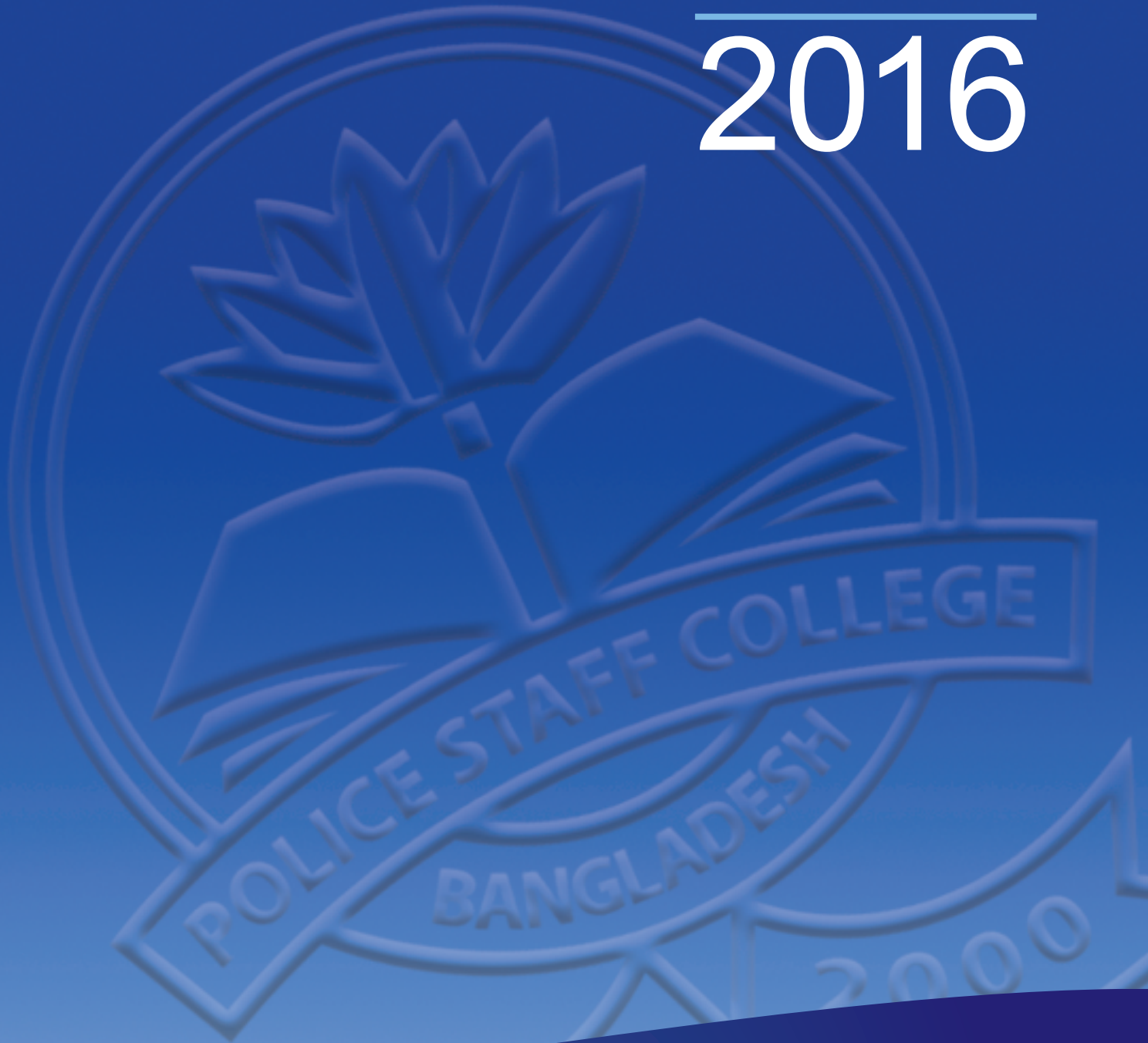


ANNUAL REPORT --- 2016



PSC
Endeavour for Excellence

"You are an ocean of
knowledge, hidden in a
dew drop" - Rumi



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Inspector General, Bangladesh Police

■ **Patron**

M. Sadiqur Rahman
Rector, Police Staff College Bangladesh

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Vice-Rector, Police Staff College Bangladesh

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Message from The Rector



Dear Readers,

I am very happy that PSC Annual Report 2016 has come up to your hand in such a different appearance with a reduced size which gives it a 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 2016. Its successes in launching academic journey and establishing international scholarly network demonstrate its continuous effort in being adaptive, perseverant and dynamic towards its vision and mission which are valued and significant not only to the policing of Bangladesh but also to the people who are interested in public safety and security of Bangladesh.

PSC contributes to create an environment where knowledge and evidence through learning is generated, nurtured, advanced, discussed and shared among diverse customers, stakeholders and practitioners. Our training courses and post graduate degree program welcome learners from diverse communities - from the most new to the most experienced. Our researches produce insights that are communicated to policy and practices. We offer not only educational products but also classic learning facilities at our campus.

I hope you will find this report both interesting and informative. Let's join our journey and see the world in unified lenses. Together, we can better serve the community and make a difference. We become different by making the things different!

I must acknowledge the high-level interest and time-to time valuable guidance from the Board of Governors of PSC, very sincere and constant support from the Police Headquarters and earnest cooperation and assistances from our national/ international partners that they've given us throughout 2016.

Finally I would like to thank the PSC staff from top to bottom for their relentless effort to achieve great successes over 2016 and to bring a sustainable future for this Centre of Excellence.

We look forward to having much more in 2017!



M. Sadiqur Rahman

Rector

Message from the Vice-Rector



We are delighted for the publication of the PSC Annual Report 2016. I and our faculties are very proud of PSC achievements highlighted in this report. Our staff members are incredibly empathetic, compassionate, and hard-working on their works which led PSC achieving such brilliant successes. Thank you for making 2016 yet another remarkable year for our conscious communities and veteran stakeholders!

During 2016, PSC became focused for its two most noteworthy advancements. PSC's introduction of its first ever academic degree on 'Master of Applied Criminology and Police Management' is an exemplary achievement over the years since its inception. It offers post graduate degree to the police and non police students with an aim to attain a pro-police setting within the community that will help to institutionalize, smoothen and ease the practice of proactive policing in Bangladesh. Our success in achieving the Australia Awards Fellowship Round 16 with Macquarie University, Australia is another milestone achievement of PSC. It will let PSC advance forward towards its internationalization and confident in broadening its scholarly engagement with global academia. Besides, PSC's regular activities such as organizing core courses, advance courses, partnership courses and accomplishing research works duly over 2016 are also much appreciated.

Over the course of 2016, we made a major structural change of PSC. PSC's Research, Planning and Evaluation Wing has been changed to the Wing of Academic and Research due to introducing its first ever professional Master Degree Program. I am happy that PSC is rapidly moving to its academic endeavours and very prudently overcoming its on-going challenge that is the precondition to make PSC a world class academic and research hub.

I am thankful to our esteemed board members, PHQ senior leaders, our development partners, stakeholders and our all well-wishers to make PSC active, engaged, vibrant, and growing throughout 2016. We hope to have your continuous support in the years ahead!

My sincere thanks also go to the whole team of PSC for their dedication and contribution to lead PSC achieving such successes in 2016.

Last but not the least, I am thankful to the team of Research and Academic Wing for their brilliant and outstanding job in bringing this Annual Report in such a lucid, attractive and convincing manner.



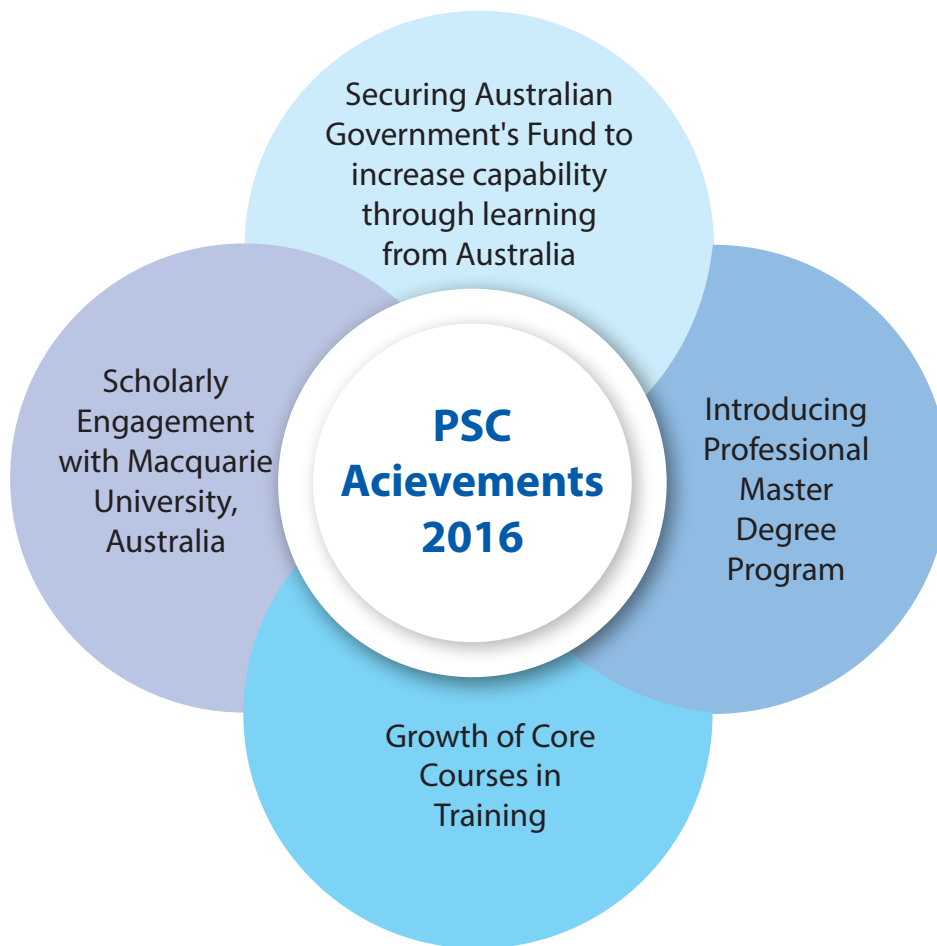
Md. Ibrahim Fatemi bpm, ppm
Vice-Rector
Police Staff College Bangladesh



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PSC 2016 Achievements



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 The 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 copy of Annual Report details the PSC's dynamic performances over the course of 2016. It reflects that our efforts are aligning to our vision and mission which denotes as very impressive, adaptive, innovative and productive. It illustrates how we are advancing to our commitments and goals.

