

Police Staff College Bangladesh



Annual Report 2015



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Message from Rector

Towards a Stronger and Better PSC

Dear members of the Police Staff College (PSC)

The work to build a more inclusive PSC- one characterized by deep commitment to mutual respect-is shared by all of us. There will always be more we can do.

As a national Police College dedicated to excellence in all its dimensions, PSC must always move forward. Our campus is a place of growth and of opportunity, a role-model of change and a model for society. Together, we will lead the way toward a stronger PSC-and a stronger and vibrant community and world.

So that you can follow and contribute to our progress, I invite you to bookmark the web page we have launched at rector@psc.gov.bd. It will be updated on an ongoing basis to reflect the most recent news and steps taken.

In my thirty years of service in police department this campus, I have never been as simultaneously moved, challenged, and encouraged by our community-and all the promise it embodies. Our community has given strong voice to the need for us to work toward a better, more diverse and more inclusive Police Staff College. Our community has offered me the opportunity to listen to and learn from stakeholders-students, faculty, professionals, staff, and alumni, from every part of the college.

I have heard the voices and expressions of those who do not feel fully included at PSC, many of whom have described experiences of isolation, during their time here. It is clear that we need to make significant changes so that all members of our community truly feel welcome and can participate equally in the activities of this college and to reaffirm and reinforce our commitment to a campus where hostility and inequity have no place.

We begin this work by laying to rest the claim that it conflicts with our commitment to academic discussion, debate, intellectual exchange of views, deep respect for views, which are unshakeable. The very purpose of our presence here together into a campus community is to engage in teaching, learning, training and research-to study and think together, sometimes to argue with and challenges on another, but always to look after to maintain and strengthen our ability to learn from one another.

Four key areas, mentioned below, will demonstrate our efforts to build a more inclusive PSC, and heads of all wings of PSC will provide leadership across the college. I look forward to working with everyone in the days and months ahead to refine and expand on these themes. Many of our professionals, faculties, staff members here have proposed ideas for constructive steps forward, and my hope is that our collective endeavours can become a model for others to follow.

1. A stronger Academic Enterprise

Police service management, financial management, senior police executive management, terrorisms and other aspects of social identity are central issues of our era, issues that should be a focus of particularly most sought-after study at our great college. Recent events across the country have made clear that now is the time to develop such a transformative, multidisciplinary center drawing on expertise from across PSC.

2. Exploring and Expanding Programs, Services and Support for Students

Starting in 2016-17, PSC will launch 40 credits Masters Program, budgetary allocations will be made for this program. The expanded funding will enable our college to strengthen support for graduate students and extend support to the graduate and professional student communities. Staffing will be adjusted and facilities for each center will continue to be evaluated. In addition, heads of individual wings of our college are asked to explore ways in which our community, including our extraordinary alumni, can increase the support and mentorship they provide to our students.

3. Developing Institutional Structures and Practices

Educating our community about police issues begins with the PSC's leadership. We are also making funds available to improve existing programs and develop new ones-both during orientation periods and beyond-that explore diversity and inclusion. Programs may take the form of trainings, speaker series, workshops, seminars, Memorial Lecture series or other ongoing activities.

4. Enhancing Diversity on Campus

To broaden the visible representations of our community on campus, I am asking the Committee concerned to hold an open sessions at which members of the campus can present ideas for how we might better convey and celebrate our diversity and its history. For example, we can honour the role of women colleagues, professionals and support staff by honouring, encouraging and unlocking their hidden potentials so they can actively contribute and participate in every aspect of academic, administrative, research and professional advancement and accomplishment of our Police Staff College. We take these important steps in the full knowledge that our community will have to do much more to create a fully inclusive campus.

I convey my heartfelt thank to all our college faculties, professional, students, academicians, staffs for their relentless support and unreserved cooperation for their ideas, passions for turning our PSC into truly a center of excellence.

Sincerely,



Dr. M. Sadiq-ur-Rahman

Rector



Vice-Rector's Message

PSC is boundlessly delighted to welcome you all to the Annual Report 2015. This document serves only as a synopsis of the PSC's accomplishments over the past year, as the achievements of our officers, faculty and staff are so extensive that they cannot be detailed within these pages. Once again, we have been inspired and impressed to see PSC's prolific accomplishments during 2015.

The 2015 Annual Report puts the spotlight on various divisions and units that are not typically newsmakers but are crucial to our activities and provide outstanding service in regards to training delivery as well as research activities. This report also provides statistical data highlighting our continual efforts and ensuing results of our tireless round the year activities. We tried to imprison as many reports as possible to hold your interest and provide as much accountability and transparency as possible.

We are highly appreciative of the support of the Police Headquarters during 2015 and we look forward to working with all of our partners.

We hope you enjoy this report and appreciate the hard work of our staff and faculty who proudly serve at the Police Staff College Bangladesh. Their profound dedication and professionalism made an effective year 2015.

Mohammad Ibrahim Fatemi bpm, ppm

Vice-Rector

Police Staff College Bangladesh



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Abbreviations

AD	: Assistant Director	IGP	: Inspector General of Police
Addl. DIG	: Additional Deputy Inspector General	MDS	: Member Directing Staff
Addl. IGP	: Additional Inspector General of Police	PBI	: Police Bureau of Investigation
Addl. SP	: Additional Superintendent of Police	PE & C	: Planning, Evaluation & Coordination
APBn	: Armed Police Battalion	PEMC	: Police Executive Management Course
ASP/Sr. ASP	: Assistant/ Sr. Assistant Superintendent of Police	PFMC	: Police Financial Management Course
ATA	: Anti Terrorism Assistance	PHQ	: Police Headquarters
BELA	: Bangladesh Environmental Lawyers Association	PMC	: Police Management Course
BGB	: Border Guard Bangladesh	PRP	: Police Reform Program
BPA	: Bangladesh Police Academy	PSC	: Police Staff College Bangladesh
CDMP	: Comprehensive Disaster Management Program	PTC	: Police Training Center
CFIS	: Child Friendly Interviewing Skill	R & P	: Research & Publication
CFPC	: Clarity on Functional Policing Course	RAB	: Rapid Action Battalion
CID	: Criminal Investigation Department	RP&E	: Research, Planning & Evaluation
CMP	: Chittagong Metropolitan Police	RRF	: Range Reserve Force
CPCM	: Comprehensive Police Case Management Course	SAARC	: South Asian Association for Regional Cooperation
DD	: Deputy Director	SB	: Special Branch
DIG	: Deputy Inspector General	SP	: Superintendent of Police
DMP	: Dhaka Metropolitan Police	SPBn	: Special Security and Protection Battalion
FGD	: Focus Group Discussion	TDS	: Traffic Driving School
HW	: Highway Police	TNA	: Training Need Assessment
ICITAP	: International Criminal Investigative Training Assistance Program	TOT	: Training of Trainers
ICPVTR	: International Centre for Political Violence and Terrorism Research	TTT	: Training of Trainers
ITS	: Interviewing Terrorist Suspects	UNDP	: United Nations Development Program
		UNESCO	: United Nations Educational, Scientific and Cultural Organizations
		UNICEF	: United Nations Children's Fund



Executive Summary

This report covers 2015 as the fifteenth year of activity of Police Staff College Bangladesh (PSC) as an apex training and research institution of Bangladesh Police, tasked with imparting quality training and conducting cutting edge researches on criminological issues for the improvement of operational performance of to-day's police service. Similar to previous years, this year PSC was engaged with several activities to make a considerable impact on quality improvement of Bangladesh Police through offering contemporary quality based courses, providing research-based policy recommendations, and collaboration with like-minded partner around the world.

The legal framework, within which PSC acts, provides for a number of tasks and powers which distinguish PSC's two main roles of training and research. These roles continue to serve as strategic platforms for its activities and are reflected in its mission statement. PSC's previous Annual Reports have been the sources of valuable guidance required to improve its capacity to work effectively. PSC is going to reach its full maturity, with clear objectives and performance indicators that is reflected by its previous and ongoing achievements.

In 2015, PSC's achievements on training profile showed some decreases, although this decrease is not inconsistent and irrelevant to the on-going political context of the country and some unavoidable administrative realities of this office in this year. Due to political unrest and the subsequent engagement of police officers to the public order management, PSC could not run its official core courses in the early 2015 except the SAARC training course. Further, some long duration skill development courses, for example French/English language course and the courses for probationer ASsP comprising of large amount of participants could not be arranged this year. This has a significant impact on PSC achievement in terms of participants' enrolment and curriculum hour. This year, participants' enrolment and curriculum hour are decreased by 19.6% and 61% respectively. In 2015, PSC can conduct 11 core courses whereas in 2014 PSC arranged 17 core courses excluding the professional development courses.

Regardless of such political turmoil, PSC has successfully run its SAARC training course for the 4th consecutive term in 2015 with a highest participation of SAARC member countries excluding Pakistan. This has reflected a continuing trend of sustained growth with student enrolments in SAARC international course over 37% from last year. Moreover, PSC is credited to introduce a new course for the Circle ASsP named, 'Crime Administration Management Course' as advised by the IGP to improve the investigative and managerial skills of the ASsP who are posted at basic operational policing units like Circles/Zones. Last year PSC can train 34 Circle/Zonal ASsP and it has a plan to bring maximum Circle/Zonal ASsP under this training in each year. Last year PSC also became successful in introducing e-learning system in its core courses. Now e-registration of every core courses has been performed successfully.

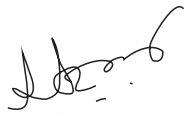
Correspondingly, PSC achieved its substantial growth in 2015 with its partnership training programs. Unlike previous year, PSC's partnership delivery this year is almost equivalent to the training courses delivered by its own. Last year, PSC's partnership delivery was almost half of the main course delivery. PSC is successful to continue its close collaboration with international training bodies such as Interpol, US based Anti Terrorism Assistance program (ATA), OPDAT and ICITAP; UNDP based PRP and UNICEF etc. Combating tiger crimes seem to be the most prominent topic for training to the partner agencies. Interpol and US embassy both arranged their programs on this issue with utmost interest. This is for the first time, PSC becomes host of Interpol sponsored certificate course on 'Intelligence Analysis for Tiger Range Countries' where 21 participants from 9 tiger range countries attended. This course is highly significant amongst the partnership courses because it offered certificate course to the participants. Further in 2015, PSC received a high profile visit from the Department of policing, Intelligence and Counter-Terrorism (PICT),

Macquarie University, Australia which attempted to bring the college with a new sight of progress and led it to make 2015 a successful and dynamic year. PICT's then Head of Department Prof. Dr. Natalie Klein visited PSC and called on a meeting with Rector and PSC faculties which has opened new avenues of collaboration between the two organizations, an initial start of such efforts begins in late 2015.

PSC's Research, Planning and Evaluation wing (RP & E) also achieved a significant success. Its coordination part makes noteworthy success through starting collaboration with Macquarie University and University of New Haven. Further, it provides policy recommendations on critical criminological issues like arms smuggling, land litigation, police service delivery and effectiveness of Railway Police. In 2015 four research projects have been accomplished by this Wing. Another four are in progress and expected to complete in the 2015-16 financial year.

PSC's infrastructure development initiatives have made a considerable success last year too. The 4th level of administrative building is finished and is ready to perform its various activities. The 5th floor of the 10th storied dormitory has been about to complete last year where there are the provisions of allocate several VIP rooms. These improvements have enabled PSC to reach the level of world-class standard as educational institution. These are the significant steps towards its endeavor for excellence.

This report provides a summary of the achievements of PSC for 2015. It highlights that Police Staff College Bangladesh has made some improvements on new course design, e-learning system and active collaboration with like-minded organizations across the world such as Interpol, Macquarie University, ATA, ICITAP, OPDAT, UNDP and so on. These achievements make PSC confident to be the leading training provider and research initiator in the field of law enforcing agency not only in the country, but also across the region.



Md. Matiur Rahman Sheikh

MDS (Research, Planning & Evaluation)

Chief Editor, Annual Report 2015

**Chapter
1****Police Staff College Bangladesh:
Endeavour for Excellence****1.1 Overview***Administrative Building of PSC*

Police Staff College Bangladesh (PSC) is the apex training and research institution of Bangladesh, mainly responsible for imparting quality training to Bangladesh Police and conducting cutting edge researches on criminological issues for the improvement of operational performance of to-day's police service. PSC has two very vigorous and dynamic wings, which are continuously engaging with the development of Bangladesh Police through prompt and active responses to the changing needs of present social, cultural and criminal environment. With a commitment to develop sound professionalism, PSC's Training Wing offers high quality professional training focusing to enhance sound managerial capability, operational commanding skill and sharp farsightedness. Correspondingly, PSC looks at identifying the problems that hinder the modernization of criminal justice system of Bangladesh. PSC's Research, Planning & Evaluation (RP&E) Wing works for a rigorous analysis to find out those gaps and provides policy recommendations from the outcomes of those researches. Besides, PSC has another supporting Wing named Administration Wing, which is responsible for providing all administrative supports under the directions of Rector for smooth functioning of PSC activities.

PSC has two types of management structure. It has a Board of Governors, which is the executive body of PSC, headed by the Honourable Minister, Ministry of Home Affairs encompassing with the members from various vital sectors of the government including Secretaries of specific ministries: Ministry of Home Affairs; Public Administration; Finance; Education; Law, Justice and Parliamentary Affairs; IGP; Rector, BPATC; Commandant, Defence Services Command and Staff College; Vice Chancellor, Jahangirnagar University; Additional Secretary, Cabinet Division and Rector, PSC who is also the member secretary of the board. The Board of Governors governs PSC through its time-to-time active directions and guidance. PSC's operational body is run by the Rector, Additional Inspector General of Bangladesh Police. Its Training and RP&E Wings are under the direct supervision of Rector and headed by two Member Directing Staff (MDS): MDS (Training) and MDS (RP&E) in the rank of Additional Deputy Inspector General of Bangladesh Police. Besides, PSC has a separate Administration department which is responsible for providing all administrative supports for smooth functioning of these two wings. It is headed by Director (Administration) in the rank of Superintendent of Police and directly supervised by the Rector.

PSC's core program is primarily internal (on campus), but it has a strategic vision to offer distance education programs as well. The duration of the core programs differs but is generally ranging between 2-3 weeks. The college receives



annual funding from the PHQ. PSC's operating revenue is also supplemented by partnership delivery and various hospitality activities from public and corporate sectors. PSC is now undergoing a major refurbishment & capital upgrade of its facilities including vertical extension of administrative and dormitory building.

Police Staff College Bangladesh is established as a statutory organization in 2002 under the Police Staff College Act, 2002, after the auspicious inauguration on 30th November, 2000 by the Honourable Prime Minister Sheikh Hasina. It is the first of its kind in the South Asia region. It has a beautiful landscape of approximately 19.5 acres of land at Mirpur-14, in the capital city of Dhaka.

PSC's journey from its inception has gradually been very worthy and promising. It is now very vibrant in its training and research activities in national and international arenas. We are now more confident to drive PSC toward Endeavour for Excellence. Our present outstanding activities are the reflection of such vigorous move. We move to make international network with the world renowned Universities, most prominently Macquarie University, Australia and international organization Interpol. In this endeavour the other universities include Western Sydney University and the University of New Haven, USA. We are making regular arrangement of SAARC international training course and a number of international conferences/seminars jointly organized by international and foreign partners including Interpol, Macquarie University, International Centre for Political Violence and Terrorism Research, US Department of Justice, International Association of Women Police (IAWP), German International Cooperation (GIZ) and so on.

1.2 Legal Framework

PSC works under the provisions of Police Staff College Act, 2002.

1.3 What we do

The purpose of Police Staff College Bangladesh (PSC) is to provide executive development programs for the officer's equivalent to Assistant Superintendent of Police (ASP) and upwards of Bangladesh and around the globe.

The contribution and focus of PSC is reflected to our vision, mission and value statement.

Our vision is to enhance professionalism in policing through need based training and applied research

Our mission is to develop human resources with sound capability and integrity to modernize policing within the framework of national development policy

Our goals are to:

1. impart quality training for professional policing
2. facilitate capacity building for police leaders
3. conduct quality research and develop innovative strategies on police matters to cope up with contemporary policing
4. instill pro-people attitude for pro-active policing
5. maximize human welfare through quality policing

By our prudence, we make excellence in providing training and conducting research. We make a promise to be innovative to bring PSC to the international standards. We are ready and prompt in every relevant response of the government. We are committed to develop police professionals compatible to meet contemporary needs of policing. Our endeavor for excellence is the effort of our team work.

We uphold PSC values:

Prudence

Innovation

Readiness

Commitment

Teamwork

1.4 How We do it

Our strategic themes

To reach our goals, we are focused on five key areas:

- Providing outstanding training experience
- Critical analysis of the cutting-edge policing issues
- A strong collaboration with the like-minded partners
- Capacity, capability and cohesiveness
- Pursuit through branding

We strive for a culture where:

- We worth our fellows and respect their values to deliver quality training outcomes and services.
- We encourage critical thinking on barriers against smooth functioning of policing
- We support and promote external contribution
- Our spirit of unity underpins our success
- We collaborate to make a difference



Floral reception of the honourable Minister, MoHA on his arrival at PSC in a graduation ceremony of SAARC international course



Rector, PSC called on a meeting with her faculties

**Chapter
2****Governance & Management****2.1 Board of Governors**

Police Staff College Bangladesh is governed by a Board of Governors (BOG) chaired by the Honorable Home Minister. The Board of Governors is responsible for all kinds of academic and administrative decisions of PSC. According to the Police Staff College Act 2002, BOG has the provision to meet PSC on a quarterly basis to provide strategic input into the planning and delivery of PSC business. Rector, Police Staff College Bangladesh is the member secretary of BOG.

2.2 PSC Management

As the chief executive of PSC, Rector is responsible for PSC staff management.



Dr. M. Sadiq-ur-Rahman assumed the role of PSC leadership as Rector on 15 May, 2016. He is from 8th Batch BCS (Police) Cadre. He pursued his medical education program at Sir Salimullah Medical College and Mitford Hospital, Dhaka, Bangladesh and got his MBBS degree. Later he got post graduate degree in Public Health from USA. Dr. Rahman worked in different police units in the capacity of ASP, Addl. SP, SP, Addl DIG and DIG. He served in Dhaka Range, Railway Range, Special Branch, Criminal Investigation Department (CID), Police HQs and Armed Police Battalions etc. He worked on UN Mission in Namibia in 1989. He is the adjunct faculty, Dept. of Public Health, American International University- Bangladesh. His research interest includes public health, preventive policing etc.



Mr. Md.Ibrahim Fatemi bpm, ppm joined PSC on 30 Mar, 2016 as holding the Second-in-Command. He joined Bangladesh Police in 1989. He has completed MSS from the University of Dhaka in International Relations. Before joining Police, he was involved with Radio Bangladesh and Bangladesh Television as a news caster and a presenter. He has experience to work with internationally reputed NGO Oxfam. He has a strong cultural background. He is an enlisted lyricist and performer to recite poems in different media. In Bangladesh Police, he has experience to work at Districts of Mymensingh, Narayanganj and Dhaka; PHQ; DMP; SB and CID. He served in UN mission in Bosnia and Herzegovina in 1996 and in East Timur in 2006. He is interested on crisis management and several policing issues.



Mr. Md. Matiur Rahman Sheikh has spent 7 years of his career at PSC as a contributor to training, research and development activities. He joined Bangladesh Police in 1991 as a BCS cadre officer. During his professional endeavour Mr. Sheikh was assigned to many operational units including the district police units as Superintendent of Police. He served as UN peacekeeper in East Timor and Liberia. He studied business and received MBA degree. With encouragement and passion he again obtained Masters Degree in Criminology and Criminal Justice from the University of Dhaka. He has recently been honoured with IGP's exemplary good services badge for his contribution to research and publication. His professional interests focus on thematic planning, applied research and evaluation of pragmatic training activities of PSC. He also has kept a keen interest in crime and criminology.



Mr. Md. Golam Rasul joined PSC on 30 Jan 2013. He belongs to 12th batch BCS Police batch. He has completed his Masters in Mass-Communication from the University of Dhaka and Masters of Development Studies from AIUB, Dhaka. He served at different police units in Bangladesh, e.g. Netrokona, Feni, Cox's Bazar and Nilphamari districts, SB, DMP, BPASardah etc. He served in UN Mission in East Timor. He received Inspector General's 'Exemplary Good Service Badge' in 2001. He was the editor of the Bangladesh Police magazine, 'The Detective', has several publications and contributed to professional report writings on police issues. He was the Member Secretary of Investigation Directives Preparation Committee. He is interested on policy planning and police reform issues.



Mr. Mohammad Nazrul Hossain joined PSC on 6 Jan. 2014. He belongs to 17th BCS Batch Police. He has been graduated in BSS (Hons) and MSS in Political Science. He served his duty successfully as SP of Pirojpur district, Chapainawabganj district, Madaripur district, Laxmipur district, Sunamganj district. He is interested in History, Sociology etc. He has three publications, such as 1) Oporadher Samaj totto 2) Rashtro, Samaj O Oporadhchinta 3) S. Wajed Alir Vobishwater Bangali.



Mr. Md. Iqbal Hossain joined PSC on 18 Jan. 2015. He belongs to the 17th BCS (Police) batch and joined Bangladesh Police in the year 1998. He completed his B.Com (Hons.) and M.Com in Accounting from the University of Dhaka. He worked at DMP, operational police units at Khagrachhari and Chandpur, Rangpur, Chittagong and Kishoregonj districts. He served in UN Peace Keeping Mission in Sudan.



