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EVALUATION

Final Performance Evaluation of Community-Based Policing (CBP) Project

January 2014

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by Karene Melloul of Social Impact, Inc. and Saiful Islam of Research, Training, and Management International.

FINAL PERFORMANCE EVALUATION OF THE COMMUNITY-BASED POLICING (CBP) PROJECT

**IMPROVING PUBLIC SECURITY THROUGH INCREASED CITIZEN-POLICE
COLLABORATION**

January 2014

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Cover: The Asia Foundation, poster developed as part of CBP communication strategy.

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ACT	Actions for Combating Trafficking-in-Persons
ADR	Alternative Dispute Resolution
AIG	Additional Inspector General
AOR	Agreement Officer's Representative
AR	Awareness Raising
BDGPE	Bangladesh Democracy and Governance Performance Evaluations
BDT	Bangladesh Taka (currency)
BP	Bangladesh Police
CBO	Community- Based Organization
CBP	Community-Based Policing Project
CDD	Community Driven Development
COP	Chief of Party
CP	Community Policing
CPF	Community Policing Forum
CPO	Community Policing Officer
CTG	Caretaker Government
DCC	District CP Coordination Committee
DCOP	Deputy Chief of Party
DG	Democracy and Governance
DOD	Department of Defense (United States)
DoJ	Department of Justice (United States)
ERD	Economic Relations Division
ET	Evaluation Team
FGD	Focus Group Discussions
FTE	Full-Time Equivalent
GBV	Gender-based Violence
GIZ	Deutschen Gesellschaft für Internationale Zusammenarbeit
GoB	Government of Bangladesh
GUK	Gana Unnayan Kendra
HDI	Human Development Index
HQ	Headquarters
HR	Human Resources
I/SI	Inspector and Sub-Inspector
ICITAP	International Criminal Investigative Training Assistance Program
IGP	Inspector General of Police
INGO	International Non-Governmental Organization
IP	Implementing Partners
IR	Intermediate Results
JMB	Jamaat-ul-Mujahideen
KII	Key Informant Interviews
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MIS	Management Information System
MKP	Manab Kallyan Parishad

MOHA	Ministry of Home Affairs
MT	Master Trainer
NGO	Non-Governmental Organization
OC	Officer in Charge
PACOM	United States Pacific Command of the United States Armed Forces
PHQ	Police Head Quarters
PHR	Protecting Human Rights
PMP	Performance Monitoring Plan
PPB	Portland Police Bureau
PRP	Police Reform Program
RDRS	Rangpur Dinajpur Rural Services
RFP	Request for Proposals
SARA	Scanning, Analysis, Response and Assessment
SDLG	Strengthening Democratic Local Governance
SI	Social Impact, Inc.
SME	Small and Medium Enterprises
SOW	Scope of Work
SSI	Semi-Structured Interview
TAF	The Asia Foundation
TI	Transparency International
Tk	Taka (Bangladesh currency)
ToT	Training of Trainers
UNDP	United Nations Development Program
UP	Union Parishad
USAID	U.S. Agency for International Development
VDP	Village Defense Party
WoG	Whole- of- Government

EXECUTIVE SUMMARY

“Even the blind do not venture into a police station”
– Bangladeshi saying

Dysfunctional politics and increases in crime and corruption have weakened public security in Bangladesh in recent years; yet, citizens have been reluctant to seek police assistance because of persistent gaps in trust and communication. In 2007, the Bangladesh Police (BP) responded with a major Community Policing (CP) program, and in 2010, the United States Agency for International Development (USAID) awarded a \$2.5 million cooperative agreement to The Asia Foundation (TAF) to implement the three-year (2011–13) Community-Based Policing Project (CBP). CBP sought to “improve public security through increased citizen-police collaboration” by strengthening police responsiveness to citizens’ needs, increasing citizen engagement and trust in law enforcement, and expanding the mandate for CP as a strategic priority. At USAID’s request, Social Impact, Inc. (SI) carried out the final performance evaluation of CBP through its Bangladesh Democracy and Governance Program Evaluations Project (BDGPE).

METHODOLOGY

The evaluation team structured the evaluation process around four phases: inception, data collection, analysis, and finalization. During inception, the evaluation team conducted an extensive desk review of CBP documents and existing data. During the data collection phase, the evaluation team completed key informant interviews (KIIs), using appreciative inquiry with local stakeholders, according to the evaluation matrix included in Annex 2. The team also held group discussions based loosely on the KII guides and focus group discussions informed by the field question matrix in Annex 5. For the final stages of the evaluation, the team conducted qualitative analysis of the data and completed reporting. The findings presented below result from interviews with 174 people, including 25 police officers, 86 members of community policing forums (CPFs) or district community policing coordination committees (DCCs), and 63 other informed sources. The findings also result from the review of all project documents made available to the team, including the baseline and end line surveys.

FINDINGS AND CONCLUSIONS

Effectiveness

- A review of documents and KIIs showed that CBP achieved its objectives and proved to be a successful proof of concept for CP in Bangladesh. Focusing on the relationship with the police while supporting communities in finding their own solutions to improve security proved to be an effective model. Both the police and community have invested trust, time, and effort in CBP and in the construction of a social contract between the state and society. CBP is a good example of a high risk, low cost, high gain model.
- All communities consulted during the CBP evaluation reported an increased sense of security. Though this might not all be attributed to the project, the high number of success stories indicates the localized impact of CPFs. CPF members met by the evaluation team judged that frequent phone calls, systematic responses to CPFs’ calls, informal interaction, and sometimes ‘joint patrols’ had led to increased security.

- According to both project documents and trainee interviews, CBP almost achieved its objectives in police training. Course evaluations and the views of trainees show that training was very effective and highly valued and that it improved police officers' understanding and application of CP in their communities. TAF contributed to the diffusion of CP through the effective training of mid-level officers and an effective training-of-trainers program. However, as CBP did not target superior officers, it has limited its own impact.
- Based on the end line survey performed by CBP, the project achieved its objectives in supporting citizens' engagement and CPFs: CP awareness greatly increased, the activity of CPFs is high (88 percent are active or very active), BP are engaging with CPFs in awareness raising activities and joint patrols, and open houses were adapted and used well by BP and CPFs. However, the project's deliberate geographical dispersion and limited its impact.
- TAF was effective in achieving some policy objectives despite substantial hurdles.

Sustainability

- CBP design emphasized the institutionalization of capacities (e.g. the Master Trainers program) and ownership from local entities as key elements of sustainability. However, it did not include support to BP planning and budgeting to allow for the continuation of activities. While this is ultimately a Government of Bangladesh (GoB) responsibility, CBP could have provided encouragement to GoB to ensure the provision of resources.
- Post-test scores from police trainees showed that TAF increased the internal capacity of the police to deliver CP training in an effective and relevant way. Whether or not the beneficiaries will use this capacity and how sustainable it is lies outside the scope of this evaluation (and probably outside the scope of the project as well).
- Analysis of the TAF CPF database and monitoring reports showed that when compared against sustainability best practices, one third of the 518 CPFs appeared sustainable or likely to continue some activities beyond CBP; one third appeared clearly unsustainable; and there is not enough information to determine whether the remaining third are sustainable.

Efficiency

- Neither USAID nor TAF were willing to provide CBP financial data to the evaluation team, making efficiency analysis difficult. What is evident, however, is that TAF has successfully delivered a three-year project over a two-year period, highlighting the organization's excellent time management. TAF has also developed and implemented smart and efficient approaches to minimize and share costs.
- Looking at similar CP projects in Bangladesh, there is no evidence to suggest that alternative program approaches would have been more efficient. The choices made by other organizations reflect different implementation priorities rather than smarter design or management.

Relevance

- The project's objectives are still relevant to current circumstances in Bangladesh and provide enough guidance for USAID to continue funding the project. None of the contextual factors supporting the project rationale have sufficiently evolved to justify major changes in the objectives.

Management and Administration

- Based on the review of the quality, targeting, frequency, and use of its management tools, and samples of exchanges between TAF and its implementing partners (IPs), TAF management is agile, responsive, and well adapted. Despite having no formal risk-management system, TAF succeeded not by chance but by addressing emerging issues in a timely and effective manner, based on its excellent management and relationship with its IPs. However, the lack of management information system (MIS) expertise hindered the project's capacity to demonstrate results fully and to generate faster and more rigorous learning.
- Initial engagement with BP was the greatest challenge for the project, but support from the International Criminal Investigative Training Assistance Program (ICITAP) and USAID/Bangladesh allowed TAF to repair its relationship with BP, which eventually exceeded expectations (especially at the local level).
- The State Department, Department of Defense, Department of Justice, USAID, and Portland Police Bureau (PPB) effectively coordinated around a small project to deliver high-quality results. ICITAP collaboration with TAF exceeded expectations.

Cross-Cutting Issues

- Proactive steps to ensure women's inclusion in community security work are required and should have been in place at the outset in order to build up incrementally over the duration of the project. TAF addressed this gap at project mid-term with gender guidelines that had a positive impact on the representation and activity of women in CPFs.
- Some awareness-raising (AR) activities were particularly effective in engaging youth, involving them in CP activities, and developing a relationship between youth and the police.

Key Lessons

- **Master trainers:** Training should be a major component of any CP project. In two to three years with a limited budget, it was possible to identify and train 30 master trainers (MTs) to confidently and autonomously deliver a three-day CP course with great test scores. TAF's MT program should be replicated elsewhere.

Accountability: Accountability was an unexpected outcome of CBP. In fact, focusing on building stronger relationships between police and citizens created opportunities for citizens to hold the police accountable. People used these gatherings to demand explanations about the services police should have delivered, the behavior they should have displayed, or the follow up of cases they should have implemented.

KEY RECOMMENDATIONS

The recommendations below present the key features learned from CBP as key factors of success that need to be considered for future programming in CP worldwide. Therefore, these recommendations are mutually complementary and correspond to parts of a system that proved effective as a whole. A rank-ordering of these defining features would be highly contestable, since it is not possible to show how or why any of these recommendations was more instrumental to the system's results than the other recommendations. However, the ranking proposed below reflects a sorting from macro to specific, first highlighting the policy elements.

When designing and monitoring CP projects, USAID should consider the following requirements for:

The Overall Project

1. Use a mix of interventions that address police training, support security-focused community-based organizations (CBOs), and develop policy dialogue.
2. Focus on building relationships instead of accountability.
3. Be ready to further policy objectives when opportunities arise. A second phase for CP engagement should include reforms required for the sustainability of CP, focusing on advocating for the government to earmark a budget for CP activities, including community contribution, police training systems, monitoring systems (MIS), and expanding the pool and status of the officers in charge of CP.
4. Develop a practical gender strategy during project design to ensure appropriate targeting of women, who continue to become a larger percentage of victims of violent crime in Bangladesh.
5. Include staff on the CP project team with a policing background.
6. Support a clear definition of the role and scope of community-based structures.
7. Engage at various administrative levels and engage local security providers.
8. Develop close collaboration with ICITAP and U.S. state police services.
9. Develop and use a risk management tool such as a formal risk register.
10. Monitor early successes and secure internal champions.

Engagement with the Police

1. In the absence of a national police reform program, focus on training, the quality of materials, and the process of police engagement.
2. Design a sustainability strategy for training (master trainers and training systems).
3. Leave no communication gap between the design phase and start-up of the project (police officers are not familiar with development project requirements).
4. Support the police centrally with communication tools and locally with activities they can lead but do not need to implement themselves.

Engagement with Communities

1. Prioritize the management of IPs.
2. Select clustered rather than scattered CBOs at the relevant administrative level.
3. With CBOs, commit to the long-term.
4. Adopt an evolving monitoring and evaluation (M&E) system that is fully integrated into a MIS (including MIS skills), since there is a high number of units to monitor.
5. Be opportunistic with AR activities.

While the evaluation team acknowledges the lack of funding to continue CBP's activities, the evaluation team strongly recommends that USAID pursue its efforts to support CBP and limit the gap between the end of the project and a potential next phase. BP demands for reform open a great opportunity for meaningful cooperation that would bring lasting results.

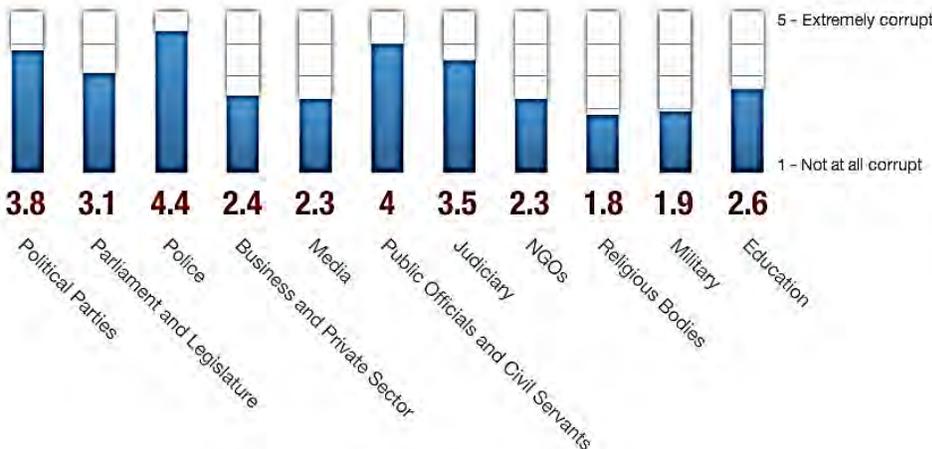
INTRODUCTION

In 2006, civil unrest shook the political system in Bangladesh and threatened longer-term peace and stability. A caretaker government (CTG) stepped in for two years in early 2007 with the aim of restoring peace and democracy. Elections in December 2008 resulted in a peaceful transfer of power and the restoration of democracy. Despite recent political turbulence and frequent natural disasters, Bangladesh has sustained a strong track record for economic growth (six percent per year). Significant poverty reduction and profound social transformation over the past two decades accompanied this economic growth with an influx of girls into the education system and women into the labor force. Bangladesh has made laudable progress on many aspects of human development and is on track to meet Millennium Development Goals for infant and child mortality and gender equality in education. However, with 55 million people still living in poverty, development needs remain large and pressing, keeping Bangladesh at a Human Development Index (HDI) rank of 146 (out of 186).

The Bangladesh governance environment is characterized by paralyzing political rivalry, poor checks and balances among branches of government, and weak accountability. This political context has several significant implications for the Bangladesh Police (BP):

“Government and non-governmental institutions are highly politicized in dysfunctional manners. This relates to the pathological competition between the major parties and the strategy of centralizing authority within governance structures... Even in places where the police are seen as fairly competent, it may be risky for them to arrest a relative or associate of someone in the ruling party, because of the threat of being reassigned to some remote and undesirable post or having a career otherwise derailed.” (Bangladesh Democracy and Governance Assessment, USAID 2009).

Figure 1: Perceptions of corruption in Bangladesh public administration (source: TI, 2012)



There is a widespread culture of corruption in Bangladesh that affects the police. Transparency International (TI) found that the level of corruption has steadily increased since 2007 (TI

Bangladesh, 2010), and in 2012, Bangladesh was ranked 144 out of 176, falling ten places in ten years (TI Corruption Perception Survey, 2012). **Error! Reference source not found.** shows that the police were perceived as the most corrupt public agency in Bangladesh. There seems to be a long tradition of elected governments using the police force as a tool to maintain and control power in the political arena. Postings, promotions, and transfers frequently coincide with the interests of the political elites (TI, 2010). Approximately 68 percent of households seeking law enforcement services were compelled to pay a bribe. The average bribe paid was Tk3,352 (\$40 US), which makes BP the highest bribe collectors in South Asia (TI, 2010).

THE DEVELOPMENT PROBLEM AND USAID'S RESPONSE

Dysfunctional politics and an increase in crime and corruption have weakened public security in Bangladesh in recent years. Politically linked extremist violence by groups such as the Jamaat-ul-Mujahideen, Bangladesh (JMB) has intensified, culminating in a series of bomb explosions in 63 of the country's 64 districts in 2005. At the community level, citizens experience insecurity in the form of violent crime, gender-based violence, political violence, drug and alcohol abuse, and in some areas, a high incidence of child abuse and abduction. The poor and women are especially vulnerable. However, community members are reluctant to seek police assistance due to a persistent lack of trust and communication between the police and citizens.

In general, communities lack the confidence or governance structures necessary to mobilize local efforts to stop crime. During the 1990s, there were cases of defense parties at the houses of local 'landlords' during times of political instability, rapidly turning into vigilantism. Moreover, much police legislation remains outdated and incongruent with the country's current security needs; for example, the 1861 act that established the police remains the regulating framework today.