During 2016, we have made some notable successes which better articulates the role of PSC and its dedication and commitment towards its vision and mission to keep our community safe and secured. This annual report is portrayed as aligning to our strategic goals. It details our efforts to influence police leaders, to shed light on academic endeavour, to create significant collaboration and network, to provide insights and values to policies and practices and strengthen PSC in terms of both academic and infrastructural development. Among those successes, the most striking are the first ever introduction of professional Master degree program entitled 'Master of Applied Criminology and Police Management' under the National University Bangladesh and securing the fund from Australian Government for 15 Bangladesh Police officials which led them to attain a training program on counter terrorism / countering violent extremism at Macquarie University, Sydney. This course was the extended collaboration program between PSC and Macquarie University with which a proposal for MoU is under consideration.

Last year, PSC shows a considerable growth of its core courses and core course participants from 2015. It was actually because, over 2016 the country remained relatively stable and peaceful except few exceptions compared to that of 2015 which was very unrest and unstable specially in the early of 2015. However during 2016, the growth of partnership courses was decreased from the previous year as the sudden escalation of violent extremism during 2016 in Bangladesh which discouraged foreign partners to work in Bangladesh due to the security alerts imposed by their authorities.

In such current uprising of violent extremism, PSC hosted some specialized courses and workshops for the mid to senior level police officials during 2016 to address this contemporary threat on terrorism and radicalization where PSC invited Australian expert to speak on those issues.

Last year PSC brought a major structural change. Its Research, Planning and Evaluation Wing (RP & E) was renamed as the Academic and Research Wing that clearly articulated its academic and research activities in a dedicated and functional manner. It helps PSC to perform its higher degree and research programs in an effective way.

Planning to develop 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 2016. These training programs will be designed in collaborative partnerships with foreign reputed institutions and universities in order to make these designated officers efficient and productive to their next levels. Policy will be taken to make these training courses compulsory so that these courses can be meaningful, effective and actionable. These blended 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 and intelligence.

In 2016, PSC's move for drafting a new Development Project Proposal (DPP) for 50 years vision was its another notable initiative which envisaged to making the college a world-class educational institute. But the challenge is, DPP appears with a huge budget program as it encompasses all aspects of development including educational and infrastructural sectors. To make the DPP full functional and implementable, PSC



needs a strong drive of its own and the wholehearted support from PHQ, which we do believe that we are capable and confident to reach it.

Policing and the law enforcement services are continuously evolving, especially with the advancement of new technologies and globalization which makes the security domain more uncertain but more advantageous than ever before. Under this paradox, PSC as an educational sector is likely to face new challenges to balance between these complexities and opportunities. But, it is undeniable that we need to be smart with all capacities to provide new values and support from these emerging opportunities and always prepared to effectively deal these issues.

I would like to show my profound gratitude for the experience and encouragement I've got from the Rector and Vice Rector of PSC throughout the year. Your prudent leadership makes it easy for me to manage our team. Thanks also for your unconditional support and valuable advice in preparing this Annual Report.

I appreciate and thank the whole PSC staff, in particular, my team of Academic and Research Wing for their diligence, hard work, sincerity and assiduous effort to make PSC an ever growing educational industry and in doing so, help to build safe and secured communities.

I wish you all the best!

Md. Golam Rasul

MDS (Academic and Research Wing)

Chief Editor, Annual Report 2016

Who We Are

Police Staff College Bangladesh (PSC) is the apex training and research institute of Bangladesh Police. It is responsible for imparting quality training to Bangladesh Police, offering professional academic degree and conducting cutting edge researches on criminological issues for the improvement and operational performance of police and the community to make our place safe and secured.

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

PSC is governed by the Board of Governors composed of a high level 13-members body headed by the Honourable 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, Defence 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, 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) respectively in the rank of Additional Deputy Inspector General of Bangladesh Police. Both MDSs are guided by the Rector for their areas of responsibilities. 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 to smooth functioning of PSC according to the directives of the Rector and Vice Rector.

Last year, PSC has rearranged its organizational structure. In September 2016, PSC's Academic and Research Wing appears as the structural change of its Research, Planning and Evaluation Wing, the later started its journey in 2012. PSC is reorganized in its new form following the introduction of its first ever professional Master degree program on 'Applied Criminology and Police Management' as a persuasion of its academic endeavour. This land mark success was only possible under the prudent leadership of the honourable IGP, the Rector and a bunch of its committed staff.

PSC's Academic and Research Wing are engaged in pursuing academic endeavours and conducting cutting edge research across a range of eco-social, criminological, security, policing and counter-terrorism issues. Further, PSC's Training Wing offers high quality professional training to enhance sound managerial capability, operational commanding skill and sharp farsightedness with a commitment to develop sound professionalism of the police personnel.

PSC's core training 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 from 2-3 weeks. PSC conducts courses in collaboration with national and international partners too. PSC is now advancing its infrastructure facilities such as new eco-friendly academic hub and vertical extension of dormitory building.

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, Singapore's International Centre for Political Violence and Terrorism Research, US Embassy, Australian/Canadian High Commission, Netherlands Embassy, International Association of Women Police (IAWP), German International Cooperation (GIZ) and so on. In this way, PSC is moving forward and endeavouring 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.

Vision

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

Mission

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

Values

Prudence
Innovation
Readiness
Commitment
Teamwork

Objective

to create an effective and meaningful learning and research opportunities, outstanding educational facilities, networks and collaborative partnerships for police and other relevant professionals from home and abroad to make our world safe and secured.

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
- To create a vibrant and quality learning environment

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.

How We do it

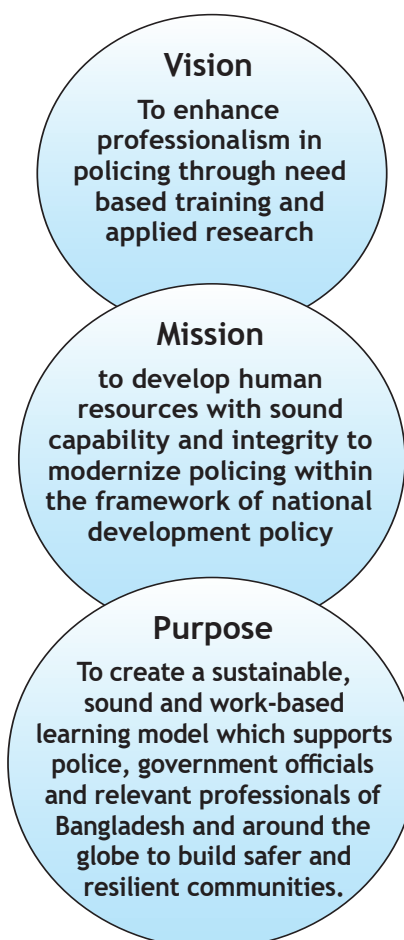
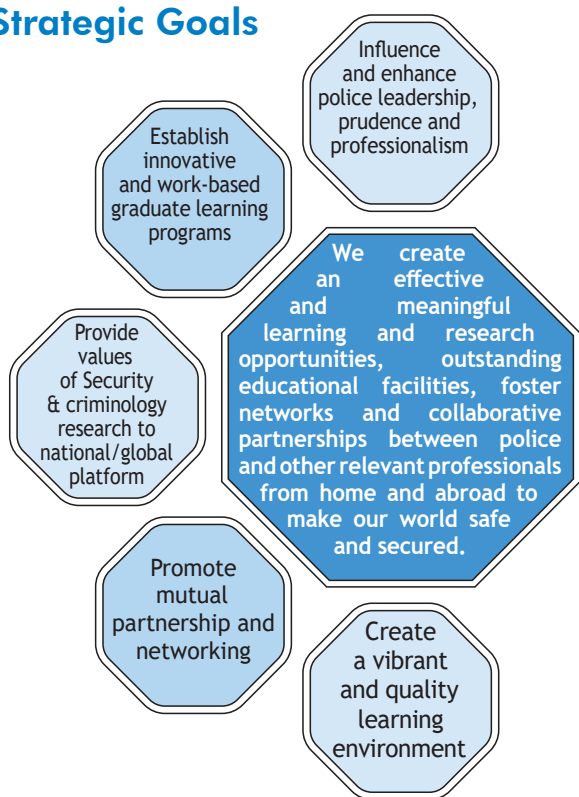
To meet our goals, our strategies are to:

- Develop and maintain outstanding training programs to make police leaders capable of meeting contemporary policing needs.
- Offer graduate learning programs to our communities to enhance academic literacy and wisdom.
- Evidence-based and applied research to inform policy and practice.
- Integrated programs through augmenting national/international partnerships and networks.
- Capacity building of Staff and high quality learning environment

We Customize Our 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 partnership contribution
- Our spirit of unity underpins our success
- We collaborate to make a difference