Being the member of 17th BCS Police Batch, Mohammad Shahjahan PPM joined PSC on 11th March, 2008. He is now the PhD Fellow in the Dept of Government and Politics, Jahangir Nagar University. He got his bachelor and Masters on Social Welfare from the University of Dhaka. He worked at different police units like Faridpur district, DMP, CID, Parliamentary Standing Committee etc. His research interest include policing and victim rights issues.



Mohammad Fayezul Kabir has been working at PSC since 6 Nov. 2012. He is an officer from 20th BCS (Police) Batch. He studied BSC (Hons) and MSC in Botany. He worked at different police units such as DMP, RAB, Netrokona district, Chittagong district, Police Academy Sardah, Munshigonj and Kishoregonj district and Industrial Police. He served at UN Peace Keeping Mission in UNAMID, Sudan. His field of interest include Law, investigation and management.



Mr. Md. Zahid Hossain Bhuiyan ppm joined PSC on 1st July 2012. He belongs to 24th Batch BCS (Police) Cadre. He served in different capacities and places in police service, such as at Thakurgao and Jamalpur districts, DMP and CID. He served in UN Peace Keeping Mission in Sudan. He did his B.S.S (Hons.) and M.S.S in Economics from the University of Dhaka. He is interested on police investigation, human resource management and economics.



Being the 24th BCS Police official, Afroze has been serving at PSC since October 2006. She went to Australia to study the double Masters on 'Policing, Intelligence and Counter Terrorism with International Security Studies' at Macquarie University, Sydney under the prestigious AusAID scholarship. She received another Masters in Criminology and Criminal Justice from the University of Dhaka. Her research interests include countering violent extremism, counter terrorism, criminal intelligence, criminal psychology, research methodology, and gender issues. She has contributed a book chapter yet to be published by the Palgrave Macmillan, England. She has several publications in national/international journals and magazines including International Women Police magazine and Macquarie University's PICT Association Quarterly magazine.



An Additional Superintendent of Bangladesh Police, Mr. Md. Sohel Rana, through with 24 BCS (Police), has joined Police Staff College Bangladesh on 16 Sept. 2015. Primarily with a Masters in English Literature from the University of Dhaka, he has ventured for his second Masters in Criminology and Criminal Justice from the same alma mater. He has been awarded the prestigious Chevening Scholarship 2016-17 by the government of the UK to study Human Right at the University of Sussex. He served in different policing capacities, such as in RMP, APBN, District Circle, DMP, PHQ, PBI and also worked in UN Missions in Darfur and South Sudan. He is interested in the areas of Criminology, Comparative Theology, Right of Self Determination, Curriculum Development for Early Grade Readers, Developing English Language Curricula for Non-native Learners.



Sarker Omar Faroque joined PSC on 27 October, 2015 after returning from his one year masters course from the University of York, UK under the prestigious Chevening Scholarship awarded by the British Government. This is the 2nd term he is appointed to PSC. He belongs to the 25th BCS (Police) Batch and has working experience in RAB, SMP and PBI. He worked with the Police Reform Programme (PRP), UNPD as a National Training Consultant for one year as well. His research interest includes human rights, green criminology etc.



Tareq Jubayer joined PSC on 16 Nov. 2014. He belongs to 28th BCS (Police) batch. He obtained his Master degree on Gender issues from the Institute of Social Studies (ISS) of Erasmus University, Holland. Before joining to PSC, he served at RAB-6, Khulna. His research interests include Gender equality, human rights etc. He is now in Darfur, Sudan for serving UN Mission.



Muhammad Shah Emran joined PSC on 5 Jun. 2016. He belongs to 30th BCS Batch. He did his Masters in Anthropology from the University of Dhaka and Master of Police Science (Law) from Rajshahi University. He worked in CID before joining PSC. He is keen to study on criminology.



SM. Raju Ahamed joined PSC on 9 October, 2014. He belongs to the 31st BCS Police Batch and this is his first appointment after his probationer period. He obtained his BA (Hons) and MA degree in English Literature from the Govt. B.L. College, Khulna under National University.



Md. Mehedi Hasan joined PSC on 6 Jun. 2016. He has completed his Masters in Chemistry from the University of Dhaka. He is from 31st BCS Batch Police Cadre. His study interest is on criminology.



Md. Ruhul Amin, a Pharmacy graduate from the University of Dhaka, joined the PSC on 04 September 2014. He is a member of the 31st BCS (Police) Batch, and has completed M. Sc in Master of Police Science (MPS) under the University of Rajshahi securing the first position. He is keen to learn and apply the knowledge of Criminology and the philosophy of law, and want to leave lasting marks in his area of jurisdiction.



Md. Shahinul Islam Fakir joined PSC on 25 September 2014. He is from 31st BCS (Police) Batch and PSC is his first posting after the completion of his probation period. He did his Bachelor in Computer Science and Engineering and MBA from the Military Institute of Science and Technology (MIST) under the University of Dhaka. His research interest includes MIS, cyber crime, police resource management



Mahmudul Hasan is a 33rd Batch police official, joined PSC on 26 Jun. 2016. He has been posted to PSC just accomplishing his probation period. He has completed his BSc. (Hons) and MSc. degrees in Fisheries from the University of Dhaka He is interested on cyber crime.



Dr. Kamrun Nahar joined PSC on Dec. 2006. She is the medical staff of Bangladesh Police since 1 Jan 2004. She received MBBS degree from Sher-e-Bangla Medical College, Post Graduate Diploma from Dhaka Medical College and CCD from BIRDEM. Before joining PSC, she worked in the Divisional Police Hospital, Chittagong.



Md. Aminul Haque joined PSC on 3 July 2007, just eight months after joining to PHQ. He got appointment to work for Bangladesh Police in the area of ICT development. He got his masters in Mathematics from Jahangirnagar University and masters in Computer Science and Engineering, Uttara University. His research interest includes Information Technology.



Abdul Alim Sarder has joined PSC on 1 Nov. 2007. He has been working at Bangladesh Police for 22 years. He is a Science graduate and is interested on police investigation.



Md. Akhtarul Haque Sheikh first joined PSC on 2003. Then on promotion he left PSC but again returned here on 2011. He has a long 36 years of policing experience. During his policing service he worked on various capacities including, districts, metros, Police Academy Sardah, SB and Traffic and Driving Training School.



Shadat Hossain Prodhan joined PSC on 6 Dec. 2016. He has 16 years of policing experience. He joined Bangladesh Police as Sergeant in 1999. He took his bachelor degree from Rangpur Carmichael College. Before joining PSC, he spent his entire police life at DMP. He served in UN Peace Keeping Mission in Sudan.



Ms. Hosne Ara Begum is now serving at UN Mission.



Md. Abdul Aziz joined PSC on 12 Jan 2016. He has around 36 years policing experience. He worked at Police Academy Sardah, RRF, Industrial Police, DMP, Jessore, Mymensingh, Norshingdi, and Brahmanbaria District.

2.3 Administrative Structure

The institute is headed by the Rector, who is the Additional Inspector General of Bangladesh Police. The college comprises 03 (three) wings viz. i) Training Wing, ii) Research, Planning and Evaluation Wing and iii) Administration Wing.

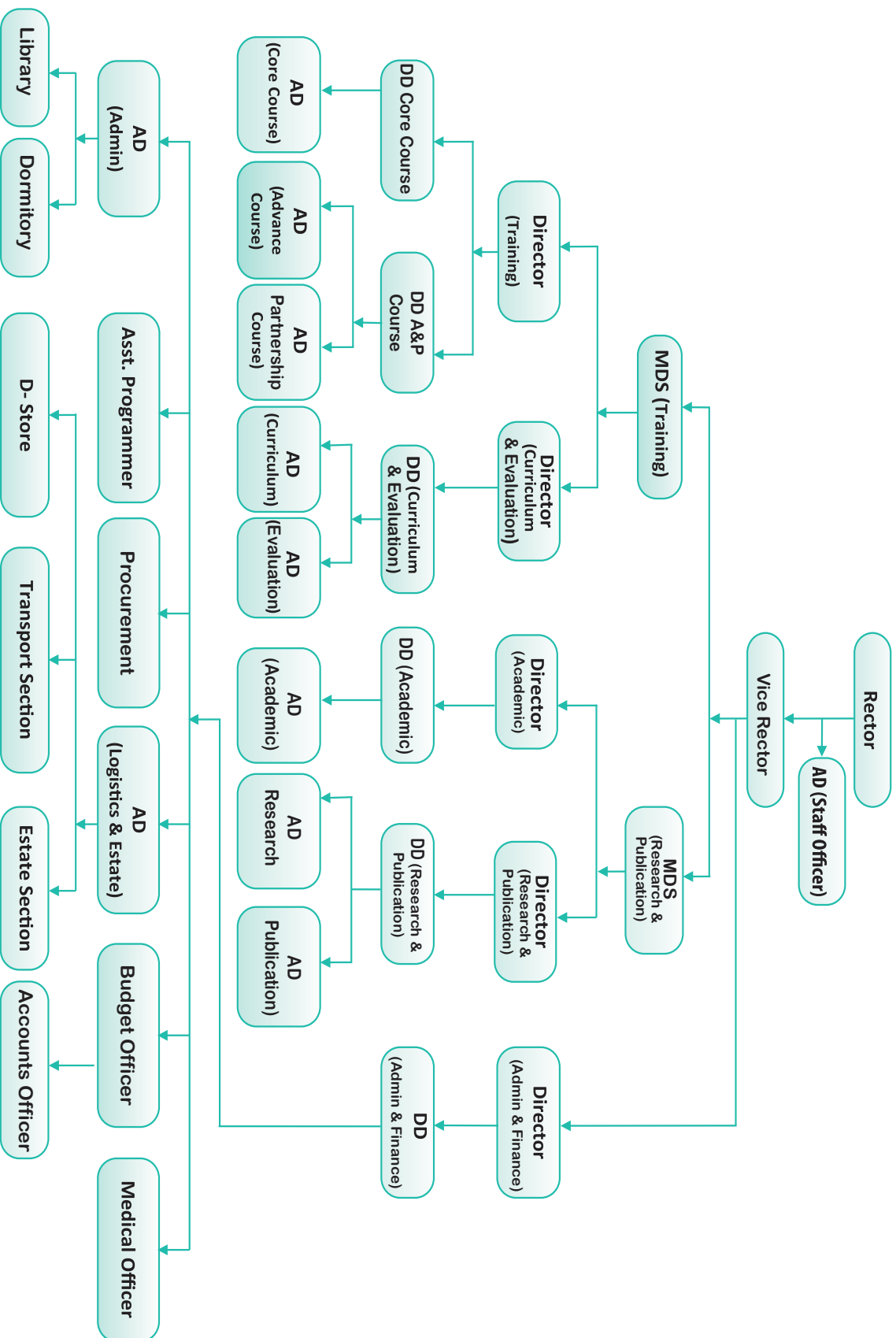


Diagram 2.1: Hierarchy of PSC

2.4 Campus Location

PSC is located across 19.5 acres of land at Mirpur-14 in the capital city of Dhaka. It is near Shahid Police Shmriti School & College and POM (Public Order Management) in Mirpur-14, Dhaka-1206. Strategically, Police Staff College Bangladesh is located near Mirpur Circle 10 & Mirpur Cantonment.



Picture 2.1: Campus Location of PSC



Participant officers with Rector, PSC

Chapter 3

PSC'S Performance Analysis

3.1 Highlights at a Glance

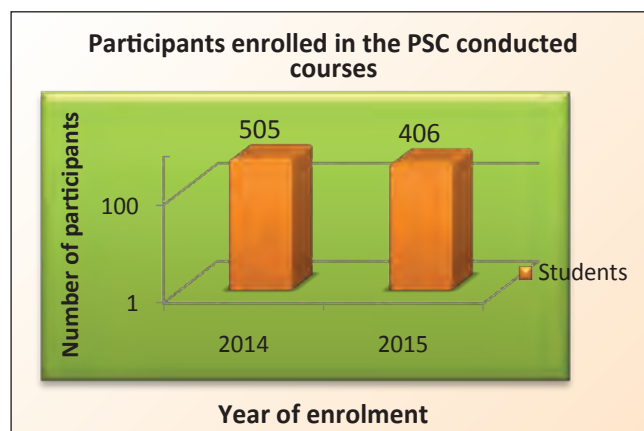


Figure 3.1: Participants' enrollment in PSC conducted courses

3.1.1 Participants at PSC Conducted Courses

Course participation at PSC conducted courses in 2015 accounted for 406 which shows a decrease by 19.6% compared to that of 2014 (505). The decrease is because due to some undue political unrest, PSC could not run its regular core courses in the first four months. Further this year there was no course for the ASP probationers unlike the previous year.

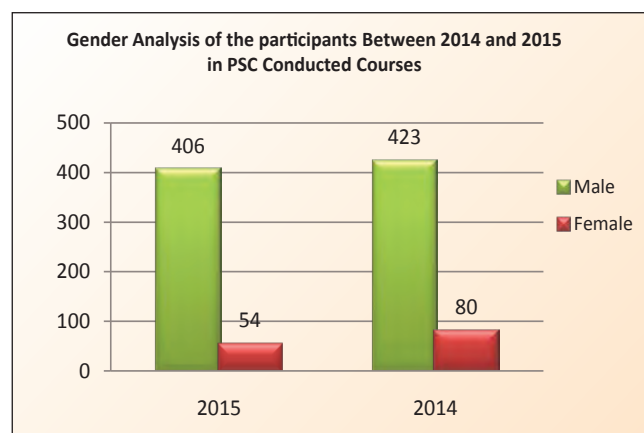


Figure 3.3: Gender Analysis of the PSC Courses

3.2 Highlights of Participants' Profile

It is notable that, the participants' profile analysis is based on the participants who participated on the PSC conducted courses only, for example PMC, PFMC, CPCM and CAMC. It is unlikely that PSC preserves the detailed information of the participants of workshops/seminars or even other partnership training courses that PSC usually does for its regular courses. In this category, the total participants are 262.

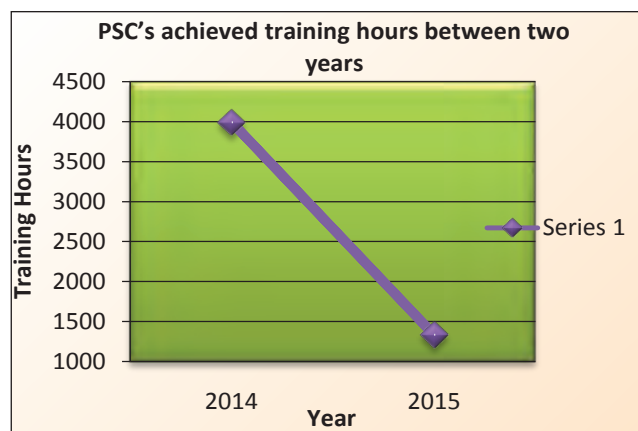


Figure 3.2 PSC's Achieved Training Hours

3.1.2 Achieved Training Hours

In 2015, PSC's total training delivery is decreased by 65%, compared to that of 2014. This is because of delivering no training during the first four months of 2015 less training in a whole year context. Hence, the training hours were less.

3.1.3 Gender Analysis of the PSC Courses

Women participation in PSC courses is decreased than the previous years. The decrease is estimated as 32.5%, quite unsatisfactory in terms of the women participation in previous years. Over the last two years, the estimates were around 15%.

Highlights of Participants' Profile

- Highest participation of mid-level police officers
- District police officers being the top most trainees in number followed by Metros.
- Participants having Science background are dominating over other subjects such as Humanities and Social Science.

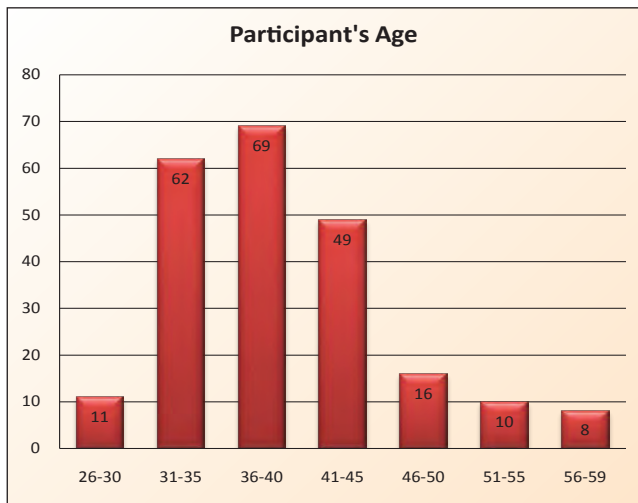


Figure 3.4: Participants Age

3.2.1 Participants' Age

The graph shows just opposite trend of the previous year. Unlike previous year, in 2015, the top most participants have fallen to range of the young adulthood (around 69 in the range of 36-40 and 62 in the 31-35 years) implying that the mid level executives occupied the significant portion of the participants throughout the year, which is followed by the age range between 46 and 50. Further, it shows the negligible amount of young participants, indicating that a very less number of fresh police officers have undertaken PSC training.

3.2.3 Participants' Academic Background

The figure shows that PSC has participants from diverse academic background, science being the top ranked, almost one third (23%) followed by humanities (22%) and social science (18.3%).

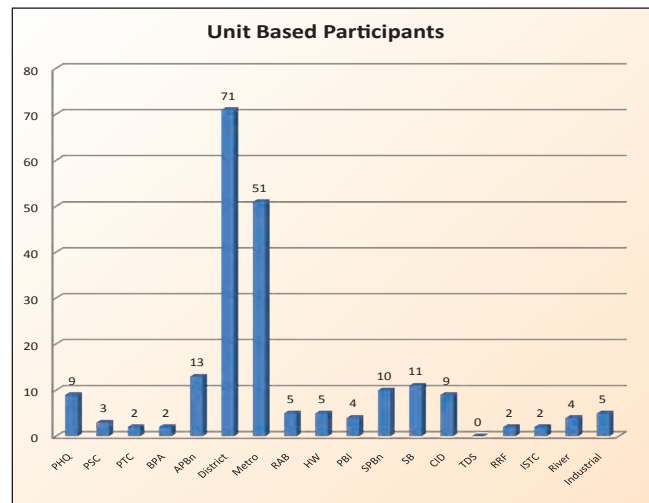


Figure 3.5: Participants' Working Place

3.2.2 Participants' Population in terms of Working Unit

Likewise previous year, this year also the District Police units (31.4%) occupy the maximum concentration of the participants, which is followed by Metropolitan police (22.5%).

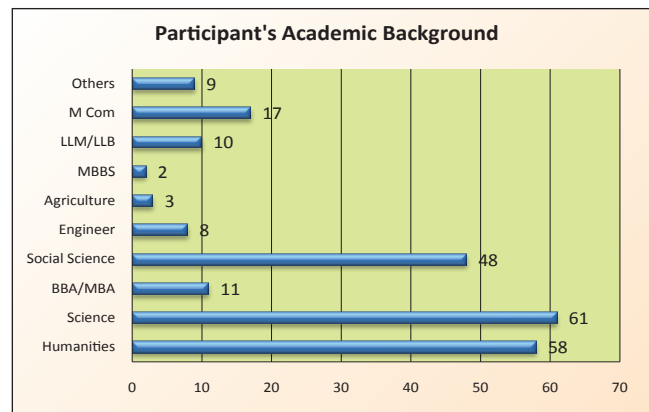


Figure 3.6: Participants' Academic Background

Highlights of Training Profile

- Overall trend is decreasing in terms of participants' enrolment, training hours and participation of women police in the training courses. This decrease is related to the ongoing sociopolitical hurdles of the country.
- PSC's achievement in quality training, academic & physical effectiveness in training service delivery is above 80%.
- PSC's achieved training hour is significantly decreased compared to targeted one this year due to some unavoidable reasons

3.3 Highlights of Training Profile

Noteworthy that unlike the profile analysis, above this training profile analysis includes all PSC's conducted courses, seminars and workshops including international course like SAARC training course and course on research methodology.

3.4 Summary of Key Performance Measurement of PSC

All the analyses were based on the feedback from the participants of PSC conducted courses which include core and special/specialized courses. Our scale of measurement starts from one (1) to five (5) implying from poor to excellent. The overall outcome of the analyses showed that PSC yet to go for its highest achievement both in terms of quality and quantity. Majority of the voting of almost every parameter had fallen into 4th scale just below the highest ranking. All the outcomes are based on the 100% satisfaction of the participants.

