

ANNUAL *REPORT* **2019**



Police Staff College Bangladesh

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Inspector General, Bangladesh Police

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Police Staff College Bangladesh

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Message from The Rector



Dear Readers, I am delighted to know that PSC Annual Report 2019 has come up to your hand with much better and smarter look than ever. As the Rector of Police Staff College Bangladesh, I am glad to see the significant progresses of PSC over the year 2019. Its successes in launching Mid-career journey and establishing international scholarly network demonstrate its continuous effort in being adaptive, perseverant and dynamic towards its vision and mission. These elements are valued not only to the policing of Bangladesh but also to the people who are interested in public safety and security of Bangladesh.

2019 was an eventful year for PSC, full of change and progress. Everything we do is aligned with the interests of our participants. We approach challenges with analytical insight, diligence and resilience. This report includes descriptions of achievements of PSC in its all related arenas. Being the focused activity of PSC, training courses in 2019 increased significantly compared to those in 2018. A number of courses with native and foreign participants organized by INTERPOL were the most significant part of training programs at PSC in 2019. Apart from that, PSC arranged 6th SAARC Course. Moreover, PSC arranged seminars on final presentation of previously conducted research activities. Furthermore, PSC finalized 3 curriculums for mid-career courses.

I hope you will find this report both interesting and informative. Let us join our journey and see the world in unified lenses! Together, we can better serve the community and make a real difference. I must acknowledge the high-level interest, regular monitoring and valuable guidance from the Board of Governors of PSC. I also appreciate the constant support from the Police Headquarters and earnest cooperation from our national/international partners that they have given us throughout 2019. Finally I would like to thank the PSC staff from top to bottom for their relentless effort to achieve great successes over 2019 and to bring a sustainable future for this Centre of Excellence.

We look forward to having much more achievements in 2020!

SK. Md. Maruf Hasan bpm, ppm
Rector
Police Staff College Bangladesh.



Message from The Vice-Rector



We are delighted for the publication of the PSC Annual Report 2019. I and our faculty members are very proud of PSC achievements highlighted in this report. Our staff members are incredibly energetic, professional and hardworking on their works which led PSC in achieving brilliant success. PSC, the apex training center of Bangladesh Police and an institute for higher research in policing issues, makes difference every year and gets one step ahead, which is portrayed in this Annual Report. Therefore, this Annual Report is a snapshot of performance, achievements and prospects of PSC. We have been going through transformation over the past few years and it is not easy to assess the transformational impact from a single year's results. However, when compared, it is vividly clear just how much change has taken place in such a short span of time. We have revealed all relevant information in the form of Annual Report for the interest groups and the citizens of the nation. Publication of this Annual Report will promote the transparency and accountability to its stakeholders. I personally appreciate this laudable effort on the part of PSC. I would like to record my sincere and heartiest thanks to all the members of the Board of Governors, members of the faculty, and the employees for their talent and passion. I also thank the resource persons, participants of various courses and well-wishers for their unremitting efforts and continuous assistance to PSC since its inception. My genuine gratitude is also due to the Rector and the Research and Publication Wing of PSC for publishing this report. Finally, I would like to express my gratitude to you, the reader, for your interest in PSC. We want to thank our partners and stakeholders for their continued trust. Heartfelt thanks are extended to all concerned personnel, especially to editorial members who contributed significant inputs to the report. Any observation, view and recommendation from the valued readers would be highly appreciated and considered as precious contribution towards enriching the future publication of the report.



Md. Ibrahim Fatemi bpm, ppm
Vice-Rector
Police Staff College Bangladesh

PSC Achievements of the Year-2019 at a Glance



CONTENT

1	Editorial Board
2	Message from the Rector
3	Vice- Rector's Message
4	PSC Achievements 2019
6	Abbreviations
7	Executive Summary
9	Who We Are
11	Organizational Structure
12	PSC Management : at a glance
18	Campus Location
20	2019 Highlights
21	Top Stories of 2019
25	PSC Conducted Courses at a Glance
29	Meeting Our Strategic Goals
43	Glimpses of PSC Publication
49	Field Visits of the Participants
51	Training Forecast of PSC, 2020
52	Welfare and Recreational Activities
55	PSC's Challenges & Way Forward

Abbreviations

AD: Assistant Director	PBI: Police Bureau of Investigation
Addl. DIG: Additional Deputy Inspector General	PE &C: Planning, Evaluation & Coordination
Addl. IGP: Additional Inspector General of Police	PEMCC: Police Executive Management Certificate Course
Addl. SP: Additional Superintendent of Police	PFMCC: Police Financial Management Certificate Course
APBn: Armed Police Battalion	PHQ: Police Headquarters
APA: Annual Performance Agreement	PMCC: Police Management Certificate Course
ASP/Sr. ASP: Assistant/Sr. Assistant Superintendent of Police	PSC: Police Staff College Bangladesh
ATA: Anti-Terrorism Assistance	PTC: Police Training Center
BGB: Border Guard Bangladesh	R &P: Research & Publication
CID: Criminal Investigation Department	RAB: Rapid Action Battalion
CMP: Chittagong Metropolitan Police	RP&E: Research, Planning & Evaluation
DD: Deputy Director	SAARC: South Asian Association for Regional Cooperation
DIG: Deputy Inspector General	SB: Special Branch
DMP: Dhaka Metropolitan Police	SP: Superintendent of Police
FGD: Focus Group Discussion	SPBn: Special Security and Protection Battalion
HW: Highway Police	TDS: Traffic Driving School
ICC: International Conference Centre	TNA: Training Need Assessment
ICITAP: International Criminal Investigative Training Assistance Program	UNDP: United Nations Development Program
IGP: Inspector General of Police	UNESCO: United Nations Educational, Scientific and Cultural Organizations
KSA: knowledge Skill and Attitude	UNICEF: United Nations Children's Fund
MDS: Member Directing Staff	GAFMC: General Administration and Financial Management Certificate Course
MoU: Memorandum of Understanding	
NHRC: National Human Rights Commission	

EXECUTIVE SUMMARY

This Annual Report will give an opportunity to let you know about the Police Staff College (PSC) and its dynamic performances over the year 2019. It reflects that our efforts are aligning to our vision and mission which denotes as very impressive, adaptive, innovative and productive. It also illustrates how we are advancing to our commitments and goals.

During 2019, we have made some notable improvements which better articulates the role of PSC towards its vision as a think tank for national security. This annual report portrayed our strategic goals. It details our efforts to influence police leaders, to shed light on academic endeavor, to create significant collaboration with other organizations, to provide insights to policies and strengthen PSC in terms of both academic and infrastructural development. Among those successes, the most striking are the first ever introduction of Mid-Career Course named, “1st General Administration and Financial Management Certificate Course” for Additional SPs held on 22 September to 7 November, 2019.

Developing and introducing mid-career training programs for the three tiers of police professionals ranging from ASP to SP is a significant and praiseworthy step of PSC during 2019. These training programs have been designed in collaborative partnerships with reputed international institutions and universities in order to make these designated officers efficient and productive to the next level. These training courses were made compulsory so that these courses could be meaningful, effective and actionable. These programs will be instrumental to make our officers confident, pragmatic, productive and up-to-date in facing the challenges of contemporary policing through networking and sharing of best practices.

Last year, PSC showed a considerable growth of its courses and participants from those of 2018. In 2019, PSC hosted forty three training courses that included six core courses and one mid-career course all together comprising 1133 participants from various professions, ranks and backgrounds. We also arranged a partnership course named “Policing Capabilities Program for Asia and South Pacific” with the INTERPOL, and the 6th SAARC Course in 2019. Apart from these, PSC conducted several partnership courses with ATA, US Embassy, Dhaka and 8 workshops in the year of 2019.

Our academic endeavor got new impetus with an academic visit of five members PSC delegation to Macquarie University, Australia from 29th April to 3rd May 2019 as part of the MoU, signed between Police Staff College Bangladesh and Macquarie University, Australia back in 2017. PSC delegation proposed to send officers from Bangladesh Police in Macquarie University as part of the Mandatory Training to be held in PSC and Macquarie Authority consented accordingly. In another note, PSC proposed Macquarie to assist in Curriculum Development of ‘Security Studies’ and ‘Cyber Security’ which will be inducted in PSC. Macquarie assured in this regard and Australian Institute of Police Management (AIPM) assured to welcome Police Officers from Bangladesh in its International Police Partnerships Program that includes joint training, joint seminars/conference, exchange of information and resources.

The fourth batch of students in the Applied Criminology and Police Management (MACPM) course was enrolled, while the result of the 3rd batch of MACPM was published in due time. Our

teachers' panel got even richer with the inclusion of the renowned resource persons from diverse profession and background. During the 2018-19 fiscal year, PSC conducted 4 research projects completed by eminent researchers of the country with the active participation and supervision of the research branch of PSC.

The following research projects were accomplished during the year-2019:

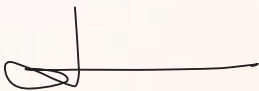
1. Socio-economic Dimensions of Police Work in the Society: An Impact Analysis
2. Capacity Building of Bangladesh Police: Higher Study as a tool for professional development
3. Police Mobility and Demand of Police Transport: A Rural and Urban Comparative Study
4. Factors that Influence Police Personnel's Behavior in Professional work: A Study

Among these research works, the first one (Impact Analysis) was conducted by a proficient team led by renowned Professor Abul Barkat, Ph.D. One of the key findings of this research was the positive impact of investment in policing: the benefit-cost ratio is more than one. Meaning, for 1.00 (one) taka spent on policing, the benefit received by the society through reduction of crime is about 1.85 taka on average. This research is one of the very few of its kind globally and PSC is the only institution in South Asia that has conducted it.

Over the past year, our engagements with development partners like-- Australia's renowned academia - Macquarie University, various foreign diplomatic missions located in Dhaka such as US Embassy, Embassy of Turkey, UNDP,-- got stronger than ever and continues to thrive. What's more, we have found new friends in-- Ministry of Public Security, China, and access to information (a2i) program etc. Their engagement with PSC is one of the great drivers of PSC's endeavor for excellence.

One of the greatest achievements of 2019 is the securing of first position by PSC at Annual Performance Agreement (APA) amongst all units of Bangladesh Police.

I would like to show my profound gratitude to the Rector and Vice Rector of PSC for their unconditional support and valuable advice in preparing this Annual Report. I appreciate and thank all the PSC staff, in particular, my team of Academic and Research Wing for their diligence, hard work, sincerity and assiduous effort to bring this report into existence. I wish you all the best!



Md. Golam Rasul

MDS (Academic and Research Wing)

Chief Editor, Annual Report 2019

Police staff College, Bangladesh.



WHO WE ARE

Police Staff College Bangladesh (PSC) is the apex training and research institute of Bangladesh Police. It is responsible for high-quality training of senior Police officers through the offering of professional/academic degrees. PSC prides itself in the conduction of cutting edge researches on ever-evolving criminological issues. It also provides training and academic opportunities to worthy candidates outside the police department in pursuing post-graduate (Master) degree on applied criminology and police management.

PSC has come to light as a statutory organization in 2002 under the Police Staff College Act, 2002, through an auspicious inaugural by the Honorable Prime Minister Sheikh Hasina on November 30, 2000. It is one of the first of its kind in the South Asian region. It has a beautiful landscape of approximately 19.5 acres of land located at Mirpur-14 - the heart of Dhaka, the capital of Bangladesh.

PSC is governed by the Board of Governors composed of a high level 13-members body headed by the Honorable Minister, Ministry of Home Affairs. The dignitary members include Secretaries of Ministry of Home Affairs; Ministry of Public Administration; Ministry of Finance; Ministry of Education and Ministry Law, Justice and Parliamentary Affairs, the Inspector General; Rector, Bangladesh Public Administration Training Centers (PATC); Commandant, Defense Services Command and Staff College (DSCSC); Vice Chancellor, Jahangirnagar University; Additional Secretary, Cabinet Division and the Rector, PSC who is the member secretary of the board.

The Rector, an Additional Inspector General of Bangladesh Police, is the head of the executive of PSC. The Vice Rector in the rank of Deputy Inspector General assists the Rector in regards to academic, research and training matters and all administrative concerns. PSC has two functional wings: Training Wing and Academic & Research Wing headed by two Member Directing Staff (MDS) - MDS (Training) and MDS (Academic & Research). Besides, PSC has Administration and Finance Branch for the support services to the other wings. A Director in the rank of Superintendent of Police provides all administrative supports for the smooth functioning of PSC according to the directives of the Rector and Vice Rector.