In 2007, during the caretaker government, BP initiated a major CP program to respond to increased insecurity, high levels of police corruption, and a lack of resources. *Bangladesh Police; Community Policing: Concept, Aims and Objectives* (2007) determined the key policy objectives, activities, and implementation arrangements at all administrative levels. Subsequently, the BP issued a snap order to police stations nationwide to implement CP. All CPFs were established using lists decided by the local Officers in Charge (OCs) in each *thana* (police station). In 2009, after the elections, the fate of the CPF members not in the winning party was uncertain, and in some cases, they were excluded from the CPFs.

In 2008, BP, with support from the United Nations Development Programme's (UNDP) Police Reform Program (PRP), submitted a draft Police Act to the Ministry of Home Affairs (MOHA) to update existing legislation, strengthen police independence, and legally establish CP. However, MOHA has withheld support for the act, preventing submission of the bill to the parliament.

TAF prior involvement

In 2004, The Asia Foundation (TAF) started a small-scale CP pilot with its own funding in 30 unions in the districts of Jessore, Madaripur, and Bogra. TAF managed to maintain the staff that was involved in this initiative when CBP was introduced. In addition, at the time of the launch of CBP, TAF had significant global experience in CP, with programs in Indonesia, Nepal, the Philippines, Sri Lanka, and Timor-Leste.

USAID Response

In 2008, USAID completed a vulnerability assessment based on drivers of conflict and instability (this document is classified at a level not accessible by the evaluation team). This assessment reportedly formed the rationale for the United States Government's support of CP in North

Bengal. In 2009, the Bangladesh Democracy and Governance Assessment identified policing as a programmatic focus and CP as one of the cross-cutting issues in the demand for governance. One of the four development objectives of USAID’s 2011-2016 Country Development Cooperation Strategy is to increase citizen confidence in governance institutions.

Table I: CBP at a glance (map source: USAID)

Key Project Features	
Budget	\$2.5 million
Timing	3 years, 2011–13
Coverage	Rangpur and Rajshahi Divisions 5 percent of units (wards) covered ¹
Objective	Improve security through increased citizen-police collaboration
Main Components	Police training CBO facilitation Policy dialogue
Levels of Interventions	Police: national, division, <i>upazila</i> Communities: ward
Main Changes	4 to 3 objectives after Year 1 5 to 4 grantees during Year 2
Counterpart	The Bangladesh Police
Implementing Partners	Gana Unnayan Kendra (GUK) Light House Manab Kallyan Parishad (MKP) Rangpur Dinajpur Rural Service (RDRS)
Approach	People-focused, local ownership, inclusive, collaborative, HR-intensive process.

Responding to Bangladesh’s needs and drawing on its global expertise, USAID awarded a cooperative agreement to TAF in 2010 to implement a three-year CP initiative known as the Community-Based Policing Project. The objective of CBP was to further enhance Bangladesh’s CP and security framework to combat extremism and strengthen governance in vulnerable areas. The main features of CBP are presented in Table I above.

CBP sought to “improve public security through increased citizen-police collaboration.” Specifically, the project sought to (i) increase collaboration and positive relations between police and communities through police-driven CP activities and joint community-police activities and (ii) enhance citizen effectiveness and accountability in CP through training and on-going

¹ Divisions are the highest administrative level, followed by the district and sub-district (*upazila*) levels, which consist of several unions. The Union Parishad (UP) is the elected local government authority and administrative level consisting of nine wards.

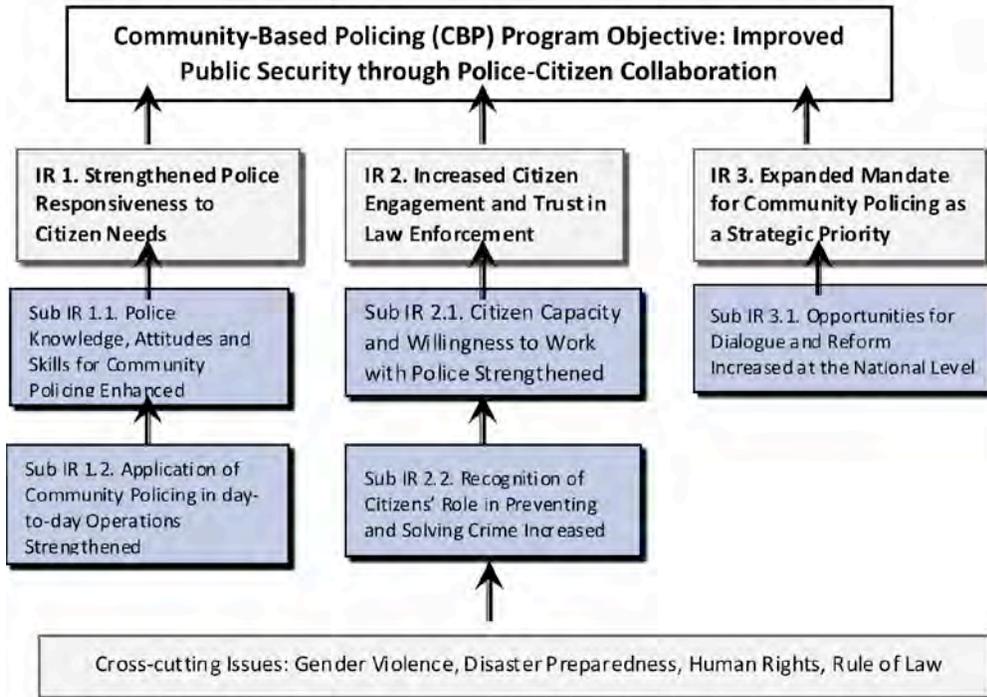
facilitation and financial and technical support. TAF's approach was people-focused, based on local ownership, inclusive, and collaborative, relying on a human resources-intensive process.

Though identified and designed in 2008, the project was only launched in 2011. Both a breakdown in communication between USAID/Bangladesh and GoB and GoB issues with the procurement process made this delay worse. The project was funded under the section 1207 of the National Defense Authorization Act for the Department of Defense, which required additional procedures.

The CBP project has three Intermediate Results (IRs):

- IR 1: Strengthened police responsiveness to citizens' needs
- IR 2: Increased citizen engagement and trust in law enforcement
- IR 3: Expanded mandate for community policing as a strategic priority

Figure 2: CBP Results Framework (source: TAF)



EVALUATION PURPOSE AND EVALUATION QUESTIONS

EVALUATION PURPOSE

As per the evaluation Scope of Work (SOW, Annex 1), the objective of this performance evaluation was to measure the development outcomes of the project with a view to drawing lessons learned for the selection, design, and implementation of future projects. The evaluation also sought to assess the relevance and sustainability of project outcomes. More specifically, the evaluation:

- Assesses the CBP Project's actual results against its targeted results;
- Assesses the efficacy of the CBP implementation tools and management structure in meeting the objectives; and
- Makes recommendations to USAID/Bangladesh concerning future direct programming in the area of community-based policing.

The audience for this evaluation is USAID/Bangladesh, leaders of USAID Forward at USAID/Washington, other USAID Missions, The Asia Foundation, and other relevant stakeholders such as BP, community leaders, general community members, and other USAID implementing partners.

EVALUATION QUESTIONS

The evaluation questions provided by USAID, in order of priority were:

1. **Effectiveness:** To what extent has the CBP project been successful at achieving its planned objectives? Has the project experienced additional unexpected outcomes (positive or negative)?
2. **Sustainability:** To what extent are the CBP project activities sustainable beyond USAID support, and what measures could have been taken to enhance sustainability?
3. **Efficiency:** Are the objectives being achieved economically by the project intervention? Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?
4. **Relevance:** To what extent are the project's objectives still relevant to the current development circumstances in Bangladesh, and will they provide sufficient guidance for appropriate programmatic and technical assistance decisions?
5. **Management and Administration:** How effectively and flexibly has CBP management worked with other implementing partners and beneficiaries, such as GoB and the community?
6. **Cross-cutting Issues:** To what extent were gender, youth, and disability issues addressed by CBP's interventions in the targeted areas?

EVALUATION METHODOLOGY AND LIMITATIONS

EVALUATION PROCESS

The evaluation team structured the evaluation process around four phases: inception, data collection, analysis, and finalization. These four phases are linked to the expected deliverables and are further detailed in Annex 8.

Upon inception, the team completed a comprehensive desk review. The evaluation of CBP started from the project's M&E system and a review of important documents and systems prior to additional data collection. This allowed the team to gain a detailed understanding of the outcomes, activities, and arrangements under the project. The team conducted a full inventory of existing data. Based on a comprehensive understanding of the documentation, the team formed an initial view on achievements and constraints and refined the evaluation sub-questions, methods, and data sources in the work plan.

Data collection consisted of group discussions and key informant interviews (KIIs). Annex 2 provides the number of people interviewed per category as well as a detailed list of people met or interviewed. The evaluation team interviewed or 'group met' 174 people, including 25 police officers, 86 members of CPFs or DCCs, and 63 other informed sources. Using different methods to collect and regularly analyze the data, the team compiled the necessary evidence to develop initial findings in the evaluation matrix. In order to provide a fair assessment of the project activities, the team interviewed each of the four grantees of CBP. The first, RDRS in Rangpur, allowed the team to test and revise the data collection tools. To ensure consistency in methodology and data analysis, the team consolidated the findings from all visits into the matrix. The map and list in Annex 3 show the locations of visits.

The evaluation team completed analysis once the report was in draft form. Following comments on the first draft from USAID, changes to the draft, and completion of SI's quality assurance processes, the team completed the report (finalization).

EVALUATION METHODOLOGY

Approach

The evaluation team developed a participatory approach, focusing on beneficiaries' views and stakeholder engagement. Since security is sensitive, largely measured by perceptions, and dependent on the community at large, stakeholder engagement was crucial to reach a shared understanding of the project and its achievements. There was a strong emphasis on participation, involving staff and other stakeholders in contributing information, reaching a shared understanding, and making sense of emerging findings. The evaluation team also tailored its approach to optimize the use of TAF's existing monitoring data (project data collected according to the performance management plan (PMP) as well as partner organization reports,

MIS data) and evaluation information (quarterly reports, annual reports, USAID comments on annual reports, sustainability proposal monitoring, etc.). The team also looked at how well the existing M&E system informed partners about the progress and quality of activities. The final evaluation matrix both charts existing data and identifies critical gaps.

Methodology

The team applied a mixed-methods approach, emphasizing case stories from CPFs. Different methods were used to collect data from different sources in order to provide the most independent estimates of key indicators (ensuring findings are not based on single opinions or anecdotes) and to triangulate findings. Since most of the methods used resulted in complementary findings, use of the mixed-methods approach helped increase the validity of conclusions. The breadth of the evaluation questions derived by USAID also required the evaluation team to use more than one method. The evaluation used quantitative analysis of CBP's performance monitoring data while also relying on qualitative methods to expand on the findings of the quantitative analysis and explore more of the nuances of CBP's performance to date. The team welcomed suggestions from USAID, TAF, and other stakeholders for additional data sources at the community level, leading to further document reviews and supplemental interviews. Wherever possible, the evaluation team ensured that discussions with groups gave voice to women, youth, and people with disabilities.

The evaluation tools developed and used are as follows (see Annex 5 for details):

- Literature review: The team completed a comprehensive review of all project documentation, though some key documents were not provided by USAID or TAF (namely, the Cooperative Agreement and Budget).
- Key informant interviews: The team spoke with members of the BP, USAID, TAF, implementing partners, CPFs, CBOs, and NGOs as well as local government representatives, other administration officers, and other donors. The team used a standard interview guide with a few questions that were slightly tailored to each respondent (see Annex 5 for the questions used to gather information from each type of interview source). The team also used appreciative inquiry to identify case stories on what strategies worked, why, and how.
- Issue mapping for group discussions: The team also held group discussions with CPFs using expanded interview guides that targeted prioritized evaluative issues (see Annex 5).
- Quantitative analysis of existing CPF database: Finally, the evaluation team accessed some key data from the CPF database and reviewed the draft end line survey.

Evaluation Matrix

The main challenge of any evaluation is to capture relevant data that can be accessed, used, and validated in a limited time. The evaluation team used the evaluation matrix to develop sub-questions and interview guides, map and triangulate findings, record limitations, develop verification methods, and generate analysis (see Annex 5). The sub-questions were treated as hypotheses to be tested and selected based on the theory of change developed by the project.

USAID and TAF meetings were instrumental to focus the sub-questions and assess their feasibility.

Evaluation Limitations

- Access to key project documentation. Access to some key documents was difficult. The USAID/TAF Cooperative Agreement, budget, original concept note, and original RFP were partially restricted from the team to avoid sharing proprietary information. Because of this, some key information could not be accessed. Institutional memory was also a problem. Further important documents, such as USAID I207 reporting, were not accessible because of Whole-of-Government (WoG)² implications, challenges in locating them, and difficulties in identifying appropriate contacts. Records of comments, responses to progress reports, and, more importantly, changes to the design were also difficult to access.
- Response bias. Stakeholders may have given positive remarks about an activity because they expected to benefit from the continuation of the program. The evaluation team also expected that stakeholders and beneficiaries would perceive that a negative evaluation could have negative consequences. However, the TAF exit strategy was well underway at the time of the evaluation, and all interviewed people were well aware that the evaluation was not going to change the immediate funding situation. The confidentiality statement provided before all interviews also contributed to mitigating this risk.
- Selection bias. The evaluation team could not choose its sample CPFs before beginning fieldwork and had neither the time nor the resources after assembling the team in Bangladesh. Thus, the team relied on TAF's selection of CPFs. Despite requests to meet CPFs with various levels of performance, the evaluation sample appeared skewed toward people with positive experiences. Though it was also possible to meet CPFs with medium performance and a wide range of police officers, it was not possible to meet with the poor performing CPFs, mostly because of their remote locations. As these CPFs amount to 12 percent of the CPFs, this was not considered a major issue.
- Recall bias. Recall bias is common in many evaluations. Anchoring questions to a significant change was essential for interviewees to situate the project. In the case of CBP, CPFs were not active before the project; this key difference formed a useful historical mark for the interviews. In interviews with police officers, all recalled the difficult start of the project, which therefore formed a useful mark.
- Attribution problem. Findings have been attributed in the report even though sampling (size and selection) is not representative; thus, the evaluation team cannot be confident that identified outcomes and impacts are solely due to the project being evaluated. In

² Whole of government is a term used to describe when public service agencies work across portfolio boundaries to achieve shared goals and an integrated government response to issues.

terms of impact, beyond perceptions of security, it is not possible to further document the attribution of an increase in security to the project, as there are no ward-level crime and security statistics. The only quantitative data that could support attribution of the impact on security to the project is the end line survey, which is used in this report.

FINDINGS AND CONCLUSIONS

This section presents findings and conclusions for each of the six evaluation questions, in order of priority as identified by USAID.

EFFECTIVENESS FINDINGS

Achievement of targets as per PMP. TAF reports PMP elements in its quarterly progress reports but does not present all of the results in a summary table for the quarter or consolidated levels of achievements. Table 2 and Figure 3 present CBP’s levels of achievement of the targets identified in the project’s PMP at project completion.