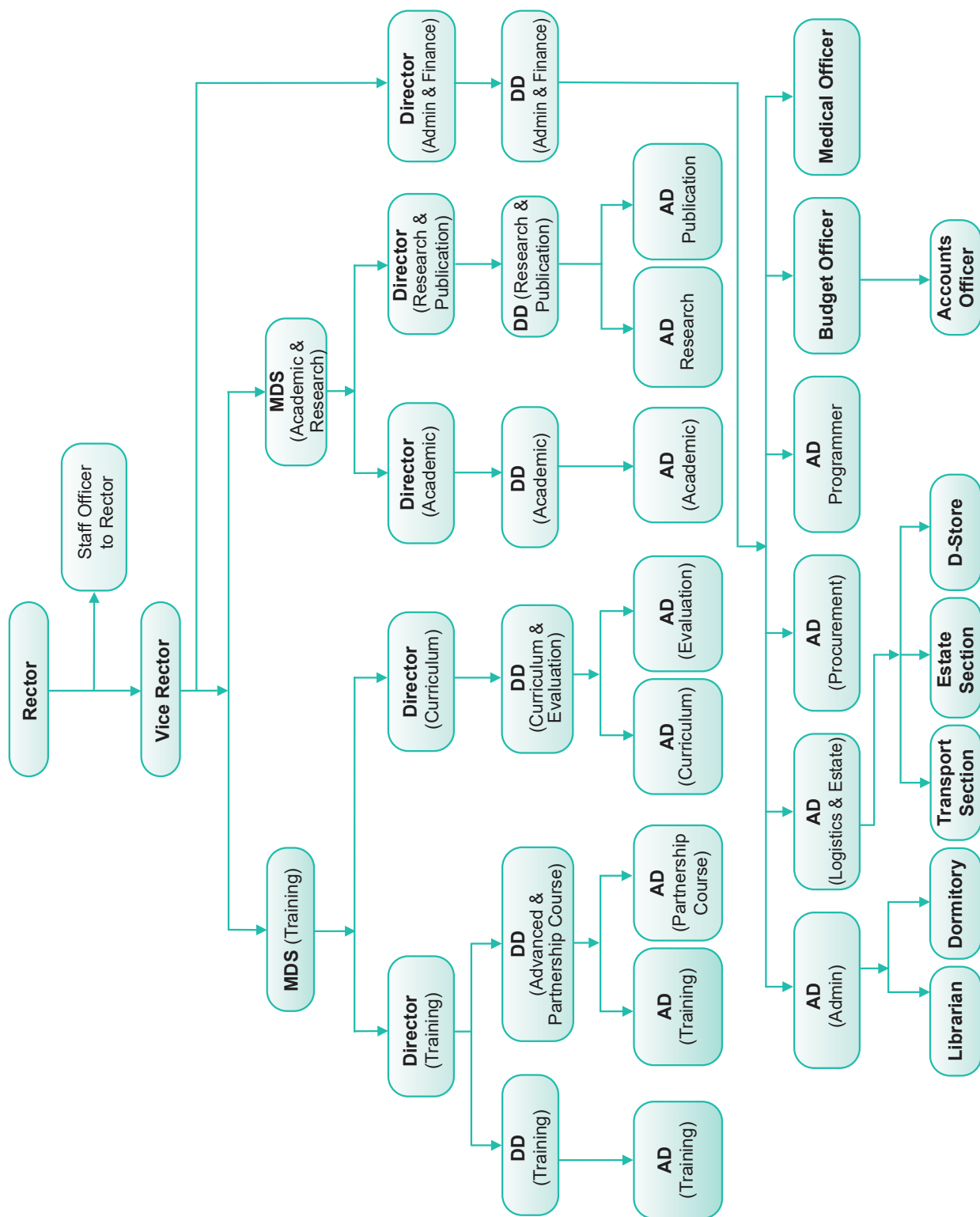
Our Strategic Goals



Our Structure:

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 executive 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. The PSC is led by the Rector who is the member secretary of BOG. The Rector is supported by the executive management team of the PSC who provide critical inputs into the planning, operation and delivery of the PSC business. Since 2000 till date, PSC employs 15 Rectors who are in the rank of Additional Inspector General of Police. In 2016 PSC farewelled Ms. Fatema Begum and welcomed Dr. M Sadiqur Rahman.

PSC Organizational Structure



Profiles of PSC Management

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



M. Sadiqur Rahman assumed the role of PSC leadership as Rector on 15 May, 2016. He joined Bangladesh Police in 21 January 1986. 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.



Md. Ibrahim Fatemi bpm, ppm joined PSC on 30 Mar, 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 news caster 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 UN peacekeeper in East Timor and Liberia. He studied business and received MBA degree. He obtained another 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.



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 Committee. He is interested on police policy planning and police reform issues.



Md. Iqbal Hossain joined PSC on 18 Jan. 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 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 DMP, CID, Faridpur district, Parliamentary Standing Committee etc. He served in UN Peace Keeping Mission twice in Ivory Coast. His research interest include police reforms and victim rights issues .



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 tour of service he served as in RRF Chittagong, Special Branch, Manikganj, arayanganj and Dhaka District, DMP and RAB in various designation and capacities. He served in UN mission in Kosovo (UNMIK), in Sudan (UNMIS) and BANFPU Commander in East Timor (UNMIT).



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 in different police units such as DMP & Police HQ. He also served as Police Liaison Officer to the Hon'able President. He was a UN Peacekeeper in Darfur, Sudan.



Mohammad Fayezul Kabir has been working at PSC since 6 Nov. 2012. He belongs to the 20th BCS (Police) Batch. He studied BSC (Hons) and MSC in Botany. He worked at DMP, RAB, Netrokona district, Chittagong district, Munshigonj and Kishorgonj district, Bangladesh Police Academy and Industrial Police. He served at Un Peace Keeping Mission in UNAMID, Sudan. His study interests include Law, investigation and management.



Rawshan Sadia Afroze belongs to the 24th BCS Police, has been serving at PSC since October 2006. She is an AusAID scholar with her double Masters on 'Policing, Intelligence and Counter Terrorism with International Security Studies' from Macquarie University, Sydney. She did another Master on 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 several national and international publications including the edited book chapter on Palgrave Macmillan publisher's book from London.



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 and Haiti UN mission. She completed her B.Sc (hons) in Agriculture from Bangladesh Agricultural University, Mymensing and Masters in Plant Pathology from Bangabandhu Sheikh Mujibur Rahman Agricultural University. She is from Mymensing. She is married and blessed with two sons.



Sarker Omar Faroque joined PSC on 27 October, 2015. He belongs to the 25th BCS (Police) Batch and has experience to work in RAB, SMP and PBI. He worked with UNDP's Police Reform Programme (PRP) as a National Training Consultant. He has completed his Masters and Bachelor in English from DU. He is a Chevening scholar, having his master degree from the University of York, UK. His research interests include human rights, green criminology etc.



Tahura Jannat joined PSC on 22 December 2016. Ms. Tahura belongs to the 28th BCS (Police) batch and joined Bangladesh Police as ASP in 2010. After completion one year Basic Training Course at Bangladesh Police Academy Sardah, she served at Immigration, Security Control Organization and Special Branch between 16th July 2012 and 20th December 2016.



Muhammad Shah Emran joined PSC on 5 Jun. 2016. He belongs to the 30th BCS Police 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.



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



Md. Shahinul Islam Fakir joined PSC on 25 September 2014. He is from the 31st BCS (Police) Batch and PSC is his first career posting as police. 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.



Mohd. Sunahor Ali joined PSC on 1st January, 2017. Before joining PSC he has served Tongi Model Thana, Gazipur as Asst. Commissioner. He did his Masters in Nutrition and Food Science from University of Dhaka. He did his second Masters in Police Science from Bangladesh Police Academy, Sardah under Rajshahi University in 2014. He is from the 31st BCS (Police) Batch.



Mahmudul Hasan is the 33rd Batch police official, joined PSC on 26 Jun. 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.



Dr. Kamrun Nahar joined PSC on Dec. 2006. She is the medical practitioner of Bangladesh Police since 1 Jan 2004. She received MBBS degree from Sher-e-Bangla Medical College, Barisal 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 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 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.



Mosharrat Banu has joined PSC on 06 September 2016. She has around 36 years policing experience. She worked at DMP, SB and CID. She took her HSC from Mymensingh and joined Bangladesh police as ASI in 1980. She comes from Faridpur district.



Shahadat 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



Luna Begum joined PSC on 10th August 2016. She has around 14 years of policing experience. Before joined here at PSC, she served the whole time at Comilla Sadar Thana. She took her Bachelor degree from Sitakundo Degree College, Chittagong. She joined Bangladesh Police as Sub-Inspector in 2003. She is interested on police investigation and victim support.



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.

Overseas scholars delighted us with their gracious presence





Police Staff College Bangladesh



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 Shriy 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.



Senior participant officers & Faculty members with Rector, PSC

Highlights 2016

Over the year 2016, the PSC has invigorated significantly with its values to achieve its strategic goals. It has broadened its businesses not only to the police but also to other government and non government sectors. It has delivered more updated training, more focused research, more learning opportunities and extended avenues of potential collaboration with international academia than ever before.



Training

Core Course
Participants: 339

Partnership Course
Participants: 546

Core Course 18

Partnership Courses: 23

Total Participants: 885, Total Courses: 41

Academic and Research

- Offering Academic Master Degree
- Securing Australian Government Fund for learning from Australia
- Growth of international engagement (Draft MoU with Macquarie University and started linkage with Western Sydney University)
- 4 Research Projects Accomplished
- Release of Newsletter, Journal and Annual Report regularly

Administration and Development

- Accomplishment of international standard 5th floor of PSC Dormitory
- Proposed Development Proposal with the estimate of 450 crore BD Tk.