PSC's Training Wing is dedicated to impart quality training to the senior police officers in the rank of ASP and above, and other equivalent government officials. The aim of PSC training is to equip participants with the appropriate knowledge, skill & attitude to respond to the changing needs of the society, to improve their operational capabilities, capacities & efficiencies and to raise their awareness on new ideas, perceptions and critical insights on the ever evolving security domains. The Training Wing is headed by a Member Directing Staff (MDS) in the rank of Addl. Deputy Inspector General (Addl. DIG) of Bangladesh Police. This Wing consists of two Branches named 1) Training Branch and 2) Curriculum Branch, each led by a Director in the rank of Superintendent of police.

The Academic and Research Wing (A&R) is dedicated to perform two distinct jobs: 1) to administer PSC's academic programs such as the administration of its professional Master degree program, 'Master of Applied Criminology and Police Management' and 2) to conduct cutting edge researches as directed by PHQ. This Wing is headed by a Member Directing Staff (MDS) in the rank of Addl. Deputy Inspector General (Addl. DIG) of Bangladesh Police. This Wing is composed of two Branches: i) Academic Branch and ii) Research & Publication Branch each headed by a Director in the rank of Superintendent of Police. While Academic Branch is engaged in pursuing academic endeavors; Research & Publication Branch is dedicated in conducting cutting edge researches across a range of eco-social, criminological, security, policing and counter-terrorism issues.

PSC's journey since its inception has gradually been very worthy and promising. PSC is now more confident to achieve its strategic vision within the target period. Our present outstanding performances align with our assertion. We have broadened our network in the international arena, most prominently with Macquarie University, Australia. We are making regular arrangement of SAARC international training course and a number of international conferences/seminars in collaborative partnerships with the international and foreign partners including Sydney's Macquarie University, Interpol, US Embassy, and Australian/Canadian High Commission and so on. In this way, PSC is moving forward and endeavoring for excellence with a vision to establish it as the regional and global 'think tank'.

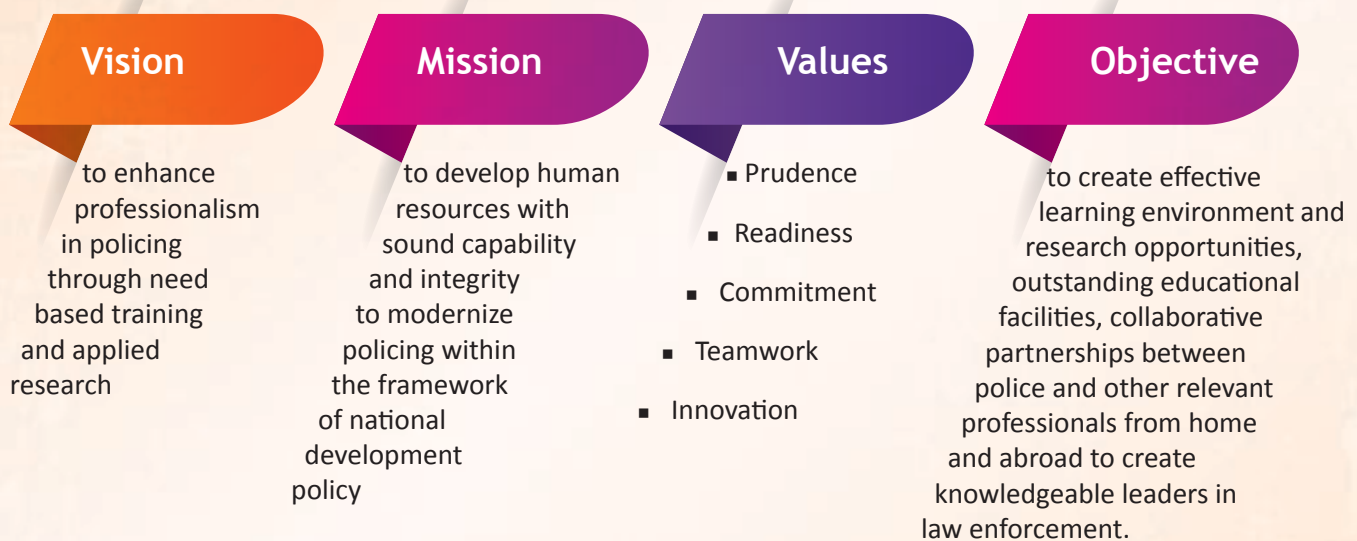
Our Legal Basis

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

What We Do

The purpose of PSC

The purpose of Police Staff College Bangladesh (PSC) is to create a sustainable, sound and work-based learning model which supports police, government officials and relevant professionals of Bangladesh and around the globe to build safer and resilient communities.



Our Goals

- To influence and enhance police leadership, prudence and professionalism
 - To establish innovative and work-based graduate learning programs
 - To provide value and insights gained from security, criminology and policing research to the national and international platforms
 - To promote mutual partnership and networking
 - By creating a vibrant and quality learning environment, we strive to achieve excellence in providing training and conducting research.
- Offer graduate learning programs to our communities to enhance academic depth and professional wisdom.
 - Perform evidence-based and applied research to inform policy and practice.
 - Organize integrated programs through augmenting national/international partnerships and networks.
 - Ensure capacity building of Staff and high quality learning environment.

How We Do It

To meet our goals, our strategies are to:

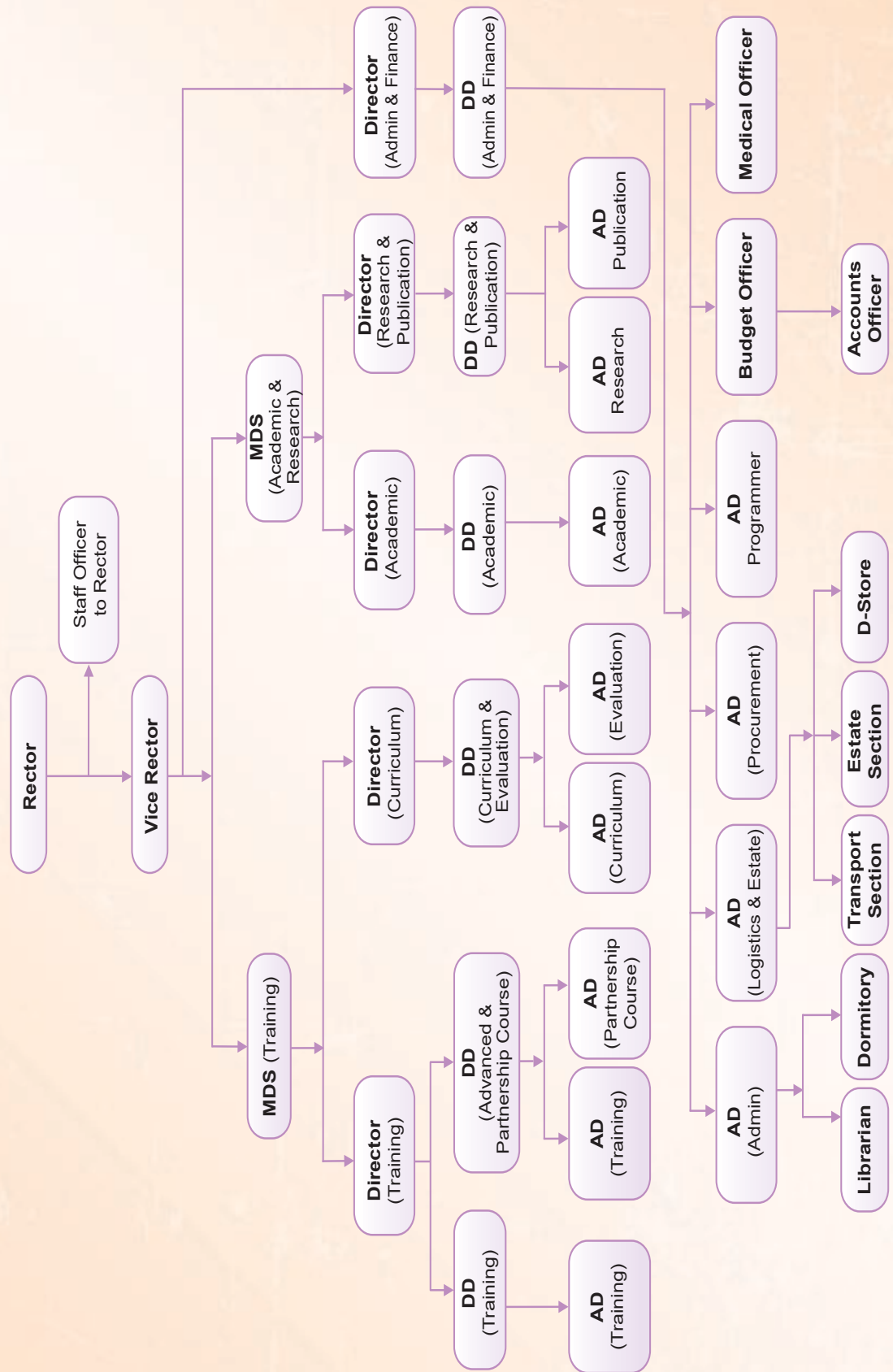
- Develop and maintain outstanding training programs to make police leaders capable of meeting contemporary policing needs.

Where We Customize Our Culture

- 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 partnership contribution .
- We underpin our success with spirit of unity.
- We collaborate to make a difference.

Organizational Structure

PSC is governed by a Board of Governors chaired by the Honorable Home Minister. The BoG is responsible for executive decisions of PSC. Board of Governors has the provision to meet PSC on a quarterly basis to provide strategic input into the planning and delivery of PSC business. PSC is led by the Rector who is the member secretary of BoG. The Rector is supported by the executive management team of PSC who provide critical inputs into the planning, operation and delivery of PSC business. Since 2000 till date, PSC has employed 15 Rectors who are in the rank of Additional Inspector General of Police. At present, SK. Md. Maruf Hasan bpm, ppm is the Rector of PSC.



PSC MANAGEMENT AT A GLANCE

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



Sk. Md. Maruf Hasan bpm, ppm, Addl.IGP, assumed his office as the 11th Rector of PSC on 8th November 2018. He began his professional police career in December, 1989 through 8th BCS and has served in a variety of high-profile positions including Assistant Police Commissioner of the Dhaka Metropolitan Police - the largest police unit of Bangladesh Police. He also enjoyed thriving tenures as DIG (Barisal Range), Addl. Commissioner (Crime and OPS) & Addl. Commissioner (DB and Prosecution) at DMP and DIG (River Police), Dhaka. He was the Superintendent of Police (SP) of many districts like Manikganj, Tangail, Rangamati, Magura, Netrokona, Pirojpur. He served in UN Peacekeeping Mission in Haiti, and Bosnia & Herzegovina. He has been awarded the Bangladesh Police Medal (BPM), President Police Medal (PPM) - two of the most prestigious awards in Bangladesh police. He is also the proud recipient of the "Inspector General Good Services Badge" 13 times for playing an important role in controlling terrorist activities, arresting terrorists, and recovering illegal drugs, arms, and ammunitions. At his leisure hours, he loves to spend time with his family and likes to travel both home and abroad.



Md. Ibrahim Fatemib pm, ppm joined PSC on 30 March 2016 as the Vice Rector--PSC's 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 a newscaster and a presenter in Radio Bangladesh and Bangladesh Television. He worked with internationally reputed NGO Oxfam. He is an enlisted lyricist and prominent reciter in different media. In Bangladesh Police, he served at Districts of Mymensingh, Narayanganj and Dhaka; PHQ; DMP; SB and CID. He served in UN mission in Bosnia and Herzegovina, and in East Timor. He is interested on terrorism, crisis management and policing issues.



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 a UN peacekeeper in East Timor and Liberia. He studied business and received MBA degree. He obtained another Master's 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. He also has kept a keen interest in crime and criminology.



Md. Golam Rasul joined PSC on 30 Jan 2013. He belongs to 12th 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, BPA Sardah, 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 Committee. He is interested on police policy planning, police reform issues, and victim rights issues.



Md. Sibgat Ullah, ppm, currently working as Director (Admin), joined PSC on June 24, 2018 from Industrial Police Headquarters. Mr. Sibgat belongs to 15th BCS (Police) batch and joined Bangladesh Police in 1995. His educational background includes a Bachelor of Science & a Master of Science degree from Rajshahi University. In addition, he holds a number of professional certificates from home and abroad including in the field of logistics, management and leadership.