Table 2: Percentage achievement of targets as per PMP reporting at completion (source: TAF)

Indicator	Unit	Target	Achievement	Percentage of achievement of targets
IR-1: Strengthen Police Responsiveness to Citizen Needs				
1.1 Quantity of police that demonstrate minimum knowledge, attitudes, and skill requirements with regard to community policing best practices (Targeted rank: Inspectors and sub-inspectors)	Quantity of officers that meet min. CBP course requirement	1,300	924	71%
<i>Targeted rank and additional constables and cadets (not a PMP indicator)</i>		1,300	1424	110%
<i>Average (not a PMP indicator)</i>				91%
1.2 Percentage of officers that apply basic community policing standards to respond to citizen needs in daily operations	Average score obtained at tests	Y1=70% Y2=75% Y3=85%	Y1=70% Y2=75% Y3=78%	97%
IR-2: Increase Citizen Engagement and Trust in Law Enforcement				
2.1 Percentage increase in citizens’ awareness of community policing efforts in their community	Percentage increase in citizens	from 24% to 39% (15% point increase) based on estimates	from 30% to 60% (30% point increase)	200%
2.2 Quantity of citizens that understand their role to work with police to solve crime	Number of citizens trained	3,000	3,000	100%
2.3 Number of communities in US government-assisted areas using community policing methods	Number of CPFs	518	518	100%

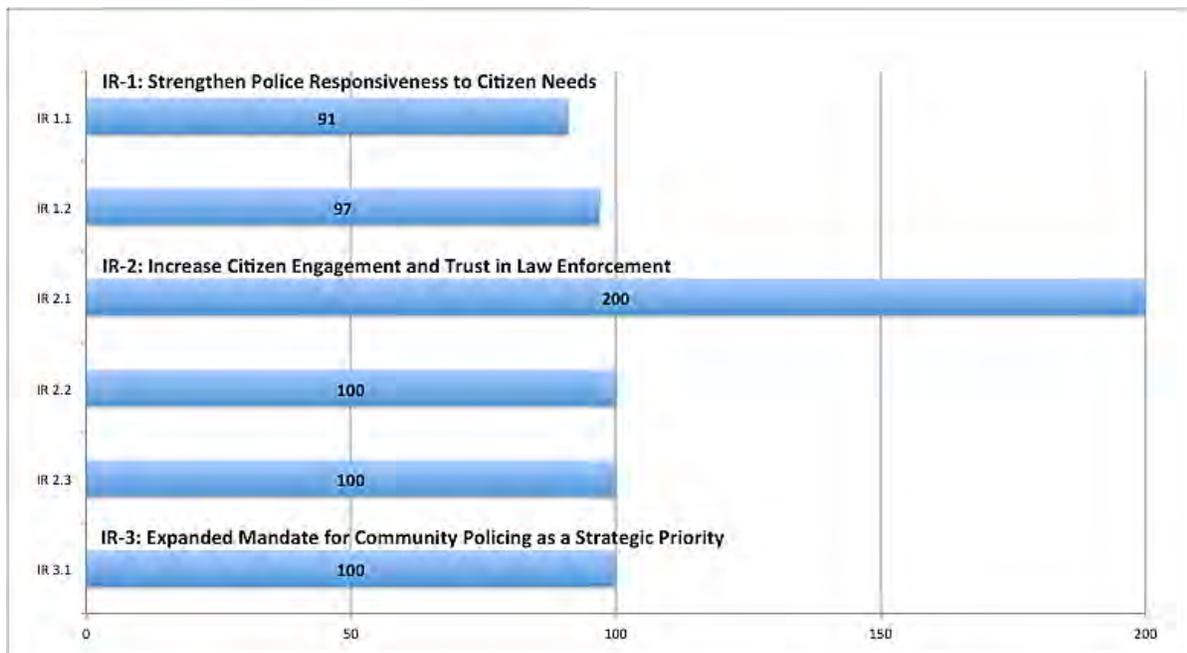
IR-3: Expanded Mandate for Community Policing as a Strategic Priority

3.1 Number and quality of national community policing procedures strengthened	No. of policies	1	1	100%
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In its review of the project’s self-reported PMP achievements against targets (not validated by the evaluation team), the evaluation team found the following:

- The project reported results for all six targets, and overall, its reported indicator values appeared very high. This is explained by the project’s success with one indicator in particular. Through its end line survey, CBP found that the percentage of citizens who report being aware of CP in their communities increased by 30 points between project baseline (2011) and October 2013, instead of the projected 15 points. Therefore, CBP exceeded its target for this indicator by 100 percent. Awareness of CP increased much more than anticipated, which could be explained by the effectiveness of the AR activities or by low estimates at the time of the design.
- According to CBP-reported numbers, the project was successful in achieving four out of six of its targets and was able to reach 91 percent of its targets for the other two indicators.
- The two targets that were not fully reached, according to CBP data, are under IR 1: *Strengthen Police Responsiveness to Citizen Needs*, which consists of CP training for police officers. The section dedicated to this component addresses these results in detail and identifies why these targets were not met.

Figure 3: Achievement against target [target = 100] (source: TAF)



In addition to the PMP indicators, key informants reported that the project was effective and had achieved positive results, especially as they compared CBP's experience with areas not covered by the project. They thought it was effective at increasing the awareness of CP, empowering members of the CPFs, improving the relationship between the community and the police, and increasing security. Some of these views are supported by the findings of CBP's end line survey.

Effectiveness at increasing awareness of CP. Irrespective of their role, all key informants used the same key concepts or key words to describe CP. Common terms were: community-police relationship, citizen-police relationship, problem solving, community responsibility, police lack of resources, CPF, group awareness, motivation, convincing, alerting, sharing of information about criminals, and women's participation. None of the answers provided countered those in the TAF documentation. The team did note some differences in the degree of focus on mediation, alternative dispute resolution, and the roles of various stakeholders.

Effectiveness at empowering communities. CPF members (83 respondents) described some of the changes brought by the project in terms of empowerment and reassurance of their role as a group. Thanks to the project, they can address the police as equals, whereas before they used to perceive the police as individuals of higher status. One of the CPF members commented:

“Before the project, we were not aware that as a group we could take initiatives to solve some of our problems without the formal involvement of authority. Also, we thought that we could not tell the police what we expected from them and now not only do we converse with them but we decide what needs to be done for our community. We are not subordinate or favor seekers anymore. It is not a one-track monologue anymore.”

Effectiveness at improving the relationship between the community and the police. Improvement of interaction with the police was the most common answer to the question “What are CBP's main achievements?”. Most CPF members met by the evaluation team (81 of 83) had never been in contact with the police before, while all had engaged with the police by the time of the evaluation. This is confirmed by the end line survey. 65 percent of household respondents agreed that since 2011 the relationship with the police has improved, 69 percent agreed that the police have become more responsive to citizens' needs, and 61 percent agreed that citizens have begun to report more crimes to the police. For the same questions, the level of agreement by the police is even higher: 98 percent of police agreed that the relationship with communities has improved, 100 percent agreed that police have become more responsive, and 91 percent agreed that citizens have begun to report more crimes. Division and district level police officers gave some examples of police operations that purposely kept the CPF members informed of the operation. This meant the police obtained more information and that the operations were more successful.

Box 1: Sexual harassment in Bishubari (case reported by MKP)

In the village of Bishubari, a group of boys was harassing school girls at the end of the school day. The harassment was regular and increased towards a few girls. Out of fear, these girls stopped going to school and finally informed their parents and schoolteacher of what the boys were doing. Their fathers talked with the schoolteacher. The teacher discussed with the CPF president and participated in the CPF monthly meeting that the OC from the thana attended. The CPF decided to make it their responsibility, and five members of the CPF went to the boys' houses to discuss the issue with the boys and their guardians. At the same time, the CPF sent members, community leaders, and police officers to be present around the school at the end of the school day. They had enough goodwill to ensure this presence at the trouble spots for some time. Harassment stopped, and the girls are back at school.

Effectiveness at improving security. All 83 CPF and DCC members interviewed perceived improvements in security in their communities. According to police officers and CPF members interviewed, project areas are in stark contrast to areas that are not supported by the project, especially in terms of awareness of CP and relationship to the police. All communities consulted through the end line survey (households of 32 wards and key informants) and this evaluation reported an increased sense of security. They evidenced the increased security by noting the early intervention of community members before escalation of crimes and the deterrence effect of the community's relationship with the police, as well as group oversight, pressure, and interventions on low-level crime. This information is supported by TAF's survey data. During the baseline survey, the concerns of the stakeholders were mostly focused on understanding the mandate and limitations of CP and the role of the CPFs. By the end of the project, the end line survey and the CPF database suggest that most CPFs have already gone into the activities of preventing and solving crime.³ The CPF database shows that 99 percent of the CPFs have developed an action plan to address insecurity. Though this does not necessarily translate into impact, it implies that security problems are identified and acted upon by the CPFs, with some support from the police. The four grantees have collected hundreds of case stories of problems solved, insecurity reduced, and escalation prevented due to the actions of the CPFs (examples are presented in boxes in this report).

EFFECTIVENESS CONCLUSIONS

Based on the available CBP-collected data and stakeholder feedback, CBP has proven to be a successful proof-of-concept for CP in Bangladesh. CBP's outcomes demonstrate that community-based policing was a relevant and effective approach to improving security as experienced by citizens. Supporting the communities to find security solutions while focusing on the relationship with the police proved to be an effective model. Both the police and

³ Solving crime, if strictly defined in policing terms, is out of the CPFs' scope, as per the UNDP PRP. However, in this context, solving crime covers activities to support and contribute to police efforts to solve crime, such as gathering information.

community have invested trust, time, and effort in participating in CBP and by extension in the construction of a social contract between the state and society. CBP has proven to be a high risk – low cost – high gain model. Though attribution to the project can be challenged, the high number of success stories is an indicator of the CPFs' localized impact.

IR I: STRENGTHENED POLICE RESPONSIVENESS TO CITIZEN NEEDS

CBP's approach to addressing IR 1.1 and IR 1.2 was to train police officers. To assess the effectiveness of this approach, the evaluation team first reviewed the training of BP officers against best practices, taking into consideration the number of trainees reported as per the PMP; the quality of training materials; and the quality of training implementation. The evaluation team also assessed to what extent CP training had been integrated into the workplace to address Sub IR 1.2.

IR I Findings

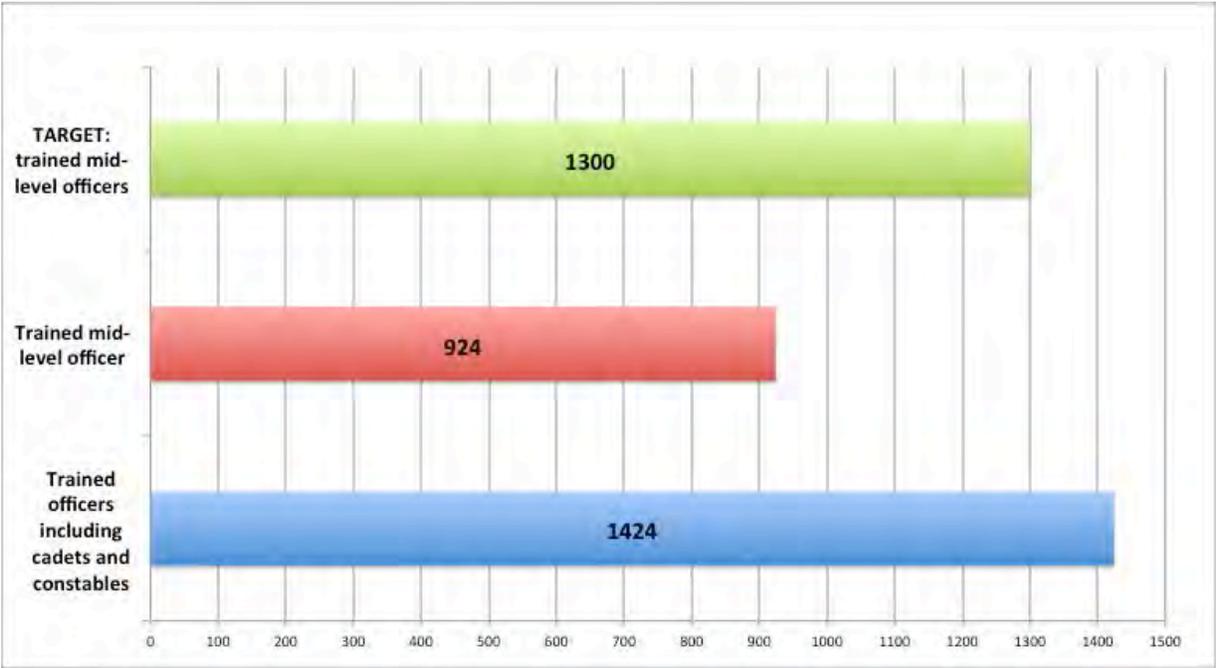
Training numbers as per the PMP. Figure 4 below presents the training results against the PMP target (green) of delivering training for 1,300 police officers with the rank of inspector and sub-inspector (I/SI). TAF has trained 924 officers at the targeted rank (red) plus 500 female constables and cadets, added at the request of the BP, for a total of 1,424 trained BP officers (blue). Because of this effort to respond to BP needs and to compensate for the missing targeted rank officers, the evaluation team used the average of both numbers, resulting in a 91 percent achievement level. All police services training regimes are highly dependent on operational demands.

Table 2 presents the level of achievement for the second indicator relating to training: the scores obtained by the trainees. Test scores under effective delivery by master trainers averaged only 78 percent, failing to reach the 85 percent target for Year 3. However, as shown in red in Figure 5, a positive trend can still be observed: The test scores in Year 3 are still higher than in Year 2 and Year 1.

During Year 2, the number of courses delivered dropped significantly as political violence increased in the lead-up to national elections and I/SI focused on operational priorities. TAF targeted mid-level officers (I/SI) for these courses because they perform core police functions such as investigations and CP; however, these same officers are in charge of field operations and responding to public order. Consequently, they are the ones in greatest demand in times of instability or political strikes such as *hartals*.⁴

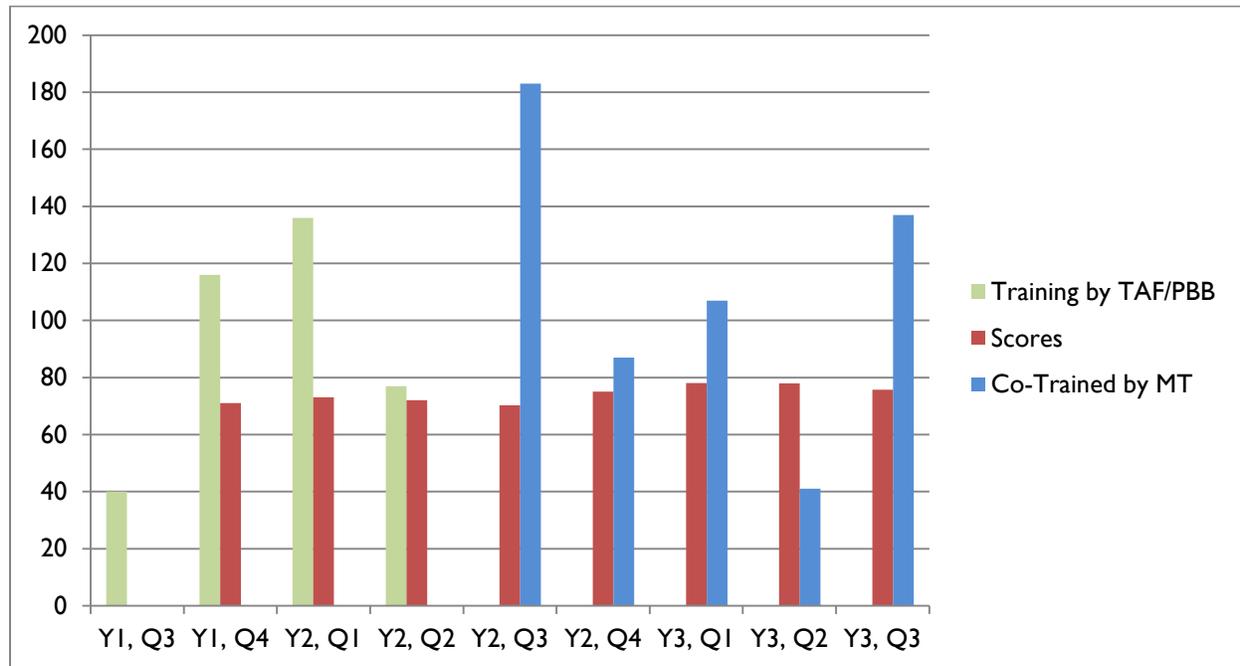
⁴ Political strike calling for complete shutdown of economic activities and transport

Figure 4: Number of trained police officer (source: TAF)



Training material and process. TAF focused on developing high-quality materials through a collaborative process: Several iterations and reviews were undertaken to develop training materials, with input sought from BP and Portland Police Bureau (PPB) officers, to create locally-tailored material based on cases experienced by BP. TAF also reviewed UNDP PRP, ICITAP, and GIZ training materials. TAF developed the training materials based on adult learning techniques and made sure to address gender-based violence (GBV), crime analysis, problem solving, leadership, communication, outreach, and AR activities.