Meeting Our Strategic Goals

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

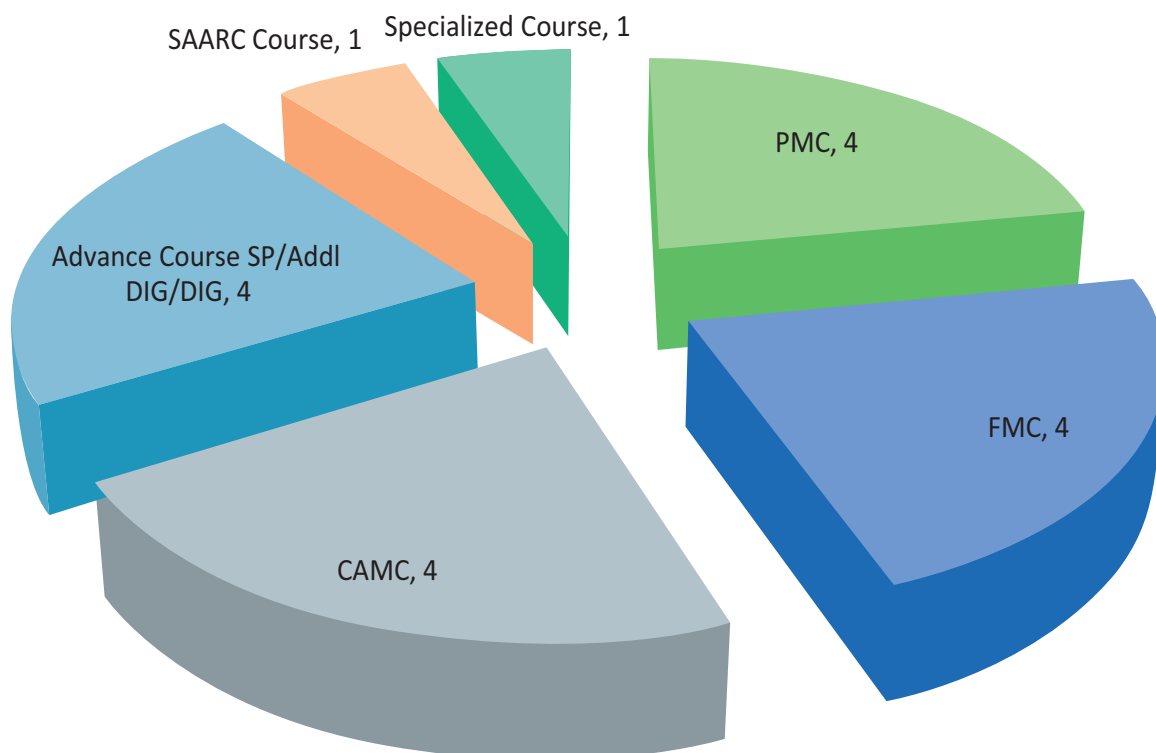
Police Staff College Bangladesh (PSC) is the apex training and research institution of Bangladesh Police, supporting and influencing police professionals and other personnel from various government/non government agencies towards better service delivery, better practice and better security for the citizens.

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

During the year, PSC was prolific in delivering widespread core courses, specialized course and regional courses designed for different ranks ranging from ASP to Additional DIG. This year PSC has delivered core courses as follows: four each of Police Management Certificate Course (PMC) and Crime Administration Management Certificate Course (CAMC) for ASP; Police Financial Management Certificate (PFMC) Course for Addl SP; two Orientation courses for the newly promoted SP, one course on 'Counter Terrorism' for the SP and one 'Leadership Management Course' for DIG and Addl DIG. Like the previous years, this year PSC provides one regional course for the 4th consecutive time on 'Translational Crime: SAARC Perspective' for the SP of SAARC region. Besides, PSC conducted one specialized course on Research Methodology for the Police and young social researchers.

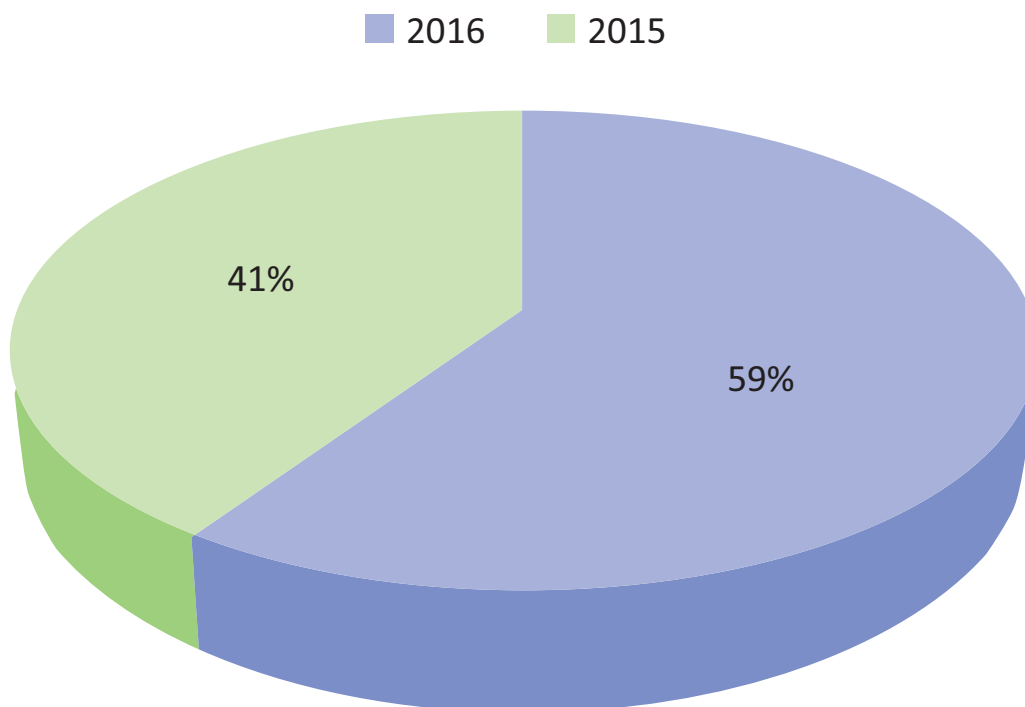
During 2016, PSC was successful to conduct its all types of core courses in equal proportion for various levels of police leaders



Encouraging Enrolment and Meeting the Expectation of Participants

It was evident that the core courses of PSC were increased in 2016 than that of 2015. In 2016 it was 339 while in 2015 it was 231. While in 2016, Bangladesh faced a significant security threat from the violent extremism that has created a fear of insecurity to the foreigners to come to this country. Hence the total amount of participants in 2016 was 885 which was less than that of the previous year as accounted to 1111. However the increase of the core courses despite of this hazard and security risk was highly commendable.

Increase of Core Course Participants



Strategy: Make the Training Programs Career Focused and Compulsory

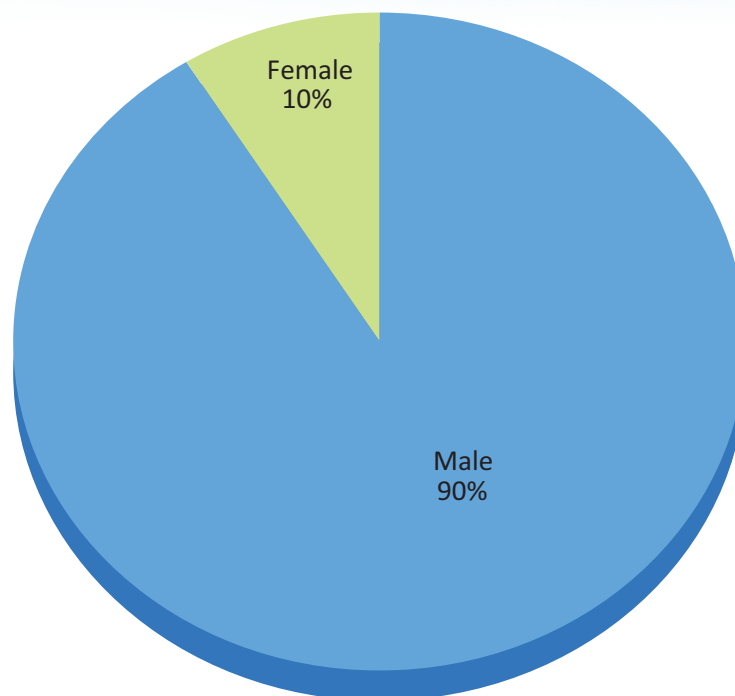
PSC makes a plan to introduce midcareer training programs for the police leaders ranging from ASP to SP at each level in a phase basis to prepare them to be competent for the next level and acquire necessary skills, knowledge and attitude to render their professional duties with diligence and prudence. These training programs will be conducted in collaboration with international academia/organizations. Once introduced, these training programs become compulsory for those police personnel who hold these corresponding positions.

Strategy: Make the Training Programs Inclusive, Extensive and Participatory

Gender Inclusiveness in PSC Courses

PSC courses are inclusive to and focus on gender although the current scenario does not show an impressive figure due to the male female ratio in police is still heavily disproportionate, hence women are under-represented in policing. In these PSC courses, gender diversity is poorly articulated. Total 307 male and 33 female had participated in different PSC courses.

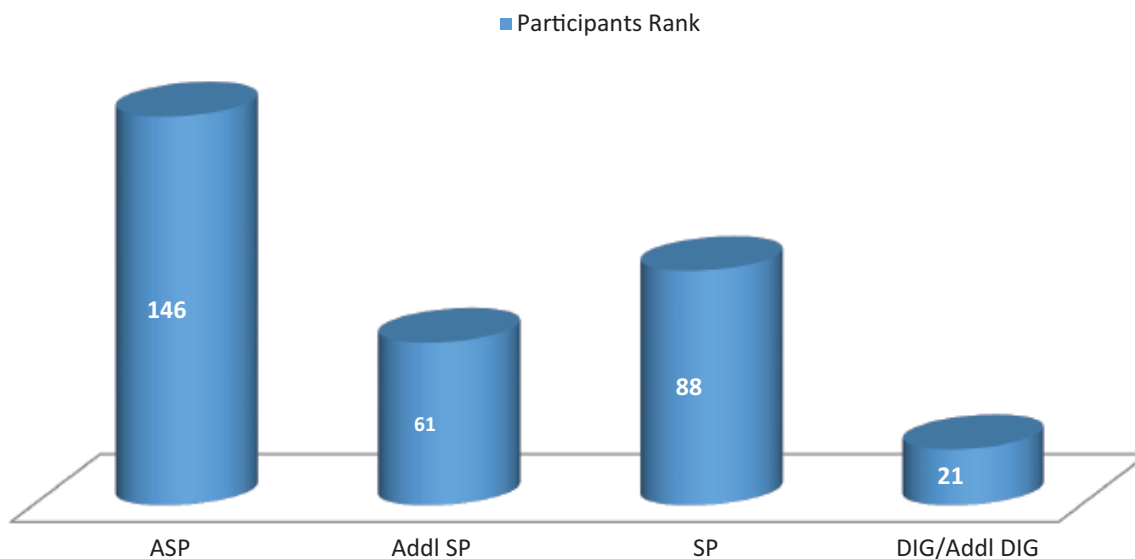
Females were less attendees at PSC



Accommodating Wide-Ranging Participants

PSC accommodated extensive participants ranging from new to the most experienced ones during last year. These courses provided training to total 340 participants including 316 Bangladesh Police officials in varying ranks. The highest numbers of trainees came from ASP rank which was followed by the rank of SP. Among the total graduates, 146 were ASP, 61 Addl SP, 77 SP and 19 were Addl DIG/DIG. From the SAARC course, a total 17 participants (11 from Bangladesh Police) and from the specialized course a total 26 participants (8 from Bangladesh Police) had been graduated in 2016.