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



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



Md. Masud Karim joined PSC on September 25, 2016. He belongs to the 18th BCS Police cadre and joined Bangladesh Police in 1999. He did his BSS (Hons.) and MSS in Political Science from the University of Dhaka. During his journey of service he served in RRF Chittagong, Special Branch, Manikganj, Narayanganj and Dhaka Districts. He also served at DMP and RAB in various designation and capacities. As a UN peacekeeper he served in Kosovo (UNMIK), Sudan (UNMIS) and commanded BANFPU in East Timor (UNMIT).



Kazi Muhammad Shafi Iqbal, Additional Superintendent of Police (Addl. SP), joined PSC on February 02, 2019. Before joining PSC, he had been working as an Additional Special Superintendent of Police (Add. SS) at Criminal Investigation Department (CID). At present, he is working as Deputy Director (Research & Publication) at PSC. He is a member of 18th BCS Police Cadre.



Md. Hasan Nahid Chowdhury has been working at PSC since 31st July 2016. He is an officer from the 24th BCS (Police) Batch. He obtained graduation in Mechanical Engineering from BUET. He worked at different police units such as DMP & PHQ. He also served as Police Liaison Officer to the Hon'ble President. He was a UN Peacekeeper in Darfur, Sudan.



Afroza Parvin joined PSC on 20 November 2016. She belongs to the 24th BCS (Police) batch and joined Bangladesh Police in 2005. She worked at RAB, SB and served in Female BANFPU-2 Haiti, UN mission. She completed her B.Sc (Hons) in Agriculture from Bangladesh Agricultural University, Mymensingh and Masters in Plant Pathology from Bangabandhu Sheikh Mujibur Rahman Agricultural University. She hails from Mymensingh.



Md Jahangir Alom, Deputy Director (Academic), has joined PSC on September 11, 2019. He belongs to 24th BCS (Police) batch and joined Bangladesh Police in 2005. Before joining PSC he served at Dhaka Metropolitan Police, Police Special Training School, Dhaka District Police, Rapid Action Battalion-3, BANFPU-2, UNCOL, and as an Operations officer in UN mission in Ivory Coast. He served as a second in command in Barguna and Jhalokhati districts. In between, he served as Deputy Commander of BANFPU-2, (Rotation-7), UNAMID, Sudan. He obtained his Honors and Master's degree from Institute of Education & Research (IER), Dhaka University.



Nurul Amin Howladar, Additional Superintendent of Police (Addl. SP), joined PSC on April 18, 2019. Before joining PSC, he had been working as an Additional SP in training wing of Police Headquarters. At present, he is working as a Deputy Director and attached to Curriculum & Evaluation branch of PSC. He is a member of 24th BCS Police Cadre.



Md. Salahuddin, Additional Superintendent of Police (Addl. SP), joined PSC on March 25, 2019. Before joining PSC he had been working as an Additional SP of Police Bureau of Investigation (PBI). At present, he is working as Deputy Director (Academic) at PSC. He is a member of 25th BCS Police Cadre.



Ms. Tahura Jannat, Deputy Director (Research and Publication), joined PSC on June 12, 2019. She belongs to 28th BCS (Police) batch and joined Bangladesh Police in 2010. Before joining PSC, she served at UN mission as the second in command of BANFPU-1, Rotation -12, MONUSCO, in Democratic Republic of Congo. Previously she worked at Special Branch and Police Staff College Bangladesh. She obtained Honors and Master's degree from Jahangir Nagar University under the department of History. She hails from Dhaka.



Nilufa Yeasmin joined PSC on 06 February 2018. She belongs to the 28th BCS (Police) batch and joined Bangladesh Police in 2010. She worked at RAB, APBn and served in Female BANFPU-2 MONUSCO mission in DR Congo. She completed her BBA (Hons.), MBA in Finance from Business Faculty, University of Dhaka, and MPS from Rajshahi University. Her interest lies in study Development, Peace & Conflict studies



Muhammad Kamrul Hasan, Deputy Director (Training-Advanced & Partnership Course), joined PSC on January 28, 2018. He has been recruited as an ASP in 2013 through 31st BCS (Police). Before joining PSC he served at different Battalions of RAB. He did his B.A (Hons.) and Masters in English Language and Literature from the University of Chittagong. His area of interest is Criminology.



Md. Aminul Haque joined PSC on 03 July 2007, just eight months after joining 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 from Uttara University. His area of interest includes Information Technology.



Dr. Kamrun Nahar joined PSC on December 2006. She is the medical practitioner of Bangladesh Police since 01 Jan 2004. She received MBBS degree from Sher-e-Bangla Medical College, Barisal and did a Post Graduate Diploma from Dhaka Medical College and CCD from BIRDEM. Before joining PSC, she worked in the Divisional Police Hospital, Chittagong.



Mahmudul Hasan is the 33rd Batch police official, joined PSC on 26 June 2016. PSC is his first career posting as police. He has completed his BSc. (Hons) and MSc. degrees in Fisheries from the University of Dhaka. He is interested on cyber-crime.



Mr. Abu Sofian on being appointed as Assistant Director, joined PSC on 6th December 2018. Before joining PSC he has served as ASP (Probationer) at Narsingdi District. He did his honors and Masters in Education from Institute of Education and Research (IER), University of Dhaka. He is From 34th BCS (Police) Batch. He hails from Mymensingh district



Md. Ariful Islam Siddiquee joined PSC on 7 February 2018 as his first career posting in Police Service. He is from 34th BCS (Police) Batch. He did his LL.B and LL.M from the University of Dhaka. He is interested in Criminology, Criminal Investigation, Trial Procedure in Court and other legal issues.



Arifa Ashraf Pinky on being appointed as Assistant Director, joined PSC on December 30, 2019 she belong to 34th BCS. Previously she worked at Criminal investigation department (CID), Bangladesh Police. She did her M.sc. and B.Sc. in Biochemistry and Molecular Biology in Jahangirnagar University. Her area of interest is Cyber Security and Counter Terrorism.



Md. Mominul Hoq has been appointed as Assistant Director joined PSC on 20th December, 2018. Before joining PSC, he completed his District Attachment (after 01 year Basic Training in BPA) as an ASP Probationer in Bandarban District. He completed his BBA and MBA in Finance from the University of Dhaka scoring 3rd highest CGPA in both. He also achieved Dean's Award in 2016. He belongs to 35th BCS (Police) batch.



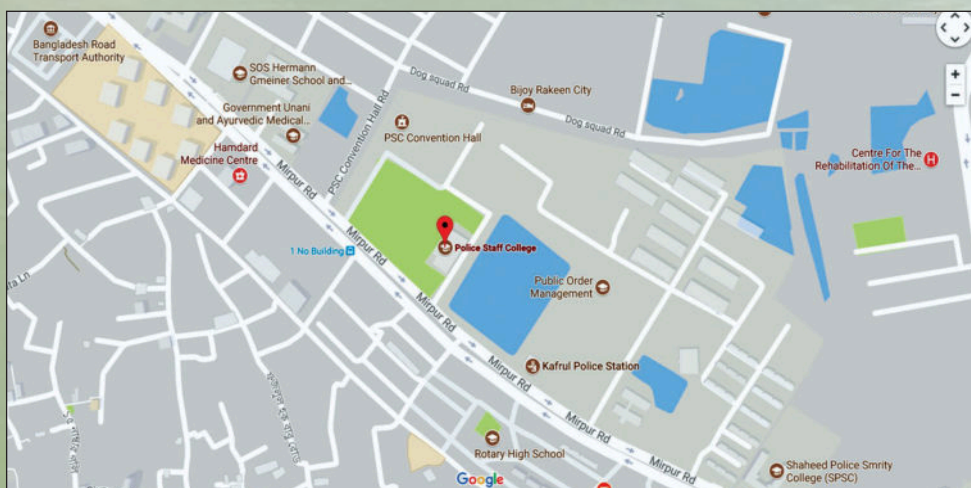
Mahmudul Bari, Sr. Assistant Superintendent of Police (ASP), joined PSC on July 24, 2019. Before joining PSC, he worked as Liaison Officer of BANFPU-2 and Patrol Officer of BANFPU-1, UNAMID, Darfur, Sudan and FPU/SAAT coordinator to UN Affairs, PHQ. Earlier he worked as a Police Advisor in UNPROFOR (Croatia), UNMIK (Kosovo), and UNMIS (Sudan) and UNMISS (South Sudan).



The earth has music for those who listen. —William Shakespeare



Police Staff College Bangladesh

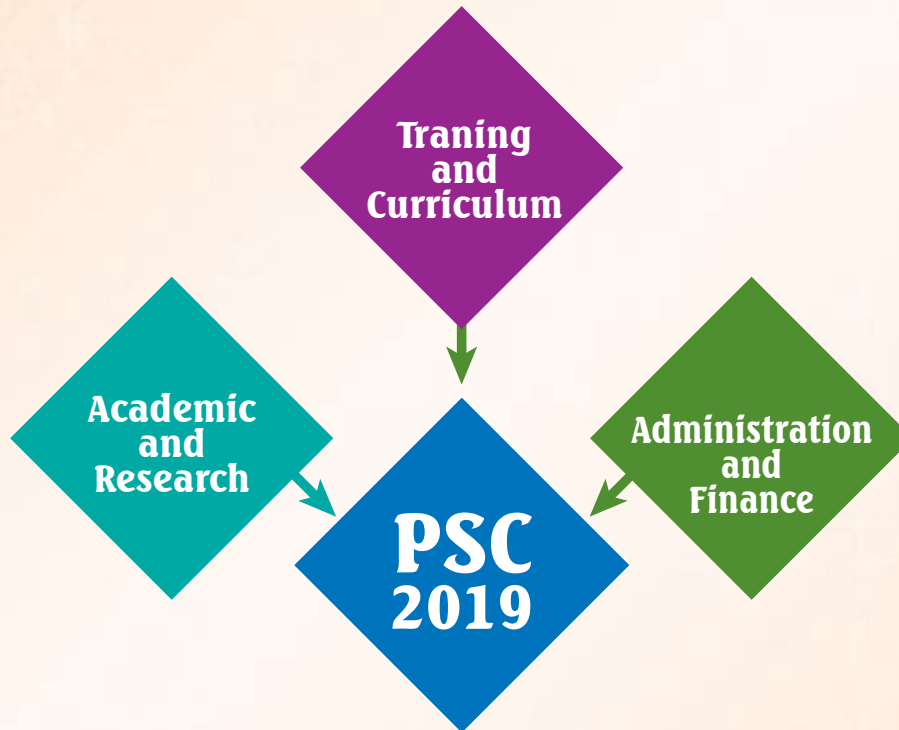


Campus Location

PSC is located across 19.5 acres of land adjacent to Kafrul PS (Police Station) and POM (Public Order Management) at Mirpur-14, Dhaka-1206. Strategically, it is located near Mirpur Circle - 10 & Dhaka Cantonment.

Highlights 2019

Over the year 2019, the PSC has invigorated significantly with its values to achieve its strategic goals. It has broadened its scope not only to the police but also to other government and non-government organizations. It has delivered cutting-edge training, focused research, in-depth learning opportunities and extended avenues of potential collaboration with reputed members of international academia.



Training wing

Total Courses: 43

6 Core Course ,24 Partnership Course 1 mid-career course & 1 orientation course for ASP probationers,8 workshop, 2 seminars.

Total Participants: 1133

Core Course Participants: 143

- ♦ MoU with INTERPOL
- ♦ Conducting 02INTERPOL Courses
- ♦ Hosting SAARC course.
- ♦ Academic Visit to Macquarie University.
- ♦ Launching of Mid-career courses
- ♦ Finalization of 3 Curricula for Mid-career courses.

Academic and Research wing

- ♦ Result publication of the 2nd Batch of MACPM
- ♦ Offering Academic Master Degree
- ♦ 4 Research Projects Accomplished
- ♦ Release of Newsletter, Journal and Annual Report regularly
- ♦ Workshop on research methodology

Administration and Finance wing

- ♦ Renovation of Mosque
- ♦ New work station for DD & AD
- ♦ Renovation of Force Barrack
- ♦ Renovation of Doctor Room
- ♦ New room for MACPM

Top Stories of 2019 at PSC



SUDDEN & UNEXPECTED DEMISE OF THE RECTOR OF POLICE STAFF COLLEGE BANGLADESH

PSC deeply mourn the sudden and unexpected demise of Rowshan Ara Begum ppm, ndc, an Additional Inspector General of Bangladesh Police, and Rector of Police Staff College Bangladesh, who died in a road crash in a collision between a civilian lorry and the UN vehicle carrying her and others in capital Kinshasa on 5 May (Sunday 6:30 pm local time) 2020 . She went to Congo to attend the Medal Parade of BANFPU, Bangladeshi Police Contingent in Congo UN Mission (MONUSCO). She was 57 years old. She left behind her husband, a daughter, colleagues, and numerous grief-stricken well-wishers.