Figure 5: Number of BP officers trained per quarter and scores obtained by trainees (source: TAF)



As shown by Figure 5, in terms of training delivery, during the first phase, the PPB officers delivered the courses successfully, as the main trainers. The ICITAP/TAF agreement was to benefit from PPB officers for an initial period, after which PPB officers could refocus on ICITAP activities. Therefore, TAF staff stepped in and acted as co-trainers and progressively replaced PPB officers after 8 months. In the final phase, PPB officers could be phased out as the master trainers (MTs) started to co-teach the course with TAF. At the time of the evaluation, all MTs had confidently delivered the course several times and trained 555 other police officers, with no input from TAF, which acted solely as an observer. The use of MTs is discussed further in the Sustainability and Lessons Learned section of this report. In terms of appreciation of the training material, trainees ranked TAF CP training courses at 4.5 out of 5. All 16 trainees interviewed took pride in their CP training and recalled it as a positive experience. The three MTs interviewed ranked TAF materials as the highest, most adapted, and most useful to them. Box 2 shows the effectiveness of this approach for an officer in charge at one of the police stations covered by the project.

Integration of CP concept and training. With 924 I/SI trained out of a total of 1,500 I/SI in the targeted area (divisions of Rangpur and Rajshahi), the project trained more than 60 percent of the targeted rank active in the area (and achieved 71 percent of its PMP goal of 1,300). The eight BP managers interviewed asserted that TAF had created a pool of officers genuinely interested in and well equipped to deliver CP. There is also anecdotal evidence from the 23 Police officers interviewed that they applied the training and obtained better results. For example, they would secure a higher number of testimonies by engaging with communities, and more information was coming from the communities where CPFs were active. In terms of integration, TAF's CP one-day course was also successfully integrated into the cadet curriculum by the Academy using TAF training materials.

Box 2: Case of Officer-in-Charge of Mohonpur Police Station (case reported by MKP)

When the CP activities started in 2011, The Asia Foundation met all the Officers-in-Charge (OC) of the Police Stations to seek their assistance. While all the OCs lent their support for the new activity, one of them did not. Instead, he spoke against them working in his police station and told MKP staff that this work was for policemen, not NGOs. MKP communicated with TAF, which obtained higher-level approval to start work. Although the OC had a negative attitude towards CP in the initial period, he gradually developed a more positive attitude, which changed radically when he attended the CP training conducted by TAF in 2012. Immediately after the training, he initiated CP activities in all the wards in Durgapur PS, beyond the four CPF supported by TAF, taking an active part in implementation. He is currently the Officer-in-Charge of Mohonpur Police Station, and through his personal efforts, he is promoting CPF activities in all the unions in Mohonganj. In September 2012, with the support of MKP, a CP conference was organized in Mohanpur, and he played a very active role in making the conference a success.

IR I Conclusions

- In terms of police training, CBP achieved 91 percent of its target. According to the course evaluations and the views of trainees, training was very effective, highly valued, and improved police officers' understanding and application of CP in their communities.
- The training materials and processes were carefully designed, and TAF engaged the BP at all stages to make them relevant and useful.
- The trainees that were trained by the master trainers achieved the same score levels as the trainees that had received training from the TAF and PPB, showing the effectiveness of the TAF approach, methods, and materials.
- TAF also contributed to the diffusion of CP through very effective training of well-targeted mid-level officers; however, they were limited in not targeting superior officers.

IR 2: INCREASED CITIZEN ENGAGEMENT AND TRUST IN LAW ENFORCEMENT

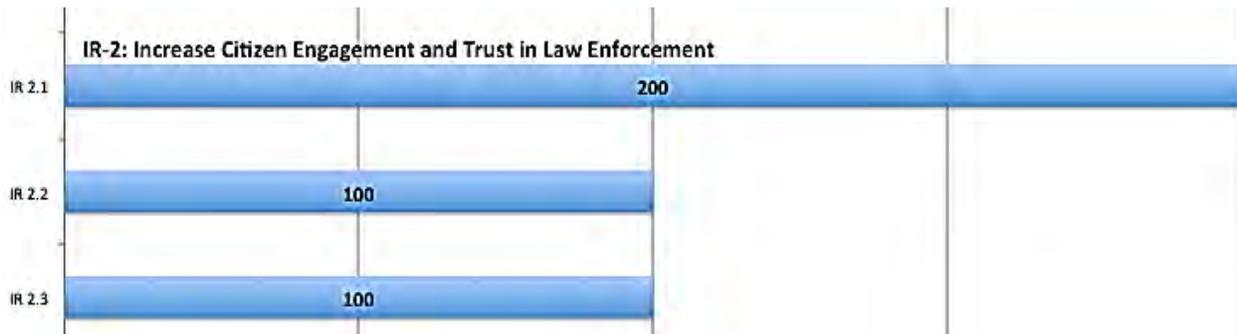
To assess the effectiveness of the CBP with the CPFs, the evaluation team examined the following issues: PMP reported numbers, clarity of the role of the CPFs, improving the composition of the CPFs, CPFs' level of activity, police response, AR activities, joint patrols, open houses, DCC-level activities, and the project's coverage.

IR 2 Findings

CPF in numbers as per the PMP. The chart below presents the level of achievement for the activities relating to CPFs, as per the PMP. The first indicator, increase in citizens' awareness of CP, is measured by the difference between the baseline and the end line surveys. The target was an increase of 15 percentage points. The actual increase was 30 percentage points. The second indicator is the number of citizens trained in CP. The target was 3,000 CPF

members, or approximately six (5.8) members per CPF. This target was achieved. The final indicator is the number of active CPFs. The target was 518, which was also achieved. According to the CPF database, all CPFs meet monthly and enter elements of the meetings into the database.

Figure 6: Achievement of targets for IR2 as per the PMP (source: TAF)



Clarity of the role of the CPFs. The first recommendation of the CBP’s baseline study was to clarify the role of CPFs. *Community Policing: Concept, Aims and Objectives (2007)* and *Community Policing: National Strategy for Bangladesh (2008)* identified some limitations in the role of CPFs. According to these documents, the CPF should identify local problems, analyze their causes, develop community action plans, and liaise with the police. The ten CPFs visited by the evaluation team saw themselves as providing police with information, preventing and mediating certain types of problems, and organizing activities to increase awareness about social issues like drug abuse, early marriage, dowry, ‘eve teasing’,⁵ etc. According to the CPF database, the activities match the policy guidance, and the pre-defined categories of the database further narrowed the CPFs’ scope. Minimum rules also seem to apply to all the CPF supported by the project: Murder and rape are immediately reported to the police, while ‘social crimes’ are discussed in CPF meetings and reported to the police only when the CPF cannot identify a solution.

CPF level of activity and support from grantees. In 2011, as per the baseline survey, the great majority of CPFs were inactive, a fact confirmed by all key informants. According to the CPF database, by 2012 all 518 targeted CPFs were active and held monthly meetings. The categorization A, B, C developed by TAF and measured by the IPs at the facilitator level reflects the autonomy and dynamism of the CPFs: 29 percent are very active, 59 percent are active, and 12 percent are minimally active. Over the past two years, all of the CPFs have recorded issues in their monthly meetings, 99 percent have an action plan, and 95 percent are recording

⁵ Euphemism for sexual harassment and abuse of girls and young women, often by groups of young men, in public places. The term is controversial, because it appears to trivialize a serious problem. In Bangladesh, this kind of abuse in the form of teasing and stalking often leads to girls dropping out of school and marrying young and has been known to cause suicide.

progress. During the last year of the project, 29 percent of CPFs developed detailed action plans that included specific tasks for forum members and police to address.

One-day CP training for CPF members has been delivered to more than five members per CPF (5.8). This training is highly valued by the BP managers (“nobody else can do it”) and by the CPF members trained: “We apply the knowledge from the training in our activities, particularly in building relationships with the police station. We use the SARA model [a problem solving methodology] to identify local problems and take action to solve them.” As a result of the training and as documented in the CPF database, CPFs have started to employ a series of methods: Attendance sheet systems, regular note taking and review of meeting minutes, crime intake sheets for citizens to report crimes, and calls to police officers to follow up on cases.

Level of police response to CPFs. One way to measure the police response to CPFs is the level of attendance of *thana* police officers at CPF monthly meetings, which is recorded in the CPF database. Police attendance varies between a minimum of 38 percent and a maximum of 55 percent of CPF meetings. This can be partially explained by the *hartals*, but it remains at a relatively low level given that this requirement only covers four CPFs out of an average of 70 (per *thana*). It may not be a major issue, as IP facilitators (15 total) and local police officers (17 total) did not identify CPF meetings as the most productive interaction between police and the CPF. They assessed that frequent phone calls, systematic response to CPFs’ calls, informal interaction, and sometimes ‘joint patrols’ were more effective.

Effectiveness of AR activities. TAF has supported 2,218 awareness raising activities over two years, including rallies, sport competitions, songs, street dramas, cultural events, debates, and school events. Formats were locally developed by each IP to reflect regional differences. Posters, leaflets, and stickers were common to all implementing partners. BP has reviewed and approved all AR materials, and all of these include contact information for the district SP. AR events frequently drew crowds of 3,000 citizens, involved high-ranking police officers, and were covered by media. All CPF members and police officers interviewed (111) gave examples of AR activities being a genuine platform for stakeholders to meet and exchange information. At mid-term, a USAID I207 visit raised the need to evaluate AR activities and requested a reduction in AR activities, which resulted in a reduction of 50 percent of all sports competitions and school debates as well as all street dramas and songs. Funds were transferred to police festivals – 13 cricket diplomacy events – implemented in collaboration with the United States Pacific Command of the Armed Forces (PACOM).

Effectiveness of “walkalongs” or joint patrols. CBP supported the implementation of 260 joint patrols over the duration of the project, accounting for about half of the targeted CPFs. CPF members and police officers interviewed by the evaluation team described the walkabouts as useful when well-prepared and targeted (meaning that timing, location, and purpose were discussed and agreed upon by all parties). Walkalongs developed under the guidance of TAF are most often needs-based and geared at protecting the community, as exemplified in six CPFs. They seem to be rewarding even though they are not frequent (they are usually *ad hoc*); though informal, they are cautiously prepared. Some are organized at the initiative of the CPF where the police are invited to come and be seen with them in locations where youth are at risk; others are organized at the initiative of the police, who invite CPF members to go along with

them in the course of their investigations. In both cases, the primary objective is deterrence. In 2013, TAF developed stricter guidelines to mitigate the risk of vigilantism.

Effectiveness of open houses. Open houses are events in police stations to explain police work to the public, exchange information, and create a space for dialogue. As per the BP Concept Paper, their original intended frequency was monthly, but the reality is closer to yearly. With TAF support, 281 open house events were held in 131 *thanas*, accounting for more than two open houses per *thana* over the period of the project. Early events were highly ceremonial and not a place for genuine exchange. TAF has developed guidelines in the policy document to better manage open houses. During Year 2, in eight out of ten CPFs visited, people used these gatherings and the presence of superiors to voice their concerns.

DCC level of activity. TAF and IPs have intervened at the district level, where they have supported the DCC members in various ways: providing legal and policy material to support the work of DCC members, facilitating the use of a room for the DCC in a public building with CP designation, initially assisting recording the meetings, providing refreshments, and managing funds for awareness-raising activities implemented by DCC members. The three DCC members met highly valued this support and saw themselves as resource persons at the service of CPFs in need of a more influential person.

Table 3: Project geographical coverage (source: TAF)

Administrative level	Total	Covered	Percent
District	16	16	100%
Upazila	131	131	100%
Union	1,094	363	33%
Ward	9,846	485	5%
Pourashava	57	33	58%

Effectiveness of project coverage. The table above presents the coverage of the project by administrative level. At the ward level, which is the most relevant administrative level for the CPFs, the ratio is five percent, which is too low to create a measureable impact. The absence of crime statistics at the ward level renders any analysis at the CPF level impossible. In addition, these five percent are geographically dispersed. The original design of the project deliberately targeted scattered CPFs rather than clustered ones, and the rationale for this can be questioned, especially over a large area (two divisions, 16 districts). BP managers repeatedly raised scattered geographic locations as an important factor minimizing project impact. According to the superior police officer at the division level:

“The choice to support only four CPFs per upazila and to purposely select scattered ones did not lead to a positive impact at the upazila level. The positive impact exists but it is minimal, as a very small share of the CPFs is covered by the project. The project should have had a more targeted and coherent coverage to create significant impact, at least at the upazila level.”

IR 2 Conclusions

- The level of understanding of the scope and role of CPFs has greatly improved as a result of the project, at least in the project area. Harmonization of CPFs' activities and scope across the project was raised as a major issue in the baseline survey; looking at the CPF database entries, CBP has addressed it successfully.
- Initially, TAF had to assist the BP in reforming the CPFs, especially as some of them were highly politicized and many were inactive. TAF successfully engaged in this, increasing the participation of women and increasing diversity. Later on, TAF successfully developed several approaches to address the politicization of the CPFs, making sure that no party would take over the CPFs and pushing for sufficient diversity to depoliticize them.
- Based on the CPF database and specifically the action plans, the level of activity of the CPFs is highly satisfactory compared with CBOs in other sectors after a similar period. According to the World Bank, Community Driven Development (CDD) local structures do not operate autonomously before a period of seven years. According to the CPF database, all of them meet on a monthly basis and have developed action plans with some level of monitoring. CPFs of categories A and B reached a performance score higher than 60 percent; these comprise 88 percent of all CPFs. Training and support to CPF members is effective and increases their activity. The ratio of six members trained per CPF and the detailed support to empower the CPFs to manage their own meetings have proven effective and sustainable.
- Although only half of CPF meetings had police in attendance for most of the project duration, trained police officers are fully engaged with the CPF in their jurisdiction. They have regular interactions with CPF members and engage in joint activities, suggesting that the project has been effective in improving this relationship.
- Based on accounts from CPF members and police officers, AR activities have been successful on various levels such as attracting a high degree of media coverage, engaging the community across generations and genders, and providing a space for dialogue.
- Though not developed in every CPF, joint patrols have been adapted to become needs-based, prepared, and called at the initiative of both police and CPFs. According to police officers and CPF members that have experienced joint patrols, they appear to be an effective deterrence, especially for young people.
- The activities with the DCC appear to complement the support to the CPFs. However, coordination and linkages at the union level could have better facilitated this and made this activity more effective.
- With coverage of less than five percent, one can question the rationale of selecting scattered CPFs over a large area, with a limited budget. This definite choice of geographic dispersion instead of clustering was not addressed at the beginning of the project, as the team was facing other obstacles. However, it has impacted many aspects of the project and probably has reduced its effectiveness, as it required significant time and resources to cover a small number of units.

IR 3: EXPANDED MANDATE FOR COMMUNITY POLICING AS A STRATEGIC PRIORITY

IR 3 Findings

The level of achievement for the policy component (as per the PMP indicator) measured the number and quality of national CP procedures strengthened, and the target was one. In March 2013, TAF produced the *Community Policing Assessment: Progress and Opportunities in Bangladesh*, which was discussed in several roundtables by the BP and widely shared across the organization, including at all police stations. In terms of policy support, TAF produced several communication tools that have been reviewed by the evaluation team (videos, bulletins, posters, cards, stickers, etc.). All police officers met had seen the video in more than one event (some used it themselves), read and used the bulletins, and distributed the posters, cards, and stickers. In 2013, as the remaining division-level activities were postponed several times, TAF proposed to combine this activity with some policy progress efforts, resulting in a three-person team producing guidelines in the document accounted for in the PMP. This research examined lessons learned and made recommendations to strengthen the national mandate and guidelines for CP. Major disagreement between the BP and MOHA over CP caused significant hurdles, which was confirmed by BP management, MOHA, and donors. While MOHA appeared to tolerate current activities since no written opposition was issued, according to the donors involved, BP was divided between those wanting a legal basis and those wanting to advance the agenda. In addition, BP perception of TAF as an NGO, with no police staff on the team, raised serious limitations at the beginning of the project, especially in terms of policy dialogue, causing delays to the project. Though the objectives gave TAF the scope to support this type of activity, there was no provision in the design to pursue this work.

IR 3 Conclusions

- According to TAF and BP documents and interviews, TAF undertook a set of policy-related activities and supported some level of policy dialogue within the police. Given the limitations of the project duration, scope of the design, TAF's status as an NGO, the lack of police personnel on CBP's team, the absence of a CP legal basis, and the CBP budget, it appears that TAF reached the limits of its policy involvement. As stated in project documents from 2011, the policy objective of CBP was unrealistic.
- BP's proactive role during the caretaker government and UNDP's and TAF's previous work produced a real change in rhetoric about CP. Two BP managers have requested support for working on organizational structure, monitoring systems, and training management. Given this policy context, the trusted relationship now established, and this demand for institutional reforms from the police, TAF is in a position to further develop a BP reform component.