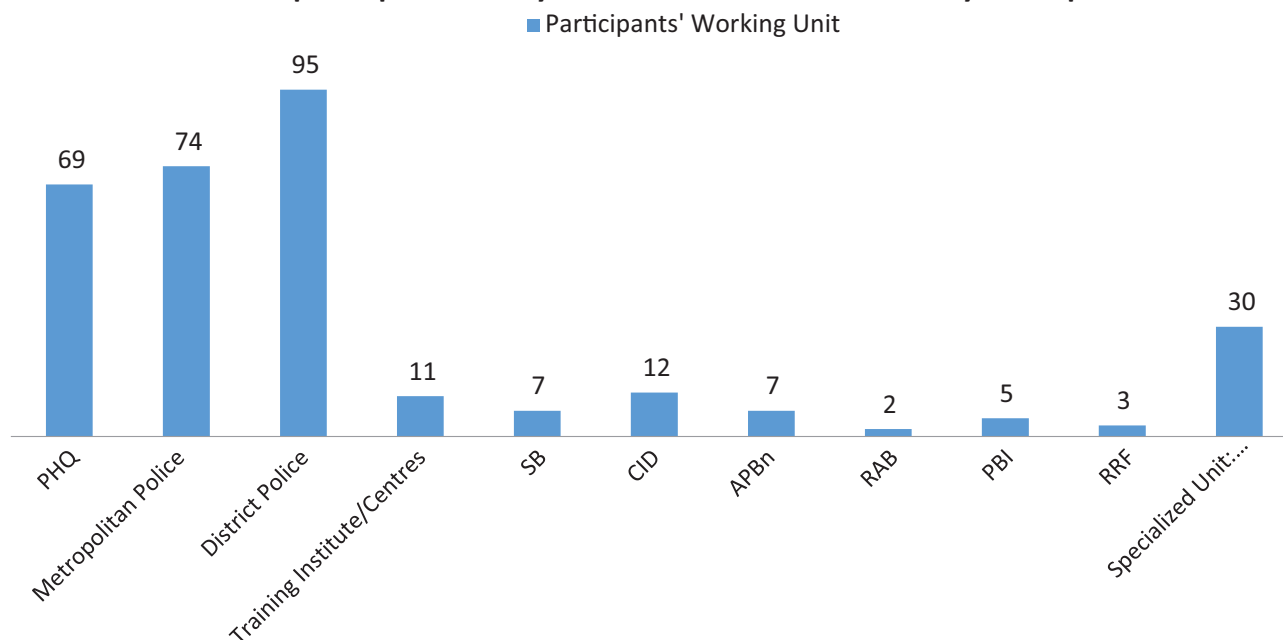
PSC is mostly attended by Asstt Superintendents and Superintendents



Incorporating Participants from Diverse Professional Backgrounds

PSC participants came from varying police units. During the year, PSC trainings were heavily dominated by the participants from district police which was followed by Metropolitan Police and Police Headquarters gradually. The minimum came from RRF and RAB.

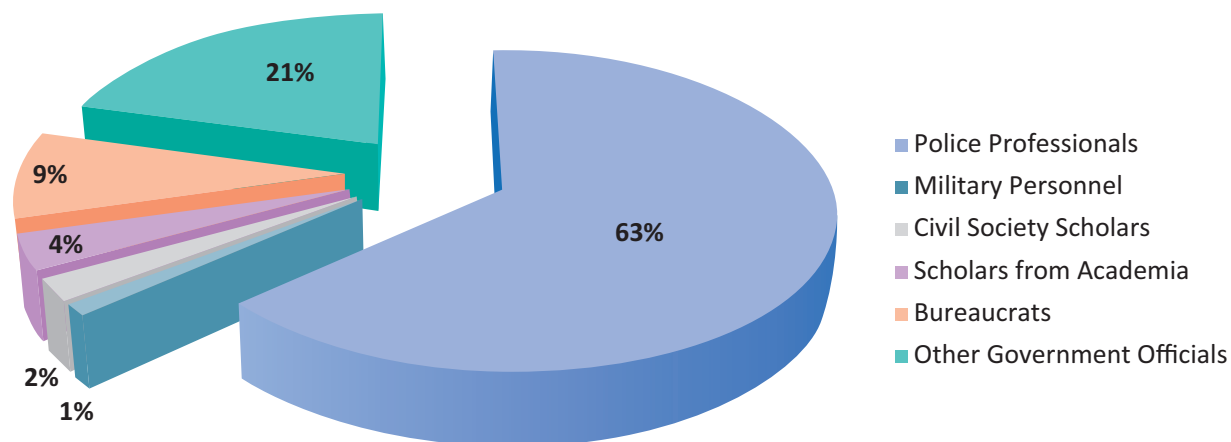
PSC attracted participants mostly from District Police followed by Metropolitan Police



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 2016, total speakers' list was 435 of them speakers from police were heavily dominated which was followed by the members from civil society.

Our Speakers are mostly from Police Professionals



Strategy: Develop Curricula Maintaining a High Level 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, research organization, policy analyst and retired experienced police officers. Course curricula are developed by PSC faculty in association with resource persons.

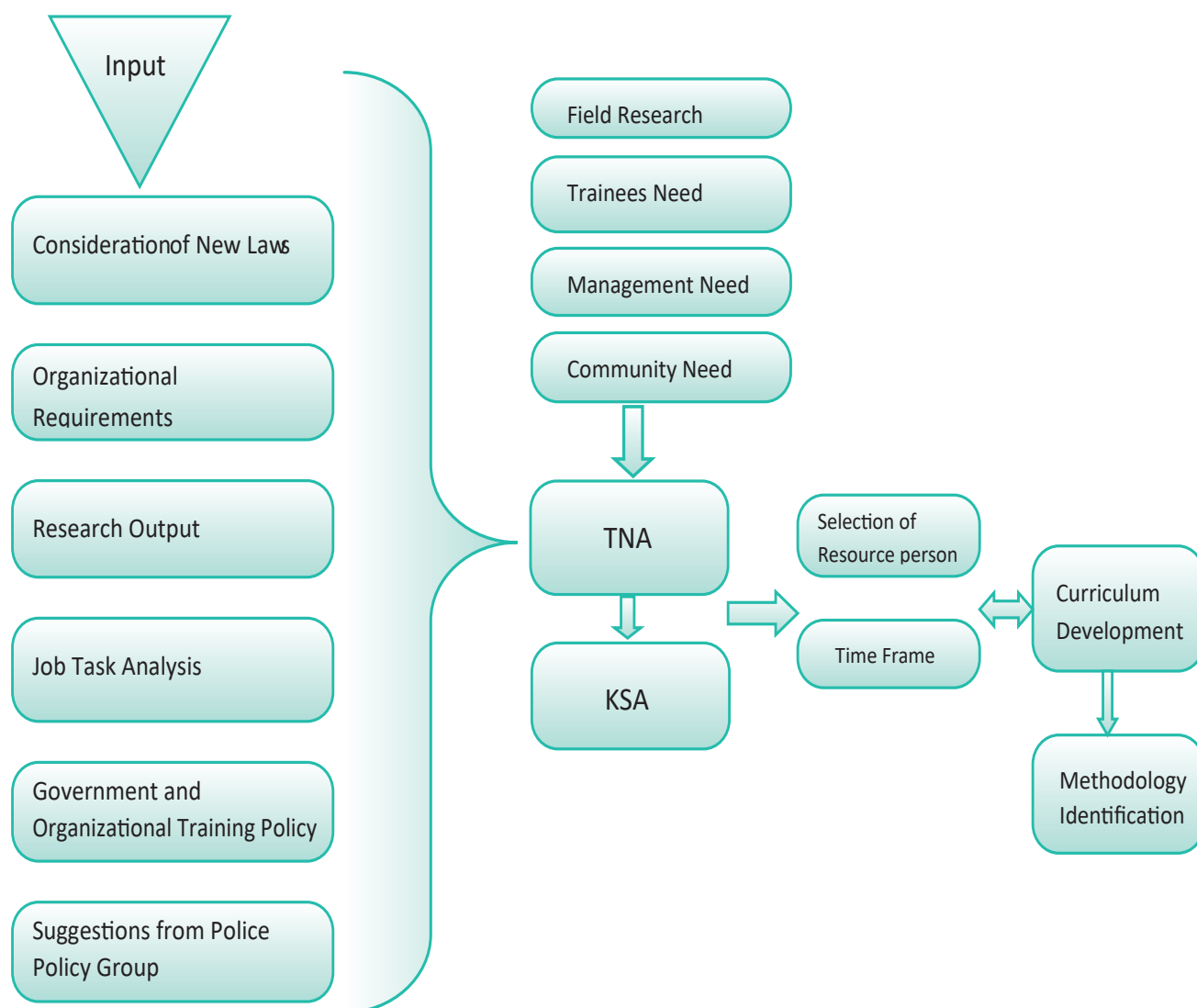
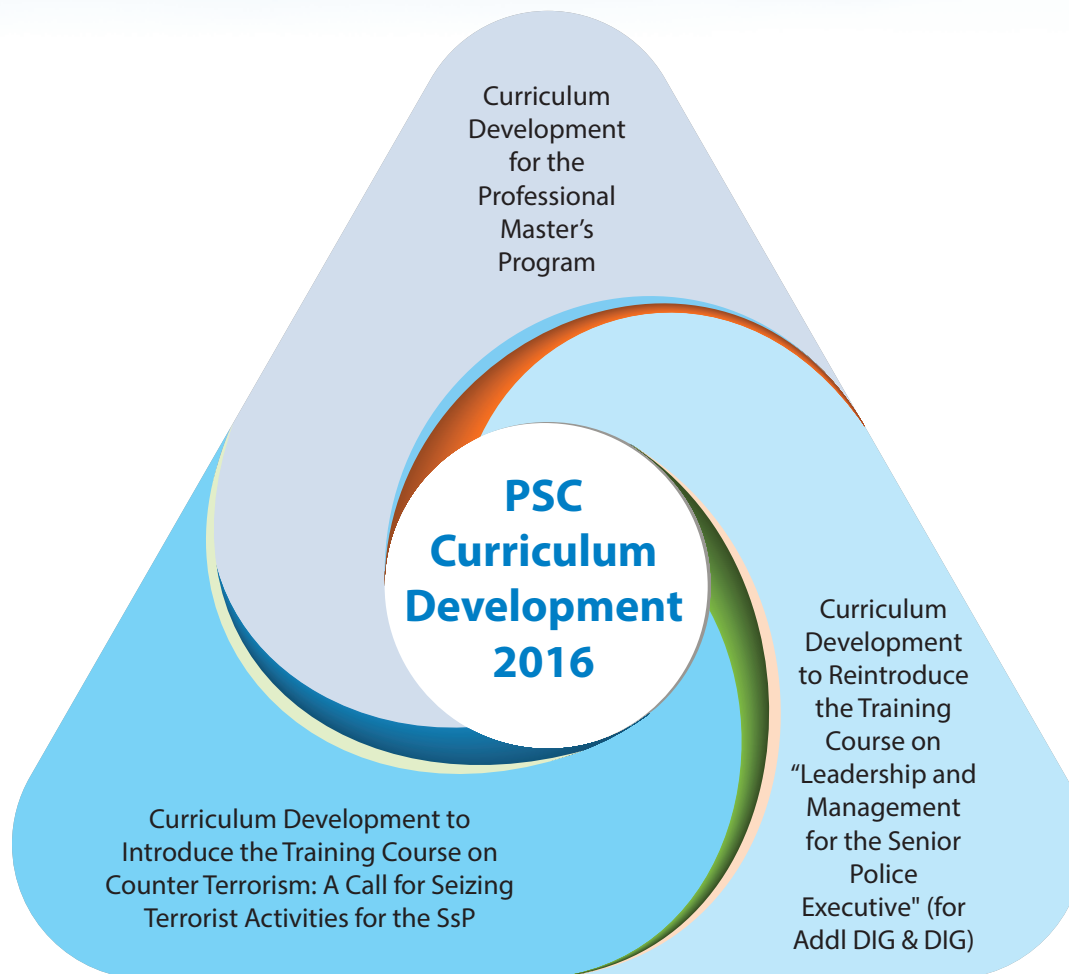