Table 3.1: Summary of Key Performance Measurement of PSC

<p>Outcome 1: PSC's achievement on course in general:</p> <p>Key Performance Indicator: The performance measure that reflects the quality of training services provided by the institute to meet the needs of PSC.</p>	<ul style="list-style-type: none"> • The courses were excellent for 29% in terms of expectation, (Figure no. 3.7) • They were fully interesting for 36% of the participants (Figure no. 3.8) • They had the highest standard of instructions for 28% (Figure no. 3.9) • They had excellent course materials for 33% (Figure 3.10) • They could achieve its full objectives for 48%, (Figure 3.11)
<p>Outcome 2: PSC's achievement on course curricula and training methodology</p> <p>Key Performance Indicator: The achievement about the course curricula and training methodology is a performance measure that demonstrates PSC's academic efficiency in designing course and preparing course content to meet PSC's mission.</p>	<ul style="list-style-type: none"> • Those had a balanced coverage of the topics for 31% (figure: 3.12) • They were fully relevant to the job for 56% (Figure 3.13) • There was excellent time allocation for individual topic for 4% (Figure 3.14) • The course content was appropriate for 39% (Figure 3.15) • The course content was fully relevant to its objectives for 38% (Figure 3.16) • the course content was excellent for 32% (Figure 3.17)
<p>Outcome 3: Performance of the facilitators</p> <p>Key Performance Indicator: The performance measure that demonstrates the institute's academic efficiency in delivering education and learning content to meet PSC's needs.</p>	<ul style="list-style-type: none"> • Facilitator's interaction with participants was excellent for 44% (Figure 3.26) • Facilitator's receptivity to feedback was excellent for 28% (Figure 3.27) • Facilitator's readiness to feedback was excellent for 27% (Figure 3.28) • They were in excellent category for 39.7% (Figure 3.29)
<p>Outcome 4: PSC's achievement on Course management</p> <p>Key Performance Indicator: The achievement of PSC about the course management is a performance measure that demonstrates the institute's physical effectiveness in conducting training programs very smoothly and diligently to meet PSC's need.</p>	<p>The management was excellent for 37% (Figure 3.18)</p> <p>The duration of the course was just right For 62% (Figure 3.19)</p> <ul style="list-style-type: none"> • Accommodation was excellent for 53% (Figure 3.20) • Food was excellent for 36% (Figure 3.21) • Library facilities was excellent for 43% (Figure 3.22) • Overall management of PSC was excellent for 58% (Figure 3.23) • The design of training hour was excellent for 47% (Figure 3.24) • 100% would like to recommend this course to others (Figure 3.25)

<p>Outcome 5: Achievement of Institute's Training Profile</p> <p>Key Performance Indicator: Achievement of institute profile (Training Calendar) compares achieved Training Hours (1392 hrs) to Planned Training Hours (3600 hrs) to show whether PSC can meet its expectation.</p>	<p>In 2014-15 calendar year</p> <ul style="list-style-type: none"> • The target training hours were 3600 Hrs • The actual training hours were 1392 Hrs • Variations: 61% decrease (Figure 3.30)
<p>Outcome 6: Partnership-Non Partnership Delivery</p> <p>Key Performance Indicator: Apart from its own program, PSC delivers a range of programs in collaboration with its development partner to meet Bangladesh Police training needs that reduces dependency on PSC's total training budget. These programs include PSC's courses with partnerships.</p>	<ul style="list-style-type: none"> • PSC's individual delivery was 1392 hrs • PSC's delivery with partnership was 1320 • Increase of individual delivery: 5.45% <p>Figure (3.31)</p>
<p>Outcome 7: Achievement of Research Profile:</p> <p>Key Performance Indicator: It is a performance measure that demonstrates PSC's efficiency in conducting cutting-edge research on the various issues like crime, security, and public safety</p>	<ul style="list-style-type: none"> • Full achievement of conducting research • Targeted Research Projects: 4 • Accomplished Research Projects: 4 • More four projects are in progress • Timely Publication of 2 journals, 3 Newsletters and 1 Annual Report

3.5 Details of Performance Measurement

3.5.1 Outcome 1: PSC's Achievement on Course in General

Key Performance Indicator: The Performance Measure that Reflects the Quality of Training Services Provided by the Institute to Meet the Needs of PSC.

In most of the cases, around half of the participants found the course as effective in terms of their expectation, interest, standard of instructions, quality of course materials and achievement corresponding to course objectives.

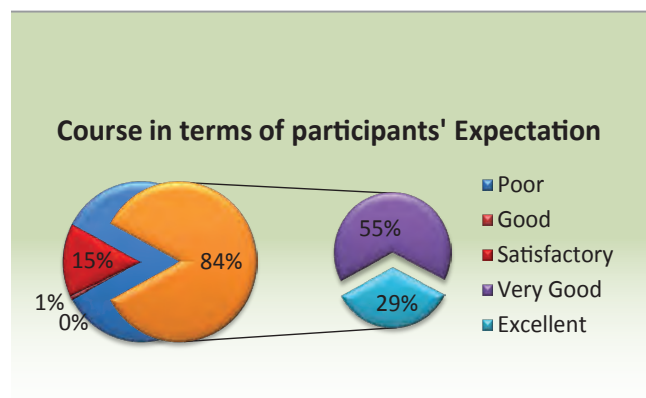


Figure 3.7: Course in terms of Participants' Expectation

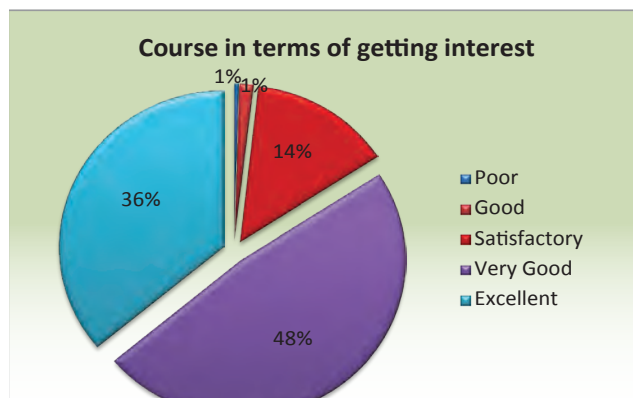


Figure 3.8: Course in terms of getting Interest

3.5.1.1 Course in Meeting Participants' Expectation

Approximately, 29% of the participants believed that the course met their full expectation and they marked it as excellent. More than half of them (55%) scaled the course as very good, while only 15% of them showed their moderate satisfaction regarding their expectation about the course.

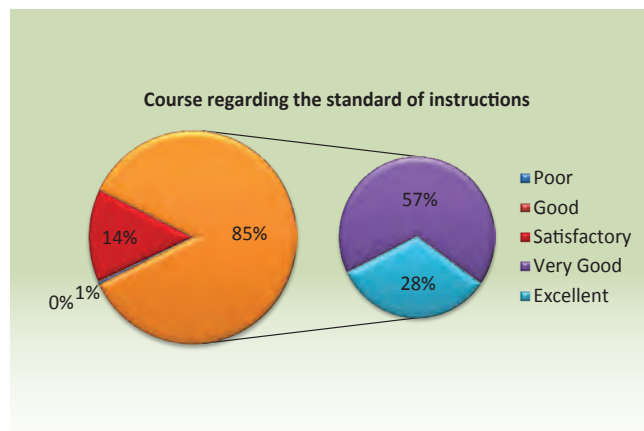


Figure 3.9. Course regarding the Standard of Instructions

3.5.1.3 Course regarding the Standard of Instructions

More than half of the participants (51%) believed that the standard of instructions was very good and almost 2/5th of them (39%) found it excellent. According to 9 % of the participants, the standard of instructions was satisfactory while only 1% thought it less satisfactory.

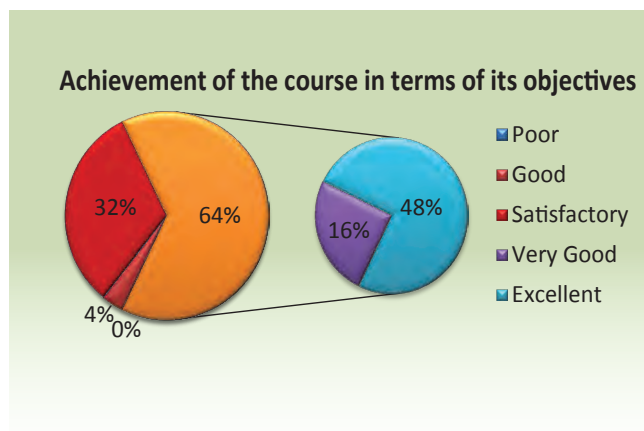


Figure 3.11: Course in terms of Achieving Objectives

3.5.1.2 Course in terms of getting Interest

More than one third of the participants (36%) took the course highly interesting and gave highest rating (5) while near half (48%) of them rated it as very good in terms of interest. Around (14%) of them found the course satisfactory and only 1% found it less satisfactory.

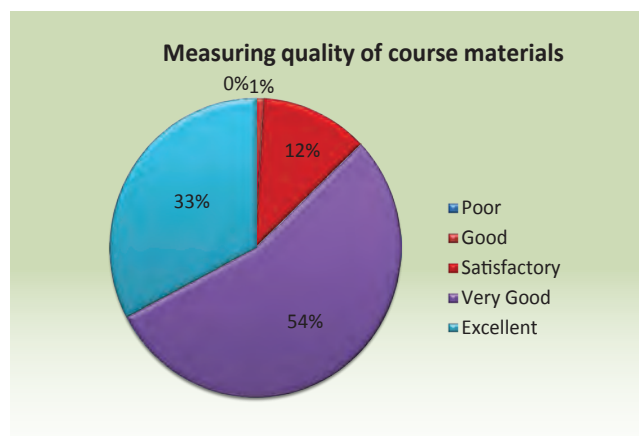


Figure 3.10: Scaling the Quality of Course Materials

3.5.1.4 Participants' Thinking about the Quality of Course Materials:

According to more than half of the participants (54%), the course materials were very good while one third (33%) thought them as excellent. Only 12% believed that the course materials were satisfactory.

3.5.1.5 Achievement of the Course in terms of its Objectives

Around half of the participants (48%) did believe that the course could achieve its full objective and marked it as excellent. On the other hand, 16% of them supported that the achievement of the course corresponding to its objective was very good. While, near one third (32%) thought that the course could achieve its objectives in satisfactory level and 4% of them thought it was beyond its objective.

3.5.2 Outcome 2: PSC's Achievement on Course Curricula and Training Methodology

Key Performance Indicator: The achievement about the course curricula and training methodology is a performance measure that demonstrates PSC's academic efficiency in designing course and preparing course content to meet PSC's mission.

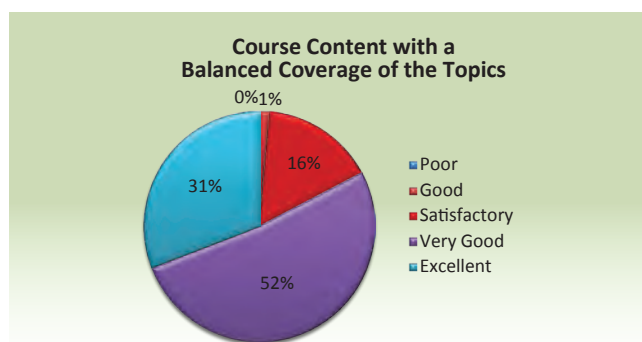


Figure 3.12: Course Content with a Balanced Coverage of the Topics

3.5.2.1 Course Content with a Balanced Coverage of the Topics

More than half of the participants (52%) thought that course content of PSC in terms of a balanced coverage of the topics was very good. While more than three tenth (31%) of them believed it was excellent. Only 16% of them found it satisfactory while only 1% felt it as less satisfactory.

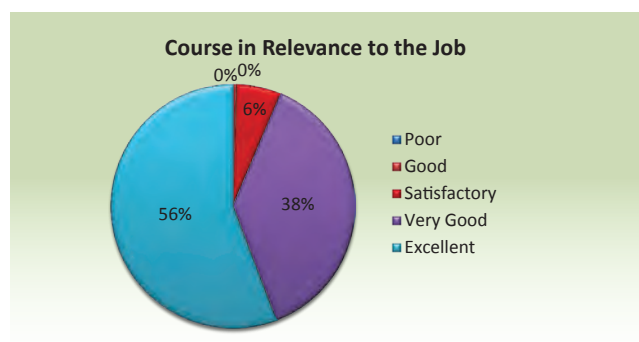


Figure 3.13: Course in Relevance to the Job

3.5.2.2 Relevancy to the Job

More than half of the participants (56%) acknowledged that the course was excellent in terms of relevance to the job. Around 38% found that the course was only 80% relevant to job. Only 6% thought that the course's relevance to the job was satisfactory.

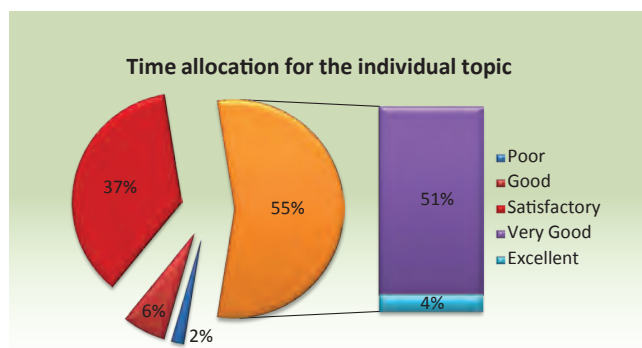


Figure 3.14: Time allocation for the individual topic

3.5.2.3 Time Allocation for the Individual Topic

Half of the participants agreed that the time allocation for the individual topic is very good while only 4% of them thought it just perfect. 37% thought it is satisfactory implying that it needs to be reconsidered. Only 6% opined the time allocation as less satisfactory and 2% said it poor.

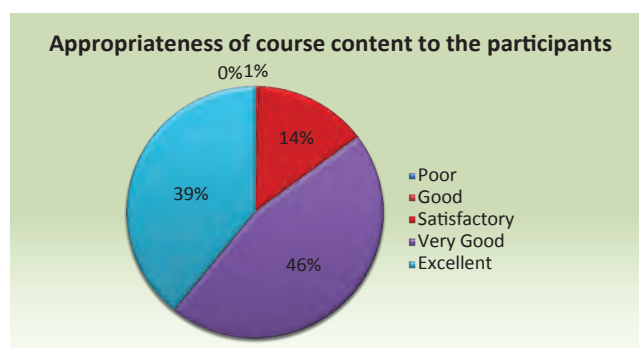


Figure 3.15: Appropriateness of course content to the participants

3.5.2.4 Appropriateness of the Course Content to the Participants

Around 46% thought that the appropriateness of the course content to the participant is very good, while 39% believed it was excellent. Only 14% participants marked it as less satisfactory.

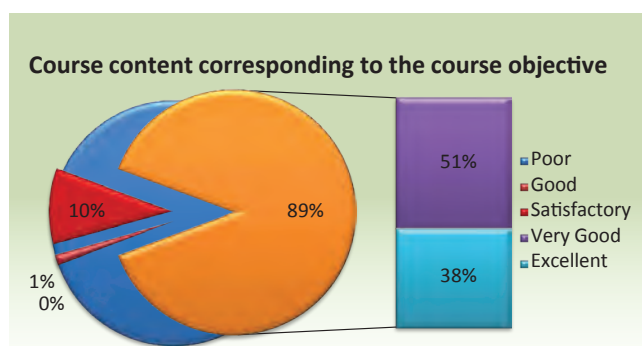


Figure 3.16: Course content corresponding to course objective

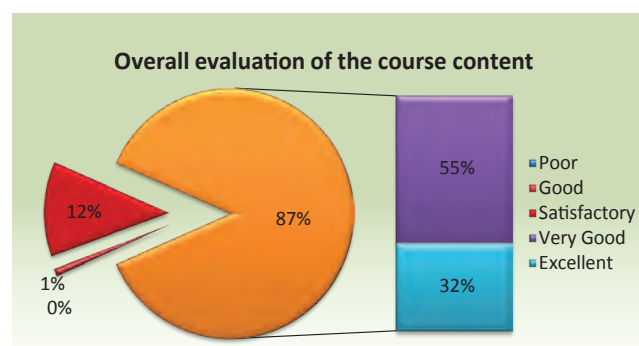


Figure 3.17: Overall evaluation of the course content

3.5.2.5 Course Content Corresponding to Course Objectives

Course content corresponding to course objective still has some gaps. More than half of the participants (51%) rated the relationship as very good, while 35% of them thought it excellent. One tenth of them said it as satisfactory while very few (1%) considered it unsatisfactory

3.5.3 Outcome 3: Performance of the Facilitators

Key Performance Indicator: The performance measure that demonstrates the institute's academic efficiency in delivering education and learning content to meet PSC's needs.

3.5.2.6 Overall Evaluation of the Course Content

55% of the participants evaluated the overall course content very good, while 32% said as excellent and 12% said satisfactory. Only 1% assumed it as less satisfactory and for none it was beyond satisfaction.

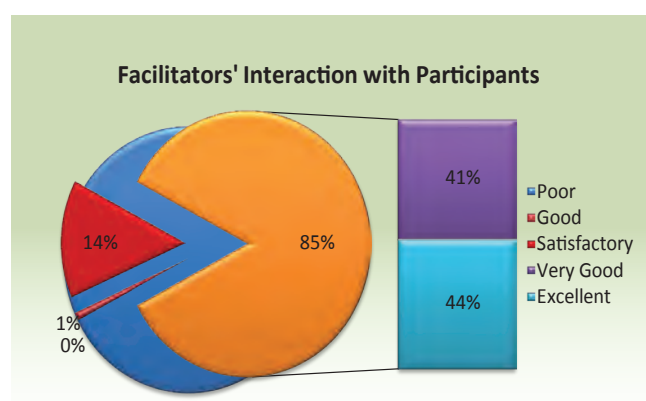


Figure 3.18: Facilitators' Interaction with the Participants

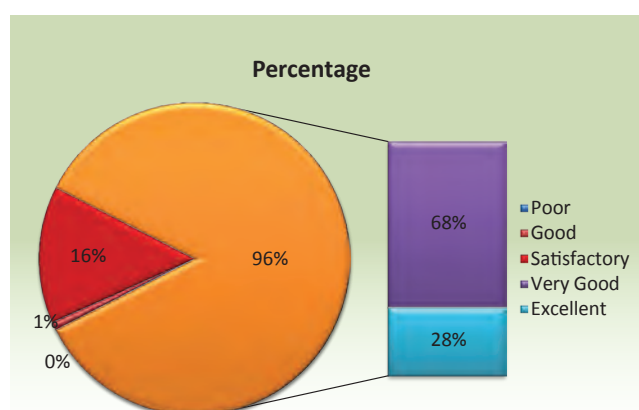


Figure 3.19: Receptivity to Feedback from Participants

3.5.3.1 Interactions with Participants

Around 44% thought that the facilitator made excellent interaction with participants, while 41% felt that they were very good. About 14% thought, they were satisfactory and 1% believed that they were quite good.

3.5.3.2 Receptivity to Feedback from Participants

68% of the participants thought that facilitator's receptivity to feedback from the participants was very good, while 28% felt it was excellent. About 16% voted it as satisfactory and 1% thought it beyond satisfaction.

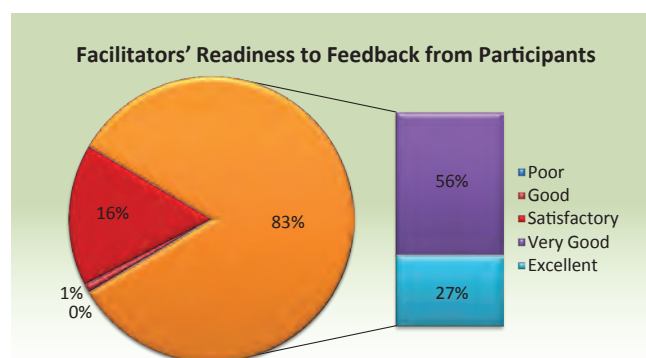


Figure 3.20: Facilitators' Readiness to Feedback from the Participants

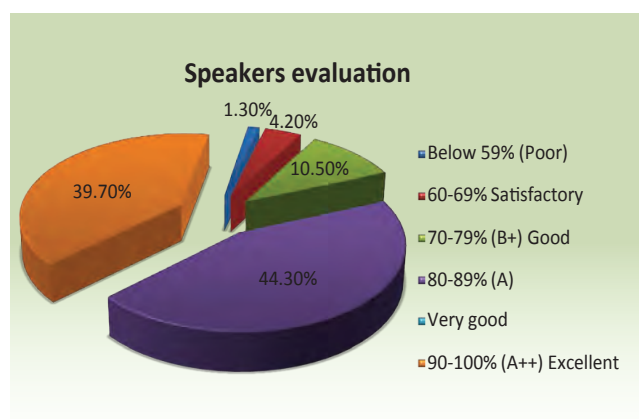


Figure 3.21: The Overall Rating of the Facilitators



3.5.3.3 Facilitator's Readiness to Act on Feedback from the Participants

Readiness of the facilitators to act on feedback from the participants was excellent for 27% and very good for 56%.

3.5.3.4 The Overall Rating of the Facilitators:

Around 44.3% of the participants thought that they facilitators were very good while 39.7% thought they were excellent. According to 10.5%, they were good, and 4.2% thought their standards were satisfactory while only 1.2% said they were very poor.

3.5.4 Outcome 4: PSC's Achievement on Course Management

Key Performance Indicator: The achievement by graduates about the course management is a performance measure that demonstrates the institute's physical effectiveness in conducting training programs very smoothly and diligently to meet PSC's need.

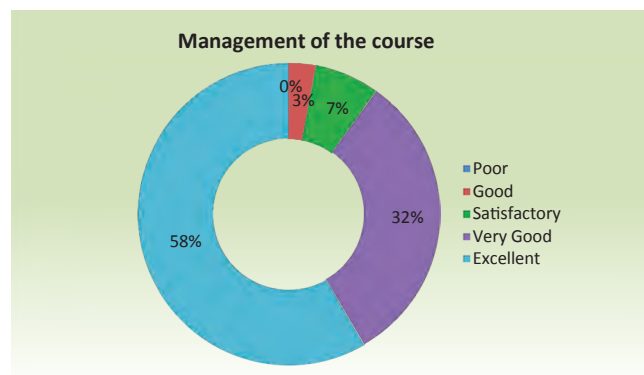


Figure 3.22: Evaluation of the Management of the course

3.5.4.1 Participants' Opinion about the Management of the Course

According to 58% of the participants the overall management was excellent, while to almost half of them (32%), it was very good. 7% thought that it was satisfactory while for 3% it was quite good.