Unexpected IR 3 Outcomes

The evaluation team has identified three positive unexpected outcomes: CPF involvement in *salish*,⁶ more accountability of police, and community of practice in BP. The most significant of these is the impact on accountability, which is such a challenging goal for police reform. Therefore, it is addressed in the Lessons Learned section of this report. The two other outcomes need to be noted for potential further activities, but are of lesser importance. The evaluation team did not identify negative impacts, though risks were high. TAF strongly committed to the early identification of emerging issues and put in place rapid responses to prevent negative outcomes.

CPF involvement in *salish*. In all 10 CPFs visited and in all interviews with IPs or CPF members, it seemed obvious for the CPFs to engage in some form of dispute resolution, locally called *salish*. This traditional process at the village level is common and usually involves a payment of Tk50 (about \$0.65 US). According to the IPs and the CPF members, the *salish* provided by the CPFs did not involve any payment by the applicant; this was difficult to verify.

CP community of practice within BP. Interviews with police trainees demonstrated that they feel confident in engaging like-minded superiors when they have questions about CP, cutting across a rigid hierarchy. CBP has created and supported an informal CP community of practice that was not part of the original design.

Conclusions Related to Unexpected Outcomes:

- The evaluation team did not identify any major negative outcomes, though risks were high.
- In all CPFs visited, it seemed obvious for the CPFs to use *salish* to resolve disputes in the traditional manner. According to all interviewees, it is unrealistic to support security-focused and prevention-focused CBOs without expecting them to engage in some form of dispute resolution.
- Though the project had no objective focusing on accountability of the police, the CPFs said that CBP had a noticeable impact on how the community holds police accountable. The focus on building relationships allowed people to use public gatherings to voice concerns to superior officers publicly, which forced them to take note.
- CBP supported the creation of a community of practice within the BP cutting across the hierarchy.

SUSTAINABILITY FINDINGS

The findings on sustainability are structured according to the three intermediate results.

⁶ A traditional community-level dispute resolution mechanism that usually involve payment

IR 1: Strengthened Police Responsiveness to Citizen Needs

In terms of sustainability of police training, TAF succeeded in identifying, training, and mentoring 30 master trainers (MTs) to deliver training without external support. The MTs also succeeded in obtaining better scores than the PPB and TAF trainers (police-to-police training is a known success factor). All MTs felt confident about the detailed material, the training techniques, and their capacity to facilitate a three-day long training session. The evaluation team visited a training session delivered by a MT. The MT clearly led the session, indicating procedures for group work and providing feedback to the class. The TAF staff did not intervene. However, the institutionalized use of MTs, the use of the manual, and the enabling institutional environment for trained officers to apply the training depends on BP internal procedures and systems. The use of MTs is embedded in the BP's approach to training strategy at the Academy level, the supervision of local in-service training centers, and the prioritized availability of these individuals. These are issues beyond the project scope, but once the capacity exists in-house (with 30 MTs), sustainability depends on them. Addressing these structural issues would be an obvious objective for a next phase or future project.

IR 2: Increased Citizen Engagement and Trust in Law Enforcement

All 518 CPFs are active and functioning but require different levels of assistance to be sustained. At the end of the second year, TAF and IPs developed a 'sustainability checklist' (in Annex 6) to capitalize on the project's outcomes with CPFs. Using this tool, IPs worked with the top performing CPFs (207 of 518, or 40 percent) to ensure that these criteria would be met by the end of the project. During the evaluation, TAF and IPs were providing additional technical assistance to all the "B" CPFs to ensure that they improved their score and worked toward sustainability. Looking at projects that focus on CBOs in other sectors (such as Community-Driven Development or Alternative Dispute Resolution), three years is a relatively short period to achieve sustainability. World Bank research on CBO sustainability claims that building community awareness, ownership, and capacity to the point that CBOs are able to continue without external support requires a minimum of five years of close engagement from the implementing agency (The World Bank, *What Have Been the Impacts of World Bank Community-Driven Development Programs?* 2012). To 80 percent of key informants, without support it will be very challenging for the CPF to continue to function. From the police perspective, the support provided by the IPs cannot and should not be taken over by the police for several reasons: (1) police stations do not have the HR resources (staffing and skills) for this type of work, and (2) police should not facilitate CPFs but participate as partners. CPF members say that CPFs need funds to organize rallies and other large-scale activities.

To fully understand the sustainability of CPFs, it is also important to understand what CPF members gain from membership, especially since membership is voluntary. CPF membership was originally decided by the BP, most often by the local OC, sometimes with the help of *Chowkidars*.⁷ Though the BP organized the selection and creation of the CPFs, membership is

⁷ *Chowkidars* are the village police employed by the chairperson of Union Parishad.

voluntary and no per diem was used to incentivize members. However, the notion of gain was raised in every discussion about the CPFs and was explained by one DCC member in the following way:

“In Bangladesh, everything including money, a few refreshments, status, recognition, being seen as solving community problems, training, presence of an NGO, a donor label or even access to public institutions can be seen as a gain obtained from participating in an initiative.”

Locally, CPFs are a symbol of authority and status. Some of this gain is linked to the financial support provided by the IP, but some of it is not financial. For the most motivated CPFs, the absence of resources is a serious issue as they have developed many ideas and initiatives that they would like to fund.

In the TAF end line survey, citizens were asked if they would be willing to make a monetary contribution to support a community organization that collaborates with the police in improving law and order. An overwhelming 86 percent said they were willing to make financial contributions, with 24 percent willing to pay up to 10 Taka (about \$0.13 US). These results would need to be further explored in focus groups to map out a possible scheme.

IR 3: Expanded Mandate for Community Policing as a Strategic Priority

The question of the long-term effect of TAF policy work relates more to the effectiveness of policy dialogue than to sustainability. Still, the mix of three components is sustainable up to a point. Without more substantial work focused on BP systems, procedures, and structures, the activities under the other two components (IR 1 and IR 2) have limited sustainability. In terms of activities and products delivered under this component, it appears they were adequately used and used beyond the original plan. The video is used in trainings, and since it has been translated into Bangla, it is also used in semi-informal settings organized by OCs with the support of champion superintendents at the district level. The bulletin is very often referred to and trained officers use it to discuss with their colleagues. However, these tools are relatively perishable, especially as BP management will change.

SUSTAINABILITY CONCLUSIONS

- CBP design emphasized the institutionalization of capacities (training accreditation programs) and ownership from local entities as a key strategy towards sustainability. However, it did not include the mobilization or planning of BP budgets to allow for the continuation of activities. Within limited resources, measures such as a sustainability plan, an exit strategy, and a focus on ownership have been put in place to promote sustainability.
- In terms of police training, TAF has left a strong internal capacity to deliver CP training in an effective and relevant way. However, how this capacity will be used and its sustainability may be beyond the project’s scope.
- Analysis of the TAF CPF database and monitoring reports showed that when compared against sustainability best practices, one third of the 518 CPFs appeared sustainable or likely to continue some activities beyond CBP; one third appeared clearly unsustainable; and there is not enough information to determine whether the remaining third are

sustainable. TAF has reached an impressive degree of sustainability, considering the effort required to sustain voluntary CBOs and the relatively short duration of the project. An overwhelming majority (86 percent) of respondents said they would be willing to make a monetary contribution for CPF activities, which opens a real possibility for sustainability. However, this would require another phase of the project.

- In the policy area, without more substantial work focused on BP systems, procedures, and structures, the activities under the other two components (IR 1 and IR 2) have limited sustainability. Despite the fair level of sustainability in the policy area, more substantial issues such as the clarification of the roles of community policing officers (CPOs) and CPFs remain unaddressed and are highly dependent on national policy dialogue.

EFFICIENCY FINDINGS

In assessing this question, the evaluation team did not have access to the budget or any other financial data. Under these conditions, and after discussion with USAID, the evaluation team refocused the research on time management and efforts to minimize or share costs.

Time management. Timing was impacted (by one third) by the delayed launch. TAF has delivered a three-year project in a two-year period. The activities started in August 2011 (after BP approval on July 27, 2011), and the evaluation team collected data in September 2013. Even though the period between January and August 2011 was well used for project preparation, the significant delay had to be addressed later on.

Cost-awareness approach. The cost of CPF meetings is an essential component of the budget on a monthly basis over the period of the project). For this item, TAF and IPs have kept the CPF meeting cost to the very minimum (Tk200, about \$2.50 per person per meeting), accounting indeed only for refreshments. Though minimal, this contribution is valued by the CPF members and constitutes a true incentive. All transport expenses for training are based on minimum bus fares and very limited funds for food. TAF and IPs do not provide per diems for meetings or trainings.

Table 4: Decrease in course cost over the project duration (source: TAF)

Year	Unit Cost in Taka	Unit Cost in Dollars	Time in Days	TAF staff
2011	45,000	\$584	15	3
2012	30,000	\$390	10	2
2013	15,000	\$195	5	1

The table above presents a decrease in training costs that is obviously linked to the sustainability strategy, as TAF staff members are gradually replaced by BP trainers at no cost to the project. This cost has decreased by 67 percent, and the same activity could be sustained at an equal standard at no cost to the project. This approach has been both efficient and sustainable.

ICITAP collaboration efficiencies. CBP benefited from specialist resources at no cost to the project and at minimal cost to partners. Resources equivalent to three PPB officers supported the delivery of training for eight months, with three week rotations. This input is estimated at \$2 million (ICITAP funds for travel and PPB officers' time), which is very high considering the CBP overall budget. ICITAP reached a smart agreement with PPB, where interests from both institutions were met at a low cost. PPB needed to expose its operational personnel to an international, Muslim, and Bangladeshi environment, whereas ICITAP and TAF needed short-term police expertise inputs into their projects. ICITAP and TAF still had to deploy considerable resources to induct and train a new team every three weeks for a period of eight months. Such a large influx of additional resources also raises questions of the original feasibility of the project under the planned budget.

Table 5: Comparative table of UNDP, TAF, and GIZ CP projects (sources: UNDP, TAF, and GIZ)

	UNDP	TAF	GIZ
Project	Police Reform Program	Community-Based Policing	Gender Responsive Community Based Policing
Budget	\$7.9M out of total budget of \$30M US	\$2.5M US	€2.5M EUR
Timing	2009–14 (start in 2004)	2011–13	2008–11
Donors	DFID, UNDP	USAID	BMZ, NL, Spain
CP component	1 out of 6 components	Main component	Main component
Link to reforms	Very strong	Minimal	None
Coverage and clustering/ scatteredness	3,260 CPFs 12% of wards in selected districts 10 CPFs per <i>thana</i> Clustered around model stations, large area covered	518 CPFs 5% of wards in selected districts 4 CPFs per <i>thana</i> Very scattered, large area covered	300 CPFs 30% of wards in selected districts 20 CPFs per <i>thana</i> High concentration but not clustered – small area covered
Role of NGOs	26 NGO staff trained (ToT), but support to CPFs through the police CPOs	Local NGOs funded to support the CPFs' work with the participation and support of BP	Exclusively NGOs, little to no involvement of local police team, no support from HQ
Police Relationship	PRP is embedded into BP, strong ownership	Strong partnership	Difficult partnership
Training of CPF members	9000 CPF members trained 2 members per CPF (Pt and Sec) Lack of women trained addressed through specific gender initiative (300 trained)	3000 CPF members trained 5 members per CPF with 20% women	600 CPF members trained 2 members per CPF with 50% women
Direct funding to CPF	Direct funding to targeted CPFs for awareness-raising activities	No direct funding	No direct funding
Training of senior police officers	379 senior police officers trained	No training but strong involvement	No training, little to no involvement
Training of mid-	1722 OCs and CPOs	924 mid-level officers	No officers trained

level officers	trained	trained 508 cadets and constables	
Police Trainers	44 trainers. A small number are delivering training	30 trainers who have trained 555 officers	30 trainers
CPF Trainers	26 trainers from local NGOs	No trainers	600 trainers, 50% are women
Approach	Focus on police-community relationship Problem solving	Focus on police-community relationship Problem solving	Focus on police-community relationship Problem solving
Gender	A gender component ensures gender is a cross-cutting issue. Identification of the lack of women CPF Presidents and Secretaries resulted in an initiative that has increased female membership in CPFs.	Gender is a cross-cutting issue. Increased integration at mid-term with a gender guide	Strong focus. Women-specific features such as: front areas for meetings dedicated to women, women given priority to address the CPF meeting, leading to the election of more women as chairs of CPFs.

Alternative approaches. The table above presents alternative program approaches to CP in Bangladesh for almost the same period as CBP. The approaches adopted by UNDP, TAF, and GIZ are sufficiently similar, though UNDP’s component on CP is part of a much larger project. Except for the funding level (UNDP \$7.9 million, TAF \$2.5 million, and GIZ €2.5 million), the objective, focus, level of intervention, beneficiaries, and main features are very similar. The three projects are, or have been, rather successful. Comparing actual results with their baseline surveys, much has been achieved in terms of perception of security, level of crime reporting, and overall relationship with the police. However, the three organizations developed slightly different approaches that situate TAF halfway between the UNDP police-centered approach and the NGO-based GIZ approach.

Looking at the three projects, there is no evidence from the implementation of CBP to suggest that alternative program approaches have been more successful. The choices made by these organizations reflect trade-offs rather than smarter design.

- In comparison with UNDP, TAF misses out on stronger ownership from BP but seems to be more relevant and closer to communities through the work of the grantees with the CPFs. Most police officers interviewed at the district level (and several managers at PHQ) recognized that it was challenging and not always appropriate for police officers to facilitate CPF meetings or organize awareness raising activities. As one respondent put it:

“To work on the relationship between the police and the community, both parties need to prepare and engage in this relationship. An external NGO needs to support the community to do this on its own and under no pressure from the police.”
- The number of CPF members trained seems to have strong implications for the involvement of women in CP. TAF trained five members per CPF, making sure that one woman was always included, whereas UNDP and GIZ only train two members per

CPF. Training only two members per CPF, especially executive members, without a definite gender strategy, effectively excludes women as men fill leadership positions.

- By not having stronger linkages to wider police reforms (and also larger funds), TAF also lacks the ability to train senior police officers.
- Finally, a significant difference between the projects is the geographical coverage in terms of clustering versus dispersion of selected CPFs. There is insufficient data to demonstrate how this approach has affected the results of the projects. However, it is fair to assume that clustering is more efficient in terms of implementation and monitoring of activities, as it reduces travel costs significantly. From TAF and GIZ perspectives, the rationale for dispersion was the spillover effect created by isolated CPFs. Unless spillover features are purposely built-in (as in the GIZ project, to a certain extent) and costed in the design of the project, it cannot be assumed that activities are going to spill over. On the contrary, all police officers met at division and district levels, as well as local authorities, only referred to communities not supported by the projects in negative terms. Indeed, unsupported communities have often complained to authorities, rather than develop their own initiatives. GIZ has supported CPF trainers to engage with neighboring wards, but the end line study does not provide evidence that neighboring wards have effectively engaged in CP.

EFFICIENCY CONCLUSIONS

- Due to the absence of any financial data, it is not possible for the evaluation team to reach a conclusion in terms of efficiency of the project. However, TAF has successfully delivered a three year project over a period of two years, which highlights excellent time management. TAF has also developed and implemented smart and efficient approaches to minimize and share costs, to an extent that questions project feasibility under its planned budget and staffing.
- Looking at similar CP projects in Bangladesh, there is no evidence from the implementation of CBP to suggest that alternative program approaches have been more successful. The choices made by these organizations reflect trade-offs rather than smarter design or implementation.
- TAF choice to select scattered CPFs instead of more clustered locations has had an impact on monitoring costs and therefore efficiency of the project. There is no evidence that there was a spillover effect on neighboring wards, challenging the selection of scattered CPFs.

RELEVANCE FINDINGS

The factors supporting CP rationale in 2008 at the time of the design and in 2011 at the time of project launch remain largely unchanged:

- GoB resources for policing are still very low.

- The police officer to inhabitant ratio is still among the nine lowest in the world, and the police establishment largely consists of constables who do not have police powers and are not permitted to run investigations.⁸ Therefore, the effective ratio is even lower.
- According to the World Bank *World Development Report 2011*, reforms in rule of law institutions are the ones that take the longest level of effort. According to this major report, economic outliers such as Ghana record an average of 41 years to reform rule of law institutions. There have been no substantial changes in police governance in Bangladesh that might suggest that CP is not relevant anymore. None of the interviewees stated that CP was irrelevant for Bangladesh.
- The high degree of social capital at the community level and dense networks to disseminate information and encourage participation in community-driven activities remains, as does support to continue working at this level.
- All police officers and CPF members interviewed indicated that the project objectives would still be relevant for a next phase.

