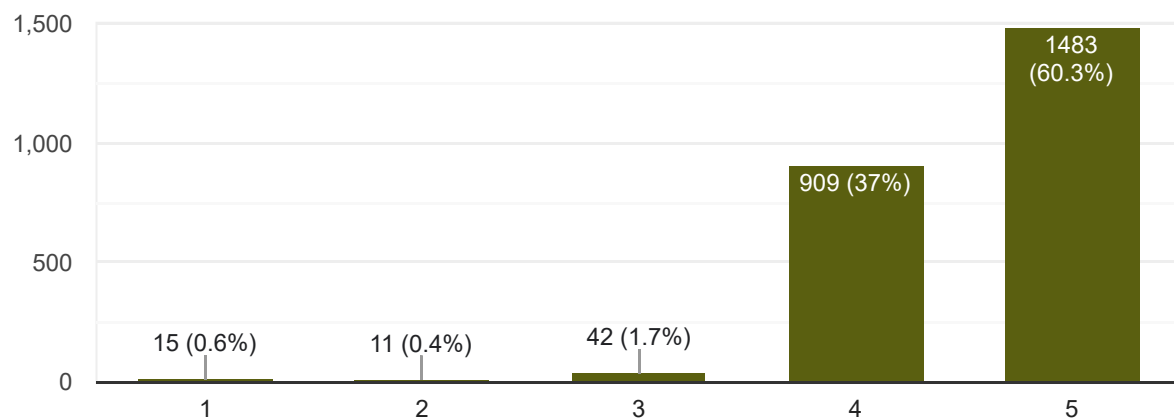
### 4. Transportation and travel arrangement to and from the training venue was adequate.

2,460 responses



### 5. Explanation and requirements on the roles and responsibilities after the SP&M Training were adequate.

2,460 responses



## Annex 11: List of Equipment

### List of Equipment

The Project for Strengthening Crime Prevention Capacity of Bangladesh Police

Name of Property	Standard, Part Number	Quantity	Transferred to
Diorama	D-1	1	Bangladesh Police Academy
	D-2	1	Bangladesh Police Academy
	D-3	1	Detective Training School (DTS), Dhaka
	D-4	1	Detective Training School (DTS), Dhaka
	D-5	1	Police Staff Colledge (PSC), Dhaka
	D-6	1	Police Staff Colledge (PSC), Dhaka
	D-7	1	Police Staff Colledge (PSC), Dhaka
	D-8	1	Police Staff Colledge (PSC), Dhaka
Speakers	JBL-1 Model:JBL Party Box On the Go	1	Police Staff Colledge (PSC), Dhaka
	JBL-2 Model:JBL Party Box On the Go	1	Police Staff Colledge (PSC), Dhaka
	JBL-3 Model:JBL Party Box On the Go	1	Police Staff Colledge (PSC), Dhaka
	SL-12-01 Trolly Speaker	2	Police Staff Colledge (PSC), Dhaka
Laptop computers	Model: Dell-VOSTRO	1	Police Staff Colledge (PSC), Dhaka
	Lenovo ThinkPad	2	Police Staff Colledge (PSC), Dhaka
	Panasonic CF-SZ6	3	Police Staff Colledge (PSC), Dhaka
Small Printer	Model: CANON LBP 151	1	Police Staff Colledge (PSC), Dhaka
Multifunctional Printer/Scanner	Model: KONICA MINOLTA C-287	1	Police Staff Colledge (PSC), Dhaka