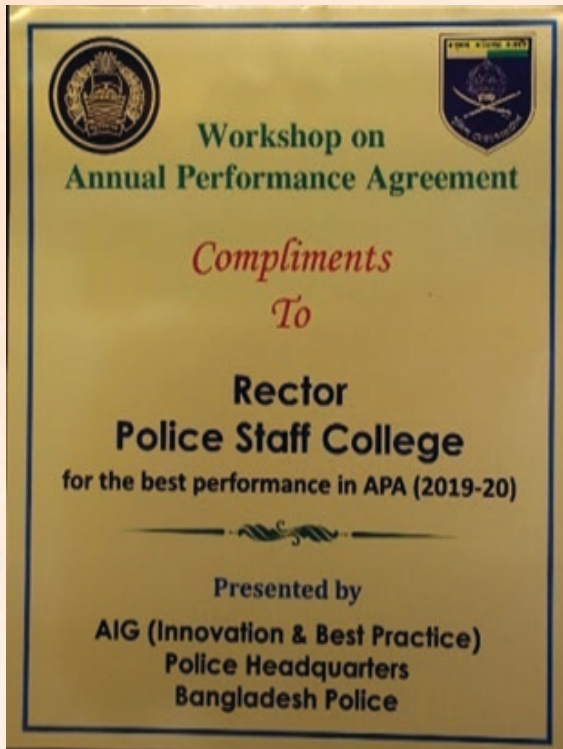
Additional IGP Sk. Md. Maruf Hasan bpm, ppm has become Rector of Police Staff College Bangladesh.

PSC is immensely delighted to have Additional IGP SK. Md. Maruf Hasan bpm, ppm, one of the pioneering Police Officers, as its new Rector. He assumed his office as the 11th Rector of PSC on 8 November 2018.

Mr. Hasan has developed a passion for justice and equality since his childhood and adolescent years throughout his career, he has been dedicated to guarantee law and order, prevent crime, ensure security for public life and establish a people-friendly democratic policing system. Md. Maruf Hasan is an organizer of sports. He is also a connoisseur of art and culture. He is a legend in operational activities of Police. Besides, he is actively involved in socila awareness programs. His dedication to policing goes beyond his national boundaries. He had attended a number of seminars, workshops and training programs both at home and abroad including Senior Crisis Management Course in USA.



Best Performance in APA



PSC received best performance award in APA (Annual Performance Agreement) from the Inspector General of Police in the year 2019-20.

APA is one of the major indicators of performance measured by the government of Bangladesh. To materialize Vision 2021, Vision 2041 and achieve Sustainable Development Goals (SDGs), all the government departments and ministries have been examined under this measurement criterion.

PSC is one of the most vibrant, efficient and dedicated units of Bangladesh Police. Since its establishment in 2000, PSC has been performing its duties with utmost professionalism. In 2019, PSC has fulfilled all its obligations mentioned in the APA. This prestigious award has brought due recognition to the organization, which is the result of hardwork and determination by the PSC staff.



Rector and Faculty members of PSC with the award

SAARC Course

Police Staff College (PSC) has taken steps to strengthen SAARC police capabilities through organizing a tailor-made training that will work on the security needs of SAARC member countries. It is a two-week duration course designed for the participants in the rank of Superintendent of Police (SP) and equivalent from SAARC member countries. PSC has been arranging this course for last couple of years and this is the 6th SAARC Course arranged by PSC in 2019.

INTERPOL 'Policing Capabilities Program for Asia and South Pacific'

INTERPOL is working to build the capacity of police member countries. The organization is equipping police officers throughout the globe with the knowledge, skills, and best practices to meet policing challenges. Wide range of initiatives of INTERPOL are designed to bridge the gap between national and international policing and help law enforcing agencies make maximum use of the services provided by INTERPOL. This 'Policing Capabilities Program for Asia and South Pacific' is the partnership course with INTERPOL. The duration of course was from 1st September to 5th September 2019.



Participants of Asia and South Pacific partnership course with INTERPOL

Mid-Career Courses:

Public administration training policy, 2003 has emphasized on Mid-Level Training Course. Irrespective of cadres, officers having attained mid-level seniority should participate and successfully complete an appropriate course for about two month duration.

This is why Mid-Career compulsory Training program for police was approved by Board of Governors of Police Staff College on 26 September 2016. The mid-career training involves the compulsory training programs for the officers in the rank of ASP, Additional SP, and SP. Police Staff College sent a proposal for the compulsory training to Ministry of Home Affairs (MoHA) on 20th December 2016. MoHA sent this proposal to Ministry of Planning (MoPA) for their opinion. MoPA sent it to BPATC. MoHA has finally approved it on 17.01.2018. Honorable Home Minister, IGP and Secretary, Public Security Division have instructed to implement the program. In light of this, PSC has launched the three tier mandatory courses for the officers from the rank of ASP to SP.

1st Mid-Career Courses

1st General Administration and Financial Management Certificate Course

1st General Administration and Financial Management Certificate Course for Additional SPs was held from 22 September to 7th November, 2019. GAFMCC was the 1st Mid-Career course of PSC. This is a 7-week training course that includes a 1-week foreign academic tour. Total participants were as many as 23. Officers from 27th BCS (Police batch) were the first set of participants to attend the 1st GAFMCC course and all the Addl SPs of Bangladesh Police will undergo this mandatory training from now and onward. The program was inaugurated by Md. Ibrahim Fatemi, bpm, ppm, Vice Rector (DIG) of Police Staff College Bangladesh. The course is designed for imparting knowledge on Administration and Financial Management.



Participants of 1st General Administration and Financial Management Certificate Course:

Training Course on Women's Leadership Development

It was a partnership course with ICITAP (Department of Justice's International Criminal Investigative Training Assistance Program) & US Embassy. The course took place from 9th to 14th November-2019, supported and staffed by the international association of chiefs of police (IACP) and the women's leadership Institute (WLI). This one week highly sought-after leadership training program is designed for female leaders around the world.

The participants of this course were female ASPs to Addl. DIGs of Bangladesh Police and the female police officers from Indonesia, Pakistan, and America. Total participants of this course were 41.



Asaduzzaman Khan, MP, Honorable Minister, Ministry of Home Affairs was the chief guest of the inaugural ceremony of this training program.

PSC CONDUCTED COURSES (2019) AT A GLANCE

CORE COURSES

Sl.	Name of the Courses	Duration & Date	Designation	No of Participants
1	44 th Police Management Certificate Course	20 January to 7 February, 2019	Sr. ASP-5, ASP-17	22
2	38 th Police Financial Management Course	17 th February to 7 th March, 2019	Addl. SP	18
3	13 rd Crime Administration Management Certificate Course	10-21 March, 2019	ASP-9, Addl. SP-8	17
4	45 th Police Management Certificate Course	16 June to 04 July, 2019	ASP	20
5	39 th Police Financial Management Certificate Course	23 June-11 July, 2019	Addl. SP	19
6	14 th Crime Administration Management Certificate Course	7-18 July, 2019	ASP, Addl. SP	22
7	1st General administration & financial management certificate course	22 September to 14 th November, 2019	Addl. SP	23

ADVANCED & PARTNERSHIP COURSES

Sl.	Name of the Courses	Duration & Date	Designation	No of Participants
1	Behavioral Observation Skills	3-7 February, 2019	Addl. SP-1, ASP-2, Inspector-2, Sub-Inspector-14, ASI-6,	25
2	Interdicting Terrorist Activities (ITA)	10-21 February, 2019	Addl.SP-1, ASP-2, Inspector-2, Sub-Inspector-14, ASI-6,	18
3	Training on the fight against Pharmaceutical Crime and Products Affecting Consumer's Health org: INTERPOL	18-20 February, 2019	Judicial Service-4, Drugs Administration-7, Food-6, Customs-4, BSTI-1 and Police officers-7,	29
4	Investigating the Dark Web (IDW) (org: ATA)	03-07 March, 2019	SP-1, Addl.SP-1, AC-3, Inspector-1, SI-6, ASI-1	13

Sl.	Name of the Courses	Duration & Date	Designation	No of Participants
5	Investigating Terrorist Incidents (ITI)	10-21 March, 2019	Addl.SP-1, AC-1, Inspector-2, SI-12, ASI-6	22
6	Investigation and Prosecution Certificate Course for PBI Officer Org: PSC	18 March to 1 April, 2019	Addl.SP-3, Inspector-22	25
7	Interviewing Terrorist Suspects (ITS) ATA	24-28 March, 2019	Addl.SP-1, AC-1, Inspector-2, SI-12, ASI-6	22
8	6 th Transnational Crime: SAARC Perspective	7-18 April, 2019	SP	19
9	Instructor Development Course ATA	15-24 April, 2019	Addl.SP-1, Sr. ASP-1, Inspector-2, SI-3, ASI-1, Constable-2	11
10	Innovation and Its Application in Training UNDP	15-19 April, 2019	Addl. SP-11, Sr. ASP-2, ASP-4	17
11	Social Media Investigative Course ATA	21-25 April, 2019	SP-1, Addl. SP-1, Sr. ASP-2, Inspector-1, SI-7, ASI-1	13
12	Training on Intelligence Against Terrorism Course Turkey	21-25 April, 2019	Addl. SP-3, Sr. ASP-6, ASP-15	24
13	Instructor Development Course ICITAP	20 -30 April, 2019	Addl. SP-8, Sr. ASP-2, ASP-2	12
14.	Identifying and Developing Investigative Information (IDII) Org: ATA, US State Department, US Embassy, Dhaka	12-23 May, 2019	Addl.SP-1, ASP-1, Inspector-2, SI-14, ASI-6 (Addl. SP to ASI)	24
15	Preventing corruption and protecting public integrity in Bangladesh	29 July to 31 July, 2019	Anti-corruption commission prosecutors & investigators.	30
16	INTERPOL 'Policing Capabilities Program me for Asia and South Pacific''	1 st September To 5 th September, 2019	Interpol Trainers 4,Inspector To Ad-dlsp Of Bangladesh Police 5,and foreign participants 13	22



17	Crime data management system course (CDMS) 1st	22 September to 24 September, 2019	ASP to SP	23
18	Crime data management system course (CDMS) (2 nd)	29 September to 1 st October	ASP to SP	23
19	A) Axiom Forensics Training and Certificate (AFTC), B) Oxygen Forensics detective Certification (OFDC) & C) Cellebrite Certification Consultation (CCC)	6 TH TO 10 TH , October, 13 TH TO 17 TH , October & 20 TH TO 24 TH , October.	specifically for CTTCU (Counter Terrorism and Transnational Crime unit –DMP) cyber unit	14
20	E-Filing workshop	9 TH TO 10 TH October	Director to downward from PSC	50
21	Crime data management system course (CDMS) 3rd	13 TH TO 15 TH , October	ASP to SP	20
22	Orientation Course for Probationer ASPs	22 nd TO 24 th , October	Probationer ASP Of 37 th BCS Batch	99
23	Training Course on Safe City In Bangladesh	27 th October TO 7 th , November	ASP TO ADDL DIG	30
24	Woman's Leadership Development Course	MR. Ohabul Islam Khondokar	Partnership with ICITAP (Department of Justice's Interna- tional Criminal In- vestigative Training Assistance Program) & US Embassy	41
25	Digital Evidence for Criminal Investigators: A Primer	18 th TO 21 st , November	Addl SP to Inspector	27
26	Advanced Digital Collections Consultations (ADCC)	1 st December to 5 th December, 2019	SP to Downward	12
27	Behavioral Observation Skills Training course	8 th December to 12 th December, 2019	Addl SP to Sub Inspector	19

PSC CONDUCTED SEMINARS & WORKSHOPS (2019) AT A GLANCE

SL	Name of the Courses	Duration & Date	Designation	No of Participants
1	Seminar on Research Needs Analysis: Scope & Challenges	17 January, 2019	Addl.IG-2, DIG-3, Addl. DIG-6, SP-8, Addl. SP-8, ASP-15, Students-15(Various University), Others Officer-15 (Various Organization)	72
2.	Workshop on 'The Finalization of Mid-Career Training Curriculum'	22 January, 2019	ASP-14, Addl.SP-10, SP-11, to Addl.DIG-4	39
3	a2i Programme	27-28 March, 2019	ASP to Addl.DIG	12
4	a2i workshop-1(E-learning Follow up Workshop)	(16-18 June 2019	Teacher Trainer (NAEM)-5, Addl.SP to SP-5, DGM to DD-5 (BBTA) AD to DD-5, (RDA- NGO)AGM-Principal Officer-5 (Karmasansthan Bank)	25
6	Scoping and theory of change workshop.	16 th July to 18 th July	Senior Management, Programme and Policy Staff, Specialist, Manager, Coordinators and Advisors from 8 countries.	
7	Cyber SOP workshop	20 to 22 August 2019	ASP ,ADDL SP	14
8	Workshop for Entirety Standard of Reward Giving of every units of Bangladesh police	21 st October	ASP to Upward of Bangladesh Police	35
9	Seminar On Rule of Law and Role of Police	3 rd November 2019	ASP TO DIG	34

Meeting Our Strategic Goals

Goal 1 : Influence and Enhance Police Leadership, Prudence and Professionalism.