RELEVANCE CONCLUSIONS

- The project's objectives are still relevant to the current development circumstances in Bangladesh and provide enough guidance for USAID to continue funding the project.
- None of the contextual factors supporting the rationale for the project have sufficiently evolved to justify major changes in the definition of these objectives.
- Police reform is a lengthy public sector reform process, supporting the thesis that no major changes to the project objectives are justified after three years.

MANAGEMENT AND ADMINISTRATION FINDINGS

This section is structured according to the following issues: (1) organizational structure and staffing, (2) management, monitoring tools, MIS, and M&E, (3) risk management, (4) Bangladesh Police engagement, (5) related GoB engagement, (6) USAID collaboration/supervision, (7) Whole-of-Government, and (8) donor coordination.

Organizational Structure and Staffing

CBP's organizational structure is very small (four full-time equivalents [FTEs]) and quite loose, without rigidly defined roles in job descriptions. The hierarchy is kept to the minimum required for representation, and there are no clear separate functional responsibilities. Considering the size of the project and the team, and the main activities (policy dialogue, training, and supervision of more than 500 entities), such flexibility is necessary. The budget did not allow for a larger team. The organizational structure changed after the first year, increasing staffing by one senior project officer and administrative and financial support from TAF's core staff. In

⁸ According to the UNODC, the recommended police strength amounts to 222 police officers for 100,000 citizens. Bangladesh's ratio is 100 per 100,000 (this takes into account the large number of constables who do not have police powers).

terms of skills, TAF relies on strong and long-term local staff that can ensure continuity and successful engagement. The first Deputy Chief of Party (DCOP) was involved in TAF's CP work in 2004–07 and brought a wealth of local experience and expertise. Looking at the main activities, the TAF team matched the required skills very well with significant strengths in curriculum development, training, and project implementation. All key informants who had direct interaction with TAF praised the Chief of Party (COP) and her team, especially for her excellence in project implementation. Two of the five members of the team were awarded TAF "Exceptional Performance Awards." However, the lack of policing experience in the project team posed a major challenge and should have been included as a requirement in the initial design. Though police officers are not always best placed to engage in police reforms, their experience and ability to engage as peers is absolutely essential to any police project. For the training component, TAF addressed this gap creatively, successfully, and at low cost through the PBB/ICITAP partnerships. However, it remained an issue in terms of policy dialogue with BP and was only partially addressed through the collaboration with ICITAP and the dedicated and persistent engagement of the COP. Finally, the lack of short-term, continuous but part-time MIS expertise was an issue because of the number of units to monitor. The project addressed this partially and with some delays.

Mix of Interventions

BP and CPF training influenced the level of activity of CPFs. When locations of trained police officers and assisted CPFs coincided during the evaluation, the evaluation team noted a direct impact of the CP police officers' training on the level of engagement of the *thana* in CP activities. More obviously, the training of CPF members influenced the dynamism of CPFs. Several cases provided by three of the four IPs documented how reporting to the police increased after AR activities. In one example provided by a police officer, a case was very sensitive and was stalled for more than a year before being resolved, thanks to a child's intervention at the end of an AR activity. At mid-term, the involvement of police in citizens' training and vice versa improved trainees 'real case' experience.

Management, Monitoring Tools, MIS, and M&E

TAF and USAID identified and addressed necessary changes to staffing. Similarly, the original objectives were too ambitious and complex, especially in the context of a difficult start and the poor relationship with the key partner. The expansion of the team and the simplification of the project reflect agile and adaptive management from both TAF and USAID. However, it raises questions about the original design, the implementation arrangements, and the engagement of the BP in this process. TAF's successful engagement in difficult donor coordination and adapted response to the political, security, and logistic challenges posed by *hartals* (conferences, meetings, and training sessions have been repeatedly postponed or sometimes canceled because of security reasons or refocusing of personnel towards public order) reinforce this assessment of the quality of project management.

TAF has put in place strong monitoring mechanisms that rely on the quality of the management of IPs (see Lessons Learned). The project M&E also evolved to integrate new data and new questions. The M&E framework is simple and targeted to specific data and applies a 360-degree approach to assess the effectiveness and sustainability of the CPFs by getting data on 20

questions. TAF and IPs workshopped this core tool on several occasions so that by Year 3 it met all partners' monitoring expectations. It also applies classic M&E tools to training with test and evaluation forms. However, it is surprising that the PMP is not included as a monitoring tool. Integration between the M&E at the project level, the information requested from the IPs, the CPF database, and the reporting to USAID was not really achieved. Though all are very informative, well analyzed, and used, these tools are not seen as part of a single M&E framework integrated into a MIS. It lacks aggregated data, analytics, and an overview of project performance based on quantitative data. TAF put in place a database at mid-term where district facilitators of the IPs enter the data. This internet-based database is designed to monitor CPF activity and BP involvement, with sex-disaggregated datasets. To achieve this, CBP's team made significant efforts to train and support IPs. However, simpler and more innovative SMS- or smartphone-based solutions would have been cheaper and would have probably created greater enthusiasm among partners. The database use is sub-optimal and not linked to all related M&E data. This means that monitoring of the project has been extremely time-consuming. Even with an adequate M&E framework, the project lacks analytics to provide an overall but detailed picture of the performance of the 518 CPFs.

Risk Management

CBP risks are high and numerous. Risks include: broker culture (people abusing their position to extort funds in exchange for access), vigilantism, community taking action as 'local police,' community enforcement of punishment, solutions identified by a community biased against the victim, members of CPF threatened by criminals, and politicization of the CPF to the benefit of the party in power. For each of these problems, TAF and its partners discussed what to do and implications and roles of various stakeholders in a collaborative and transparent fashion. TAF has not developed a formal risk management tool or a risk register (see box 3 below), but risks were timely and well addressed by the agile and responsive management of IPs' issues and mock sessions to simulate risky situations. TAF relied on small- and medium-sized enterprise (SME) style management, which was informal and very reactive, allowing for agile response to early issues and effectively managed risk. Considering the number of CPFs, it would have been more appropriate at mid-term to introduce a slightly more formal system in order to be more comprehensive and less time-consuming.

Box 3: Risk Register

A risk register lists all identified risks that may affect the project. It should be as comprehensive as possible to include all items that have probability of occurrence and generally includes an estimated probability of the risk event, severity or possible impact of the risk, probable timing, and anticipated frequency. For high-risk projects, it allows better monitoring of emerging issues and better learning and sharing of effective measures to address the most common risks.

Bangladesh Police Engagement

The project had to wait seven months for formal approval and support from its main counterpart, the Bangladesh Police. This delay had numerous consequences on project implementation such as delaying planning by several months and diverted attention and efforts from design into engagement. It also impeded collaborative discussions on details of the project.

As BP opposed the project and TAF as the implementing agency, it was irrelevant to nuance the piloting approach or revise coverage. Instead, efforts were rightly geared to establishing a partnership to allow for project start. Ineffective communication before the launch of the project was the major cause of this delay and opposition. TAF faced further challenges due to the expectations and perceptions of BP. TAF's NGO status and the absence of police staff on the TAF team were further impediments to the relationship between TAF and BP. Regular, detailed, and collaborative engagement as well as strong support from ICITAP and high-level intervention from USAID/Bangladesh with BP repaired the initial situation and allowed smooth project implementation with the support of key police officers. After an internal order from police management, the CBP team was able to hold a two-hour orientation for officers in each of the 16 districts with the presence of three senior officers at the launch of CBP. At the police station level, there was a high level of interaction, familiarity, and collaborative behaviors in all sites visited.

Related GoB Engagement

BP is administered under the Ministry of Home Affairs (MOHA). The political division of MOHA provided essential support to TAF during the challenging start of the project, but this did not translate into further engagement during implementation. The difficult relationship between BP and MOHA prevented this and weakened collaboration and policy dialogue between the two institutions. The evaluation team met with the Joint Secretary for Police who indicated the Ministry's intention to start an internal policy formulation process on CP. However, he did not see this process being based on evidence of success or failure from the current initiatives. He clearly stated that the Ministry was not interested in reviews or assessments of the current CP model.

TAF also explored engagement with Ansar & VDP (Village Defense Police).⁹ With a total strength of about 5.6 million, Ansar & VDP appears to be the only state security provider with a real presence at community level across the country. In a 2011 survey (Saferworld), 51 percent of respondents said that there was an Ansar & VDP presence in their locality, which is much higher than the 23 percent that say that there was a police presence. Poorly trained, equipped, and paid, they are unarmed village security agents at the service of the elected local government. While 74 percent of respondents said Ansar & VDP have little influence at the community level, people also suggested that Ansar & VDP was a natural partner in community-based approaches to safety and security, and that its officers could act as intermediaries between local communities and the Police. As shown in the box 4, they have important characteristics essential to CP: reach and trust. However, they are also perceived to have a very limited role and extremely limited resources. TAF could not pursue engagement with Ansar & VDP due to budget and design constraints. Engagement would have required additional training and policy engagement with different partners. At the CPF level, many members are part of the Ansar & VDP and have been involved in the project at the local level. The project

⁹ Unarmed village police at the level of Union Parishad.

supported involvement and coordination with local government; however, this was not institutionalized. In the locations visited, UP chairmen were supportive of the CPFs.

Box 4: Population Perceptions of Ansar & VDP (source: Saferworld)

Ansar has the greatest presence at the community level

- Fifty-one percent say there is an Ansar/VDP presence in their locality – much higher than 23 percent who say there is a police presence in their Union.
- Seventy-four percent believe it would be easy to get help from Ansar & VDP, compared to 52 percent for the police.
- Eighty-eight percent of those with Ansar in their area think it is doing at least a moderately good job, with 46 percent rating it as ‘good’ and 14 percent as ‘very good.’
- Seventy-two percent have some confidence in Ansar; 22 percent have ‘high’ confidence.

Limited role and unused potential

- Ansar & VDP is perceived to have a limited role and little authority, though its contribution to maintaining security at election time is well recognized.
- Fifty-one percent of respondents would be prepared to participate in Ansar activities.

USAID Collaboration and Supervision

USAID supported TAF to unblock the project start-up, as BP management was not responsive and would not give the internal orders necessary for the project to progress. TAF valued USAID supervision of the project and assessed it as “responsive and supportive.” However, the lack of engagement before TAF selection had considerable consequences on the project and was caused by several factors. First, USAID’s counterpart is the Economic Relations Division of the Ministry of Finance, and line ministries are not necessarily well informed. In the case of CBP, close communication with BP and careful supervision of the process did not happen, and locating official documentation was an additional hurdle. Second, very high turnover in USAID senior staff was also an issue (four Agreement Officer’s Representatives [AORs] and three Democracy & Governance [DG] Directors, with long periods of ‘acting arrangements,’ which are periods during which the Director position is vacant but occupied by a member of the team). Third, those involved in the design assessed that the design was not collaborative but at best consultative, and “the BP was not really involved in the design of CBP.” Fourth, the type of funding (1207) from the Department of Defense had built-in challenges because it involved multiple interagency transfers, and most staff were unfamiliar with this new scheme. Additionally, the scale of funds and the fact that USAID was managing DOD funds made it even more peripheral to the core USAID mandate. Fifth, USAID officers mentioned policy restrictions on working with the police. This is an important aspect, as the lack of leadership from the donor side in sensitive sectors such as policing can delay processes considerably. Sixth, the nature of the funding created many communication gaps between the U.S. Embassy and the GoB. Through WoG cooperation, USAID/Bangladesh developed a proposal that was selected in 2009. For more than a year, there was uncertainty over the availability of funds and

the exact amount, and procurement further delayed the process. Then, the procurement process added more delays to the process. Finally, the fact that there were two U.S. projects on CP (ICITAP and TAF) also created confusion with BP.

U.S. Whole-of-Government Support to the Project

The nature of the I207 funding and the policing sector triggered an unusual degree of collaboration between different agencies at the mission level. To obtain I207 funding for CP, State Department officials coordinated the proposal process, putting forward the Department of Justice's (ICITAP) comparative advantage working on policing and USAID's comparative advantage working with the community. Later on, CBP achieved coordination with PACOM using the PACOM Cricket Diplomacy activities as CBP awareness raising activities. Beyond the required coordination, ICITAP collaboration with USAID/TAF was essential and created synergies beyond expectations (see the Efficiency section).

Donor Coordination

In 2011, other projects had developed areas of responsibility and expertise but also “marked territories.” UNDP had struggled to see any progress in police reforms and wanted to avoid further complicating the fragile situation by engaging in close collaboration with an NGO like TAF. GIZ had placed itself at the opposite of the spectrum, delivering results on the ground but not really involving BP. In this context, TAF was at best perceived as a contributor to the donor coordination process, not part of the decision making process. Semi-formal processes were established on a quarterly basis to provide a platform for coordination. Despite a challenging start, CP actors have cross-reviewed their material, consulted on site selection, and exchanged information. Though the different approaches are based on the same BP policy documents, the actors have not been able to develop a common operations manual.

MANAGEMENT AND ADMINISTRATION CONCLUSIONS

- CBP's small and flexible organizational structure is fit-for-purpose for a project of this type and size. TAF successfully met the skills requirement in terms of implementation excellence, leadership, and training. However, the lack of policing and MIS skills created unnecessary challenges that were only partially addressed.
- The mix of interventions is well adapted to CP in Bangladesh, as the activities complement each other. Training influences the level of CPF activities and links to the police. Activities under the policy dialogue provide overall support to training and CPF facilitation, especially through TAF engagement with senior police management and the production of communication materials. The synergies created between the components increase project effectiveness.
- TAF management is agile, responsive, and well adapted. Monitoring is collaborative and rigorous and allows for quick management responses and cross learning between IPs. The M&E system is well designed, and the questions provide the information needed for adequate monitoring. However, the overall M&E system is insufficiently integrated as a single system and insufficiently integrated into an MIS that could provide analytics about the 518 CPFs. This has hindered the project's capacity to fully demonstrate its results and generate faster and more rigorous learning.

- TAF did not develop a formal risk management tool but addressed issues as they emerged by agile and responsive management of IPs so that technical support could be provided before difficulties materialized.
- Initial engagement with BP was the greatest challenge for the project, but support from ICITAP and the U.S. Mission allowed TAF to repair the relationship, which eventually exceeded expectations, especially at the local level.
- TAF engaged with all relevant partners at the beginning of the project. However, due to major issues between the BP and MOHA, the overall GoB engagement was and still is not supportive of progress towards evidence-based CP policy or even policy dialogue. The original design of the project did not take into account other major security providers at the local level: the Ansar & VDP. TAF attempted to address this gap, but serious restructuring and additional funding were required.
- USAID provided adequate support to unblock the project after initial delays. Once the project started, the level of supervision and collaboration was well viewed by both TAF and USAID. However, the lack of prior engagement with the BP before TAF selection had major consequences on the project and should have been addressed.
- The Department of State, Department of Defense, Department of Justice, USAID, and PPB effectively coordinated around a small project to deliver high quality results. ICITAP collaboration with TAF exceeded expectations.
- Despite a challenging start, donor coordination has improved to a level of ‘no conflict, no duplication.’ Further progress would be expected in a new phase.

CROSS-CUTTING ISSUES FINDINGS AND CONCLUSIONS

The evaluation team focused this question on gender and youth issues. The evaluation did not have sufficient resources to address the question of disability.

Gender Issues

- TAF and its IPs made a deliberate effort to ensure that at least one of five CPF members trained was a woman, which was challenging in rural areas. In training for the BP, 11 percent of trainees are women, compared to a ratio of only five percent for the entire workforce, despite a government quota of 10 percent.
- TAF seized the opportunity of the re-forming of the CPFs to make sure the BP and the IPs enforced increased representation of women.
- At mid-term, TAF developed Gender Guidelines to better address gender and increase women’s participation in CPF work. The guidelines included: convening of meetings in appropriate settings and times, public announcements that CPFs were looking for more female members, creation of sub-committees to address GBV or specific support to existing women members of CPFs. The impact was an increase in the number of women attending training from six percent to 17 percent in one quarter.
- According to all IPs, the presence of women in CPFs is instrumental to having GBV discussed, reported, and solved. The presence of women facilitators allowed them to pursue gender integration in the CPFs.

- The evaluation team did not meet any designated officer for receiving GBV complaints and information, and three female police officers stated that they were points of contact for GBV but did not describe it as a specific role.