3.5.4.3 Scaling of the Standards of the Facilities

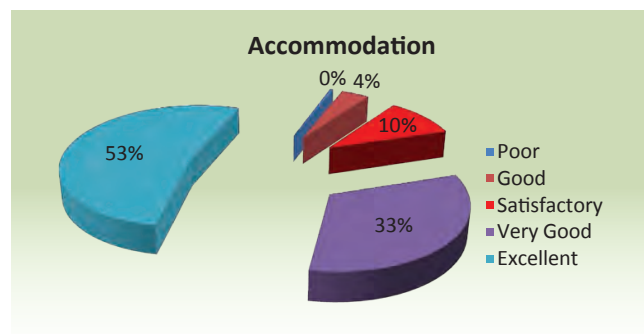


Figure 3.24: Accommodation Quality

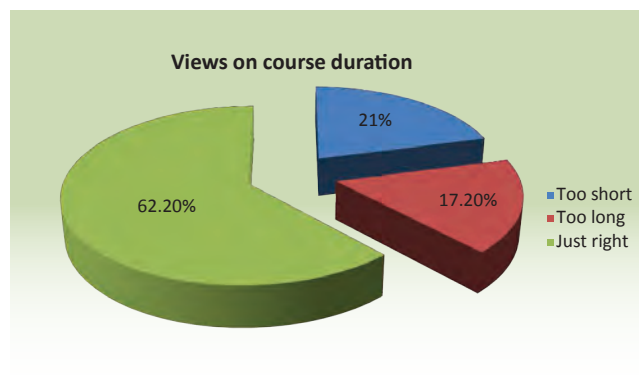


Figure 3.23: View on the duration of the course

3.5.4.2 Participants' view about the Duration of the Course

Around 62% thought that the duration of the course was just right. 21% thought it was too short and 17% thought it was too long.

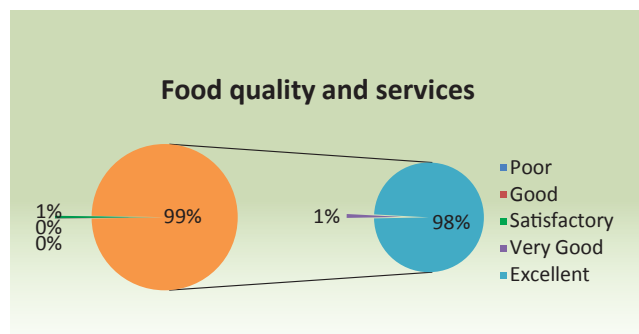


Figure 3.25: Food Quality

3.5.4.3.1 Accommodation Quality

PSC could give full satisfaction in terms of accommodation service to 53% of its participants. One third (33%) participants thought it was very good. While to 10%, it was satisfactory and to 4% it was quite good. Below 1% said it was poor.

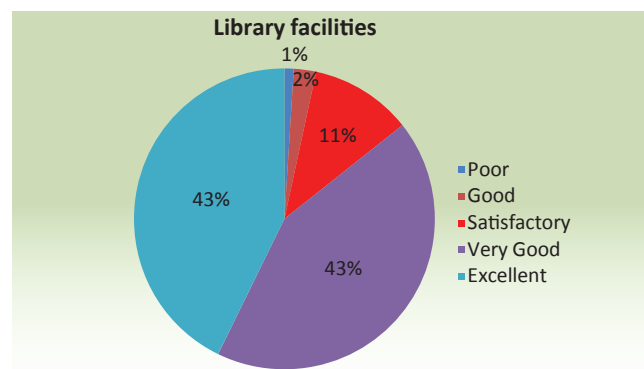


Figure 3.26: Opinion about library facilities

3.5.4.3.3 Library Facility

Almost equal amount of participants (43%) showed their response to library facilities as excellent and very good. 11% said it was satisfactory and 2.4% said it was less factory while according to only 1% it is poor.

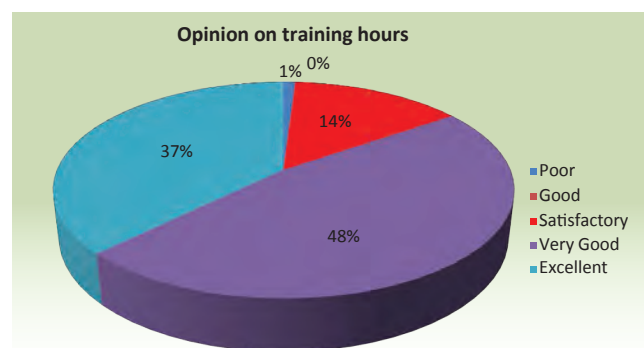


Figure 3.28: Opinion on Training Hours

3.5.4.3.5 Opinion about the Training Hours

Near half of the participants (47%) thought the existing training hour is very good while 37% thought it is perfect. 14.2% thought that the training hours were not perfect or near to perfect.

3.5.5 Outcome 5: Achievement of Institute Profile

Key Performance Indicator: Achievement of institute profile (Training Calendar) compares achieved Training Hours (1392hrs) to Planned Training Hours (3600hrs).

3.5.4.3.2 Food Quality

36% participants said our food quality was excellent and 42% said it was very good. According to 20% participants, the food quality is satisfactory and for 2% it was beyond less satisfactory.

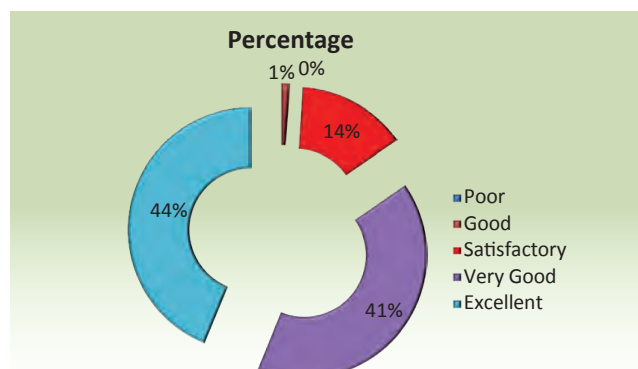


Figure 3.27: Overall management of the course

3.5.4.3.4 Total Management of the Course

The figure shows that 44% of the participants were fully satisfied with the overall management of the course. 41% of them thought it was very good and only 14% of them called it as satisfactory.

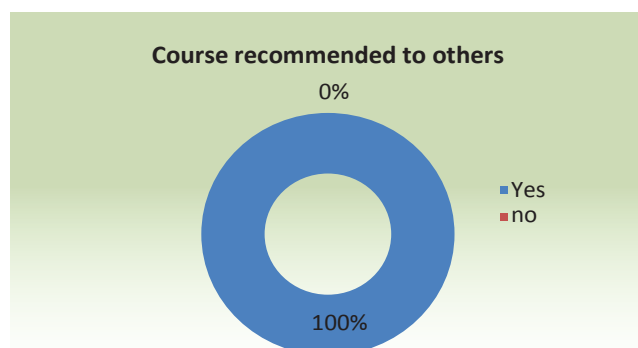


Figure 3.29: Course Recommended to Others

3.5.4.3.6 Participants Recommend this Course to Others

While they have mixed feelings regarding the course content, course benefits and course design, all of the participants (100%) would peruse others to attend this course.

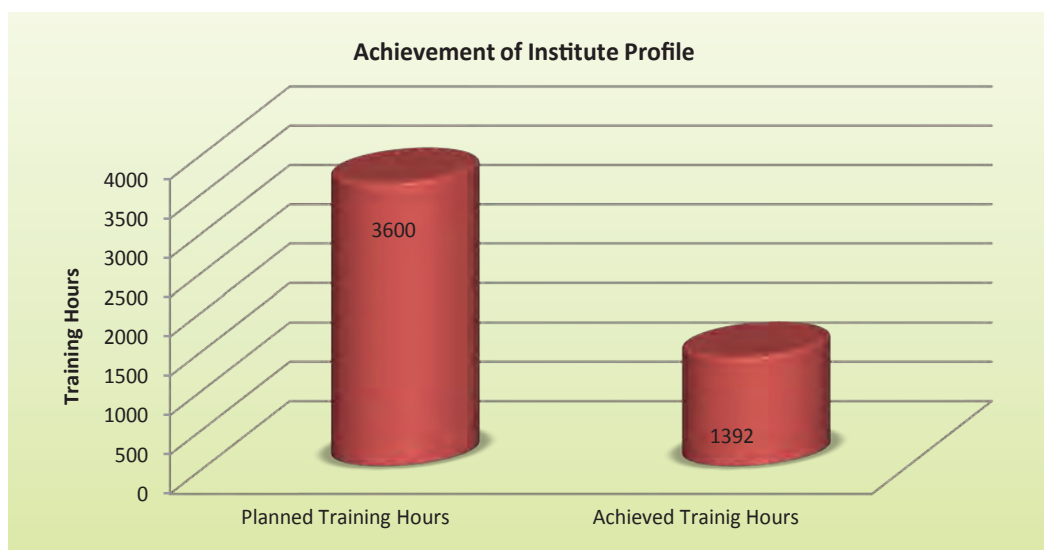


Figure 3.30: Achievement of Institute Profile

3.5.5.1 Achievement of Institute Profile

PSC's achieved training hour is decreased by 61% compared to its planned training hour. It was for several reasons. First four months PSC could not run its regular courses due to the inability of PHQ to send participants to PSC as they had to engage in the field duties to face undue political unrests happened at that time. Moreover some courses for example, French/ English Language courses and courses designed for probationer ASP were not conducted. The first two courses were of long durations and the last one had comparatively a large number of participants. This cause a significant decline of participants and curriculum hour in PSC profile assessment.

3.5.6 Outcome 6: Partnership and Non- Partnership delivery

Key performance Indicator: The Institute delivers a range of programs that sometimes not incorporated within the Institute Calendar to meet police training needs that also reduces dependency on PSC's total training budget. These programs include PSC's courses with partnerships.

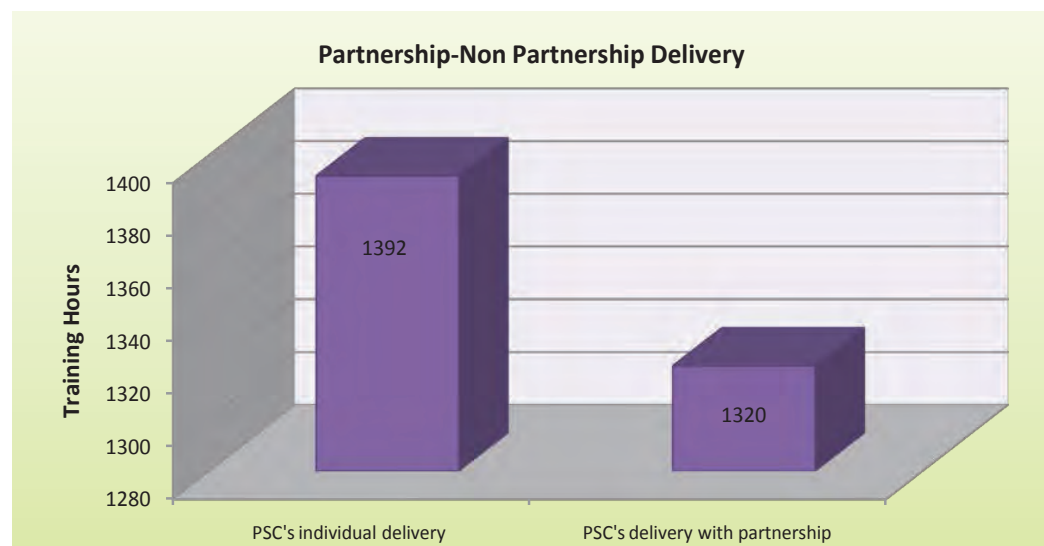


Figure 3.31: Partnership-non Partnership Delivery

3.5.6.1 Partnership-Non Partnership Delivery

PSC's individual delivery was almost similar to that of its delivery with partnership. It means that PSC's individual delivery this year was less significant comparing to previous year.

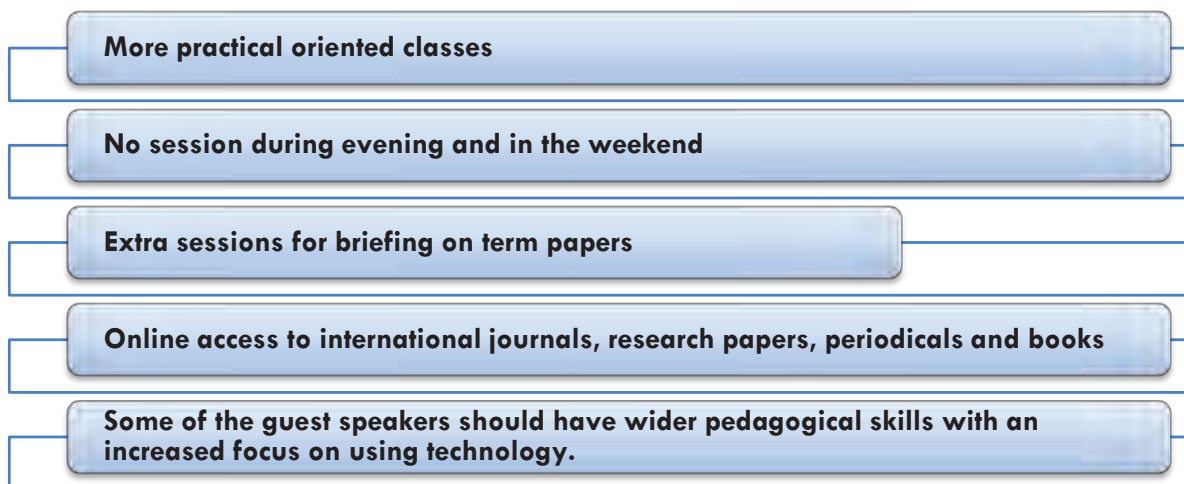
3.6 Participants Overall Feedback

The following points are raised by the participants at maximum that focus on the strengths and weaknesses of PSC's training and management and some of the recommendations for its improvement.

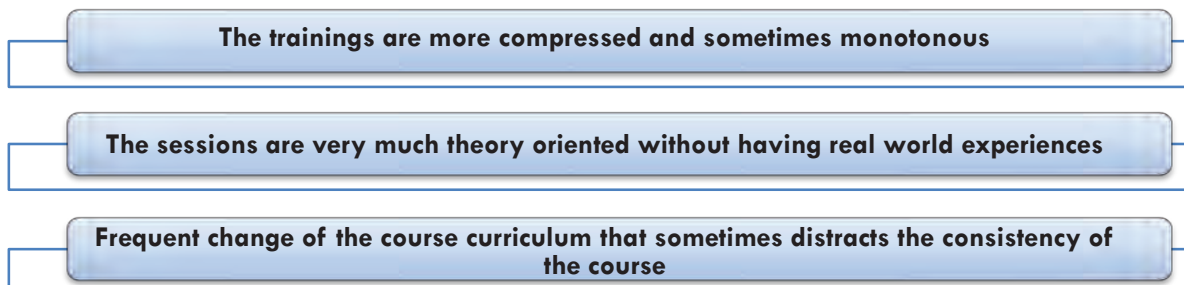
3.6.1 The Top most factors that the participants thought as the strength of PSC:



3.6.2 The Top 5 most Improvement Areas the Participants Recommended for:



3.6.3 The Top 3 Issues that the Participants Thought as Weaknesses



3.6.4 Participants' Main Points of Satisfaction:

Friendly attitude of PSC
faculties

A learning friendly
environment with world-
class training facilities
including class
room, technological and
other related supports

Beautiful, greenary and
wide landscape of PSC



Floral reception of Obaidul Quader, Honorable Minister of Ministry of Road Transport and Bridges on his arrival at PSC



Prof. Dr. Natalie Klein, the Head of the Dept. of Policing, Intelligence & Counter Terrorism is warmly welcomed by PSC faculties

**Chapter
4****Training Wing: Activities****4.1 Wing Structure**

Training wing is headed by an MDS belonging to the rank of Addl. Deputy Inspector General which is composed of two sections namely 1) Training section and 2) Curriculum section, each leads by a Director. At present, Mr. Md. Golam Rasul, holding the position of MDS (Training), leads the wing with his pragmatic vision and sound professionalism.

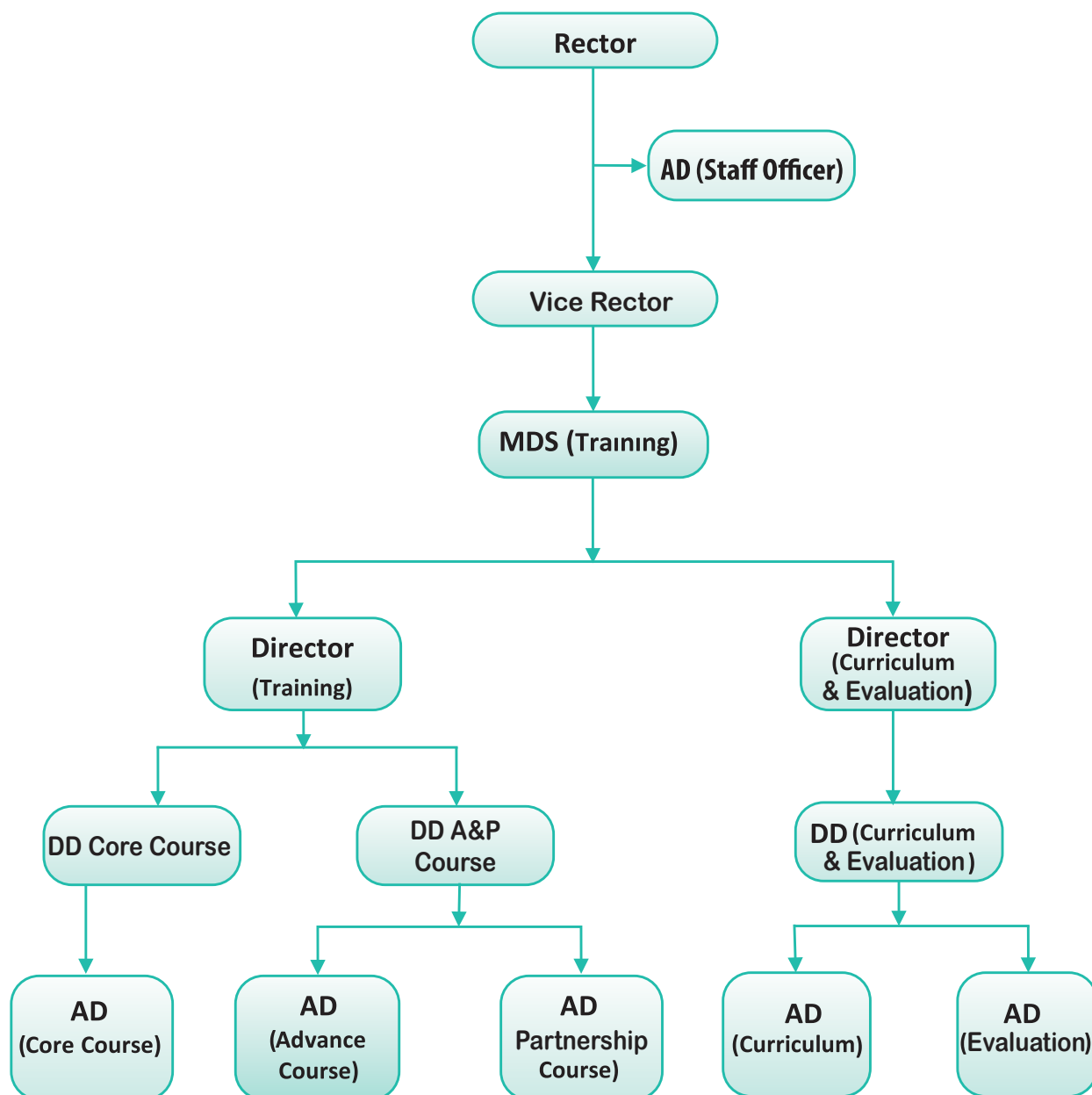


Diagram 4.1: Management structure of training wing

4.2 Training Section: Promises to Offer Need Based Training

4.2.1 Introduction:

PSC conducts the courses for the participants to raise the awareness about new ideas, perception, thinking and develop appropriate knowledge, skill & attitude to respond to the changing need of the society. Improvement of operational performance of today's police service irrespective of developing and developed countries of the world usually calls for high quality training reflecting need based priorities for senior police officials. Police Staff College, Bangladesh conducts the courses for the participants to raise awareness about new ideas, thinking, perception, insight and vision to respond to the changing needs of the society.

The institute endeavors to provide wisdom to the participants to improve managerial capability, operational performance, commanding skill and identification of problems with package prescription for solution in the context of national and international scenario. It helps the participants understand different aspects of Human Rights issues. In future, the College will be a centre for research studies on police subjects and will share ideas and experiences with similar institutes in and outside the country.

Police Staff College, Bangladesh has a vision for future prospect. It encourages the visitors and guest speakers from diverse background; for example government officials, academicians, renowned professors from different public & private universities, specialists on respective fields, former advisors of the caretaker government, former chief justice, reputed political personalities and high officials from Defense Services to come often to share their thoughts, experiences and ideas with the participants which have made the institute a center of excellence.

4.2.1 Training Highlights 2015

- One SAARC course, 3 PMC, 3 PFMC, 1 CPCM, 1 orientation course for SsP and 2 CAMC have been accomplished
- First ever Interpol certificate course on 'Intelligence Analysis'.
- Introducing Crime Administration Management Course for Circle ASsP
- Partnership training delivery highly focused on training related to wild life trafficking.



Administrative Building of PSC

4.2.2 Details of Core Courses:

4.2.2.1 Police Management Course (PMC): Core Course for ASP/Sr. ASP

Police Management Course (PMC) is the cornerstone program in the Development of Bangladesh Police leaders. This program is developmental, both theoretical, applied and experience sharing based. Case studies are used based on actual events. There are opportunities for individual and group work, and exercises that help participants better understand their own behaviour and how they affect others.