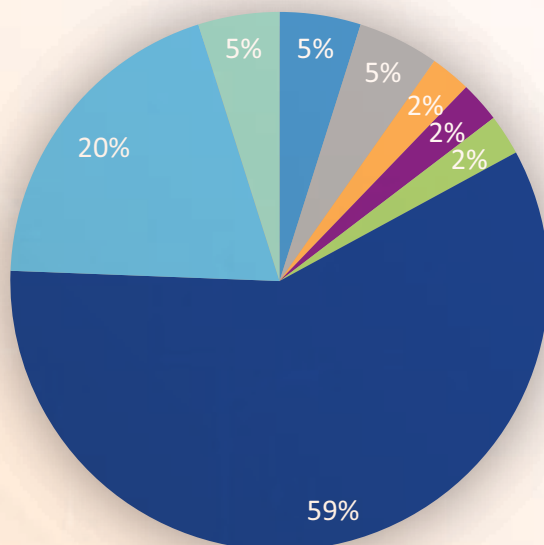
Police Staff College Bangladesh (PSC) is the apex training and research institution of Bangladesh Police, supporting and influencing police professionals and other personnel from various government/non-government agencies towards better service delivery, better practice and better security for the citizens.

Strategy : Provide quality trainings to police leaders to make them capable of and efficient in meeting contemporary policing needs.

Diversity in Courses to Accommodate Maximum Levels of Police Leaders.

Throughout the year 2019, PSC was prolific in delivering widespread Mid-career courses, specialized courses and regional courses designed for different ranks ranging from ASP to DIG. This year PSC has delivered core courses as follows: Two Police Management Certificate Courses (PMC), two Crime Administration Management Certificate Courses (CAMC) for ASPs and Addl SPs; Police Financial Management Certificate (PFMC) Course for Addl SPs; 1st General administration & Financial Management Certificate Course, Orientation Course for ASP Probationers, Seminar course titled "Research Needs Analysis: Scope & Challenges" and Workshop on 'The Finalization of Mid-Career Training Curriculum'.

During 2019, PSC was successful to conduct its all types of courses in equal proportion for various levels of police leaders.



■ FMC ■ CAMC ■ MIDCAREEAR ■ SAARC ■ INTERPOL ■ PARTNERSHIP ■ WORKSHOP ■ SEMINAR

This year PSC provides one regional course for the 6th consecutive time on "Transnational Crime: SAARC Perspective" for the SPs of SAARC region. Besides, PSC conducted two INTERPOL courses which were "Policing Capabilities Programme for Asia and South Pacific" and "Training on the fight against Pharmaceutical Crime and Products Affecting Consumer's Health"

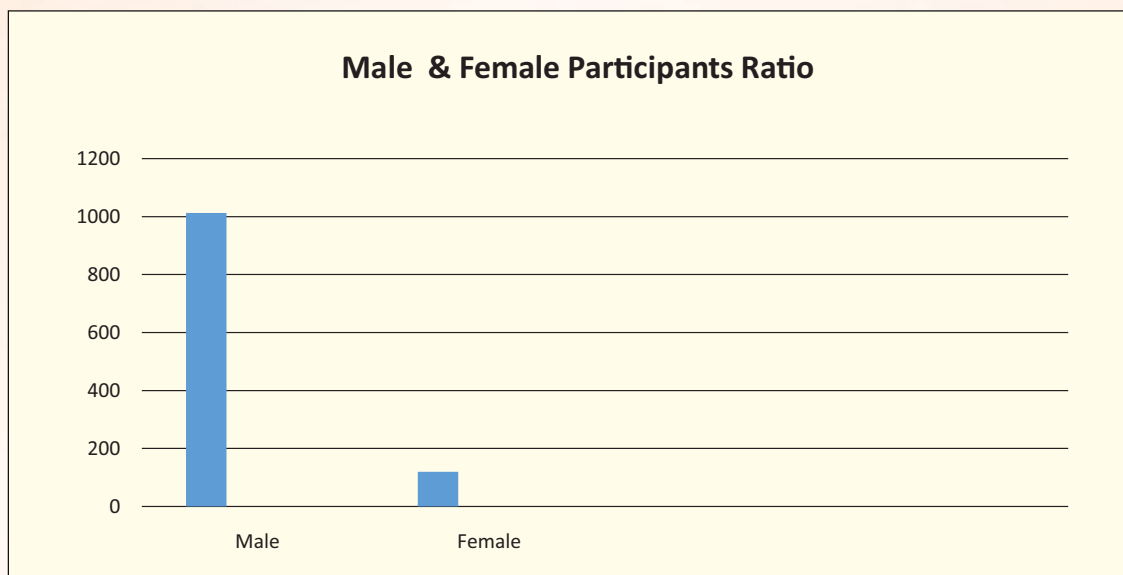
During 2019, PSC was successful to conduct its target area courses on need basis for various levels of police. It is evident that the participants of PSC have been increased in 2019 than previous year. In 2019, 43 courses accommodated 1133 participants while in 2018 as many as 869 participants attended in 41 courses.

Strategy : Make the Training Programs Career Focused and Compulsory.

PSC introduced Mid-career training programs for the police leaders ranging from ASP to SP at each level in a phase basis to prepare them to be competent for the next level and acquire necessary skills, knowledge and attitude to render their professional duties with diligence and prudence. These training programs are conducted in collaboration with international academia/organizations.

Strategy : Make the Training Programs Inclusive, Extensive and Participatory

PPSC seeks to make courses involving and focus on gender inclusiveness although the current scenario has massive room for improvement. The male-female ratio in Bangladesh Police is heavily skewed on the male side; hence women are under represented in training. Despite the limitations, PSC is trying its best to be more inclusive and gender-sensitive in conducting training. However, the current scenario needs to be improved- which the senior management recognizes. Statistically, Total 1013 male and 120 female had participated in different PSC courses in 2019. In future, PSC plans to train more female officers to bring the balance.



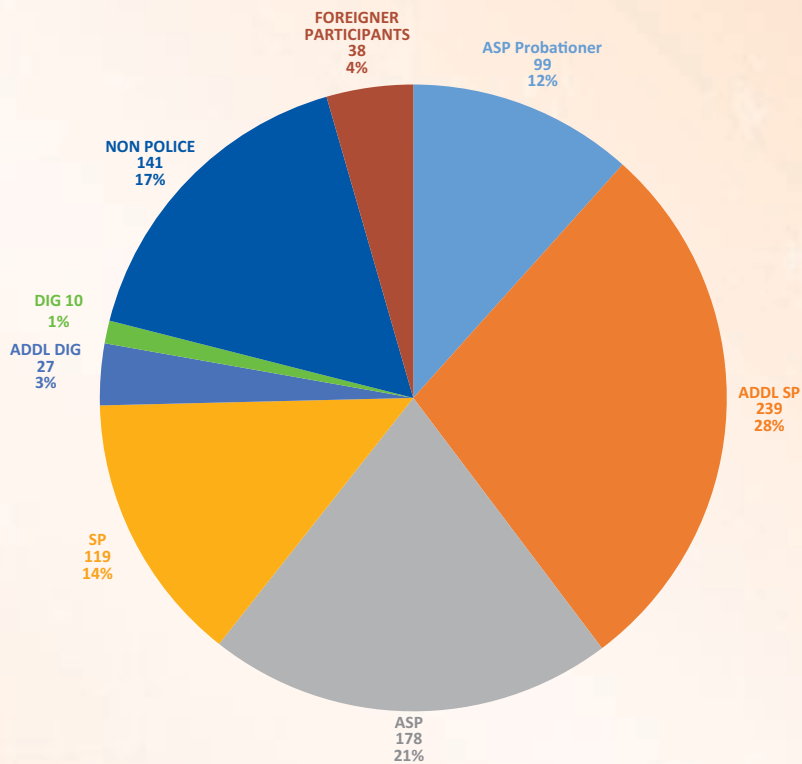
Females were less attendee at PSC

Accommodating Wide-Ranging Participants :

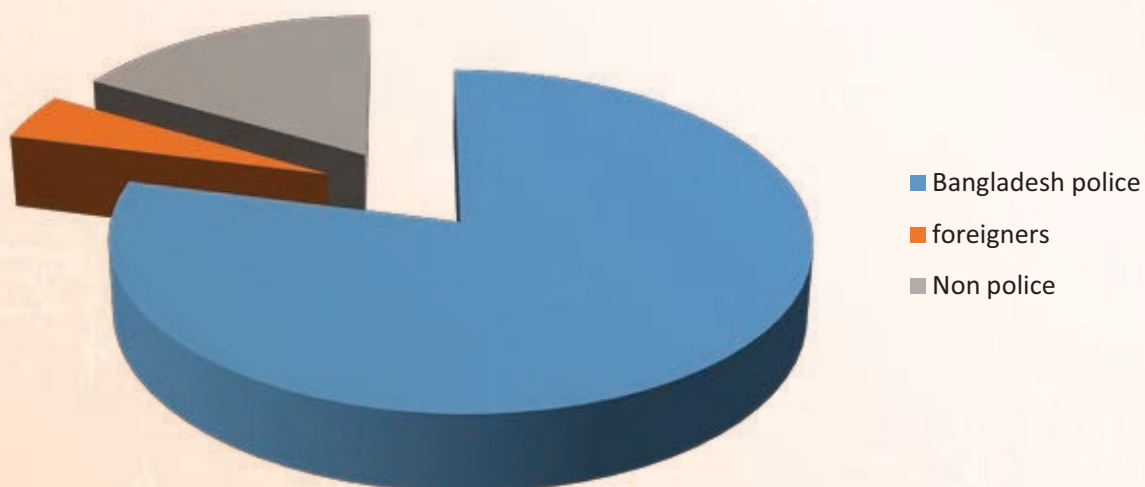
PSC accommodated extensive participants ranging from new to the most experienced ones last year. PSC provided training to total 672 participants from Bangladesh Police officials in varying ranks. The highest numbers of trainees came from Additional SP rank which was followed by the rank of SP. Among the total graduates 99 were ASP probationers, 178 were ASPs, 239 Additional SPs, 119 SPs, 27 were Addl.DIGs and 10 were DIGs. From the SAARC course, a total 19 participants (13 from Bangladesh Police and 6 participants from SAARC countries) and from the specialized course a total 22 participants (5 from Bangladesh Police and others from different countries) graduated in 2019. Total 38 foreigners from different countries graduated at PSC in various programs.

The highest number of attendees at PSC courses was from Additional Superintendents and Assistant Superintendents of Police.