Gender Conclusions

According to BP statistics, the number of crimes of violence against women has increased 25 percent between 2000 and 2010. Given this figure, CBP should have ensured that the design of its project included gender-specific features. Proactive steps to ensure women’s inclusion in community security work are required and should have been in place at the outset in order to build up incrementally over the duration of the project. TAF addressed this gap with gender guidelines at mid-term that had an impact on representation and activity of women in CPFs. In addition, the mere presence of women seems to be an achievement, as women are not expected to take any part in this sector.

Youth Issues

- Based on TAF and IP accounts, there are no youth-specific features in the project design. However, all CPFs include relatively young members (under 25) and some AR activities specifically targeted youth and children such as youth debates in schools and sports competitions, in addition to other types of cultural events that also attract youth.
- Fifty percent of the issues addressed by the CPFs affect youth (early marriage, child abuse, child labor, and partially, drugs and gambling).

Box 5: Protecting youth from drugs in Ulipur Pawrashava (case reported by RDRS)

Increased drug abuse and gambling in Ulipur Pawrashava created various problems in the community such as robbery, vandalism, GBV, and violent public behavior. Increasing numbers of young people became addicted to Phensidyl.¹⁰ In July 2012, CPF members had an action plan. First, as a part of their plan, they identified areas where youth were buying and taking drugs. Second, all CPF members went on a campaign to explain the effects of drug abuse in several villages, organizing informal discussions in the hot spots. Drug abuse decreased in some areas, but a specific area became stronger and more resistant to the CPF’s pressure. A month after a few CPF members had been involved and discussed with the key person organizing the drug traffic, they returned to the same spot with the police, and the police caught the drug dealer on the spot. Over the following months, they organized several cultural events on the impact of drug abuse and even had a one-day long orientation event at a school. As of mid-2013, no drug abuse had been reported in this area.

- According to the four IPs, young members are very active in the work of CPFs, as they manage and carry out most sensitization activities.

¹⁰ Cough medicine high in codeine and other opiates, produced in India and illegal in Bangladesh

- In all CPFs visited, the positive response and high level of involvement from teachers and students further developed youth inclusion in CP. School debates and sporting events provided an opportunity for police to interact with young people in a less formal setting, reducing the formalities of CPF meetings.

Youth Conclusions

Despite youth-specific features in CBP's design, implementation of these features was limited. However, some AR activities were particularly effective in sensitizing youth, involving them in CP activities, and developing the relationship between youth and the police.

LESSONS LEARNED

This section details lessons in four selected areas that are of particular interest when designing or implementing community policing projects. The lessons focus on enabling factors.

Master Trainers

Training should be a major component of any CP project. In two to three years with a limited budget, it was possible to identify and train 30 master trainers to deliver a three-day CP course confidently. To achieve this success, it was important to:

1. Develop training materials in close collaboration with counterparts, using their experience.
2. Use real life cases showing why police and citizens should work together and illustrating that without citizen support, police cannot effectively address crime.
3. Include sessions on the SARA problem-solving model, leadership, and crime analysis.
4. Relate new tools to existing police training.
5. Transfer the course incrementally, starting with international seasoned police officers, including non-police staff, and apply co-teaching.
6. Ensure management support and commitment to create a cadre of trainers.
7. Select candidates on test scores, leadership, public speaking skills, values, and belief in CP, taking into account police officers' willingness to apply CP concepts in the field, as well as serve as future CBP instructors and mentors for peers and subordinates.
8. Make the accreditation course last at least five days, and focus on applying pedagogical techniques, preparing structured lesson plans and adult learning methods.
9. Mentor MTs until they have the capacity and confidence to deliver training on their own.
10. Finalize training with a four-day workshop to review lessons learned on teaching techniques and provide an opportunity to perfect techniques in four mock sessions daily.

Accountability

Accountability does not have to be an objective of CP projects. Focusing on building stronger relationships between police and citizens can facilitate opportunities for citizens to hold the police accountable. Open houses were originally designed to improve the relationship between police and the community. Surprisingly, in eight of the ten CPFs, people shared instances where they held police accountable for expected service delivery, the presence they committed to, the behavior they should have displayed, or the follow up of cases. People used open houses or AR activities where superiors were present to express their views. In most cases, they made a complaint that was publicly noted, and some form of action was taken, if only to start an internal investigation. In one case, an abusive officer was removed from the police station. Between the media coverage and the perception that “someone in Dhaka will come and see,”

people reported feeling empowered to step in and voice their complaints. This was confirmed by all 20 police officers interviewed after the first case came to the attention of the evaluation team.

IP Supervision

Prioritizing support to and management of IPs is a requirement for CBO-centered projects, because the success of the project largely relies on NGOs' implementing the project locally. Fostering a collaborative and professional culture between the implementing agency and local IPs has to be a corporate priority, and efforts need to be geared towards the selection and retention of local staff who will master and disseminate this culture. Such support requires extensive staff time. Because IPs are key, it is essential to focus on the relationship, support, and monitoring of IPs to ensure consistently high standards. Managing the relationship must be responsive to and supportive of the IP, not controlling; it requires generosity with time and simple tools for IPs and CBOs to manage activities. Five training sessions (topical and managerial), daily interaction, and quarterly workshops to address emerging issues and share knowledge seem to be the level of effort required to ensure shared values and understanding. Finally, introducing the IPs carefully to local police officers at relevant levels is necessary to empower them from the beginning of the project so they can establish relationships based on trust.

Integration of CP and Gender Networks

Gender integration is not a smooth ride in a male-dominated policing environment, so it has to be practical and immediately translated into simple activities or features of the project. Another way to address this challenge is to recruit a GBV expert with access to a strong gender network. In the case of CBP, the Project Manager of MKP, one of the IPs, is a gender activist and was COP of a gender project before joining CBP. Her access, networks, and experience allowed a prompt and adapted response when victims of violence presented at the police station. As she developed excellent connections with senior police officers, she linked the CP and gender networks, which translated into the whole chain of response being triggered without her intervention. By deeply integrating CP and gender networks, gender-related security issues at the local level can be better addressed.

RECOMMENDATIONS

The recommendations below present the key features learned from CBP as key factors of success that need to be considered for future programming in CP worldwide. Therefore, these recommendations correspond to parts of a system that proved to be effective and are complementary. A rank-ordering of these defining features would be highly contestable, since it is not possible to show how or why any of these recommendations was more instrumental to the system's results than any of the other recommendations. However, the ranking below reflects a sorting from macro to specific, first highlighting the policy elements.

At the initial briefing in Dhaka, USAID requested recommendations on follow-up opportunities for this project. These latter recommendations, focusing on CBP in particular, are presented in Annex 7.

USAID should include the following requirements for CP projects:

1. **Use a mix of interventions that address police training, support security-focused CBOs, and develop policy dialogue.** This mix of interventions seems particularly well adapted to CP, which is about the social contract between people and the state over security and safety. Police training needs to support engagement with CBOs, and where CBOs are supported, the policy dialogue needs to address obstacles and successes at the local level. Support to police and communities needs to be implemented using different approaches, mechanisms, skills, and set-ups. With this mixed intervention, activities are straightforward: training, facilitation, and policy formulation.
2. **Focus on building relationships instead of accountability.** An important finding from CBP is that the relationship between citizens and police has an impact on police accountability (see Lessons Learned). It creates more accountable behaviors at the local level without an external actor challenging the accountability of police. Empowerment of the local community and focus on a relationship between equals create incentives for behavioral change. More research is required to support this finding, but CBP has had sufficient results to persevere with this approach.
3. **Be ready to further policy objectives when opportunities arise.** Where there are police changes or reforms, a CP project design needs to be sufficiently flexible to seize opportunities for reform when the environment is favorable. If the environment is favorable, a second phase for CP engagement should include reforms required for the sustainability of CP, focusing on government earmarking budget for CP activities, community contribution, police training systems, monitoring systems (MIS), and expanding the pool and status of the officers in charge of CP.
4. **Develop a practical gender strategy or get an ex-COP of a local GBV project on your team.** See Lessons Learned.
5. **CP project teams should include staff with policing background.** Though police officers are not always best placed to engage in police reforms, their experience and ability to engage as peers is absolutely essential to any police project, including CP.

6. **Support a clear definition of the role and scope of community based structures.** A major risk of CP is the tendency for community-based structures to become the informal ‘police’ with no oversight or accountability other than local social control, sometimes with a bias against specific groups. Even where a legal framework and strong policies are absent, clarification by narrowing the positive scope (pre-selected categories of issues) or the negative (issues not to be addressed) is essential. This should be done in a collaborative process with stakeholders.
7. **Engage at various administrative levels and engage local security providers.** Usually engagement with the police will be carried out at the national level, while engagement with CBOs will be at a micro level. To link both levels, the right intermediary level for coordination with the police and public administration needs to be identified and included. This engagement needs to take into account the local political economy of these structures as well as stakeholder interests and political ties.
8. **Develop close collaboration with ICITAP and U.S. state police services or get police officers on the team.** Collaboration between development partners and police officers provides the right mix of skills to design and monitor CP projects. In addition, it brings policing experience that is essential to the success of a CP project.
9. **Develop and use a risk management tool.** Policing and CP projects in particular are high-risk – low-cost – high-gain activities. In the security sector, it is essential to develop a risk register to use as a management tool. Identifying risks early on and learning how to address them as the project evolves is vital.
10. **Monitor early successes and secure internal champions.** CP is not new, but police development as a whole is still a fragmented and contested sector. At the CBO level, get local partners to document local successes. The definition of “success” as experienced by the members of a community is essential to understand the impact of the project, the security expectations of the people, and how decisions and progress are made locally. Based on this knowledge, project design, focus, management tools, and technical support can be adjusted so that success factors are widely understood.

USAID should develop and monitor the following items when engaging with the police:

1. **In the absence of a national police reform program, focus on training, the quality of materials and the process.** Training is the most common development activity, but results can vary widely. The adaptation and design of materials should be undertaken in collaboration with police and curriculum development experts. Training should be piloted and materials substantially reviewed. Local police experiences should serve as the basis for the development of materials. Mock CP sessions should be included in training to allow for learning experiences in the classroom. The training process should start under the leadership of external police officers and progressively shift leadership to Bangladeshi police officers. Budget training costs to decrease by 30 percent every year to force the project into a transition. Apply gender quotas for trainees and trainers.
2. **Design a sustainability strategy for the training.** A training of trainers program requires the same level of attention as the CP training (see Lessons Learned). Once the CP in-house capacity is established and police management has evidence of its strength,

engage the police training department in ongoing use of these trainers and the transfer of their skills over time. Be prepared to support central training management and systems if the opportunity arises, so that the CP training is sustainably embedded.

3. **Leave no communication gap between the design phase and start-up of the project.** Funding and procurement can be cumbersome and lengthy. While this can occur in any development project, it is essential to maintain proactive communication with senior police management. It is unlikely that police officers are familiar with donor processes, so they need to be kept abreast about their timing and implications.
4. **Support the police centrally with communication tools and locally with activities they can lead.** CP requires a change management strategy that relies heavily on communication tools. Police officers and managers need to be involved so that they own these tools. Police officers should be proud to use them and to be seen as part of the communication process. Locally, communication and awareness raising activities should engage communities. In police stations, skills to develop and manage such activities are often lacking. A CP project needs to build this capacity locally while leadership should remain with police officers.

USAID should retain the following features that focus on the engagement with communities:

1. **Prioritize the management of implementing partners.** See Lessons Learned.
2. **Select clustered rather than scattered CBOs at the relevant administrative level.** Because of budget limitations, development projects may not have a wide coverage, especially when the unit of intervention needs to be close to the village. This entails two key decisions: the level of intervention and the selection/targeting strategy of the beneficiary units. The level of intervention needs to be close enough to citizens so that they can engage directly with security-focused CBOs while remaining manageable at a project level. The selection of CBOs should be clustered rather than scattered to generate an impact beyond the scope of one CBO at the next level of intervention.
3. **With CBOs, commit to the long-term.** Building genuine community ownership is not easy and requires a considerable time investment by IPs. Building community awareness, ownership and capacity to the point that they are able to continue the project without external support requires a minimum of five years of close engagement from IPs.
4. **Adopt an evolving M&E system fully integrated into a MIS.** Especially during the first half of a project, the M&E framework needs to be adjusted by adding and deleting questions and indicators to obtain a framework that collects all data necessary to monitor progress. In collaboration with stakeholders, the project team should adopt a 360-degree approach to activities to adjust the set of indicators, while remaining realistic about their measurability. Projects that operate at CBO level need to develop a strong MIS, as the scale is not manageable manually. Reporting, M&E, risk management, and basic monitoring of CBO activities need to be integrated into a single MIS that can generate analytics at the level of the project in order to allow the identification of areas of strength and weakness.

5. **Be opportunistic with awareness raising (AR) activities.** Beyond measurable sensitization and behavioral change, consider AR activities for the purpose of having stakeholders jointly attend events about CP. Leave local partners to finalize the design of these activities so they can be adapted regionally. Consider AR activities as an effective way to engage youth and create links across generations.

ANNEX I: SCOPE OF WORK

Scope of Work for the Community Based Policing Program (CBP)
External Final Performance Evaluation
USAID/Bangladesh
Office of Democracy and Governance

Program Identification Data

Program Title : Community Based Policing (CBP)
Program Number: Cooperative Agreement No. AID-388-A-11-00001
Program Dates : August 2010 - December 2013
Program Funding: \$ 2,500,000
Implementing Organization: The Asia Foundation
Agreement Officer Representative (AOR): Billy Woodward

I. Background

Bangladesh is a moderate majority Muslim country that gained independence from Pakistan in 1971. Though it has made significant progress in key development indicators (e.g. per capita growth, reductions in child mortality and health), dysfunctional politics and an increase in crime and corruption have weakened public security in recent years. Impunity has flourished under the control that political patrons exercise over police. Additionally, politically-linked extremist violence by groups such as the Jamaat-ul-Mujahideen Bangladesh (JMB) intensified, culminating in a series of bomb explosions in 63 of the country's 64 districts in 2005.

While security operations have subsequently kept extremist activity in check, the experience shook the traditional view that Bangladesh was immune to this kind of violence. It also underlined the relationship between security, good governance and political will. Following a period of improved law and order during the military-backed caretaker government (2007-2008), the security environment has declined under the elected administration that assumed office in January 2009. Local political party activists and criminal elements routinely engage in tender manipulation, extortion, and illegal occupation of land by availing the protection of political leaders. At the community level, the poor and women are especially vulnerable to crime and insecurity but are reluctant to seek the assistance of law enforcement agencies due to a persistent gap in trust and communication between police and citizens. Security concerns undercut the confidence needed to spur civic engagement and development.

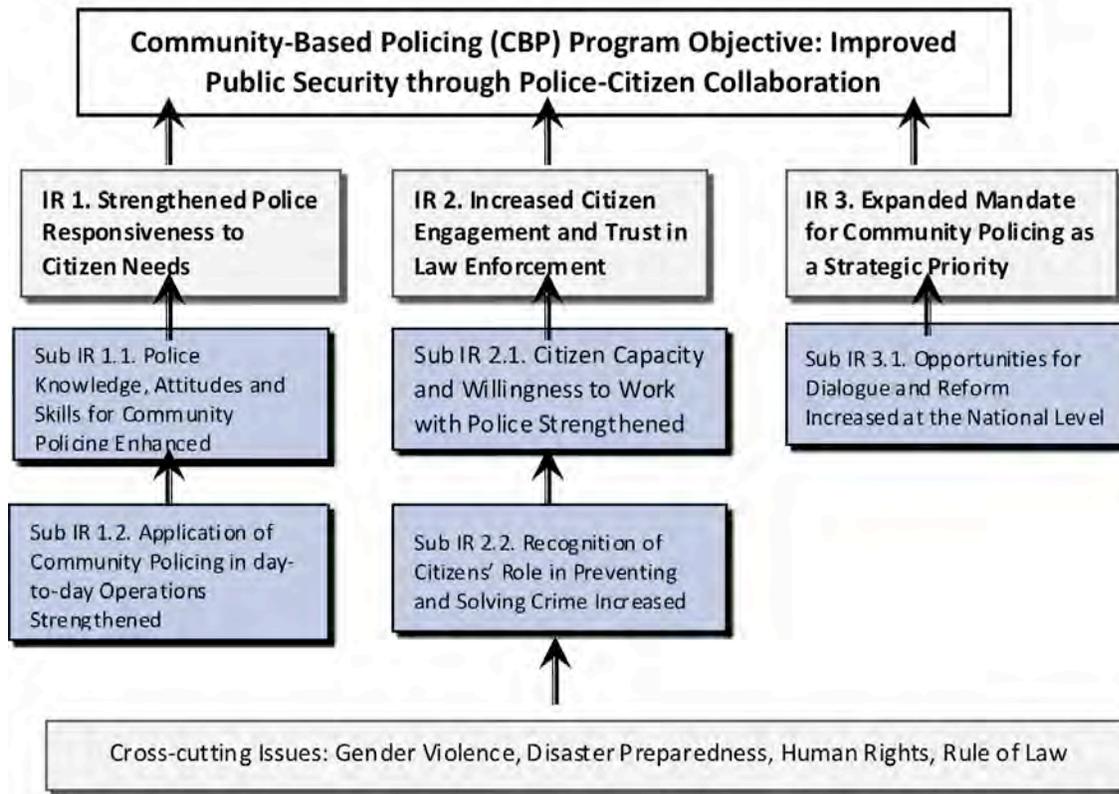
Police legislation, as a whole, remains outdated and incongruent with current security needs. Under the military backed caretaker administration, the Bangladesh Police, with support from

UNDP's Police Reform Programme (PRP), submitted a draft Police Act to the Ministry of Home Affairs (MOHA) to update existing legislation from 1861 and strengthen police independence. However, MOHA has withheld its support for the act, preventing submission to parliamentary debate and vote. Similar reluctance has stalled the reform of the Police Regulation of Bengal (PRB). Cooperative efforts by police and citizens could do much to address a range of crimes. Policy reform is essential in this area.