The content includes strategic planning, critical incident management, intelligence management, change management and innovation, contemporary leadership & leadership theory, policy development, media management, police ethics, and human rights etc.

Course objectives:

- To enhance the knowledge of basic human resource management to run different police units.
- To build up the core competence of leadership to take the challenges in the different arena of the profession.

- To get acquainted with rules relating to public order management, force and resource mobilization and big event management.
- To acquire the knowledge of office management and legal service delivery.
- To impart the knowledge of project management and its implementation.
- To orient with the knowledge of Good Governance, Human Rights and Gender issues.
- To have a clear understanding of some cross cutting issues like National Integrity Policy, Digitalization of Bangladesh Police: prospect & challenges, Initiative on BD Police

On successful completion of the program, participants should be able to achieve the following course learning outcomes:

- Critically examine the leadership behaviours and managerial skills required to mobilize others to achieve organizational outcomes
- Acquire a strong mental capability to face the challenges in the different arena of the profession like disaster management, public order management or even stress management.
- Can efficiently discuss ethical approaches to decision making in policing.
- Analyze the trends that influence the objectives of the policing
- Analyze the plan for complex management problems
- Broaden their knowledge on executive level decisions, particularly in the areas of policy, human resource management and public accountability.
- Extend their acquaintance with other communities.

The curriculum of this course is regularly updated according to the contemporary needs. In 2015, two topics have been inserted in the 30th PMC as per the advice from the Government. These two topics are: Autism and National Integrity Policy.

Moreover, this course became delightful with the presence of the high officials from Police and other government services and renowned academicians. Consequently PMC becomes resourceful with sessions of Professor Syed Munir Khasru from IBA, University of Dhaka.

PSC's aim is to make the training sessions more interactive at the same time truly effective. Hence, it encourages the inclusion of right instructor for the right topic no matter whether the person is other than police personnel, which not only makes the session fruitful & lively but also boosts up inter-services coordination. For example, PMC arranges training sessions to be conducted by the officials from Bangladesh Public Service Commission, Election Commission or even from Fire Services.

This course has a regular field visit to the Police Liberation War Museum, Dhaka to get oriented the young leaders oriented to realize about the sacred place of Rajarbag premise and made them understand what sacrifices Bangladesh Police had made in the liberation war of Bangladesh during 1971.

Table 4.1 PMC courses conducted at PSC in 2015:

Number of Courses	Ranks	Duration	Number of Participants	Remarks
3	ASP	4 weeks	70	

4.2.2.2 Police Financial Management Course (PFMC): Core Course for Additional SPs

Financial management provides a foundation of the main topics in financial economics covering the selected topics in budgeting, procurement, taxation and auditing etc.

The course's objective is to provide a theoretical framework for considering finance problems and issues in various police units and to apply these concepts in practice.

Three primary goals for this course are:

- 1) to give everybody a base level of financial knowledge,
- 2) to give everybody the ability and confidence to tackle common financial problems in practice, and
- 3) to provide adequate knowledge on financial management in relation to auditing, taxation, leave rules etc.

In this course, the participants will enhance their knowledge and understanding of financial management. Through class discussion, informal study groups and formal class presentation, they will enhance their communication and collaboration skills. They will learn how managers should organize their financial transactions effectively and with integrity. Finally, financial management is also related to money laundering, corruption, mobile financing, etc. and the course will discuss many cases and examples involving various companies, giving the participants other perspectives on financial management.

Table: 4.2: FMC courses conducted at PSC in 2015

Number of Courses	Ranks	Duration	Number of Participants	Remarks
3	Addl. SP	3 weeks	48	

The topics on which the course is based on are:

- Financial management issues of different Police units.
- Formulation of budget and other related topics.
- The responsibilities of Drawing & Disbursement Officer (DDO) in respect of budget, procurement, accounts and audit system.
- PPR 2006 and PPA 2008, PPA 2011
- Rules relating to pension, gratuity and other Govt. welfare funds.
- government audit and accounts system for different Police units
- Project planning, implementation and monitoring.
- An overview of income tax and related issues.
- Govt. audit system, audit observation and its settlement

Expected outcome:

After successful completion of the course, the participants can able to:

- Better ability in handling of govt. exchequer.
- Raised ability and attitude in cost-effective financial management of the AOR.
- Better understanding of police financial management issues.
- Increased ability to determine the appropriate and effective strategies in management of financial activities.
- Raised capacity in developing financial strategies

In the course, study trips are included in the course design to make the participants acquainted with on ground practices in different financial institutions/units regarding financial issues and their management. Likewise, participants of PFMC have visited FIMA in last year.

4.2.2.3 Comprehensive Police Case Management Course (CPCM): Core Course for Addl. SP

It is undeniable that the improvement of operational performance of today's police service irrespective of both developing and developed countries of the world calls for high quality training; delivering the challenging management, leadership and operative program; reflecting need-based priorities for senior police officials. To address the growing concern over the capability and quality of investigation of Police, creation of the Police Bureau of Investigation (PBI) is the time befitting step to meet the demand of all the stakeholders especially the mass people who is in the dire stair of the legal service. To place the PBI as the apex investigating unit, Police Staff College Bangladesh, upon the need based assessment organized this six week long training program on Comprehensive Police Case Management for the Additional SPs who will be in driving seat of investigation in PBI.

Keeping this in mind, the course programme has been designed for the participants to enhance capability of investigation, supervision and prosecution as well as use of modern technology so that they can provide an integrated response to different investigation issues.

Objectives:

- To enhance the knowledge on basic investigation skills and related law, regulations and procedures.
- To conceptualize with the inter-relation among investigation, supervision and prosecution.
- To have practical knowledge on police case management.
- To be briefed with operation based investigation through field visit and interaction.
- To get acquainted with forensic and IT based investigation.
- To enhance the knowledge on techniques of supervision on the functions of investigation system in a unit.
- To have an overview of importance, prospects and related challenging issues of PBI as a separate investigating unit of Bangladesh Police.

Table: 4.3: CPCM courses conducted at PSC in 2015

Number of Courses	Ranks	Duration	Number of Participants	Remarks
1	Addl. SP	3weeks	16	

4.2.2.4 Crime Administration Management Course (CAMC): Special course for Circle ASsP

PSC is happy to introduce a new special course for the circle ASPs and zonal ACs. It is in fact the outcome of a meeting with IGP. IGP suggested the Rector to design some special courses focusing some important matters. The insight of this course is to provide the Circle ASsP with the knowledge and skills for crime prevention and its management, case supervisions and inspections. PSC has planned to conduct the course in 08 different batches. During this year, participants in 02 batches have been trained over the two consecutive periods from 08 to 19 November 2015, on 13-24 December 2015 with the participants of 28, each having 14.

Crime Administration Management (CAM) Course focuses on Circle ASPs' crucial role in administering his/her jurisdiction. Students can learn the skills necessary for obtaining proper evidence, evaluating the proper investigation, filing legal documentation and supervising criminal cases.

The participants in CAM course will learn about different aspects of the duties and responsibilities of Circle ASP. They are capable of analyzing evidence, following potential leads and solving crimes. They may also learn how to work in tandem with community members, how to make inter and intra communication with other government organization and how to deal with potential witnesses and victims.

This course uses a multidimensional approach with a wide range of topics including inspection, supervision, policing strategies, leadership and technology. The modules within this course include:

Module-1: Circle Office Management	Module-4: Crime and Intelligence Management
Module-2: Police Inspection	Module-5: Term Paper Presentation
Module-3: Police Case Supervision	

Course Objectives

The course contributes to the development of key skills and capabilities of the participants. In this course their learning will be extended towards the following learning outcomes:

- Effectively apply the principles and philosophies of the inspection of police units and supervision of cases in practical aspects.
- Have analytical and critical capacities in assessing crime prevention theory and practice
- Apply critically reflective thought and analytical thinking to problems related to crime management and crime prevention in local and international contexts.
- Reflect on and implement ethical practice and social responsibility in diverse criminal justice settings.
- Be able to assess broad issues that surround the adoption and implementation of crime prevention policies. The following are the basic areas to be covered in the course:
 - police case supervision process for ensuring quality investigation
 - the best practices of police inspection in the AOR
 - maintaining registers and records in line with PRB
 - intelligence gathering and organized crime
 - modern technology based records management

Expected outcome: After successful completion of the course, the participants can able to:

- understate that roles & responsibilities of each circle office management
- enhance the knowledge on techniques of police case supervision process for ensuring quality investigation
- enhance the knowledge on maintaining registers and records as per PRB
- grasp the knowledge on conducting quality police inspection
- conceptualize the notions of crime & intelligence management
- have a good command of modern technology based records management

Table: 4.4: CAMC course conducted at PSC in 2015

Number of Courses	Ranks	Duration	Number of Participants	Remarks
2	Addl. SP	2weeks	34	

4.2.2.5 Orientation course for the newly promoted SsP: Mandatory course for SP

A new orientation course has been introduced to the newly promoted Superintendents of Police. Before joining to their respective assignments, they have to undergo this short leadership-based training at PSC.

The objective of this course was to emphasize on-ground reality on cotemporary policing, leadership and management so that the fresh SPs achieve professional competencies to lead their organization in a better and professional manner.

Table: 4.5: Orientation Course for SP conducted at PSC in 2015

Number of Courses	Ranks	Duration	Number of Participants	Remarks
1	SP	1 week	38	

4.2.3 Training Conducted by PSC-2015

PSC has conducted courses individually and with partnership. These are shown in separate tables.

4.2.3.1 PSC core courses

PSC conducted total 10 courses on different subject matter in its own for participants ranging from Superintendent of Police (SP) to Assistant Superintendent of Police (ASP) in 2015 where the numbers of participants were 212.

Table 4.6: Courses conducted by PSC in its own

Sl.	Course	Duration	Rank	Participants (number)
1.	30 th Police Management Course	04-21 May 2015	ASP to Sr. ASP	26
2.	31 st Police Management Course	07 June - 02 July 2015	ASP to Sr. ASP	21
3.	32 nd Police Management Course	30 August – 17 September 2015	ASP/Sr. ASP	23
4.	1 st Crime Administration Management Course	15–26 November 2015	ASP/Sr. ASP	20
5.	2 nd Crime Administration Management Course	13–24 December 2015	ASP/Sr. ASP	20
6.	25 th Police Financial Management Course	10-28 May 2015	Addl. SP	16
7.	26 th Police Financial Management Course	11 – 29 October 2015	Addl. SP	18
8.	27 th Police Financial Management Course	06- 23 December 2015	Addl. SP	14
9.	Orientation Course For Newly Promoted SP	23-28 May 2015	SP	38
10	Comprehensive Police Case Management Course	02 August - 20 August 2015	Addl. SP	16

4.2.3.2 SAARC International Course in 2015

PSC conducted an international course named Transnational Organized Crime: SAARC perspective for the participants of SAARC member countries in a regular fashion. Accordingly, PSC hosted the 4th Transnational Crime: SAARC Perspective- for the second consecutive year from 22 February - 12 March 2015. In this course the numbers of participants were 20 from SAARC member countries.

Table 4.7: International Course in 2015

1.	Transnational Crime: SAARC Perspective	22 February - 12 March 2015	Superintendent of Police from SAARC countries	20
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3rd SAARC course participants at the PSC lobby in front of International Conference Centre

4.2.3.3 Courses with partnership: 2015

4.2.3.3.1 Courses in partnership with PRP

PSC conducted a good number of courses in collaboration with the Police Reform Program (PRP) on subjects like presentation and facilitation skills, Human Rights and Policing, interview and interrogation etc. in 2015.

Table 4.8: Course in Partnership with PRP

Sl.	Course	Duration	Rank	Participants (number)
1.	TOT on Human Rights	10-14May 2015	Inspector to ASP	14
2.	Training on Human Rights	26-27May 2015	Addl. SP, Sr.ASP, ASP	18
3.	Experience Sharing and Lessons Learnt Workshop on PRP Supported Training Programme	24-25 November 2015	SP to Sub-Inspector	35

4.2.3.3.2 Courses in partnership with US Embassy

4.2.3.3.2.1 Courses conducted by Anti-Terrorism Assistance (ATA)

A remarkable progress has been made on partnership training with ATA in the year of 2015 where PSC conducted 19 courses on topics shown below. Participants have been benefitted from these courses in one hand, and it helped strengthening the bilateral relationship between Bangladesh and United States based on mutual interest.



US Envoy to Bangladesh HE Ms. Barnicat with the Rector, PSC faculties and the participants of ICITAP course

Table 4.9: Courses Conducted by Anti-Terrorism Assistance (ATA): 2015

Sl.	Course	Duration	Rank	Participants (number)
1.	Advanced Travel Document Examination Course (ATDE)	02-05 March	Sr. ASP to Sub-Inspector & Naib Subadar	24
2.	Advanced Travel Document Examination Course (ATDE)	02 - 05 March 2015	Addl. SP to Sub-Inspector & Naib Subadar	23
3.	Interdicting Terrorist Activities (ITA)	24 March - 9 April 2015	Sub-Inspector to Addl. SP	24
4.	Interviewing Terrorist Suspects (ITS)	12-16 April 2015	Addl.SP to Sub-Inspector and Subadar (BGB)	24
5.	1 st Border Control Management Course	19-130April2015	Assistant Director (DIP) Inspector, Subadar Company Commandar Naib- Subadar (BGB)	20
6.	2 nd Border Control Management Course	04-14 May 2015	ASP, Inspector and Subadar (BGB)	20
7.	Investigation Terrorist Incidents (ITI)	24 May-04 June 2015	Addl. SP Sr. ASP/ASP, Inspector and Sub- Inspector	24
8.	Explosive Incident Countermeasures (EIC) Mentorship	24 May-11 June 2015	Addl. SP Sr. ASP/ASP, Inspector and Sub- Inspector	17
9.	EIC Mentorship Phase ii	30Aug -17Sep2015	Addl. SP to Sub-Inspector	18
10.	Response to an Active Shooter Incident Coordinated by: Regional Security Office, US Embassy Dhaka.	31 May-04 June 2015	SP to ASI	24
11.	Response to an Active Shooter Incident Coordinated by: Regional Security Office, US Embassy Dhaka	07-11 June 2015	Addl. SP to ASI	21
12.	Multiagency Investigations and an Overview of the Overseas Criminal Investigations Unit Coordinated by Regional Security Office, U.S. Embassy Dhaka	15 June 2015	Addl.DIG to ASP	14
13.	Tactical Commander Course	2-20 August 2015	ASP to SP	23
14.	Hospital Based Management of Mass Casualty Incidents	9-13 August 2015	ASP to Addl. SP, Major, Asst. Secretary, Doctor, FSCD	24
15.	Hospital Based Management of Mass Casualty Incidents	August16-20, 2015	Inspector, ASP, Addl. SP, Captain, Major, Asst. Secretary, Nurse, Doctor, FSCD	21
16.	Instructor Development Course	31Aug-10 September 2015	Sub-Inspector to Addl. SP JCO (BGB)	17
17.	Interviewing Terrorist Suspect - Train The Trainer	13-22September 2015	Sub-Inspector to Addl. SP JCO (BGB)	22

18.	Interviewing Terrorist Suspect (ITS)	6-10 December, 2015	Sr. ASP to Sub- Inspector	24
19.	Major Events Security Tactical Management (MESTM)	6-17 December, 2015	Sr. ASP to Sub- Inspector	21

4.2.3.3.2 Courses conducted by ICITAP

Last year, there were four partnership courses of PSC with ICITAP conducted on topics shown below.

Table 4.10: Courses Conducted by ICITAP: 2015

Sl.	Name of the Courses	Duration & Date	Designation	Participants(number)
01.	Regional Counter Terrorism Conference On The Rabat Good Practices Memorandum on the Investigation and Prosecution of Terrorism Cases, Foreign Fighters and UNSCR 2178 Coordinated by: US Dept. of Justice, ICITAP	02-05 February 2015	Sub-Inspector to Addl. DIG, Magistrate, Advocate,(AD to JD- Bangladesh Bank) and Foreign Participants	39
02.	Basic Drug Law Enforcement Training-Mentorship program Course (DAE –Delhi)	26 July - 06 August 2015	Addl. SP to Sub-Inspector & Inspector to Sub-Inspector (Department of Narcotics Control)	24
03.	Combating Wildlife Trafficking in Bangladesh: Protecting and preserving our tiger's (Organized by: International Criminal Investigative Training Assistance Programme (ICITAP))	12-13 August 2015	Judge, Prosecutor, (ASP to Addl. DIG-Police), Customs, Coast Guard, USAID	57
04.	Conference on Transnational Organized Crime as a Global Challenge	12-14 October 2015	Inspector to Addl. DIG, Diplomat, Prosecutor, ACC Officials, University Students,	37

4.2.3.3.3 Courses Jointly Organized by PSC, PRP& CID

PSC & PRP jointly organized a seminar, the information of which is given in the following table:

Table 4.11: Seminar Jointly Organized by PSC, PRP& CID

01.	Identification of Priorities of Police Reform Programme	14 March 2015	ASP to Addl.IGP	30
02.	New-fangled Crime Trend with respect to Mobile Financial Service in Bangladesh	16 April 2015	Inspector to DIG Banker Representative of Various Mobile Company University Students	76

4.2.3.3.4 Courses Conducted by INTERPOL

PSC is delighted to host INTERPOL sponsored special training course on 'Intelligence Analysis for Tiger Range Countries' - the first of its kinds happened in Bangladesh from 23 Aug. - 03 Sept. 2015. These tiger range countries are: Bangladesh, Bhutan, Cambodia, India, Indonesia, Laos, Malaysia, Nepal, Thailand and Vietnam. However, Bhutan did not participate in this training program.

It is much appreciated that INTERPOL recognizes the importance of the tiger range countries in protecting these endangered creatures and commits to provide support and assistance in combating tiger crime. Total 21 delegates participated in this program. The participants are mainly from Police and forestry department who are operating in the field of tiger conservation and wildlife crime. The main instructor was Mr. Alan Blaney- a former British intelligence expert and the course was coordinated by an experience intelligence analyst Mr. Dario Galasso Emanuele working now in INTERPOL.

This training course is developed aimed at introducing the participants with the basic practical and theoretical elements of intelligence analysis, with a focus on the application of this discipline to wildlife crime. From the Interpol's experience, while a large amount of data is available, the tiger range countries are yet to have professionally trained analysts to analyze this data for intelligence led enforcement. Hence, the course is designed to increase the analytical capability of these countries to better respond to wildlife crime.

In this training program, the Anacapa model of criminal Intelligence Analysis was introduced to the participants. The benefit of this model is that it can be applied to both tactical (short-term) and strategic (long-term) intelligence levels. This model would give all concerned a better understanding about the issues like how to collect data, what questions to ask of the data, how to group items of data, how to produce arguments and how to test theories and establish inferences. As a whole, the participants will be accustomed with what the analysis actually means.



The IGP is addressing in the inaugural ceremony of Intelligence Analysis course

Table 4.12: Courses Conducted by INTERPOL in 2015

01.	Intelligence Analysis for Tiger Range countries	August 23-3 September 2015	Inspector to SP (police-10), Army-police-4) Forest office 7	21
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4.2.3.3.5 Courses Conducted by UNFPA, Bangladesh

UNFPA, Bangladesh conducted four courses on Juvenile Justice System, Child Friendly Interview Skill, and Children Act 2013 in Police Staff College Bangladesh in the year of 2015.

This specialized course was conducted at PSC in two different Modules (Module-1 and Module-2). Module-1 was arranged for 20 participants comprising of Inspectors and Sub-Inspectors of Bangladesh Police from 08-11 June 2015. Consecutively, Module-2 was arranged for 20 participants comprising of Superintendents of Police (SP), Addl. SP and Asst. Superintendent of Police (ASP) of Bangladesh Police from 13-14 June 2015. This course was arranged under the “Protection and Enforcement of Women Rights (PEWR)” project of UNFPA.

Table 4.13: Courses Conducted by UNFPA, Bangladesh in 2015

01.	Training of Master Trainers on GBV SOP and Training Module Sponsored by: United Nations Population Fund (UNFPA)	(08 -11 June 2015)	Inspector to Sub Inspector & Gender Field officer of UNFPA	21
02.	Training of Master Trainers on GBV SOP and Training Module Sponsored by: United Nations Population Fund (UNFPA)	(13 -14 June 2015)	SP to ASP	18

4.2.3.3.6 Workshop organized by Police Staff College Bangladesh

PSC solely organized some day long workshops that are given in Table 4.17.

Table 4.14: Workshop Organized by Police Staff College Bangladesh

	Workshop on Research Methodology for Police Officers and Young Social Researchers	12 January-2015	ASP to Addl. DIG & Students of Jaganath University	56
	Training on Research Methodology for Police Officers and Young Social Researchers	03-05 May-2015	ASP to SP & Students	28



MDS (RP&E) is addressing a course



MDS (Training) is speaking to the inaugural ceremony



Certificate awarding ceremony



Participants in a group discussion

4.3 Curriculum Section: A crucial component to design quality training

4.3.1 Curriculum Section Highlights 2015

4.3.2 Curriculum Development

Curriculum development is an integral part of training. To make the training effective, fruitful and time befitting review of curriculum is necessary. Moreover, as time is changes in a globalized world, new trends of crime emerge. Assessing threat of new trends of crime, especially crime related to terrorism, Police Staff College Bangladesh formulated the curriculum of the course on counter terrorism for SP. This course curriculum covers transnational organized crime, investigating terrorist cases, terrorist financing, intelligence and counter intelligence, cyber terrorism, militancy, and counter terrorism strategy.