PARTICIPANTS RATIO at psc, 2019



Rank and type-wise participants

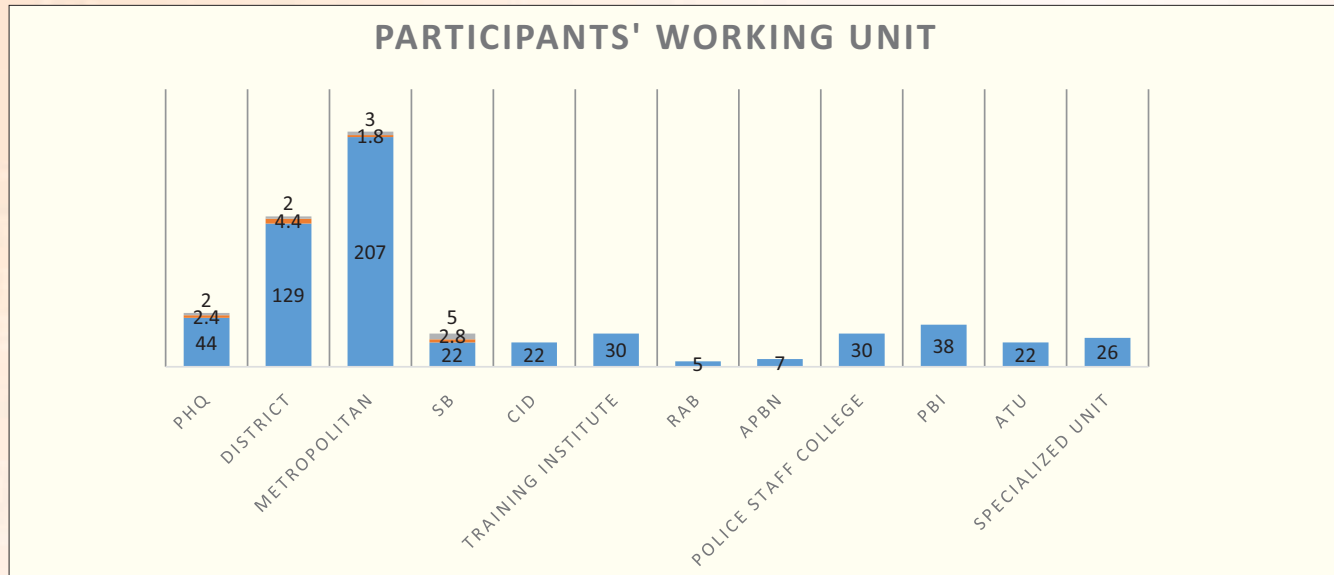


Participant's ratio of Bangladesh police, non-police and foreigners from different countries

Incorporating Participants from Diverse Professional Backgrounds : PSC

During the year, PSC trainings were heavily dominated by the participants from Metropolitan Police which was followed by district police and Police Headquarters. The minimum number of participants came from Industrial Police and RAB.

PSC attracted participants mostly from Metropolitan Police followed by District Police.

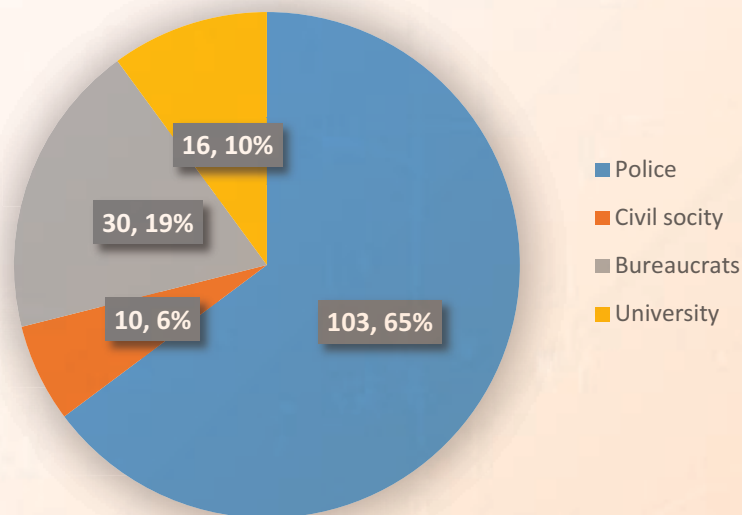


Unit-wise participants

Embracing Speakers from Diverse Sectors

PSC is delighted to have country's eminent personalities as its speakers such as profound police leaders, renowned academicians, scholars, bureaucrats, lawyer, justice, defense personnel etc. In 2019, total number of speakers was 168 which was heavily dominated by police officers followed by the members from civil society.

Speakers from different institution



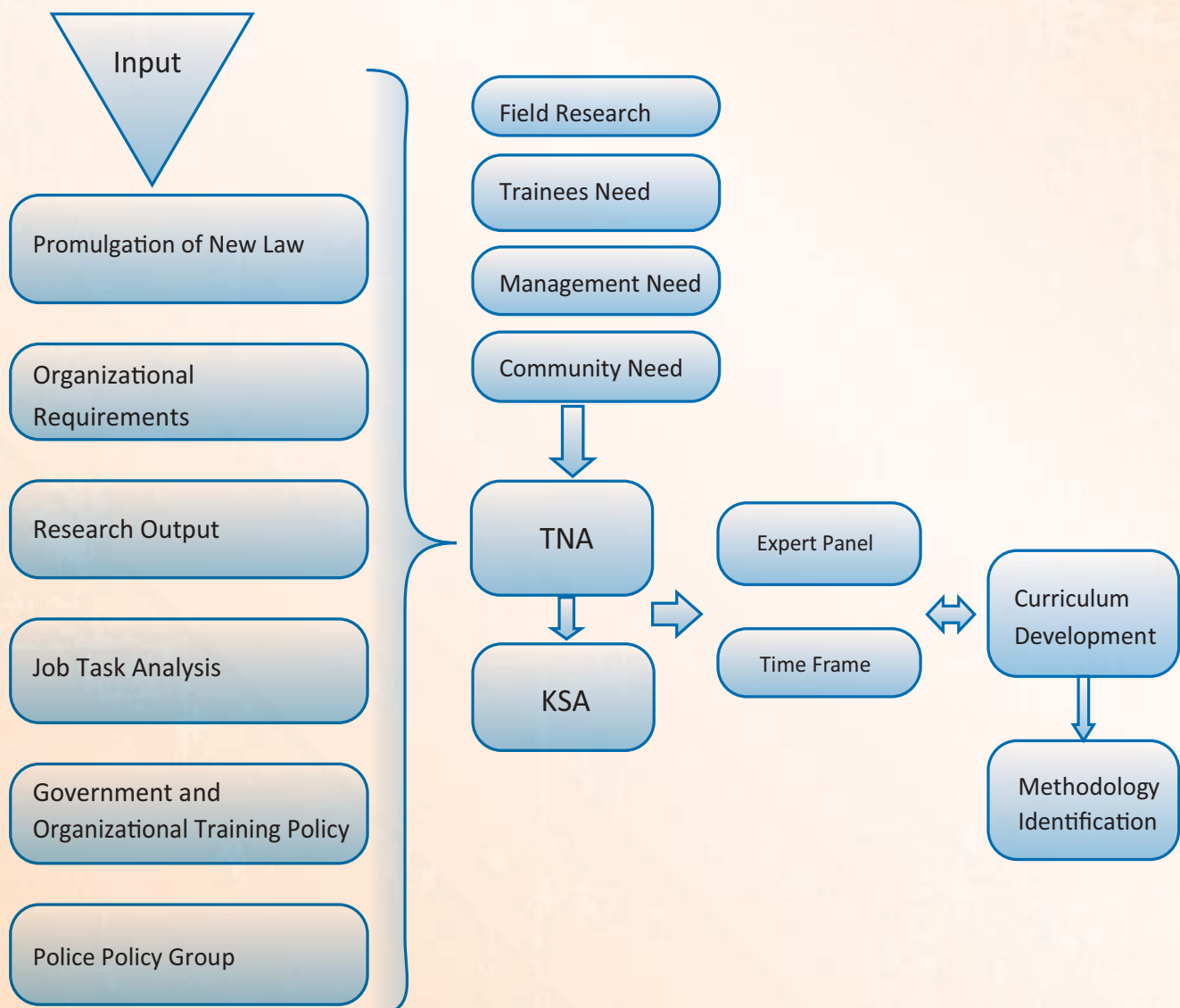
Police Professionals outnumber the rest in the speakers' list

Strategy : Developing Curricula Maintaining a High Level of Methodical Rigor

Curriculum Development Grounded under Various Methods of Training Evaluation such as Training Impact Analysis and Training Need Assessment

PSC Courses are generally formulated 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 Impact Analysis of training. Findings from these processes are used to design the courses of PSC. Discussion groups, problem-solving exercises, case studies, field visits, panel discussions are arranged to provide necessary and advanced knowledge, skills and positive attitude to the participants. To put emphasis on these requirements, PSC invites resource persons and makes expert panel from different public universities and research organizations, policy analysts and retired police officers. Course curricula are developed by PSC faculty members in association with resource persons.

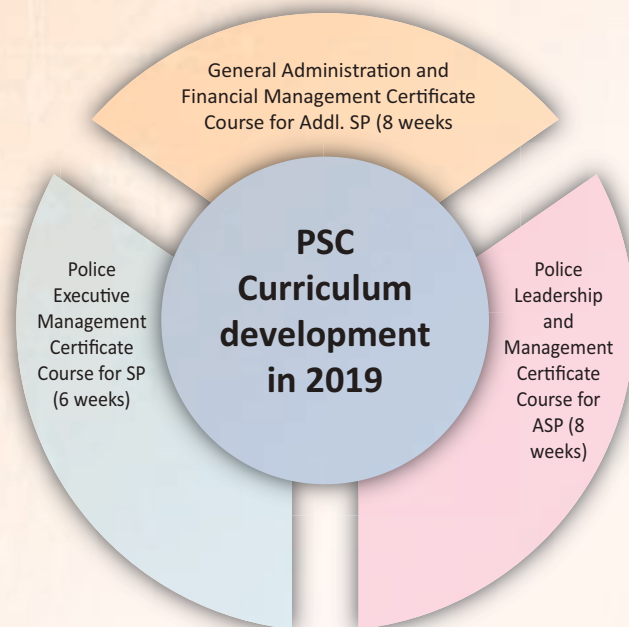
Flow Chart Of Curriculum Development:



In 2019 PSC finalized a 3 tier mid-career curriculum through a workshop. The workshop was held at PSC on January 22, 2019. A total number of 39 participants including 04 Additional DIGs, 11 SPs, 10 Additional SPs and 14 ASPs attended the workshop. They prepared curriculum for three courses, which are following:

1. Police Leadership and Management Certificate Course for ASPs (8 weeks)
2. General Administration and Financial Management Certificate Course for Addl. SPs (8 weeks)
3. Police Executive Management Certificate Course for SPs (6 weeks)

Each training includes one week foreign training in Australia.



The training programs for ASPs & Addl.SP's comprises of 13 and 9 modules respectively that include lectures, group discussion, book review, term paper presentation and exams, field trips home and academic tour abroad. Meanwhile, the training program that is designed for SPs contains 09 modules having the same features as the ASPs's and Addl.SP's's.

Goal 2 : Integrated Programs through Augmenting National and International Partnerships and Networks.

PSC is increasingly engaging with national and international like-minded partners in regards to improving its education and research. Over the years these engagements have included Australia's

renowned academia - Macquarie University, various foreign diplomatic missions located in Dhaka such as US Embassy, Embassy of Turkey, UNDP, Ministry of public security, China, access to information (a2i) program, office of the Honorable Prime Minister of BD, etc. Their involvement in PSC is one of the great drivers of PSC's excellence. As the ever evolving criminal world is increasingly becoming uncertain, complex and interconnected, police departments around the world are facing many challenges to approach it precisely and appropriately. It is essential to improve professional capability through multitude of perspectives. Collaborative partnership in the field of education and research provides a multi-agency learning environment and enhances the opportunities for the development of professional skills, knowledge and capabilities.

Strategy: Promote Mutual Partnership and Networking

In the present landscape of global communication and interaction, exchange of experience and expertise is a desired common phenomenon. Hence, mutual cooperation and sharing of professional knowledge are essentials for an institution to reach to an optimal standard of service. Keeping these in mind, PSC is attempting to explore new opportunities for potential collaboration with the academia around the world. PSC made a land mark success through opening the avenues of potential collaboration with Australia's one of the leading educational institutions – Macquarie University over the year. Professor Dr. Martina Mollering, Executive Dean, Faculty of Arts Macquarie University visited Police Staff College Bangladesh on 8 December, 2019. During her visit, Professional development through Fellowship programs to facilitate the visit of Bangladeshi police officers to Macquarie was discussed. Macquarie ensured that they would look into the issue.

Police Staff College proposed to initiate short term study tour between the Institutions. Police Staff College also proposed to send two teams (each team comprising 25 officers) of Senior Police Officers to Macquarie University each year with the cost of the Bangladesh Government. Macquarie agreed to conduct a study tour on February, 2020. It is mentionable that PSC will be immensely benefitted to have more than two such programs in each year.



Professor Dr. Martina Mollering with the faculty members of PSC

Strategy: Building International Network :

Due to the globalization of crime, rapid escalation of new threats necessitated PSC to broaden its educational framework in global arena. This initiative created new learning opportunities and new capabilities from the international partners such as Macquarie University, Sydney ,Australia.