Diagram 2: Flow Chart of Curriculum Development at PSC

Last year PSC has undergone three major curriculum development processes



**We are Inspired
and Guided by our
Strategic Leaders**



Honorable Minister of MOHA & Chairman of PSC Board of Governors is in the 15th BOG Meeting With Vice-Chairman & Inspector General Bangladesh Police.

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

PSC is increasingly engaged 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, University of Western Sydney, various foreign diplomatic missions located in Dhaka such as US Embassy, Australian High Commission, Canadian High Commission, UNICEF etc. Their involvement in PSC is one of the great drivers of PSC's excellence. As the current criminal environment is increasingly becoming uncertain, complex and interconnected, we are facing many challenges to approach it precisely and appropriately. It is essential to improve our 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.

Building International Network

Due to the globalization of crime, rapid escalation of new threat like terrorism while a considerable incompetence and ignorance over such study difficulties necessitated PSC to broaden our education framework in global arena. This initiative created new learning opportunities and new capabilities from the international partners.



**Macquarie
University**
Sydney • Australia

In 2016, PSC started partnership with Macquarie University Australia.

Partnership Programs include:

- Visiting Scholars from Macquarie University
- Securing Australian Government Fund for High Level Learning
- Joint Workshop on Radicalization
- Initiatives for the Memorandum of Understanding (MOU)
- Regular contact from Macquarie International

Institutional Partnership with Macquarie University

- Academic Visit of Macquarie University: Macquarie University's Pro Vice-Chancellor (Learning & Teaching) Professor Dr. Sherman Young, and the Department of Security Studies and Criminology's Countering Violent Extremism Expert Dr. Julian Droogan, visited PSC on Mid-April 2016.
- Securing Australian Government Fund for High Level Learning: Police Staff College in partnership with Macquarie University (MQ), Australia secured fund from the Department of Foreign Affairs and Trade (DFAT), Australian Government under Australia Awards Fellowship 2016 which offered a 3-weeks long professional training program for 15 Bangladesh Police officials on 'Countering Violent Extremism (CVE)'.
- Joint workshop on Radicalization: MQ faculty and Australia's renowned CVE expert spoke at PSC on Countering Violent Extremism and Youth Radicalization.

- Memorandum of Understanding: A proposal of MoU between PSC and MQ has been initiated which will cover the following academic sectors: joint professional development programs, joint research, joint seminars/conferences, exchange of students and academic staff, exchange of information and academic resources
- Frequent Visit of Macquarie Academicians and Staff: Senior academics including the Pro VC; the Dean of the School of Law and Macquarie International visited PSC time to time.



Besides, in 2016 PSC began talking with the Western Sydney University as its global partnership endeavour which aimed to facilitate mutual collaboration over various academic arenas covering block Master Degree program, joint training, joint seminars/conference, exchange of information and resources

Strategy: Locally Arranged Integrated Programs with National/International Partners

During 2016, PSC organized partnership programs in collaboration with the US Pacific Command (PACOM), Anti-Terrorism Assistance Program (ATA)-US Department of State; International Criminal Investigative Training Assistance Program (ICITAP)-USA, United States Department of Justice, International Centre for Missing & Exploited Children (ICMEC), USA; Australian High Commission; Royal Canadian Mounted Police; UNICEF, and Macquarie University, Australia.

PSC-US Embassy Partnership- 17 Courses



US PACOM
(2 course)



ATA
(7 Courses)



USDoJ
(3 Courses)



ICITAP
(4 Courses)



International Centre
FOR MISSING & EXPLOITED CHILDREN

ICMEC (1 Course)

Partnership courses with others – 6 Courses



Australian
High Commission
Bangladesh
PSC-Australian
High
Commission,
Dhaka
Partnership: 1
Course



PSC- Royal
Canadian
Mounted Police
:2 Courses



Macquarie
University
Sydney • Australia
PSC- Macquarie
University,
Australia
Workshop (1)



PSC-Police
Headquarters
Dhaka: 1
Course

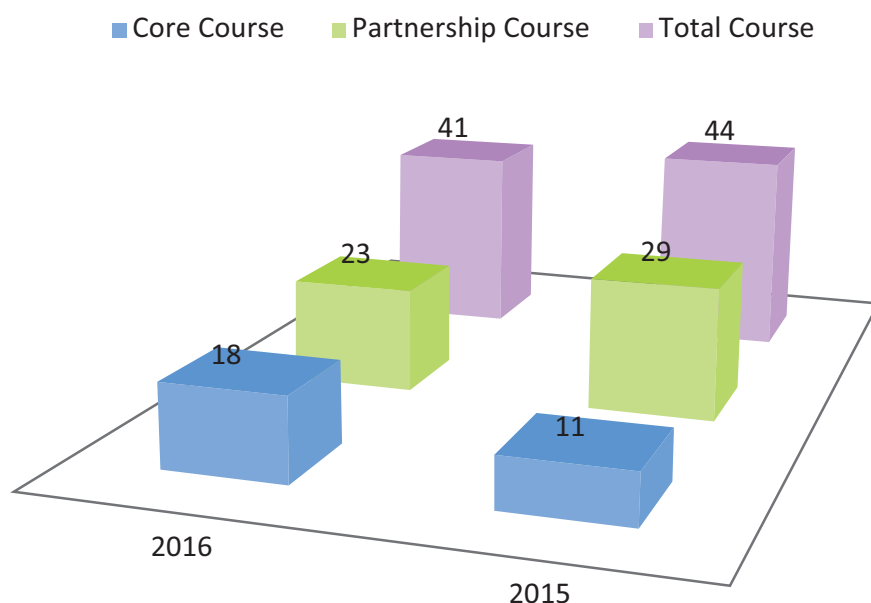


PSC-unicef: 1 Course

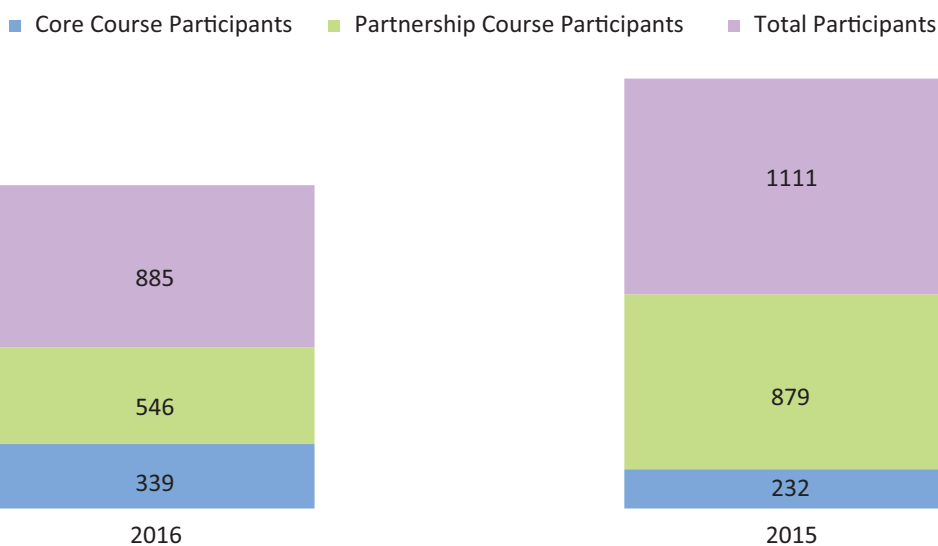
Comparison between 2016 and 2015 in terms of participants and courses including partnership courses and its participants

During 2016, PSC conducted more core courses (total 18 courses) comparing to 2015 which accounted the amount of courses 11. However, partnership courses were less than that in 2015 which was estimated 23 in 2016 while it was 29 in 2015. Similarly in 2016 the amount of PSC core participants was accounted 339 which was increased from 232 from previous year (2015) while the partnership course participants were decreased to 546 during 2016 from 879 of 2015.