Another initiative of formulating training for Circle ASP, named Crime Administration Management Course covering crime prevention and crime management; Functions of Circle ASP on the Basis of Provision of PRB, Inspection Guidelines for Circle ASP, Supervision of Investigation, Recent Crime Trends and its management, Community Engagement, Intelligence Gathering, VCNB, TQM in investigation and other relevant issues.

Furthermore, the digitalization process of curriculum is the innovative initiative of Police Staff College which is in the process of implementation in collaboration of Access to Information Program(A2I), will create an conducive environment of e-learning process. Thus, the distant participant can easily access to course materials of the Police Staff College. It is mentionable that curriculum section always updates the course curriculum with necessary contemporary issues so that participant can easily handle their upcoming professional challenges.

4.3.1 Curriculum Section Highlights 2015

- A significant increase of course content of PMC, PFMC & CPCM
- Designing the Course on counter terrorism for SP
- Developing the curricula of Crime Administration Management Course for Circle ASP
- Review of 4th SAARC course.
- Implementation of E-learning

4.3.3 Curriculum Development Process of PSC

Courses are conducted by PSC generally formulate through a long passage of curriculum development. It comes through a process of requirements from research output, organizational requirements, job task analysis, government and organizational training policy and Police policy group. It gives priority on Training Need Assessment (TNA) and courses are designed based on TNA findings. Discussion groups, problem-solving exercises, case studies, field visits, panel discussions are arranged to provide up-to-date knowledge, skills and positive changes in attitude. To put emphasis on those requirements, PSC invites resource persons and makes expert panel from different public universities, research organization, policy analyst and retired experienced police officers. Course curricula are developed by PSC faculty in association with resource persons.



Dr. Javed Patwary, Addl. IGP (SB) is welcomed by PSC faculties

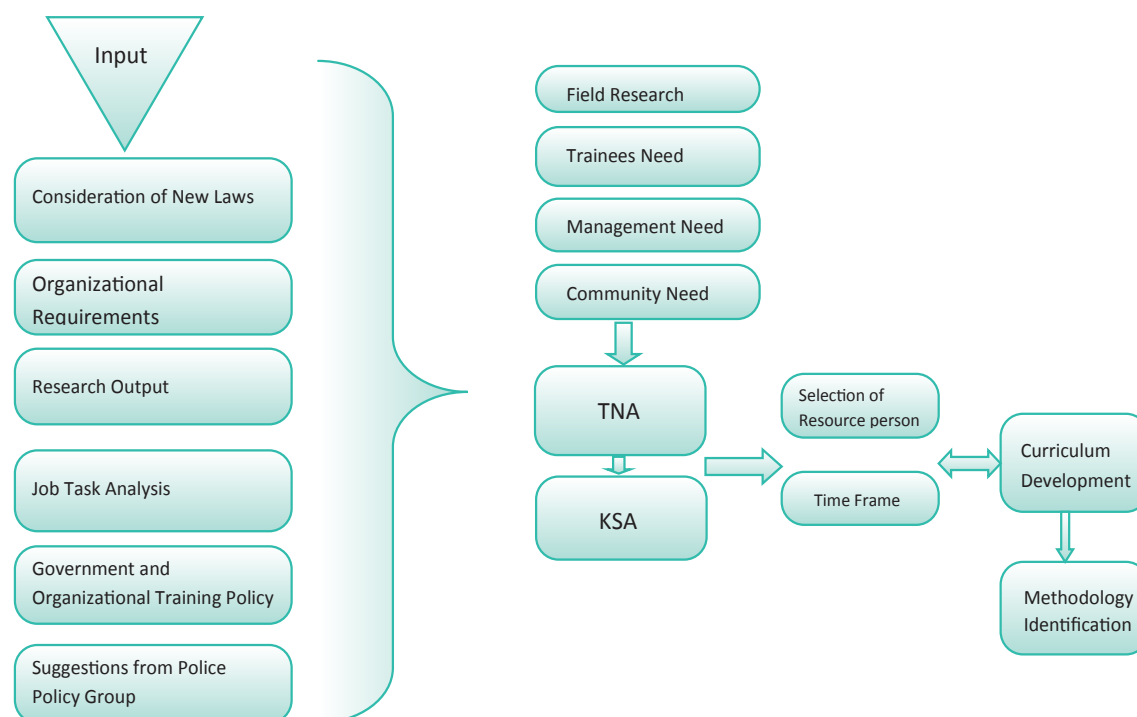


Diagram 4.2: Flow Chart of Curriculum Development

4.3.4 Output of Curriculum Section 2015

Table 4.15: Activities of curriculum section over the year 2015

Name of the Course	Duration		Inclusion of New Topics	Increase/New (%)
	Previous	Present		
Police Management Course	3 Weeks	4 Weeks	1. Importance of Patrolling 2. Importance of Surveillance and Intelligence in Countering Terrorism 5. Gender Sensitive policing 6. Motivation 7. Development Process of Bangladesh Police: Present Context	25 %
Counter Terrorism for SP		One week	Changes as per present need of policing specially understanding of perspectives of crime, organized crime and transnational organized crime in relation with terrorism.	100 %
Crime Administration Management Course for Circle ASP		2 Weeks	Functions of Circle ASP on the Basis of Provision of PRB, Inspection Guidelines for Circle ASP, Supervision of Investigation, Recent Crime Trends and its management, Community Engagement, Intelligence Gathering, VCNB,TQM in investigation and other relevant issues	100 %

4.3.5 Development of Course Contents:

Training curricula and syllabi are updated based on need based training, learner centered approach, experience based knowledge sharing, participatory method, action or result oriented training, interactive training environment, homogeneity of participants in terms of level and experience. Contents are designed in such a way as lecturers can use all training aids like white board, flip chart, PA system, overhead projector, multimedia, and slide projector. Content delivery process is shown in diagram below:

4.3.6 Flow chart of Curriculum Activities



Police Staff College has been putting its' all out efforts to attain an international standard in terms of training program features. Considering different course contents in national and international training institutions, we are trying to make it a centre of excellence.

4.3.7 Curriculum Development of Core Courses:

PSC conducts different types of core courses for developing competency and efficiency of police officers in different units of its department. PMC, PFMC, CPCM, EMC and SEMC are the main core courses of PSC. PMC is conducted for ASP & Sr. ASP for enriching their professional efficiency. FMC is conducted for Addl. SP so that they can handle the financial dealings skillfully. CPCM is also arranged for Addl. SP to enrich their professional competency. The course program has been designed for the participants to enhance capability of investigation, supervision and prosecution as well as use of modern technology so that they can provide an integrated response to different investigation issues. Police Executive Management Course has been designed for Superintended of Police to improve managerial capability, operational and commanding skill and to identify problems with package prescription for solution in the context of national and international scenario. Senior Executive Management Course has been designed for the participants in the rank of DIG & Addl. DIG to update the knowledge on high level concurrent issues and policies. Recently developed course counter terrorism for Superintended of Police will make them efficient in countering terrorism.

4.3.8 Curriculum Development of Specialized Course

As part of pragmatic and need based training program Police Staff College develops curricula for a good number of specialized courses .Participants from different ranks of Bangladesh Police and also equivalent position from other organizations can attend the course like:

- Interpersonal Skill Development
- Crisis Management and counter terrorism
- Police professional management course
- Training of the Trainers course
- Human Rights and law enforcement and so on.

The objectives of those courses are to update the knowledge of participants regarding concurrent issues of national and global aspects, to exchange the views and experiences with co participants from other services, and to develop crisis management skills and enhancing skills of effective communication.

4.3.9 Curriculum enrichment through Foreign Partnership courses

Police Staff College Bangladesh is proud of conducting a significant number of courses with foreign collaboration. Through such partnership efforts PSC's curriculum section is continually developed.



Many International Training Organizations like INTERPOL, ATA, NTFIU, AFP, UNDP, GTZ and Organization like ICRC took interest to train the participants of Bangladesh Police with their scheduled programs which are very much relevant to stakeholders.

4.3.10 Initiatives for Seminar /Workshop

PSC's curriculum section also takes initiatives for topic selection and content for organizing seminars and workshops on different issues. There are two types of programs.

- i) National
- ii) International

Selected Participants from various organization of home and abroad can attend such workshops and seminars. The key note presenters of the seminars and workshops are very renowned scholars in their respective fields. The participants get rare opportunity to enrich their knowledge through such seminars and workshops.

4.3.11: Initiatives for e-learning:

In line with Government of Bangladesh vision 2020, PSC takes initiatives for adopting e-learning process in its future training strategy. Some ground works have been undertaken since 2014 under the initiatives of PSC's curriculum wing and implementation phase is going on in 2015.

It has several benefits if properly implemented. These are as follows:

- Greater accessibility to learning by offering anytime and anywhere delivery
- It is self paced. It means it allow the learners to revisit the same program at their own pace to refresh and retest their knowledge.
- It is readily scalable since it can accommodate larger volumes of learners at little extra cost. Classrooms limitations do not apply here and it can save a significant amount of travel cost per year.
- Timely updated: The materials, that are delivered online, are centrally developed and updated whenever the need arises. So the costs of replacing outdated course materials and retraining teachers and instructors drop significantly. At the same time frequent updates become much more manageable.

Although, in doing so PSC has to overcome some following obstacles:

- Lack of access to technology among some learner populations.
- Sometimes students become frustrated by course materials or technology and thus less engaged because of the relative absence of instructor-learner and learner-learner interaction.
- It needs compatible technology. Students and teachers both may lack the technical skills they need to succeed.
- If not properly managed, the success rate would be minimal.
- High installation cost
- Lack of credibility: It is still perceived that distance learning is a poor quality than traditional face to face and classroom based training.

4.4 Training Methodology:

Table: 4.16: Training Methodology

Methodology	Description
L & D	Lecture and Discussion
P D	Panel Discussion
R T D	Round Table Discussion
S D	Syndicate Discussion
O P	Open Discussion
G D	Group Discussion
G E	Group Exercise
R A	Reading Assignment
B S	Brain Storming
F T	Field Trip
R P	Role Playing
C S	Case Study

4.5 Study Tour/ Field Visits

<ul style="list-style-type: none"> • Cox's Bazar District • Father of Nation Bangabandhu Sheik Mujibur Rahman Memorial Trust & Museum • Visit to the National Museum, Bangladesh 	<ul style="list-style-type: none"> • Visit to the DMP Headquarters and briefing session • Visit to the Liberation War Museum Trust • Visit to the National Mausoleum at Savar • Visit to Tajrin Garments
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4.6 Faculty Development Activities:

<ul style="list-style-type: none"> • TOT course • Visual learning • Workshop 	<ul style="list-style-type: none"> • Seminar • Conference • Simulation • Panel discussions are internally arranged by PSC for developing the skills and efficiencies of its faculty members.
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Gender expert Ms. Chaya Jha in a UNFPA sponsored workshop



PSC faculties in a warm visit to Defence Services Command and Staff College (DSCSC)



Cultural show at the Rector's night in occasion of the graduation of Orientation Course participants



Mr. Md. Golam Rasul, MDS (Training) is addressing in the 32nd PMC inauguration ceremony



Mr. Mohammad Nazrul Hossain, Director (Curriculum) is giving his speech during the graduation of 2nd CAMC ceremony in a interaction session at FIMA



Participants of 27th PFMC in a group discussion session at FIMA



4.7 Yearly Training Calendar

POLICE STAFF COLLEGE

Mirpur 14, Dhaka

Training Calendar for

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
July	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
	26th Police Management Course														
August	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
	Clarity on														
September	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
	French Course														
	Clarity on Functional Policing				27th Pol										
	23rd FMC														
	ATA				Fraudulent Document Recognition (FDR-TOT) - ATA										
	Special TOT (PRP)														
October	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
November	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	4th CPCM				TOT on ICT Based Crime										
					Investigation. Manual										
December	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
	24TH Police Financial Management Course														
	WORKSHOP														
January	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu
	28th Police Management Course														
	WORKSHOP														
February	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	25th FMC														
	On the Job Training														
March	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	Police Executive Management Course														
	3rd Transnational Crime: SAARC Perspective														
April	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
	PMC														
	Seminer														
May	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
	29th Police Management Course														
	Special TOT (PRP)														
June	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
	27TH Police Financial Management Course														
	International Seminar														
	TOT														

4.8 Training Facilities:

4.8.1 Class Rooms

Polash, Shimul, Maloti , Chameli & Tulip

Polash, Shimul, Maloti, Chameli & Tulip rooms in the administration building are ideal for large interactive presentations as well as group discussions, round table talks, training and seminars.

Facilities:

- Facilities include air-conditioned four A/V equipped international standard classrooms.
- The classrooms are located in a quiet, sound-resistant environment to ensure privacy and comfort for meeting.
- Each classroom is equipped with multimedia projector & high speed WIFI Internet access on laptop & desktop computer.
- Overhead projectors, whiteboards, DVD/VCR player and flipcharts are also available.
- A wide lobby with a photo session area on the ground floor and on the 1st floor.
- The Centre's lobby area and the porch is suitable for registration, coffee breaks and small gatherings.
- Flexible seating arrangements-each Classroom can accommodate from 40 to 50 participants comfortably or even more depending on the requirement/arrangement.



A trainer with participants in the class

4.8.2 Dormitory (Anteroom, Accommodation, Dining)

4.8.2.1 Anteroom

- Fully air conditioned anteroom on the ground floor suitable for meetings, gatherings & recreation for 150 in a hollow square or theatre-style & 100 for dining.
- Spacious well decorated anteroom offers indoor games facilities- billiard, table tennis, chess etc.
- LCD TV with cable & DVD/Video operation.
- Added attraction is karaoke system for recreation and amusement.



Anti room of dormitory

4.8.2.2 Accommodation of Participants

- 23 air-conditioned suits on the 1st floor of the dormitory are well furnished with modern facilities- geyser, refrigerator, TV, washing machine and high speed WIFI internet access etc.
- The suits are well designed with soft colours, nice detailing and attractive appointments and enough space to address guest.
- During staying in Dormitory participants have to follow the rules of the dormitory. Trainees will have to bear the cost of any loss or damage of property caused by them due to personal negligence or carelessness. During their stay in the dormitory they have to follow timing of the authority.



A room of dormitory

4.8.3 Police Staff College Library

Police Staff College Bangladesh has a modern library with a rich collection of books, journals and other documents. More than 7,000 books, local and foreign journals, periodicals and magazines are kept in the library. The participants and members of the library can issue books from the library during course. The library remains open from 8:30 am to 09.00 p.m on all working days.

4.8.4 Computer Lab and Internet Facilities:

Police Staff College has a computer lab on the 1st floor of the Administrative Building. There are 22 computers for use of participants and Instructors with high speed internet facilities.

High speed WIFI internet access is available within the campus .Participants and Instructors are required to contact the coordinator or system analyst to secure the network key to use this facility.

4.8.5 Games & Physical Training Facilities:

PSC has the facilities of gym equipments & games for physical fitness of the participants. There is a walkway around the pond and field with nice scenic beauty. Participants can walk and also jog there. They can also play badminton, football and volleyball. Lawn tennis & basketball facilities will be available soon. The construction of a modern swimming pool and Gymnasium has been done in the meantime. There are also indoor arrangement like billiards, table tennis and chess at dormitory. Participants can also perform and enjoy the karaoke music at dormitory.

4.8.6 Medical Facilities

The college maintains medical support with reasonable medical facilities. One Medical Officer and 2 Medical Assistant are assigned to provide the required assistance regarding health care. Participants are entitled to get free medical care and some medicine from the college. If any prescribed medicine is not available it has to be purchased by the participants themselves.

4.8.7 Dining :

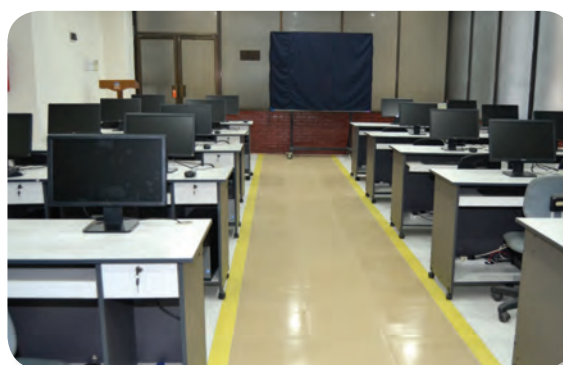
A spacious dining hall on the ground floor adjacent to the anteroom accommodates 200 persons comfortably.

4.8.7.1 Dietary Services:

- Food and beverage services are provided upon request.
- Special menu requests are available.
- Banquet & Party dishes are available.
- Meals to be catered off according to choice.
- Meals can be prepared and served during stay at campus



PSC Library



PSC Computer room



PSC Gymnasium



PSC dining services

**Chapter
5****Academic & Research Wing:
Roles & Activities****5.1 Structure**

Research, Planning & Evaluation (RP&E) wing is headed by an MDS belonging to the rank of Addl. Deputy Inspector General (Addl. DIG) which is composed of two sections- Research and Publication, and Planning, Evaluation & Coordination, each headed by a Deputy Director. At present Mr. Md. Matiur Rahman Sheikh is the supreme authority of RP & E Wing next to Rector.

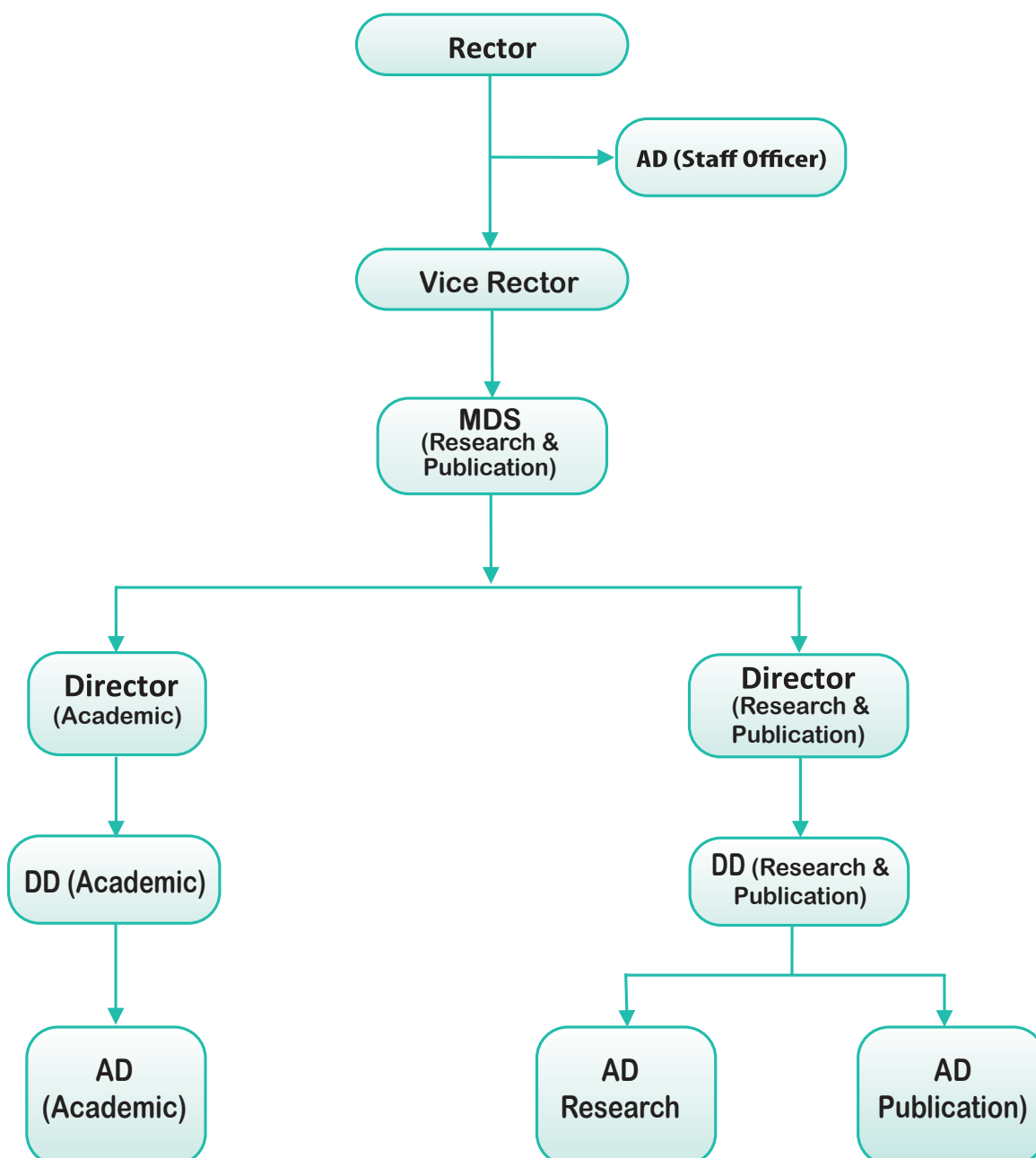


Diagram 5.1: Structure of PSC's Research, Planning & Evaluation (RP&E) Wing

5.2 RP&E Wing: Committed to Conduct Cutting Edge Research for Bangladesh Police

Bangladesh Police Community. Correspondingly, PSC seeks to ensure research aligned with strategic priorities of Bangladesh Police Research Agenda. PSC's Research, Planning & Evaluation (RP&E) Wing is one of the research and knowledge centers on crime and justice in Bangladesh Police. RP&E Wing seeks to promote justice and reduce crime by undertaking and communicating evidence-based research to inform policy and practice. The research works here are regulated under Police Staff College Act 2002.