In 2019, PSC started partnership with Macquarie University Australia. Partnership Programs include:

Mutual collaboration over various academic arenas: PSC delegation visited Macquarie University, Australia from 29th April to 3rd May 2019 as part of the MoU. Police Staff College Bangladesh and Macquarie University, Australia have strengthened the bonding once set by MoU between them in 2017. PSC delegation proposed to send Officers from Bangladesh Police in Macquarie University as part of the Mandatory Training to be held in PSC. Macquarie Authority consented to the proposal and in response, Macquarie University Delegation proposed to send Bachelor Students to Police Staff College Bangladesh for 02 weeks under the Australian Government Funding which PSC welcomed.

In another note, PSC proposed Macquarie to assist in Curriculum Development of 'Security Studies' and 'Cyber Security' which will be inducted in PSC and Macquarie assured in this regard. Australian Institute of Police Management (AIPM) welcomed the PSC Delegation in a session that oriented the Delegation with Australian Police Training and Developments. AIPM assured to welcome Police Officers from Bangladesh in its International Police Partnerships Program that includes joint training, joint seminars/conference, exchange of information and resources.

Strategy: Locally Arranged Integrated Programs with National/International Partners

During 2019, PSC organized partnership programs in collaboration with The Anti-Terrorism Assistance Program (ATA)-US Department of State; International Criminal Investigative Training Assistance Program (ICITAP)-USA, United States Department of Justice,

PSC-US Embassy Partnership- 14 Courses

Partnership courses with others – 10 Courses

PSC-DOJ-OPDAT, US Embassy, Partnership (1 Course)



PSC- Ministry of public security, China, Partnership (1 Course)



ATA (13 Courses)



PSC- Embassy of Turkey, Partnership (1 Course)



USDoJ (2 Courses)



ICITAP (3 Courses)



PSC- access to information (a2i) program

(Office of the Honorable Prime Minister of BD: 1 Course)



PSC-UNDP (2 Courses)



Comparison between 2019 and 2018 in terms of participants and courses including partnership courses and its participants.

During 2019, PSC conducted same number of core courses as in 2018 which accounted to no less than 7 courses. However, partnership courses were less than those in 2018 which aggregated to 24 in 2019 while it was 33 in 2018. Similarly in 2019 the number of PSC core participants rose to 143 which was 136 in the previous year (2018) while the partnership course participants decreased to 498 during 2019 from 884 of 2018.

Goal 3 : Offer Graduate Learning Programs to Our Communities to Enhance Academic Literacy & Wisdom

Strategy : Establishing Innovative and Work-Based Graduate Learning Programs

Master of Applied Criminology and Police Management

PSC is dedicated to offer advance study on contemporary policing, criminology and criminal justice. It aims at equipping police and other relevant professionals with critical insights on contemporary security and criminology so that they can effectively and efficiently discharge their duties. At the same time it also offers study opportunities to the interested and potential candidates from non-police and non-government organizations to help them developing their careers more meaningfully in the security services. The introduction of the graduate learning program on Master of Applied Criminology and Police Management has shed light on PSC's academic endeavor. The program was launched in July 2019 with a strong work-based functional curriculum designed to provide a sound police education. The curriculum and course credits of Master's program reflect broader education objectives in applied criminology, police leadership, management and contemporary issues in policing in order to achieve a safer community. Today, Police Staff College is one of the nation's premier criminal justice institutions. The college envisioned to bring together a very capable faculty members and graduate students in diverse criminology disciplines to efficiently engage with issues on crime and justice.



Inaugural ceremony of MACPM program

Overview of the Master Program : Master of Applied Criminology and Police Management is designed to provide education to mid-level/senior police officers and professionals of police-related occupations on crime and justice with a strong emphasis on evidence-based policing and practice. This course focuses on managerial and administration issues that are being faced by the police and police organizations; on methods to assess the issues in terms of their nature/cause and probable effect on the organization; and on the impact of these issues on effective police service delivery. Upon completion of the degree program, graduates will be better prepared to assume leadership roles and act as change agents in the police department by conducting improved policy analysis, assessing police effectiveness through a rigorous research approach, and identify current trends in the areas of policing, criminal justice and criminology.

Program Structure : Students are required to complete and pass a total of 40 credit points to be conferred the degree of the Master of Applied Criminology and Police Management (MACPM). Each course of study is equivalent to 4 credit points except Independent Research/Comprehensive Course which carries total 6 credit points. The length of each semester is 20-22 weeks. Coursework in the program is assessed in a range of ways that include assignments, class presentations, class test, mid-term exam, final exams and thesis. The study mode is campus based. The students have to attend in person in the sessions.

Credit Points : 42, No. of courses : 10, Duration : 12 Months,
Teaching Period : Semester 1 (July-December), Semester 2 (January-June)

Program Objectives : The program is designed to:

- Enhance the professional competencies and help to develop professional efficiency of police officers and the eligible candidates who are advancing to enrich their career.
- Offer a state-of-the-art and high-quality course and introduce senior police officers and suitably qualified others to some of the most important theories and practices of the cotemporary policing, criminology and police management issues.
- Develop the skills necessary to locate, interpret and analyze critically various dynamics evolved in the current security domains.
- Develop the conceptual understanding necessary to evaluate research methods and findings.
- Facilitate course members to disseminate their acquired knowledge, skill, ideas and understandings to their respective field.
- Enhance the capacity of the participants to apply their current research from applied criminology and police management to their work arenas.
- Enhance the capacity of the participants to apply their current research from applied criminology and police management to their work arenas.

MACPM 4th Batch Student list from- POLICE (Session: 2018-19)

SL	Name	Academic Qualification	Name of the University	Designation	Present work Place
01	Bidhan Tripura	MBA	Eastern University	SP	PHQ
02	BijoyBasak	B.Sc and M.Sc	University of Dhaka	SP	CMP
03	Md. Hasan Chowdhury	MSC in Civil Engineering	BUET	SP	CMP
04	Md. Jahangir Alom	MS	University of Dhaka	Addl. SP	Police Staff College Bangladesh
05	Mohammad Sala-huddinTalukdar	B.A & M.A in English	University of Dhaka	Addl. SP	Police Staff College Bangladesh
06	Mohammad Maheul Islam	MSc in Forestry and Environmental Science	Chattogram University	Addl. SP	Railway Police, Dhaka
07	Md. Abdullah Al Masum	BA (Hons)	Jahangirnagar University	Addl. SP	Airport APBn
08	S.M. Sirajul Huda	LLM	University of Dhaka	Addl. SP	Bangladesh Parliament
09	Farida Parvin	Masters in English	National University	Addl. SP	River Police
10	Al Mamun	Masters (HRM)	Atish Dipankar Science and Technology University	Inspector	National Emergency Service 999
11	K M Firoz Al Jalal	MBA	Asian University	Inspector	SP Office, Narsingdi

4thBatch, MACPM Student list from Non-Police (Session: 2018-19)

SL	Name	Academic Qualification	Name of the University	Designation	Present work place
01	Sarder Ali Haider	MA in English	Southern University	Lt. Col.	Army Security Unit
02	Mohammad Shabbir Ahmed	B.A & M.A in History	Bangladesh Military Academy, Ctg.	Major	Bangladesh Army
03	Md. Minhazul Islam	DVM	BAU, Mymensingh	Veterinary Officer, Operations Wing	RAB HQ.
04	Mohammad Abdul Mazed	Masters (Finance & Banking)	Chattogram University	Senior Principal Officer	Exim Bank Ltd
05	Golam Rabbani	B.A & M.A in Mass Communication and Journalism	Dhaka University	Proprietor	STF Advertisers
06	Shah Mohammad Noor- e Saifullah	BSc. & MSc in Zoology & LLB (Hons')	Jagannath University & Green University	Manager, Administration & Head of security	Scholastica
07	Md. Selim Reza	LLB & LLM	University of London & Eastern University	Advocate	Dhaka Judge Court
08	Kawsar Ahmed	LLB and LLM	Stamford University & Green University	Advocate	Dhaka Bar Association
09	Amil Uddin Ahmed	MA (History)	Chittagong University	Freelancer	www.freelancer.com
10	Saima Nasreen Eshita	MA	Eden Mahila College	HR & training Coordinator	Esquire group
11	Md. Jahidul Alam	Honors (Accounting)	AIUB		
12	Mosammat Salma Khatun	B.Ed	National University	Headmistress	Primary and Mass Education Ministry
13	Syed Ali Yousuf	MBBS	Dhaka Medical College	Doctor	Dhaka Medical College

Goal 4: Provide Values and Insights of Security, Criminology, and Policing Research to the National and International Platforms

Strategy: Communicate Evidence-Based Research to Policy and Practice

To meet its strategic goals, PSC is committed to undertake and support quality research to deliver best to the community. In this persuasion PSC's Academic & Research Wing is a dedicated research and knowledge center on crime and justice in Bangladesh Police. Its research priorities are aligned with Bangladesh Police Research Agenda. The main motto of PSC's research is to promote justice and reduce crime through communicating evidence-based research to policy and practice. The research works here are regulated under Police Staff College

Act, 2002. The research outcomes are sent to the Police Headquarters for further actions. Throughout the year, PSC was regular in its research and publications. Three research projects were accomplished in 2018-19 and four are undergoing. The research outcomes were valuable and insightful. Apart from this, PSC published its Newsletters and Annual Report as a regular fashion. Through academic persuasion, research and journal publication, PSC continues to build the bridges between contemporary policing and academia.

The following research projects were accomplished during the year 2019

PSC conducted 3 research projects for fiscal year 2018 -19. Researchers submitted their final reports in stipulated time. PSC co-operated the research teams in enormous ways.

1. Socio-Economic Dimensions of Police Work in the Society: An Impact Analysis: One of the most endeavoring research-works on Bangladeshi policing in recent times, this research rigorously conducted the benefit-cost analysis of investment in policing and its effects in society. The outcome of the research quantitatively shows that on average, for 1.00 (taka spent on the development of police, society gets the benefit through crime reduction of the value 1.85 Taka. This research is expected to be extremely handy for the policymakers; it is also expected to help building the narrative on the importance of increase budget for law enforcement and policing.

2. Capacity Building of Bangladesh Police: Higher Study as a tool for professional development: The titled research work was conducted by Dr.DibaHossain. The final report of the research work was submitted on the seminar that was held on 27th may was an attempt to assess the effectiveness of Bangladesh Police training on field level and identify strength and weakness of courses with prescribing some recommendations. All PSC faculties attended seminar on the research report and contributed with their valuable suggestions for better impact on this research.



Research findings presented by Prof. DibaHossain and her associate

3. Police Mobility and Demand of Police Transport: A Rural and Urban Comparative Study : This research work was done by Professor Md. RezaulKarim, Ph.D. The final report of the research work was submitted on the seminar that was held on 15th MAY 2019. All PSC faculties attended seminar on the research report and contributed with their valuable suggestions for better impact on this research.

4. Factors that Influence Police Personnel's Behavior in Professional work: A Study : The title research work was presented by Shuchita Sharmin. The final report of the research work was submitted on the seminar that

was held on 22 MAY 2019. Police Personnel Are often termed as authoritarian, cynical, and submissive to their superior authority . On the other Hand, they are expected to be responsible, determined and dedicated for the cause of public good. Multiple internal and external forces can influence how the Police behave . The research critically analyzed the factors that Influence the behavior of police personnel. All PSC faculties attended seminar on the research report and contributed with their valuable suggestions.

RESEARCH INITIATIVE ON THE OCCASION OF BIRTH CENTENARY OF BANGABANDHU AND ‘MUJIB BARSHO’

“Bangabandhu’s Vision of Law Enforcement: Policing in Bangladesh”

Introduction

On the occasion of birth centenary of the father of the nation Bangabandhu Sheikh Mujibar Rahman, Police Staff College Bangladesh has proposed to conduct a research on Bangabandhu’s policing thoughts and finally the title of the research was finalized as, **“Bangabandhu’s Vision of Law Enforcement: Policing in Bangladesh.”** This title was approved by the Inspector General Bangladesh Police in October, 2019. An expert team consisting of members from Police Headquarters, Police Staff College Bangladesh and renowned university academicians will conduct the research program within one (01) year.

Concept Note

This research aims to explicate the way in which Bangabandhu Sheik Mujibur Rahman encountered police force throughout his political struggle during the colonial and Pakistan period; his vision for policing to serve better in the independent Bangladesh. In order to understand the origin of Bangladesh police and its pro-people root, it is necessary to understand the history of Bangladesh Police by using the lens of Bangabandhu’s dream. However, there is no research work which examine these important issues and therefore the proposed study aims to contribute significantly to the relevant knowledge with the claim of originality in this field. This research will be an archival and empirical study.