PSC Creates Learning Opportunities through Partnership



Decrease of Overall Participants during 2016 due to Less Partnership Course



**We Collaborate to
Make us Different**



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

Strategy: Establishing Innovative and Work-Based Graduate Learning Programs

Introducing Master of Applied Criminology and Police Management

The 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 endeavour. The program was launched in July 2016 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 and graduate students in diverse criminology disciplines to efficiently engage with issues on crime and justice.

Overview of the Degree 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 policy and practice. The program also emphasizes the development of leadership, management and policy skills, which will help to successfully run their organizations.

This course focuses on managerial and administration issues that are being faced by the police and police organizations; methods to assess the issues in terms of their nature/cause and probable effect on the organization; and 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. Each course of study is equivalent to 3 credit points except Independent Research which carries total 4 credit units. 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, final exams and thesis. The study mode is campus based. The students have to attend in person in the sessions.

Credit Points : 40

No. of courses : 15

Duration : 12 Months

Teaching Period : Semester 1 (July), Semester 2 (January)

Outline of the Program 1st Semester

Course Code	Course Title	Credit
ACPM 5101	Bangladesh: State, Society and Law	3
ACPM 5102	Criminal Justice System of Bangladesh	3
ACPM 5103	Applied Criminology	3
ACPM 5104	Criminal Investigation and Forensic Science	3
ACPM 5105	Organized Crime and Terrorism	3
ACPM 5106	Research Methods and Applied Statistics in Criminology	3
ACPM 5107	Independent Study (Supervised Research)	2
ACPM 5108	Executive English Language Skill and Information & Communication Technology (ICT)	Non-Credit
SUB-TOTAL		20

2nd Semester

ACPM 5201	Contemporary Issues in Policing and Police Reform	3
ACPM 5202	Police Leadership and Management	3
ACPM 5203	Intelligence – led Policing and Crime Control	3
ACPM 5204	Police Operation, and Crisis Management	3
ACPM 5205	Human Rights and Policing	3
ACPM 5206	Project Planning and Financial Management	3
ACPM 5207	Independent Study (Supervised Research)	2
ACPM 5208	Protocol Management and Socialization	Non-credit
SUB-TOTAL		20
TOTAL		40

Program Objectives

The program is designed to:

- Enhance the professional competencies and help to career development of police officers and the eligible candidates who are advancing to enrich their academic prudence.
- 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 course members to apply their current research from applied criminology and police management to their work arenas.

Way Forward

- Enrolment of eligible students from diverse background to make the program more broad and interactive to fit with the public domain.
- Review of existing curriculum on the basis of work-based learning models to familiarize students with contemporary theory and best practices so that they can apply this knowledge to their real-world situations.
- Redesign the program structure and make it to trimester form to reduce the study load and provide a flexible learning structure

- Plan to introduce several degree programs on various disciplines of crime and criminology grounded under operational priorities of Bangladesh Police
- Engagement with international reputed academia for the credit transfers, exchange of lectures, developing pathways to undergo foreign degree/diploma/certificate programs and conducting joint research programs.
- Initiatives for getting online resource access and maintaining academic honesty.

Strategy: Access to Online Resources and Ensure Academic Honesty and Ethics

PSC initiated efforts to on-line access of academic resources. Last year, we started fruitful discussion with University Grant Commission (UGC) in this issue and we are hopeful that next year we can be able to get the availability of online resources through UGC. Further PSC has a plan to install the plagiarism detection software and adopt the international plagiarism police to ensure academic honesty and ethics.



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 action.

During the year, PSC was regular in its research and publications. Four research projects were accomplished in 2016-17 and four were 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:

1. Disaster and Crime in the Coastal Area of Bangladesh: A Study on Police Activities

Abstract: The study focuses on how the police force of the disaster prone areas controls the local people behavior and what type of actions is taken by the police force in controlling the anti-human behavior that violates the local order as well as breaking the community harmony. This study is perception based opinion survey (POS) in nature and follows mixed method approach such as quantitative and qualitative. Quantitative method is used to investigate the functions of police in the disasters situation in the coastal areas of Bangladesh taking interview by the inhabitants of selected coastal areas. Qualitative method is used to know the inherent facts from the stakeholders. The study found that the coastal people were occasional criminals and they committed crimes when the needs emerged during disaster period that can be minimized through community policing grounded under crime-victim situation.

2. Drug and its impact on students: A study on rural and urban perspectives

Abstract: We have lack of information in the drug situation in Bangladesh. It is very important to know the magnitude of the drug abuse problem of the country for proper planning and resource allocation. This research illustrates the current situation of the drug addiction problems among the students of Bangladesh. A particular age group is necessary to explain the drug - crime situation in Bangladesh because the most vulnerable groups here are youths and teenage. The present study used qualitative approach with subjective assessment of attitudes, opinions and behavior. The research found that the drug abuse of students in Bangladesh is worse than anticipated.

3. Government and Private Accommodation for Police Officers: An Assessment of Security Risk at Family Life.

Abstract: This study mainly deals with police officers' security risk at family life at the government and private accommodation. Those officers who live with their family, they have to stay in a rent house or government sanctioned quarters or others. In private accommodation, there is a question of safety and security on themselves and their family members. The study shows the present accommodation condition of police officers and security risk surrounding their residence, identifies the causes of risk and investigates how they minimize their problems and cope up with that situation. It used survey research methodology. It reveals that the lack of proper accommodation of the police personnel can arise security risk to their personal and family life which in turn will hamper their professional duties and career development.

4. Public Nuisance & Hijras (Third Gender) Activities: A Study in Dhaka City

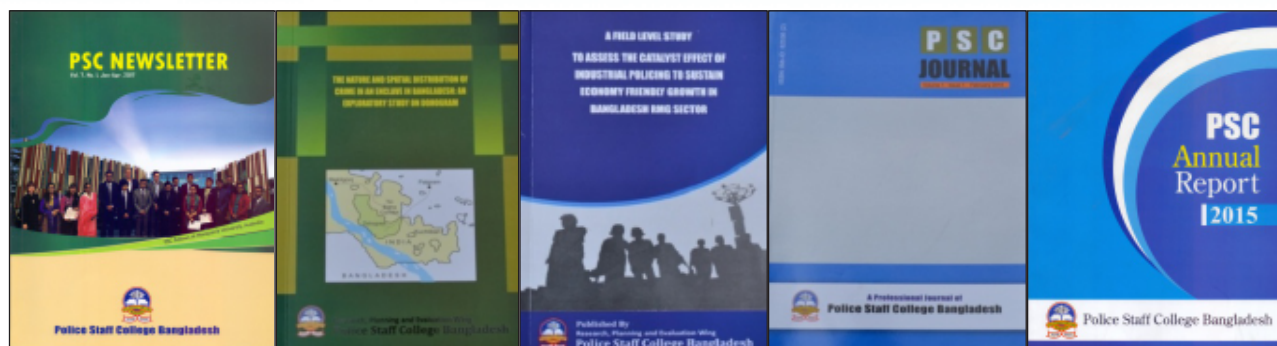
Abstract: The research looks at Hijra activities that create public nuisance in Dhaka City. It explores the most occurred nuisances in Dhaka City by Hijra communities and their potential causes, analyzes the consequences of these nuisances and finally recommends some measures to reduce these problems. The findings give necessary insights to mainstreaming the Hijras into the community. The research applied quantitative method for data collection.

Strategy: Focusing and Broadening of PSC Functions

PSC commits to make public its educational and development programs as yearly, biannually and tri-annually (every four months in a year). Correspondingly, PSC's annual publications are:

Annual Report - Annually	Course Brochures depending on the course conducted
PSC Journal- Bi-annually	Publication of Research Output
PSC Newsletter- Tri-annually	Special Issues on Special Events
	Press Notes

Since the inception of this Wing, PSC has categorically published the following documents:



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 2016 PSC's staff had gone through a number of such capacity building programs at home and abroad. One internal program was dedicated to its non-gazetted staff employees. This course was conducted for 2 months having 2 hrs in each 3 working days a week. Total 20 participants in the rank of Constables and Sub-Inspector were graduated from this course. Further, during this year seven faculties went abroad in various types of training.

National Capacity Building Program

Basic Computer Course for the Non-Gazetted Staff

Capacity Building of PSC Staff through Overseas Training



Strategy: Establish and Maintain High Quality Learning Environment

PSC occupies a world class learning facility at the centre of Dhaka city which is grounded under the upgraded technology.

Over 2016, 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:

- Enriching library with new books, periodicals, journals and other resource materials
- Movie Theatre
- Seminar room for the academic purpose

Strategy: High Quality Campus Environment

Refurbishment of Dormitory (Anteroom, Accommodation and Dining) which includes

- 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
- Upgrading the speed of the WI FI
- Improving indoor games facilities- billiard, table tennis, chess etc.
- Added attraction is karaoke system

Improvement of Logistics

PSC has been suffering from resource constraint since its inception. But it is continuously trying for regular improvement.



Mechanical and Transport (MT) Section: Over 2016, Mechanical and Transport section is equipped with the following vehicles-

• 5 (V-6) Pajeros • 1 Fortuna Jeep • 2 Outlander Jeep • 1 Progoti Pajero • 5 private car (where 1 is to be condemned) • 3 Micro buses	• 1 Single Cabin pick ups • 1 Bus (31 seated) • 9 Motor bikes (2 non-operational) • 2 Lawn Mower • 2 Double Cabin pick ups • 1 Dyna Pick up
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Improvement of Medical Facilities

Improvements of gymnasium, walkway, swimming pool and other play grounds such as Badminton, Basketball, Football, Volleyball and Lawn Tennis ground.