The functions of RP&E Wing can be divided into two parts:

1. Research and Publication (R&P) and
2. Planning, Evaluation and Coordination (PE & C)

5.2.1 Research and Publication (R&P)

5.2.1.2 Brief Introduction

PSC has a well organized Research Section whose prime duty is to conduct cutting-edge research on the issues like crime, security, and public safety. PSC has achieved many great research achievements this year from studies of illegal fire arms as potential threat to internal security, effectiveness of Railway Police, land conflict and police service delivery.

Not only doing research, the Research Section is also responsible for publishing two half-yearly journals, three four-monthly Newsletters, one annual report in a regular manner. Last year, PSC is accredited to publish each of those worthy research documents very timely and diligently.

Similar to Training Wing, The Research Section also conducts research workshops and seminars on the basis of its research findings or on research techniques and methodology of its specific research. In 2015, two workshops had been conducted in that manner.

Moreover, one of the main activities of Research Section is to publish press releases on the important occasions. Last year, PSC released six (6) press notes on mega events which addressed national concern. Normally, PSC does not make press release for its regular courses

Apart from this, the current status and problems of the research activities are also discussed in the monthly meeting of Research, Planning & Evaluation Wing chaired by the MDS (Research, Planning & Evaluation).

5.2.1.1 R&P Highlights 2015

- Accomplishment of Four Research Projects
- Timely Publication of 2 journals, 4 Newsletters and 1 Annual Report
- Arranging 2 workshops
- Release of 6 press notes in important events
- Professional handling of mass media

5.2.1.3 Functions of Research & Publication Section:

The functions include

- Conducting research on policing, criminology, security and terrorism issues
- Communicating the results of research for police policy makers and other stakeholders
- Conducting or arranging conferences and seminars
- Publishing materials arising out of PSC's work in the form of newsletters, journals, books etc.

A research committee composed of all the Directors of PSC, and MDS (RP&E) advises on strategic research priorities, communications and on the research grants programs.



The details of the committee are as follows:



5.2.1.4 Management of Research Activities

Members Directing Staff (MDS), Research Planning and Evaluation of Police Staff College Bangladesh is the chief of all research activities run by the college. There is a 'Research Committee' headed by the MDS (RP& E) who monitors and manages the research works of the College.

The Research committee reviews applications for proposed research projects, recommend them for getting final approval from Bangladesh Police Research Committee; and provide feedback about publication of research report. These are based against a number of criteria, including:

- The potential implication of results to police work
- The nature of research whether it is academic or empirical
- The research proposal is within the allocated fund of PSC
- The alignment of the research with Bangladesh Police Research Agenda.

This committee recommends the research project for final approval to the Police Headquarters through Rector. The structure of the 'Research Committee' is as follows:

- i) MDS (Research, Planning & Evaluation)- President
- ii) All Directors- Members
- iii) Director (Research, Planning & Evaluation)- Member Secretary



Mr. Md. Matiur Rahman Sheikh in the Interpol Wildlife Meeting in Singapore on Nov. 2015.

5.2.1.5 Fields of Research

Our research themes speak for changes, provide gateway of modern policing and detect the impediments of existing policing system for its betterment.

PSC outlines the organization's current priority areas of research. PSC seeks to collaborate with researchers who are interested in undertaking projects that are aligned with research priorities outlines in the Research Agenda.

To achieve the goal of research work, the research management determined the following fields of research:

Table 5.1: Field of research for PSC research activities

1. Development of safer and secured society	1. Environmental degradation and its impact on law and order
2. Democratic policing and challenges in developing societies	2. Public order management and social development
3. Protection, promotion and uphold human rights	3. Police accountability, discipline and people's perception
4. Establishment of women rights and control of gender based violence	4. Capacity building for law enforcement agencies
5. Protection of children	5. Police management and leadership
6. Contemporary public safety issues	6. Relation between social problems and crime
7. Police peoples engagement and community policing	7. Corruption in society and crime
8. Terrorism & counter terrorism	8. Role of police in maintaining discipline and peace in society
9. Police harassment, irregularities and its remedies	9. Role of police in mitigating social conflict
10. Police operational autonomy and challenges	10. Community policing and its impact

5.2.2 Section of Planning, Evaluation and Coordination (PE&C):

5.2.2.1 Brief Introduction

The office of planning, evaluation and coordination (PE&C) serves as an agency source for policy analysis, data synthesis, organizational planning, external engagements, research patronizing and evaluation of the trainee participants. PE&C's work assists PSC in its efforts to improve program performance and effectiveness which ultimately helps to attain PSC's strategic vision.

5.2.2.3 Functions of PE & C Section:

The functions of section of PE & C include

- Evaluations of the trainees, including research studies of the trainees, publishing and distributing their results.
- Policy analysis of issues and implications arising from various proposals.
- Strategic planning, performance/quality monitoring and reporting including coordinating strategic planning process and performance assessment of PSC, reporting on training performance.
- External engagement including coordination with other agencies, liaison with media to manage and promote PSC's activities.

PE&C works proactively and collaboratively across PSC's Training and Administration Wing. Its main objective is to foster communication, promote innovation, solicit input, coordinate efforts, build partnerships and identify opportunities for cross agency initiatives.

The major responsibility of PE&C section is to evaluate PSC trainings and trainers and accordingly distribute the results of the trainees. In 2015, every core training of PSC has been closely monitored and evaluated and accordingly necessary recommendations provided to the Training Wing for implementation.

In 2015, PE&C Section's significant contribution was also marked by the high profile visit of Prof. Dr. Natalie Klein, the then Head of Department of Policing, Intelligence and Counter Terrorism (PICT) who is also the Dean of Macquarie Law School. In a welcome meeting, Rector and the PSC's senior leaderships discussed on how to explore possible avenues of collaboration between the two institutes and how the college contributes to national priority through its educational, research and outreach initiatives. The visiting professor gave a presentation on 'maritime security and the challenges on law enforcement' on her welcome visit to PSC.

Similarly, as PE&C's one of the major tasks include policy analysis, it worked explicitly on drafting gender policy for Bangladesh Police in 2015. This policy is yet to publish officially.

5.2.2.2 PE & C Highlights 2015

- Timely evaluation of PSC conducted courses and release of their results.
- Recommendations given to Training Wing on the basis of the participants' feedback accordingly major changes have been done to the design of SAARC course, PMC and guest speakers' selection.
- Opening up the scope of collaboration with Macquarie University
- Contributed to preparing the draft of gender policy for Bangladesh Police



PSC faculty members with new incumbent Vice-Rector

5.3 Research Projects Overview

5.3.1 Brief Introduction

A good number of research activities were undertaken by the Research Planning & Evaluation Wing under the supervision of Mr. Md. Matiur Rahman Sheikh, MDS (RP&E). The endeavor of this unit is considered significant and the recommendations of research work on various critical issues are useful and effective.

The following research projects have been accomplished in the 2014-15 tenure.

5.3.2 Completed Projects:

5.3.2.1 Exposure of illegal firearms and potential threats to national security: an assessment

Executive Summary: The report is supported and commissioned under Police Staff College Bangladesh. It intends to explore and assess the exposure of illegal firearms in the context of Bangladesh. Furthermore, the study also aims to look at the potential threats of illegal firearms to national security. The study adopted a mixed method research approach, following by two KII (Key Informant Interview) with officers in charge in two bordering police stations, who also had expert knowledge on illegal firearms. In addition, most of the data were collected from secondary sources such as police official statistics and crime data from newspaper. The data analysis was done through narrative and statistical analysis, depending on the approach that was utilized. The key findings and recommendations of the report are as follows:

Main Findings:

- ❖ Power is calculated by the amount of firearms that a party contains. For instance, if a certain group has more firearms with them, illegal or not, they have more power over another with less firearms.
- ❖ Firearms are mostly used during gun-fights between two parties or in the collision
- ❖ The main intention of using firearms is usually consigning murder. Most firearms cases resulted in a murder or were an attempt to murder.
- ❖ The main motive behind the use of firearms is usually associated with socio-political circumstances. Control over tender, extortion, abduction and certain toll collection is one of the prime motives of illegal firearms use. Domination is also a main motive behind the use of firearms, which is directly linked with the notion that firearms or weapons define power.
- ❖ Incidents concerning the use of firearms usually happen during night. In case of seasonal variations most reported incidents that took place were around January. As most use of firearms is politically motivated, it is important to note that exposure of illegal firearms increase in pre or post election period.
- ❖ Most types of firearms that are used are categorized as Gun (i.e AK 47, IED), Pistol and Revolver. "Other types" which include bomb, gunpowder, cocktails bullet, magazine and cartridge are in larger number.
- ❖ Each month, about 600 to 700 units of arms enter Bangladesh from neighbouring countries like India and Myanmar, positioning the two countries to be possible sources.
- ❖ The main cause of illegal arms in Bangladesh has a historical background, as some war veterans never returned their weapons for security purpose or external interest. External powers may want to create chaos within internal system of Bangladesh for frail monitoring system, lack of follow-up report continuity, lack of concern, greed, and poverty and illiteracy.

- ❖ Use of illegal firearms has an impact of social security as well as national security. The use of illegal firearms has some potential threats on individual, social, political and economic circumstances. Individual threats include violation of human rights, threat to life, threat to property and fear of victimization; where, social threats contain social unrest, disintegration, alienation and deterioration of social norms and values. On the other hand, political threats include political instability, suppression of opposite party and impediment of international political diplomacy. Lastly, economic threats contain economic loss, obstruction of local and foreign investment, mutilation of trade and commerce, threat for both GNP and GDP.

Key Recommendations:

- a) Review Arms Act, 1878 and introduce new laws concerning firearms and its use
- b) Enact a uniform law, which controls and prohibits illegal supply and transfer of firearms.
- c) Capacity Building of law enforcing agencies for dealing with the illegal firearms
- d) Border surveillance and management must be strengthened.
- e) Strengthen transnational networks against the potential arms trafficker
- f) Exposures of illegal firearms need to be monitored closely with various units of law enforcement agencies by introducing close monitoring and coordination systems.
- g) Build up accountability system for licensor, licensee, law enforcer and other related organization.
- h) Increase Research on the impact of illegal arms, its sources and users

5.3.2.2 Exploring the effectiveness of government Railway Police (GRP) in the Security of Railway Communication

Executive Summary: The project is commissioned by Police Staff College and emphasizes on the effectiveness of the Railway Police (GRP) in aspects to the security of the railway communication. The study used a mixed research approach through triangulation, as it used structured surveys and questionnaires as well as Key Informant Interviews of respondents who are considered to be knowledgeable in the areas. Thus, the research is mainly based on primary data supplemented by both quantitative and qualitative methods. The research areas of the study included East, and the West parts of Bangladesh as they were the most popular railway path, used by most passengers thus more respondents were gathered for the study. The questionnaire structure designed for two types of respondents: Service Seekers and Service Providers. The service seekers are the passengers, while the service providers are the Railway Police. The main findings and recommendations are as follows:

Main Findings:

- The Government Railway Police (GRP) mainly aims to maintain law and order of the railway communication throughout the country (as mentioned by 83.1% of the respondents who are service seekers).
- Most respondents mentioned that they did not receive the required service (as mentioned by 85.3% of the service seekers), which also indicates dissatisfaction with the service of the Railway Police.
- The reasons for not receiving the required service includes negligence to duty (as mentioned by 55.1% of the respondents), absent during duty time (14.5% of the respondents), and seek money in return of service (as mentioned by 11.6% of the respondents).

- Most of the service seeker expects the GRP should ensure safety during their journey (as mentioned by 46.6% of the service seekers), followed by ensuring security of personal property and baggage (as mentioned by 37% of the service seekers). Ungraded railway station needs to be taken care of.
- There is also insufficiency in the GRP service delivery. The reasons for insufficient service delivery include lack of manpower (as mentioned by 77.5% of the respondents), no reserved space for GRP in train compartments (as mentioned by 35% of the respondents), and lack of skills in GRP personnel (as mentioned by 27.5% of the respondents)
- Service seekers claimed to have faced harassment from the police, which includes demanding monetary benefit (as mentioned by 38.1% of the respondents), did not attain on demand of necessity (as mentioned by 38.1% of the respondents), or behave in a rude manner (as mentioned by 19% of the respondents).

Key Recommendations:

- In order to provide efficient service, it is important to increase manpower in GRP (as mentioned by 76.7% of the respondents). Through Key Informant Interview, it was found that ideally, 6000 police are required in the Railway Police, however only 1604 police are currently carrying out their duties. It is alarming, but cries out for a need of more human resource (KII-01).
- To attract newer personnel, or increase motivation within the GRP organization, it is important that one must also increase incentives and allowances (as mentioned by 4% of the respondents)
- It is also important that there must be steps taken by the Government for large scaled issues, and the organization for smaller scaled issues. For smaller scale issues, it can be considered that most of the railway police do not feel comfortable in their designated areas. Therefore, accommodation issues must be resolved (as mentioned by 52.6% of the respondents) in order to create a more comfortable atmosphere.
- Separate GRP training institution must be established in order to provide need base service.
- From the study, it was found that most Railway Police demand bribe in exchange of service, which indicates a non professional mentality. Thus, it is recommended that the Government must increase funds towards the Railway system and its associates in order to avoid such non professional behavior that may taint the reputation of the Railway police. The increase of Government funds may also contribute to the infrastructure of the railway system as most of it are about 150 to 200 years old and raises safety issues (as mentioned in KII 1).

5.3.2.3 Nature of land conflict and crime: a study on Bangladesh perspective

Executive summary: This study is conducted on the combination of both primary and secondary sources of data to get comprehensive picture of the reality. Four leading dailies both in Bengali and English have been scanned. Laws, policies, procedures and documents on administration of land management, land survey and registration, acquisition and requisition, land reform and land use, and laws on waqf, trust and debutter property have been thoroughly examined. Through the scrutinaization of the newspaper report we have selected 450 respondents of 30 police station including 13 districts of seven divisions. In this respective police

station, we have scrutinized last two years (2013 & 2014 filing cases) First Investigation Report (FIR) to find out plaintiff and defendant related to land conflict. Primary data have been collected through questionnaire survey, face-to-face interview, Focused Group Discussion (FGD), content analysis and case study method. Collected data later have been analyzed and processed by Statistical Package for the Social Sciences (SPSS) program.

This study reveals that a total number of 12867 land related cases were filed between 2013 (6385 cases) and 2014 (6482 cases) in this selected 30 police

station. On an average 6433.5 cases were filled in every year while in every police station. It also shows that 17.72 cases were filed in per month and 214.45 cases were filed in per year. In each district, on an average, 494.89 cases were filled per year. The average Land related filed case has increased in 7.47 in district level per year. The highest number of land related cases was filed in Bramanbaria Sadar (603& 617) and lowest number of land cases was filed in Khoksa Thana (38& 29) in Kustia. Increasing land prices, rapid growth of industry, extensive land use, adjacent to Dhaka city, population pressure and scarcity of land are the sources of land related conflict and crime in Bramanbaria Sadar. On the other hand, land related conflict and crime is relatively low in Khoksa because it is a small area with small population, prevalence of ADR, financial insolvency of the people, relatively few amount of khas land and so on.

Among the 30 police stations, the number of filled cases have increased in 18 police stations (Narsinghdhi Sadar, Tarail, Katiadi, Ishwardi, Shahjadpur, Tarash, Thakurgaon Sadar, Gobindaganj, Palashbari, Parbatipur, Chirirbandar, Borhan Uddin, Shree-mongol, Baniarchong, Saliokupa, Mohespur, Bramanbaria Sadar, Sarail) and decreased in 12 police stations (Khoksa, Kumarkhali, Lal Mohan, Lakhai, Char fashion, Phulbari, Dinajpur Sadar, Nawabganj, Raipura, Chatmohar, Baliadanghi, Kulaura). One of the major findings of this study is that on an average 56.70 percent land related cases were filled in every year. The highest percentage of land related cases was filed in Char fashion (79.85%) and lowest percentage of land cases was filed in Khoksa Thana (29.68%).

From this study it is found that more than 60 percent cases of total filing cases are filed related to land conflict in 17 police stations. Among 30 police stations, it is also found that the percentage of land related cases have increased in 13 police stations. In district level, the highest percentage of land related cases was filed in Bhola (75.46 %&74.77 %) and lowest percentage of land related cases was filed in kustia (34.01% & 27.63%) in 2013 and 2014. Due to availability of Char land, khas land, geographical location and new land survey, the percentage of land related cases are more in Bhola. During the survey it was found that respondents filed almost 55% civil case, 32 % criminal cases and remain 13% are both civil and criminal case. The highest percentage (20.2%)of filed land related cases are against neighbours who are rich and influential group rich. This report also indicates that on

an average every respondent faced 4.98 cases and 27.50 people fall victim to each land litigation.

During the field survey we found 16 different types of land conflict occurred in Bangladesh. It was also found that rioting is present among the villagers over the land disputes. In time of rioting villagers use fire arms, local arms, lethal weapons and so on. During the survey, we have also found 12 different causes of land conflict that subsequently increases criminal activities. The major causes are judicial corruption, administrative cause, administrative corruption, lack of coordination among sub-registry, AC Land and Tashil office, spoil of land registration, psychological causes ,ecological cause, political cause, backlog of land litigations, acquisition of land, irrigation project, irregular registration, Share Cropping, Crops Damage, improper management of public property, forged document, possession, exchange of property, corruption in ROR, preparation/survey and settlement, inconsistency in record correction and mutation, irregularities in sell-purchase and registration, corruption of sub-registrars and deed writers, loopholes and complexities prevailing in the existing procedures. Failure and corruption of public sector related to land management like registration, record correction, survey and settlement, lease of public lands etc are largely responsible for land litigation.

During the field survey, respondents mentioned 19 patterns of crimes are occurred due to land litigation or conflict. Most of the crimes are directly linked and some are indirectly linked. They viewed that Extortion (81.8%), Assaulted (100%), Murder (95.5%), Injured (100%)- Grievous injure (86.4 %), Normal injure (100%), Coercive injure (90.9%); Dacoity/robbery (18 %), Fraud/forgery (100%), Damage/destruction of property (100%), Set fire to house (96%), Looting/plundering of household property (86.2%), False case (100%), Kidnapping (9.1%), Sexual harassment (87%), Threatening (87%), Using fire arms (82 %) and Land grabbing (100%) are the common pattern of crime associated with land conflict. They also mentioned that the prevalence of Assaulted (40.9%), Injured (87%), Fraud/forgery (63.6%), False case (50%), and Threatening (58%) are very high. Another important finding of this study is that land grabber first prepares fake deeds in connivance with a section of dishonest land administration employees and then captures newly emerged lands of poor and marginal farmers with the help of muscle power. It is difficult to take back the grabbed lands from the influential because land law is so obscure.

Policy Recommendations:

Based on this research finding, we can recommend that establishing and sustaining an effective land registration system could be a useful policy of any government. This effective system of land registration will ensure the ownership and other land rights of all people which will combat land conflict and crime. Recently, the government has started the process to have digital survey. But only digitizing record keeping system may not uproot all the land-related problems unless the survey process is made flawless and less time-consuming. As a long-run objective, it is important to develop a process of comprehensive Land Information System (LIS). This study could be a guide for future researches in this direction and its findings would provide useful suggestions and indicators to policy makers, law enforcing agencies, academics, scholars and other researchers who have interest in land relations and rural society of the country. In fine we have to believe that land litigation is not beneficial, even not for the party-in-victory, because ultimately even in monetary terms both the parties spend much higher amount than the market price of the land under litigation. So we suggest therefore to the policy makers to take policies regarding digital survey, digitalization of land record and above mentioned recommendations to minimize land conflict and crime which can create fewer grievances, relieve people from costly legal battles and bring peace and happiness in the society.

5.3.2.4 Pattern of service delivery system in Police Station: Urban and rural perspective

Executive summary: The report is commissioned by Police Staff College and aims to look at the service delivery patterns of the police at urban and rural perspectives. The report also reflects on the expectations of the service seekers (complainant or accused) and also aims to look at the types of services police provide and the limitations within their service. In order to carry out a successful study, the data for the project was collected through face to face interview, thus two different structured questionnaires were designed for corresponding respondents. The research areas of the study included about 26 Thanas of twelve districts in order to look at perspectives of urban and as well as rural areas.

Main Findings:

- Thana is the most important unit by which the services of police reached at the door to the people. From the current research it can be induced that service seekers usually require the police's assistance when filing a case/FIR (as it is evident in 54% of the cases). Moreover, service seekers also require assistance when lodging a General Diary (GD) (as mentioned in 30.7% of the cases), and other seek help on disputes regarding family or land issues means civil matters (as mentioned in 25.3% of the cases). Other issues include legal assistance, police clearance certificate and even motor accidents.
- The police officers mainly carry out their duties in three different arenas as: investigation, operation and administrative. It can be assumed that the police officers are required to be all rounded and their work is at most times, stressful and demanding. It is evident from the study that the most common type of service is crime prevention duty, or patrolling (as mentioned by 82.7% respondents in urban Thanas and 80% in Rural Thanas). It is significant to note that most service regarding Public Order Management is common in urban areas (as mentioned by 49.3% of the respondents), while only 29.3% of the respondents mentioned they seek public order management in rural areas.
- When carrying out duty, the police officers face a lot of challenges, some that are beyond their control and some that are due to organizational legacy, structure and practices. The challenges include lack of logistics and modern equipments (78.7%), excessive duty and case load (24.7%) and lack of skilled man power (24%). Service seekers also mentioned that one of the main problems they face when they contact the police is delayed response time. The delayed response time indicates inefficiency from the police's part.
- In this research 66 per cent respondents informed that they have received service from police

that they had to expect. In contrast 34 per cent respondents said they did not receive expected service from police. Then service seekers also stated that they faced discrimination while receiving service. Most respondents mentioned that the discrimination was due to the fact that the police tend to give importance and more priority to more high profile (socially advanced) service seekers (mentioned by 88.5% of the respondents). Therefore, depending on respondent's expectation the level of satisfaction has been measured. So it has been observed that majority of the respondents (41.3%) are moderately satisfied with the service of police whereas the rate of very satisfied persons is about 37 per cent. In contrast nearly 13 per cent respondents are dissatisfied and 4 per cent are very dissatisfied.