Research Objectives

Research Objective 1 : To explore, capture and synthesize the dreams, thoughts and ideas of Bangabandhu on law enforcement objectively in a scientific manner.

Specific research objectives under this broad objective are-

- i. To explore the reasons behind the emergence of Bangabandhu as a great political leader of Bangladesh.
- ii. To explore the challenges Bangabandhu faced as a ruler of newly independent country.
- iii. To explore the philosophies of Bangabandhu to rule independent Bangladesh.
- iv. To explore the visions of Bangabandhu to reconstruct Bangladesh.
- v. To explore the visions of Bangabandhu to frame the legal structure of Bangladesh.
- vi. To explore the visions of Bangabandhu to ensure law enforcement in Bangladesh.
- vii. To explore the visions of Bangabandhu to streamline the courts and correction system in Bangladesh.
- viii. To explore the visions of Bangabandhu to prevent and punish crimes and corruption in Bangladesh.

- ix. To explore the visions of Bangabandhu to establish people's friendly pro-people law enforcement agencies in Bangladesh.

Research Objective 2: To analyze the understanding of Bangabandhu on people friendly policing. Specific research objectives under this broad objective are-

- i. To reveal the police reforms initiatives undertaken during the period from 1972 to 1975.
- ii. To delineate the trend of police practices that had been followed in the post-independent Bangladesh (1972 - 1975).
- iii. To analyze Bangabandhu's perception regarding people-friendly ideals in the police system.
- iv. To trace the motivating factors that led Bangabandhu for promoting the cause of people-friendly policing in Bangladesh.

Research Objective 3: To formulate policy recommendations for people-friendly policing in Bangladesh. Specific research objectives under this broad objective are-

- i. To review at what extent the current policing system accomplishing the goals and targets needed to become people's friendly.
- ii. To identify the obstacles being faced to achieving this goal.
- iii. To develop, in context to Bangladesh the indigenous ways and means for establishing people-friendly policing system.
- iv. To review different options and mechanisms to make police accountable to the communities.
- v. To analyze the present state of police-community relationship prevailing in Bangladesh and to see how far it commensurate with implementing people-friendly policing in Bangladesh.
- vi. To examine whether the present institutional environment/organizational structure is supportive to establishing people-friendly policing in Bangladesh.

Research Methodology

This proposed research will be an archival and empirical study. In order to understand (a) Bangabandhu's experiences of encountering police force until 1971 and (b) his vision of policing, the study will critically examine archival documents which include police reports, autobiography, speeches, newspaper reports, various official documents and the like. On the other hand, in order to examine the third objective of the study i.e. to explore the challenges, if any, of making democratic policing in the contemporary Bangladesh, several locations will be selected for the proposed study. In doing so, the research will draw upon three sets of qualitative data: one-to-one interviews, observations, and document analyses. Its design and methods will be tailored according to the specific research questions and objectives of this study. During our field study, data will be collected mainly from several police stations to understand the challenges they are facing to provide services to the people.

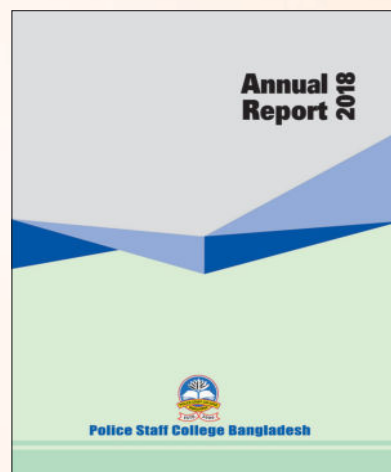
In addition to police personnel, in order to gain a broader understanding of the topic, data will also be gathered from other sources such as politicians, civil society actors, victims, and all other people concerned. Again, while data obtained from interviews will form the basis of our research data, we will continue to use literature and other kinds of primary documents to maintain a diverse range of perspectives. As a result, it is expected that our interview data and other types of documents will complement each other and help me to develop the main argument of the study.

Finally, our primary goal of this proposed study is to contribute significantly to the relevant knowledge with the claim of originality. Nonetheless, it is my aim to disseminate the results of the study in the form of a book and

Strategy : Focusing and Broadening of PSC Functions

PSC commits to produce regular publications on its educational and development programs as yearly, biannually and triennially.

Glimpses of PSC publications:



Goal 5 : Create a Vibrant and Quality Learning Environment

Strategy : Capacity Building of Staff

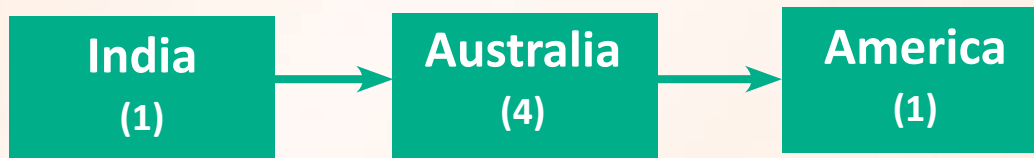
PSC is continuously engaging with its institutional capacity and capability. In doing so, PSC Staff undertake various development opportunities to build individual skills and expand PSC capabilities ranging from computer literacy for technical development to various executive levels of training/higher studies at national or international level. Over 2019 PSC's staff had gone through a number of such capacity building programs at home and abroad. One internal program was dedicated to its gazetted and non-gazetted staffs. The workshop was organized and conducted by access to information (a2i) program, office of the Honorable Prime Minister. The workshop was about compulsory e-Filing as directed by the government of Bangladesh. It was held from 9th to 10th October, 2019. The participants were Director to downwards from Police Staff College. The course content included concepts of e-Filing, demonstration of e-Filing, group work designing an e-Filing course outline, pair work on e-Filing. Faculties were immensely benefitted from this workshop. Constables to director were graduated from this course.

In Addition to that, during this year six faculty members went abroad for attending various types of training and tour. Md. MatiurRahman Sheikh, MDS (Training), Police Staff College Bangladesh went USA to attend a training program on "Report on the Conference of International Association of Directors of Law Enforcement Standards and Training (IADLEST), Milwaukee, Wisconsin, USA, 9 to 12 June 2019. Sr ASP MahmudulHasan went to India to attend a training program on "Cyber Crime and Cyber Forensic Investigation Including Plastic Card "on 2/12/19 to 13/12/2019. Beside this, PSC delegation visited Macquarie University, Australia from 29th April to 3rd May 2019 as part of the MoU. The delegation was comprised of the following members from PSC:

Delegates of the tour :

Sl.	Name	Designation
1	Md. Ibrahim Fatemi	Vice-Rector, Police Staff College Bangladesh
2	Md. GolamRasul	Member Directing Staff (Academic & Research), Police Staff College Bangladesh
3	Md. MasudKarim	Director (Curriculum), Police Staff College Bangladesh
4	Md. MominulHoq	Assistant Director (Academic), Police Staff College Bangladesh

PSC Staffs in Overseas Training 2019



Strategy : Establish and Maintain High Quality Learning Environment

PSC occupies a world class learning facility at the heart of Dhaka city which is grounded under the upgraded technology. Over 2019, PSC technologies had been upgraded to:

- Initiate for the establishment of e-classroom
- Laptop for individual trainee during training sessions
- Laptop for each faculty at 24x7 hrs service
- Video conferencing system from PHQ
- New class room microphones
- New and extended projectors for every class other initiatives include:
- Enriched library with new books, periodicals, journals and other resource materials
- Movie Theatre
- Seminar room for the academic purpose

Strategy : High Quality Campus Environment

Renovations and Constructions at PSC Campus

In continuation of the renovation works, PSC reshaped its dormitory's reception. Furthermore, all the rooms are furnished with gorgeous furniture and electronics. The lobbies, in particular are decorated with great interior design.

PSC Dormitory provides 3-star like facilities where there are 66 rooms available for the accommodation of trainee officers. Another 42 rooms are at 3rd & 4th floor including 8 VIP rooms, which include the following features:

- Accomplishment of world class dormitory suits in the 5th floor for the guests and VIPs
- New LED TV and DVD/Video operation for every room
- Up gradation of Wi-Fi speed
- Improved indoor games facilities- billiard, table tennis, chess etc.
- Added attraction in karaoke system

The development of the infrastructure of PSC is a continuous process. During this tenure a good number of infrastructural developments took place. Some pictorial views of the last year were given below:



Renovation of PSC Reception



Renovation of Prayer Room



Front view of Newly Established Mosque



Cabin of Officers' Work Station



Front view of Officers' Work Station



Glimpse of a VIP room at the PSC Dormitory



Newly Built Forces' Recreation Room



Refurbished Computer Room

Other Facilities

During the past year PSC went through loads of infrastructural developments, of which, gymnasium, walkway, swimming pool and other play grounds such as Badminton, Basketball, Football, Volleyball and Lawn Tennis ground are some worth mentioning. While regarding outdoor Games PSC has arrangements for Football and volleyball for officers and forces. They are at liberty to take part there after office hours. Badminton and table tennis are regularly played by the trainees and officers. A couple of beautifully decorated Tennis courts are there by the western side of the dormitory. Officers and trainees can play tennis during leisure time and holidays.

Field Visits of the Participants

During the year 2019 PSC participants visited different corners of the country as part of their study tour. Some of them were very significant historical places of our country along with important units and establishments of Bangladesh Police to enrich themselves with practical experience.

Study Tour-

- * Father of the Nation Bangabandhu Sheikh Mujibur Rahman Memorial Trust & Museum.
- * Visit to the DMP Headquarters and briefing session.
- * Visit to the Liberation War Museum Trust.
- * Visit to the National Mausoleum at Savar.
- * Visit to Financial Management Academy (FIMA).
- * DNA LAB, CID.
- * Bangladesh Bank.
- * Visit to Shahid Minar, Dhaka.
- * Visit to Sonargaon Folk Art and Craft Museum, Narayanganj.
- * Visit to Narsingdi District Police.
- * Visit to Industrial Police, Gazipur.



Overseas participants visit to the Liberation War Museum Trust.



Foreign participants' visit to the Liberation War Museum Trust.



Participants in the front of Police Liberation War Museum Trust



Training Forecast of PSC, 2020

Sl no	Name of Course	Participants Rank and Age	Duration of the Course	Opening date of the Course	Closing date of the Course	Number of the participants	Total Course	Comments
	Police Leadership and Management Certificate Course	ASP to Sr. ASP 25-50	08 Weeks	05.01.20	27.02.20	25	04	-
			08 Weeks	07.06.20	30.07.20	25		
			08 Weeks	09.08.20	30.09.20	25		
			08 Weeks	04.10.20	26.11.20	25		-
	General Administration and Financial Management Certificate Course	Addl. SP 25-55	08 Weeks	2.02.20	26.03.20	25	04	-
			08 Weeks	07.06.20	30.07.20	25		-
			08 Weeks	09.08.20	30.09.20	25		
			08 Weeks	11.10.20	03.12.20	25		-
	Police Executive Management Certificate Course	SP 35-58	06 Weeks	01.03.20	23.04.20	25	03	-
			06 Weeks	06.09.20	15.10.20	25		-
			06 Weeks	01.11.20	10.12.20	25		-
	Training Programme on Research Methodology for Police Officers	ASP to Above Officers 25-58	1 week	23.02.20	27.02.20	30	02	
			1 week	15.03.20	19.03.20	30		
	Seminar	SP to Addl. DIG & Other Stakeholders	01 Day	15.09.20	15.09.20	50	03	-
			01 Day	24.03.20	24.03.20	50		
			01 Day	16.04.20	16.04.20	50		
	Workshop	Addl. SP to SP & Other Stakeholders	03 Days	12.04.20	14.04.20	40	03	-
			03 Days	11.10.20	13.10.20	40		
			03 Days	15.11.20	17.11.20	40		

N.B. Partnership Training with development partner would be considered or to be inserted in the training calendar on the basis of need, approach & agreement that could not be forecasted earlier.

Welfare and Recreational Activities

PSC remains in a very festive mood in line with the country on days of important national festivals. Throughout the year of 2019, PSC observed a number of festivals. Last year, it commemorated important days like National Mourning Day with full respect and solemnity. All staff including the forces along with their family members had an active participation in events like Iftar Mahfil, Eid reunion, cultural programs, family Day.



Rector's briefing at Welfare Meeting



Eid reunion at PSC - 2019



Rector's Night (cultural program)



Cultural Soiree on completion of INTERPOL Course for Asia and South Pacific



Pisciculture program at PSC pond



Annual Iftar on 13 May, 2019

PSCs' Challenges & Way Forward

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.

Way Forward

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 Ph.D 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.



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