Build Accommodation for the Forces

Renovation of PSC Convention Hall

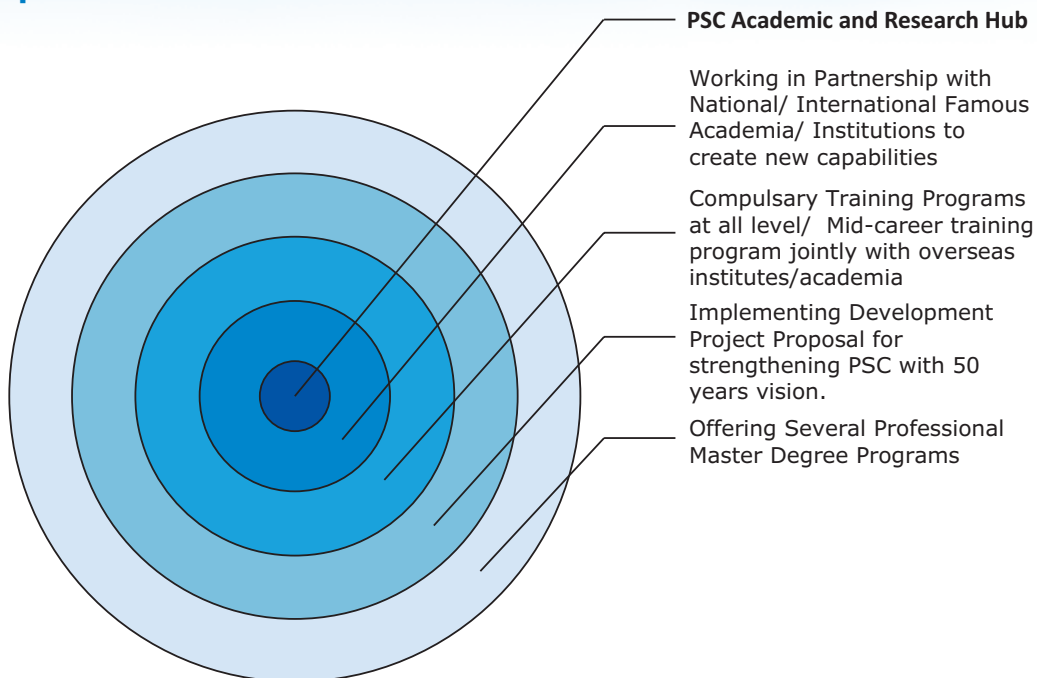
Arranging various recreational activities for the staff which included:

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

We Foster and Nurture Learning Friendly Environment

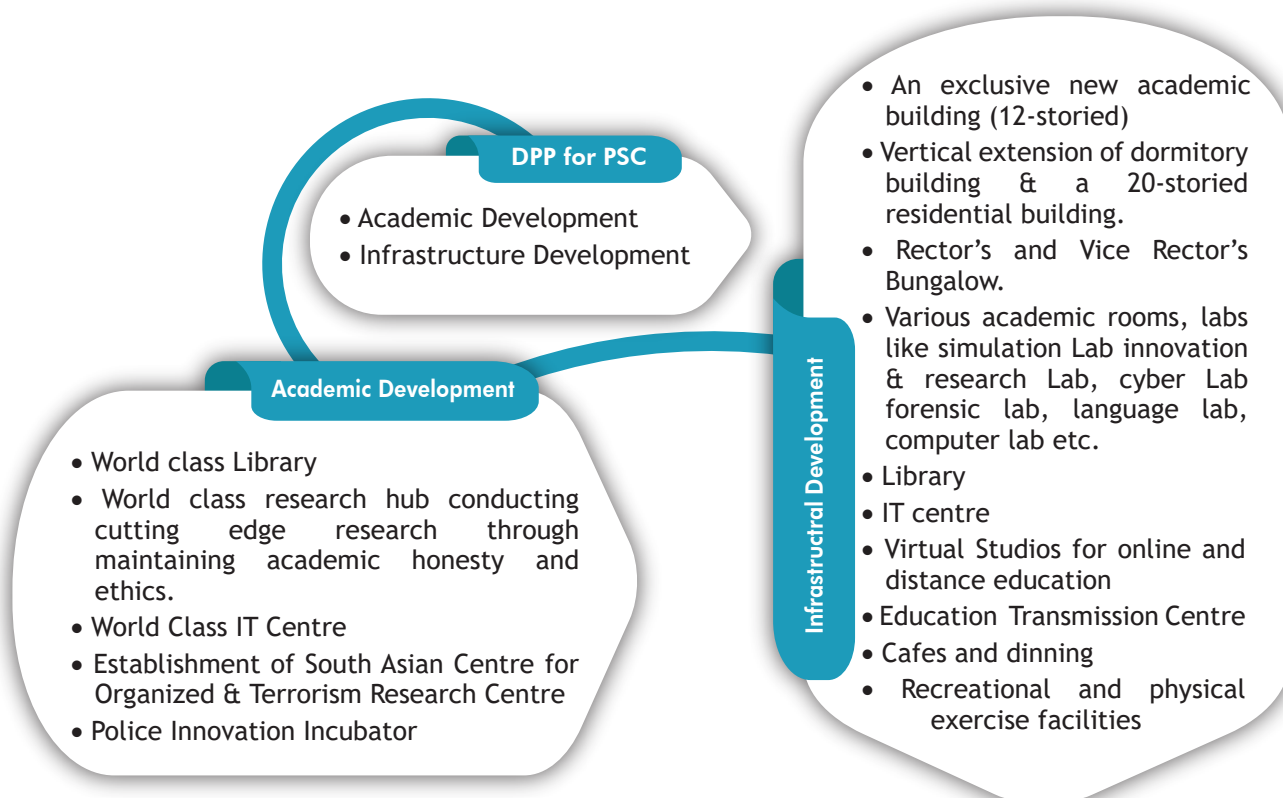


Road Map:



Development Project Proposal (DPP)

PSC has a strategic plan to strengthen it in all capacities. The 50 years Development Project Proposal (DPP) includes the following major academic and infrastructural development:





- Insufficient Internal Academic Resources
- Lack of Manpower
- Lack of experienced and expert resource on research
- Limited infrastructural facilities
- Insufficient accommodation & Logistics for the Staff
- Insufficient Vehicle Support in All Aspect
- Library Constraints

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



- Capacity Building Initiatives
- Acquisition of Learning Prone Staff
- Foster Mutual Collaboration
- Encourage Research-Centered Study
- Ensure Quality Research and Maintain Academic Honesty & Ethics
- On-line Resource Access
- Implement E-Learning System
- Strengthen Human Resources and Logistics
- Construct Accommodation for Staff
- Execute PSC Rules
- Ensure Green Commitment

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

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.



**We Prioritize to Keep
Green and Healthy
Environment**



We have broadened our programs beyond the border

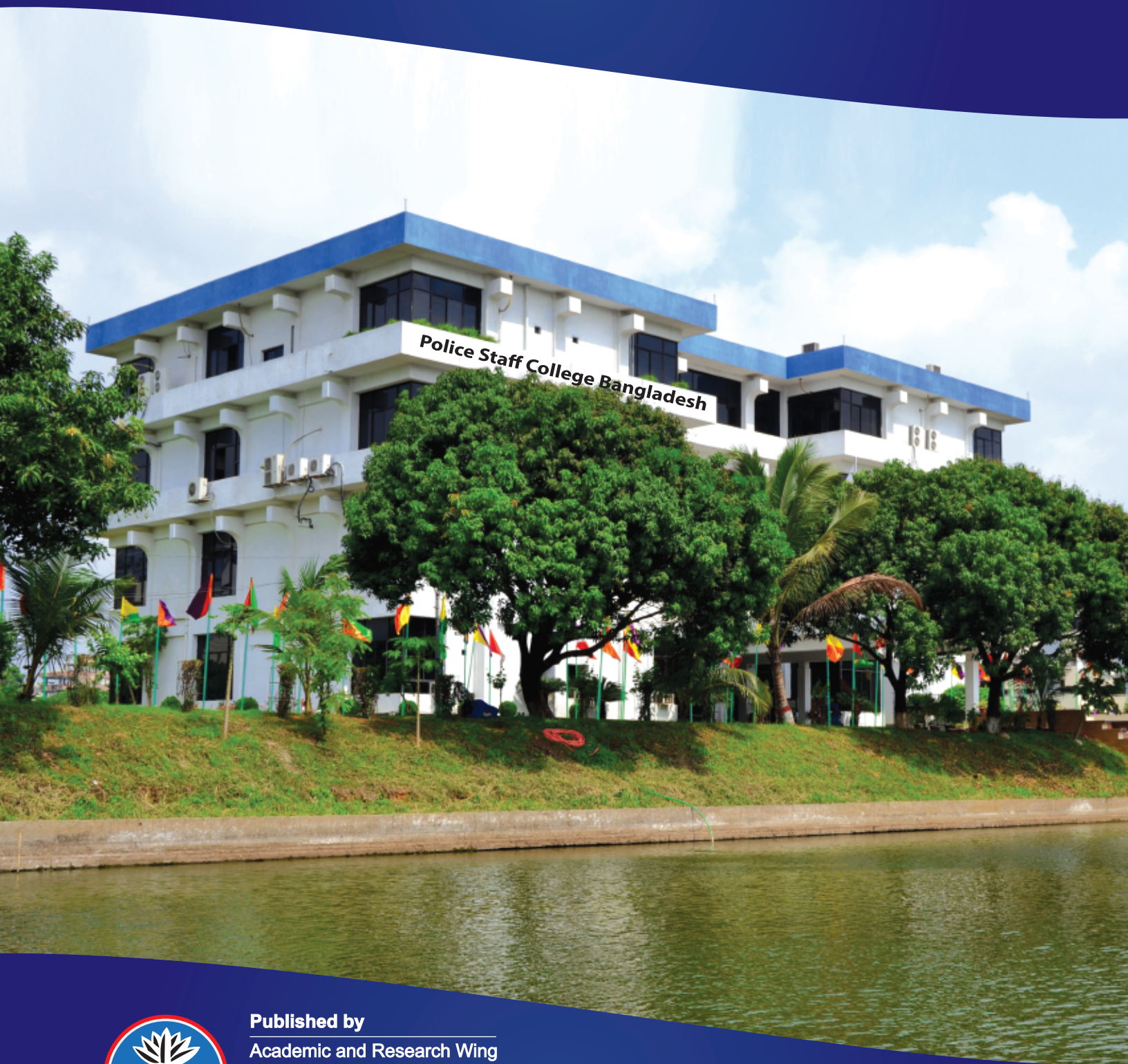


We Nurture Women Co-workers Environment





"Your mind is a garden
Your thoughts are the seeds
You can grow flowers or
You can grow weeds"



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