- The urban and rural services do not differ on a marginal level. However, it is important to note that the most significant point is the fact that most people in urban areas require public order management, as opposed to service seekers in rural areas. This is due to the fact that urban areas in Bangladesh are highly populated and cause public disorder and other associated cases.

Key Recommendations:

According to the research findings, many initiatives can be taken to improve and regulate a successful policing organization. Some of the key initiatives are listed below

- For rural police station: Sufficient manpower in the police station need to ensured and supplementary posts should be increased as well. Develop more advance logistics and transport system for rapid response. Need more installation of IT base technology. Increase accommodation facilities and incentives as well.
- For Urban police station: Increase training-on Human rights, Basic Intelligence training, public order management etc. Need to increase allowances and incentives then practicing more reward system from better performances. Need to ensure operational freedom.
- International cooperation to combat such malicious activities.

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- International cooperation to combat such malicious activities.

5.3.3 Ongoing Projects

These following research projects are in progress. These are expected to be completed by the end of the financial year, June 2016.

5.3.3.1 Nature of Land Conflict and Crime: A Study on Bangladesh Perspective (Phase-II)

Abstract: The right to ownership over land has always been a vital issue in an agrarian country like Bangladesh. Land is the scarcest of all resources and a significant causative agent of production. For millions of people it is the main source of shelter, security of food, and livelihood. Land-related violence especially killing, rancour, speculation, forced grabbing, fraudulence, and other deceptive means to acquire land have become common phenomena in the life of millions people in this country. Land conflicts entail many political, economic and social costs, including the costs of policing conflicts, loss of life, livelihoods and property, displacement and social and economic insecurity. In the last few decades, the land, poverty, and land laws have emerged as a renewed interest. To be more specific, these three deeply interwoven areas have attained particular dimension from the context of land conflict. It is now well understood that land laws and policies currently in force in Bangladesh, are mostly scattered and complex

in many areas. More frustrating, are the contradiction, ambiguity, non-compliance with pro-poor interest, and problems with law and practice questions mounting in land disputes and litigations. It aims to broaden the understanding of the complexity of causes that lead to land conflicts in order to provide for better-targeted ways of addressing such conflicts.

Research Progress: The details Inception plan has been developed, literature review has been done, research tools have been finalized and questionnaires & check list have been produced.

5.3.3.2 Impact of Police Staff College (PSC) Conducted Training at Unit Level Policing: An Analysis

Abstract: Generally, police are viewed as the fundamental mediators between the community and the legal system. Police not only enforce the law and keep the peace but also at the same time they adapt the universal standards of the law to the requirements of citizens and public officials in the community. So policing is a difficult and complex career. In this regard training plays a very important role in providing proper services. A basic purpose of training is to keep police personnel up-to-date with respect to important changes in the profession. Various institutions provide training for the police personnel in Bangladesh. The present study explores the impact of Police Staff College (PSC) Conducted Training at Unit Level Policing. The ultimate goal of policing is order maintenances and keep peace into the society. Police Staff College offers various training programs throughout the year for senior officers of Bangladesh Police. After taking the training from the PSC, the trainees have got the opportunity to apply it in the field or unit level. Now it is time to evaluate the effectiveness or impact of the training programs in the professional life and also find out the challenges in this regard.

Research Progress: Research design has been developed, literature review has been accomplished, research tools such as questionnaire & check list have been finalized and a pilot survey is in progress.

5.3.3.3 Impact of Investigation Cost in Criminal Case Investigation: An Empirical Analysis

The report is commissioned by the Police Staff College Bangladesh and aims to assess the impact

of investigation cost on criminal, followed by to identify differences between governments allocated investigation case investigation in Bangladesh. The main research looks to figure out different types of cost for investigation cost and actual cost of criminal case investigation, and evaluate the cost of investigation and its effectiveness. Moreover, a suggestion is made to further cost management for ensuring better criminal case of investigation. The study was carried out in an empirical manner; hence an appropriate questionnaire was utilized for the one category of respondents. And In-depth interviews are conducted with the Officer-in-charge (OC), Assistant Superintendent of police, Superintended of Police and other expert officials.

Research Progress: Statistical analysis is done and major research findings have been made. Currently, the research team is busy with manuscript write up.

5.3.3.4 Crime Incidence and Time: Urban and Rural Perspective

Abstract: The study is specially made by the Police Staff College Bangladesh and aims to explore the commission of crime with time in perspective of urban and rural areas. The main research aim is to find out the time when crime is occurred most in urban and rural areas of Bangladesh. The study also tries to compare



Rector PSC is presenting Memento to the foreign guest

times and dates when the crimes are occurred and in which season it committed most. It also try to find out the policy and measures to reduce the possibility of victimization in Bangladesh. The study is explorative in nature and both primary and secondary data is used for better findings. Appropriate questionnaire and checklist is used for data collection. Checklist was designed to collect the information of crime and time occurred in different times from various police stations in Bangladesh. The information of crime commission and time was collected by FIR of 2014 from local police stations from several districts in Bangladesh.

Statistical analysis is done and major research findings have been made. Currently, the research team is busy with manuscript write up.



The Participants of Hospital Based Management of Mass Casualty Incidents Course with Forigen Instructors



PSC Journal editorial board meeting

**Chapter
6****Administration wing****6.1 Wing Structure**

Administration wing is headed by a Director belonging to the rank of Superintendent of Police which works directly under the Rector of PSC. The hierarchal setting of the administration wing is in the following page (Diagram 6.1).



Rector is presenting a souvenir to the IGP after a cordial meeting at PSC

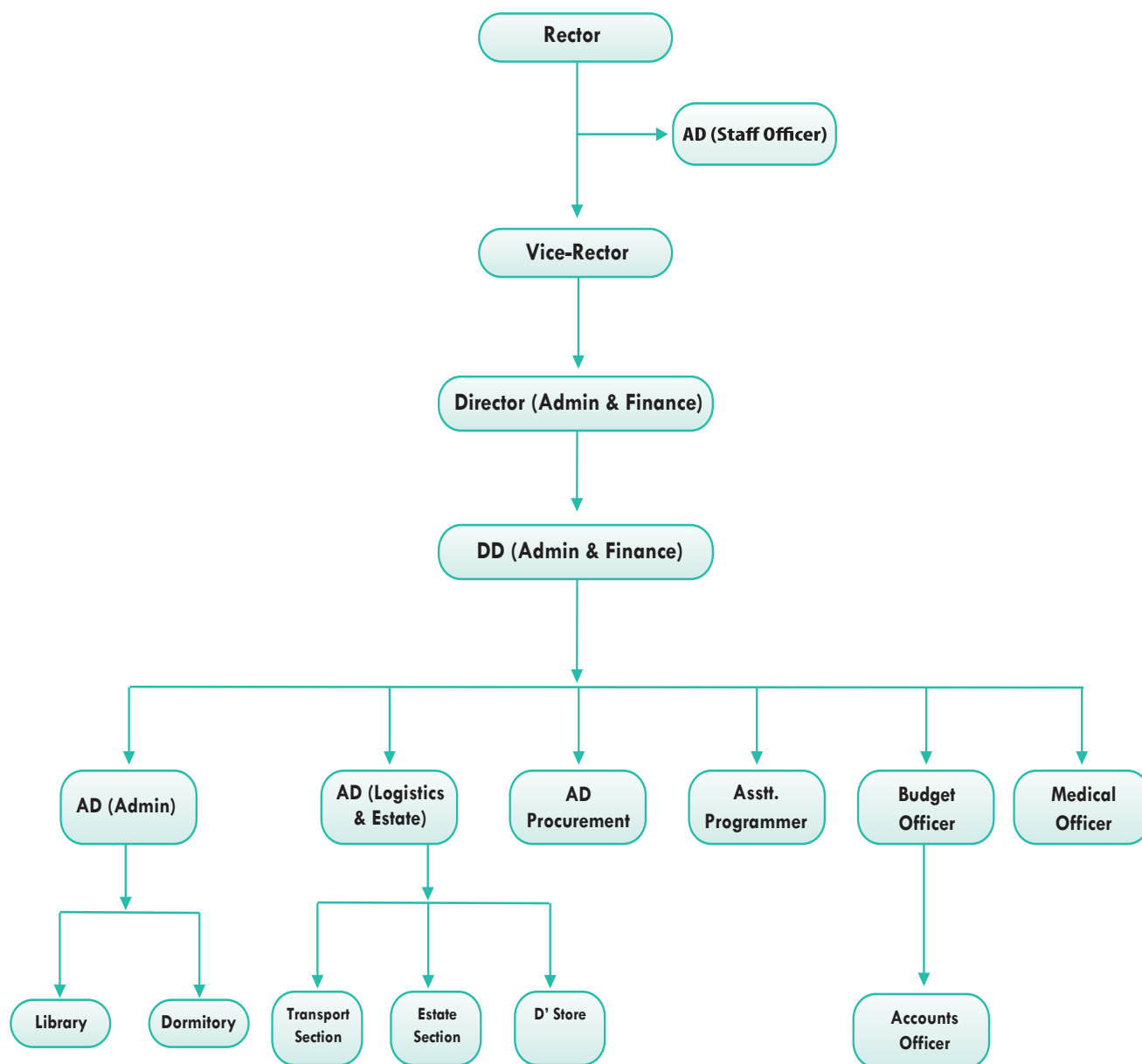


Installation of electricity sub-station at PSC



Setting up of a temporary barrack for the PSC force

Administration wing



6.2 Activities in Details

Administration and Financial Wing is responsible for the smooth administrative functioning of Police Staff College Bangladesh where maintaining financial discipline plays a vital role. Its sole activities cover areas like maintaining discipline, general control and supervision of the officers and other members- both police and ministerial- of the institute as per the direction of the Rector. This wing is headed by a Superintendent of Police, posted as Director (Administration).

Duties and responsibilities of Administrative and Finance Wing:

- 1) Maintaining overall administrative and financial activities as per the direction of the Rector.
- 2) Personnel management
- 3) Infrastructure management
- 4) Logistics and supply management
- 5) Ensuring timely procurements, maintenance and other related works of PSC.
- 6) Annual procurements and maintenance of other related works of this institution.
- 7) Verifying cash in hand and custodian of cash operation by the head of this wing
- 8) Submission of all reports and returns and making routine correspondence with police.
- 9) Providing administrative and messing facilities of the trainee officers as well as foreign and national trainers while the program runs.
- 10) Supervising construction works and maintaining liaison with concerned department.
- 11) Granting leave of the subordinate officers/staff.

6.3 Discipline

6.3.1 Reward

Director (Administration) is vibrant to reward police members and ministerial staff for their good services. A total of 726 personnel were awarded with money reward and 8 persons were awarded with good service in the year of 2015.

6.3.2 Punishment

On the contrary, punishment is awarded to the offender for their indiscipline and unlawful activities, 1 personnel was awarded with punishment in the year of 2015.

6.4 Logistics

PSC has been suffering from resource constraint since its inception. Now PSC has 162 personnel but there are limited scopes of resources under different nature, say-

6.4.1 Mechanical and Transport (MT) Section

Mechanical and Transport section is equipped with the following vehicles-

- | | |
|---|--|
| <ul style="list-style-type: none">• 5 (V-6) Pajeros• 1 Progoti Pajero• 5 private car (where 1 is to be condemned)• 3 Micro buses• 2 Double Cabin pick ups | <ul style="list-style-type: none">• 1 Single Cabin pick ups• 1 Bus (31 seated)• 6 Motor bikes (2 non-operational)• 1 Lawn Mower |
|---|--|

6.5 Facilities & Amenities

6.5.1 IT Facilities

PSC has a computer lab with modern computers and hi-speed internet facility which is available for multi-purpose uses. By virtue of an unceasing support with sufficient numbers of computers, laptops, projectors, the process of establishing E-classroom is in progress. Police Staff College Bangladesh campus is covered with a strong Wi-Fi internet facilities at different points through which concerned personnel can log in his devices (i.e. laptop, computer and mobile etc.) using Wi-Fi password.

6.5.2 Medical facilities

PSC has one medical officer. A number of 3648 patients received treatment by the PSC doctor during the year of 2015.

6.5.3 Physical Exercise and Sports

Annual sports program is organized duly at the PSC campus where all officers and forces (both police and ministerial) take part along with their family members, although it is yet to make physical exercise and sports a part of life for officers/forces of PSC. Besides, the following recreational events are also organized by PSC.

6.5.4 Outdoor Games

Football and volleyball facilities are available for all officers and forces. Every day all officers and forces are freed to enjoy such activities after 5 P.M. Badminton and table tennis are regularly played by the trainees and officers. Basketball ground and lawn tennis grounds are getting ready very soon.

6.5.5 Walkway

Police Staff College Bangladesh has a scenic walkway around the PSC pond, which was made of ceramic bricks in 2008. The length of the walkway is 590 meter (approx).



Walk way of PSC

6.5.6 Gymnasium

Police Staff College Bangladesh is enriched with a full-fledge-functional gymnasium facilitated separately for both male and female members, and equipped with the following

- | | |
|-------------------------------|--------------------------|
| • 4 treadmill | • 1 AB machine |
| • 5 spinner bike | • 1 weight tree |
| • 5 station multi gym WND (1) | • 1 weight lifting bench |
| • 1 recumbent bike | • 1 dumbbell weight |
| • 1 cross trainer gymcals | • 1 dumbbell staff |
| • 1 cross trainer gymcals | • 1 dumbbell stick |
| • 2 cross trainer | • 1 twister |
| • 2 weight and height scale | • 1 sit up bench |
| • 1 AB king pro | • 20 dumbbell stick etc. |
| • 1 gym ball | |

*PSC Gymnasium complex**PSC swimming pool*

6.5.7 Swimming Pool

Police Staff College Bangladesh endowed with a newly built swimming pool having length of 82 feet with 56 feet width. This swimming pool is already inaugurated and being maintained properly. Police officers and their family members can be a registered member for using this swimming pool with a nominal payment. Coupons are available on daily or monthly basis for the usage of officers. A set of regulations are being made for membership and regular utilization of the swimming pool.

6.6 Accommodation for the Staff & Participants

6.6.1 PSC Faculties Accommodation

In reality Police Staff College Bangladesh has no space for accommodation for its Faculties.

6.6.2 PSC Forces Accommodation

Police Staff College Bangladesh has newly built accommodation space for forces.

*PSC dormitory building*

6.7 Land and Buildings

Police Staff College Bangladesh has got an area of approximately 19.5 acres with a pond of about 5 acre. Police Staff College Bangladesh belongs following establishments-

- i. 1 four storied administration building (under construction 3rd floor is included)
- ii. A five storied dormitory building for the accommodation of trainees officers
- iii. 1 gymnasium building with a wide ranged swimming pool complex.
- iv. 1 wide ranged Convention Hall.

Besides, we have got two four-storied residential buildings in this campus.

6.7.1 Administration Building

Administration building is a four-storied establishment equipped with five world standard classrooms, one International Conference Centre (ICC), one Lecture Gallery and one Computer Laboratory

6.7.2 PSC Dormitory

PSC Dormitory is groomed up with 3-star like facilities where there are 66 rooms are available for the accommodation of 61 trainee officers at a time.

6.7.3 Pond

PSC pond is glorified with a natural scenic beauty in this stoned packed urban dam. It has a scope for rowing by two peddles boat and one canoe boat. Pond area is spread over 5 acre (approx)

6.7.4 PSC Convention Hall

PSC Convention Hall is a newly built 'centre of social activities' like wedding ceremony, cultural programs, corporate activities etc. which are arranged as rental basis following an operational manual for police and non-police stakeholders. This hall runs with the motto of "We Inspire your Trust" which can be reached at www.pscconventionhall.com



PSC mango orchard alongside the pond



6.8 Welfare and Recreational Activities

6.8.1 Observing different festivals and important days

PSC remains in a very festive mood in line with the country on days of important national festivals of the. Throughout the year of 2015, PSC observed a number of festivals. Last year, it commemorated important day like National Mourning Day with full respect and dignity. All staff including the forces along with their family members had an active participation in every event shown below-



PSC faculties celebrating Pohela Boishakh

- 1) Annual Picnic Program
- 2) Boishakhi program (Panta Hilsa Festival)
- 3) Iftar Mahfil
- 4) Eid Reunion
- 5) Film show
- 6) Several cultural programs



An event of PSC family day

6.8.2 PSC Picnic

PSC regularly arranges office picnic for the recreation of its members. Because of some unavoidable circumstances, annual picnic of 2015 had to arrange in the very early of January of the following year. All staff along with the family members participated in that family picnic. PSC organized such program in a way so that everybody has a full participation and everybody get rewarded from that event. In doing so, several events were made in different categories such as child (A & B), female, Male, Officers' group etc. Interesting events like volleyball, football, pillow passing etc. were arranged for staff considering grand participation. All the staff enjoyed the event with full enthusiasm.



PSC staff observing Iftar

6.8.3 Television & Karaoke

Police Staff College Bangladesh has 63 Televisions which are using in different rooms both in academic building and dormitory building. There is a karaoke device at ante-room of PSC dormitory used for musical entertainment for the participants.



Mr. AAMS Arefin Siddque, Vice Chancellor of Dhaka University is addressing in the Dhoritri Bangladesh Dibash at PSC

6.8.4 Film Show:

There are ample collections of English & Bangla movies in PSC library which participants/staff can borrow and enjoy during leisure period.

**Chapter
7****Challenges and Roads Ahead****7.1 Challenges:**

PSC is now facing the following significant challenges that need to be considered for its future course of action.

- Insufficient internal facilitators: PSC is very much dependent on outside speakers. Because of the frequent transfer of the faculty, PSC cannot develop its internal resource persons. It should have an internal panel of facilitators specialized on particular subject so that it can run its training sessions independently.
- Lack of manpower: Apart from facilitators, PSC's endeavor has also been hampered by a lack of other supporting staff. PSC is still suffering from a shortage of skilled manpower. Most of the under commands are working under deputation from various police units.
- Lack of experienced person to conduct quality research: PSC needs more experienced as well as interested person to conduct quality research.
- Limited infrastructural facilities: It has limited scope of infrastructure facilities. Now the present facilities only can accommodate several certificate programs. Some long term courses need more facilities like seminar room, syndicate room etc.
- Insufficient accommodation & logistics for the staff: PSC cannot provide sufficient accommodation for its staff. Not only that, it also has some significant shortage of logistic supports specially vehicle support. In that case the staff faces severe transport problem that eventually impact the management of training and research.
- Insufficient vehicle support for the participants and the guest speakers: Correspondingly PSC is lacking vehicle support for the participants and the guest speakers even for research which needs field study. It needs to be dependent on DMP or PHQ for vehicle support especially during its mega event like international conference or SAARC training.
- Constraints of library: PSC's library needs to be more advanced in terms of both spaces and richness. It still does not have on line access to online books, journals and reports.

7.2 Master Plan:

PSC has a master plan for its future improvement in all aspects. This is the administrative plan. The following provisions are incorporated in its present master plan:-

- (1) An exclusive academic building (10-storied)
- (2) Vertical extension of both administrative and dormitory building.
- (3) A 20-storied residential building.
- (4) Rector's and Vice Rector's Bungalow.

7.3 Roads Ahead:

Further points that need to be addressed are:

1. Focus on capacity building: PSC should focus more on capacity building initiatives for the directing staff. In that case more training is needed for the PSC faculties.
2. Selection of officers committed to training and learning: It needs closer contact with PHQ so that officers who are dedicated and have thirst to knowledge are posted to PSC.

3. Engagement with national and international universities: PSC can make partnership with local and foreign universities who teach criminology and policing related issues. Based on such partnership PSC can make an exchange program for its faculties and this would also help its research activities.
4. Focus on research based study: Bangladesh Police needs more research based policy implication that PSC can offer. Considering such significance, PSC faculties should be encouraged for having more research higher degrees either from local or from foreign universities. Devotion for PhD research would be highly appreciated in this regards. In that case, PSC can arrange some financial support for those personnel.
5. Giving importance on academic honesty for quality research: PSC has to buy plagiarism detection software to ensure academic honesty.
6. Taking initiatives for getting access to online resources: PSC should take necessary steps for getting online access to academic resources.
7. Implementation of E-learning process: In line with the Government of Bangladesh's vision -2020, PSC should take necessary step for the immediate adoption of e-learning system.
8. Strengthening of Manpower: Institutional persuasion is needed to increase permanent staff so that PSC would not have to depend on deputation.
9. Strengthening of logistic support: For smooth functioning of education, training and research activities, PSC's logistic support should be upgraded, in particular vehicle. Hence, a close official communication with PHQ is needed to increase those facilities.
10. Accommodation for PSC staff: Since there are insufficient residential facilities for officials of PSC, initiatives are needed to prepare a plan for building up a multi storied dormitory for senior officers to mitigate this problem.
11. Efforts to move pending rules of PSC: Active and continuous drive is urgent to make sure that those rules come into existence.
12. Ensuring green commitment: In order to keep its premise as environmental friendly, PSC should follow some green commitments, such as installation of automatic timing for lights and air conditioning controllers to reduce energy consumption, embracing e-learning software and reducing paper use, recycling of paper, printer, toner cartridge and waste.