To address some of the challenges identified above, USAID/Bangladesh awarded a cooperative agreement to The Asia Foundation (TAF) in 2010 to implement a three-year community policing activity known as the Community Based Policing (CBP) project. The objective of the Community Based Policing (CBP) project was to further enhance Bangladesh's community policing and security framework to combat extremism and strengthen governance in vulnerable areas. The Community-Based Policing program sought to **Improve Public Security through Increased Citizen-Police Collaboration**. In particular the project sought to: (i) increase collaboration and positive relations between police and communities through police-driven community policing activities and joint community-police activities for increased public security; and (ii) enhance citizen effectiveness and accountability in community policing through training and on-going facilitation, financial, and technical support.

The CBP project targeted four objectives that were captured in the project's Results Framework as three intermediate results (IRs) .

CBP Results Framework



The rationale behind the CBP intervention was that USAID support for a strong partnership between the police and citizens would build the trust that is necessary to preempt common conditions that give rise to crime in the first place, thereby creating public security.

Critical Assumptions: The CBP project identified the following critical assumptions that underpin the success of the project:

- Limited political upheaval and/or a shift in priorities as a result of, or in the lead-up to, the 2013 general elections (e.g. increased violence strikes, co-opting of police, etc.).
- United States of America and Bangladesh governments maintain positive political and working relations for the duration of the program.
- The community policing approach and Asia Foundation's technical support will continue to be well received by leaders in the Bangladesh government and police that can eventually champion the initiative within the Ministry of Home Affairs and police headquarters.
- Collaboration and support for The Asia Foundation's CBP program among other donors (including UNDP's Police Reform Programme) and NGOs working on police reform.

Cross-cutting issues that were embedded within the CBP approach include techniques for circumventing gender-based violence, promoting rule of law, human rights and disaster preparedness. The program's success will be measured based on its ability to achieve each of the results identified in the CBP Results Framework. Key interventions included training of police in community engagement and awareness of human rights, joint community-police "walkalongs," where community members and police identify crime-prone areas, and public meetings for citizens and police to discuss public safety issues in their communities.

The program was implemented in 16 districts in Rangpur and Rajshahi Divisions of Bangladesh. In addition to close coordination with the Bangladesh Police, CBP worked with local organizations Gana Unnayan Kendra (GUK) in Gaibandha, Light House in Bogra, Manab Kallyan Parishad (MKP) in Thakurgaon and RDRDS Bangladesh in Rangpur. USAID and the Department of Justice coordinated closely throughout implementation to ensure mutual awareness and cooperation between CBP and DOJ initiatives.

II. Objectives of the Evaluation

The objective of the performance evaluation is to measure the development outcomes of the projects with a view to drawing lessons learned for the selection, design and implementation of future projects. The performance evaluation will also assess the relevance, and sustainability of the project outcomes. The evaluation will:

- Assess CBP project's actual results against targeted results;
- Assess the efficacy of the CBP implementation tools and management structure in meeting the objectives;
- Make recommendations to USAID/Bangladesh concerning future direct programming with community-based policing.

The audience for this evaluation is USAID/Bangladesh, USAID/Washington leaders of USAID Forward, other USAID missions, The Asia Foundation, relevant stakeholders such as Bangladesh Police, Community leaders, community people and existing USAID implementing partners. .

III. Evaluation Questions

The evaluation should review, analyze, and evaluate the CBP program by answering the following evaluation questions, and where applicable, identify opportunities and make recommendations for future programming with community and Police. In answering these

questions, the Evaluation Team should assess both the performance of USAID and that of the implementing partner(s). The evaluation questions, in order of priority are:

1. **Effectiveness:** To what extent the CBP project has been successful to achieve the objective planned? Has the project had additional unexpected outcomes (positive or negative)?
2. **Sustainability:** How sustainable are CBP program activities beyond USAID support and what measures could have been taken to enhance sustainability?
3. **Efficiency:** Are the objectives being achieved economically by the project intervention? (Comparison: resources applied – results)? Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?
4. **Relevance:** To what extent are the project’s objectives still relevant to the current development circumstances in Bangladesh and will they provide sufficient guidance for appropriate programmatic and technical assistance decisions? Please
5. **Management and Administration:** How effectively and flexibly has the CBP management worked with implementing partners, and beneficiaries such as GoB, community?
6. **Cross-cutting Issues:** To what extent were gender, youth and disability issues addressed by CBP’s interventions in the targeted areas?

IV. Proposed Evaluation Methodology

The detailed methodology of this evaluation will be described by the evaluation team in the Work Plan; this will include presentation of an evaluation matrix that will explicitly link evaluation questions and sub-questions to particular data collection approaches and data sources.

In general, the evaluation will apply a mixed-methods approach, with an emphasis on case studies. Some quantitative analyses may be featured, for example, in the review of CBP’s performance monitoring data, or in the analysis of the program’s efficiency. The qualitative side of the evaluation will be incorporated to address several questions (regarding program relevance, management and administration, and sustainability, for example). Individual interviewees will include: members of the Community Policing Forums, Police, Local opinion leaders, general community people etc. The team will welcome suggestions from USAID, as well as The Asia Foundation and other evaluation stakeholders, for additional data sources at the community level. Discussion groups will include balanced numbers of men and women; in addition, as appropriate to local circumstances sex- or age-segregated discussion groups will be used to promote free discussion by women, men and youth.

The Evaluation Team will analyze the information collected to establish credible answers to the questions and provide major trends and issues. USAID requires that evaluations explore issues of gender; thus, the evaluation should examine gender issues within the context of the evaluation of CBP activities.

Methodological limitations and challenges for this evaluation are expected to include:

- Ensuring adequate representation of interview and rapid appraisal sources vis-à-vis the full scope of CBP activities and outcomes; and
- Taking systematic actions to counter any biases in (a) reporting by data collection sources and (b) interpretations of collected data by the evaluation team.

The methodology narrative should discuss the merits and limitations of the final evaluation methodology. The Evaluation Team will design appropriate tools for collecting data from various units of analysis. The tools will be shared with USAID during the evaluation and as part of the evaluation report.

The Evaluation Team will be required to perform evaluation tasks in Dhaka, Bangladesh and also will travel to activity sites within the country

VI. Existing Sources of Information

USAID/Bangladesh DG Office will provide documents for the desk review that are not available outside. The list of available documents is presented in Annex A. The list is not exhaustive and the Evaluation Team will be responsible for identifying and reviewing additional materials relevant to the evaluation. The USAID/DG office will also help the evaluation team with contact information for relevant interviewees.

VII. Deliverables

All deliverables are internal to USAID and the Evaluation Team unless otherwise instructed by USAID. Evaluation deliverables include:

Evaluation Team Planning Meeting (s) – essential in organizing the team’s efforts. During the meeting (s), the team should review and discuss the SOW in its entirety, clarify team members’ roles and responsibilities, work plan, develop data collection methods and

instruments, review and clarify any logistical and administrative procedures for the assignment and prepare for the in-brief with USAID/Bangladesh;

Work Plan - Detailed draft work plan (including task timeline, methodology outlining approach to be used in answering each evaluation question, team responsibilities, and data analysis plan): Within 5 working days after commencement of the evaluation;

In-brief Meeting - In-brief with USAID/Bangladesh: Within 2 working days of international team members' arrival in Bangladesh;

Evaluation Design Matrix – A table that lists each evaluation question and the corresponding information sought, information sources, data collection sources, data analysis methods, and limitations. The matrix should be finalized and shared with USAID/Bangladesh before evaluation field work starts. It should also be included as an annex in the evaluation report.

Data Collection Instruments – Development and submission of data collection instruments to USAID/Bangladesh during the design phase and after the evaluation is completed;

Regular Updates - The Evaluation Team Leader (or his/her delegate) will brief the BDGPE COR on progress with the evaluation on a weekly basis, in person or by electronic communication. Any delays or complications must be quickly communicated to USAID/Bangladesh as early as possible to allow quick resolution and to minimize any disruptions to the evaluation. Emerging opportunities for the evaluation should also be discussed with USAID/Bangladesh.

Debriefing with USAID - Presentation of initial findings, conclusions and preliminary recommendations to USAID/Bangladesh before the international team members depart from Bangladesh.

Debriefing with Partners - The team will present the major findings from the evaluation to USAID partners (as appropriate and as defined by USAID) through a PowerPoint presentation prior to the team's departure from the country. **The debriefing will include a discussion of achievements and activities only**, with no recommendations for possible modifications to project approaches, results, or activities. The team will consider partner comments and incorporate them appropriately in drafting the evaluation report.

Draft Evaluation Report - – The Evaluation team will analyze all data collected during the evaluation to prepare a draft Performance Evaluation Report and submit the report within 10 working days on after the departure of international team members from Bangladesh. The draft report must be of a high quality with well-constructed sentences, and no grammatical errors or typos. The report should answer ALL the evaluation questions and the structure of the report should make it clear how the evaluation questions were answered. The draft report must meet the criteria set forth under the final report section below. USAID will provide comments on the draft report within ten working days of submission. The Evaluation Team will in turn revise the draft report into a final Performance Evaluation Report, fully reflecting USAID comments and suggestions, within five working days of receipt of the written comments;

Final Report: The Evaluation Team will submit a final Performance Evaluation Report that incorporates Mission comments and suggestions no later than five working days after USAID/Bangladesh provides written comments on the draft Performance Evaluation Report. The format of the final report is provided below. The report will be submitted in English, electronically.

The final report should meet the following criteria to ensure the quality of the report:

- The evaluation report should represent a thoughtful, well-researched and well organized effort to objectively evaluate what worked in the project, what did not and why.
- Evaluation reports shall address all evaluation questions included in the scope of work.
- The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline need to be agreed upon in writing by the technical officer.
- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex in the final report.
- Evaluation findings will assess outcomes and impact on males and females.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people’s opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
- Sources of information need to be properly identified and listed in an annex.

- Recommendations need to be supported by a specific set of findings.
- Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

The format of the final performance evaluation report should strike a balance between depth and length. The report will include a table of contents, table of figures (as appropriate), acronyms, executive summary, introduction, purpose of the evaluation, research design and methodology, findings, conclusions, lessons learned and recommendations. Where appropriate, the evaluation should utilize tables and graphs to link with data and other relevant information. The report should include, in the annex, any dissenting views by any team member or by USAID on any of the findings or recommendations. The report **should not exceed 30 pages**, excluding annexes. The report will be submitted in English, electronically. The report will be disseminated within USAID. A second version of this report **excluding any potentially procurement-sensitive information** will be submitted (also electronically, in English) to Development Experience Clearinghouse (DEC) for dissemination among implementing partners and stakeholders.

All quantitative data, if gathered, should be (1) provided in an electronic file in easily readable format; (2) organized and fully documented for use by those not fully familiar with the project or the evaluation; (3) owned by USAID and made available to the public barring rare exceptions. A thumb drive with all the data could be provided to the COR.

The final report will be edited/formatted by Social Impact and provided to USAID/Bangladesh 15 working days after the Mission has reviewed the content and approved the final revised version of the report.

VII. Team Composition/ Technical Qualifications and Experience Requirements for the Evaluation Team

The evaluation team will include and balance several types of knowledge and experience related to program evaluation. Individual team members should have the technical qualifications as described below:

- I. **Team Leader:** An international Senior Evaluation Specialist with experience in evaluating Community Policing/Police programs in developing countries. The Team leader will provide leadership for the Team, finalize the evaluation design, coordinate activities, arrange meetings, consolidate individual input from Team members, and coordinate the process of assembling the final findings and recommendations. S/he will also lead the preparation and presentation of the key evaluation findings and

recommendations to USAID/Bangladesh. At least ten (10) years of experience in evaluation management is required. Experience in conducting assessments and designing strategic responses to police administration in developing countries is required. Ability to produce highly quality evaluation report in English is essential.

2. **National Team Member:** A national Senior Sector Specialist should have working experience with Police Administration/Community Policing/ Police programs in Bangladesh. At least seven (7) years of experience in democracy and governance programs and some experience managing or implementing programs related to Police administration in developing countries is required. Ability to conduct interviews and discussions and write well in English is essential.
3. **National Team Member:** A national senior or mid-level evaluation specialist should have at least 10 years of experience in designing and conducting field-based evaluations and assessments in the democracy and governance sector. Relevant experience in Bangladesh preferred.

The proposed team composition will include one team leader and two team members. USAID strongly encourages the team to have one member from the LTTA staff for this Evaluation. All positions will be considered key staff and will require USAID approval.

Overall the team will need expertise in USAID practices and expectations in program evaluation; program design and analysis; quantitative and qualitative data collection and analysis; survey design and analysis; program issues, innovations and challenges in promotion of public sector transparency and accountability; and USAID practices and requirements in program performance measurement.

VIII. Conflict of Interest

All evaluation team members will provide a signed statement attesting to a lack of conflict of interest, or describing an existing conflict of interest relative to the project being evaluated. USAID/Bangladesh will provide the conflict of interest forms.

IX. SCHEDULING AND LOGISTICS

Work is to be carried out over a period of beginning in September 2013, with field work completed in October 2013 and final report and close out concluding o/a November 2013.

Funding and Logistical Support

The proposed evaluation will be funded and implemented through the BDGPE project. Social Impact will be responsible for all off-shore and in-country administrative and logistical support, including identification and fielding appropriate consultants. Social Impact support includes arranging and scheduling meetings, translation services, international and local travel, hotel bookings, working/office spaces, computers, printing, photocopying, arranging field visits, local travel, hotel and appointments with stakeholders.

The evaluation team should be able to make all logistic arrangements including the vehicle arrangements for travel within and outside Dhaka and should not expect any logistic support from the Mission. The team should also make their own arrangement on space for team meetings, and equipment support for producing the report.

Scheduling

Deliverable	Proposed Dates
Submit Draft Work Plan	15-Sep
Travel to Bangladesh by CBP TL	13-Sep - 14 Sep
Team Planning Meeting hosted by BDGPE	15-Sep AM
In-brief with USAID/Bangladesh	15-Sep PM (16-Sep from 3.00 pm to 4.30 pm)
Begin Data Collection	17-Sep (15-Sept, the team should utilize their presence in field as much as possible)
Submit Final Work Plan	22-Sep (COB 19-Sept)
Submit Annotated Report Outline and Draft Presentation	3-Oct)
USAID provides Comments on Outline and Presentation	6-Oct
Presentation and Debrief with USAID/Bangladesh	7-Oct
Presentation and Debrief with other Key	8-Oct

Stakeholders	
Expat Team Members Depart Bangladesh	9-Oct - 10-Oct
Submit Draft Report (31-Oct (27 Oct+ 3days for editing)
USAID Reviews Draft Report	31-Oct - 12-Nov
Revise Draft Report Based on USAID Feedback	12-Nov - 3 Dec (Nov 20)
Submit Final Report	3-Dec (Nov 21)

X. REPORTING REQUIREMENTS

The total pages, excluding references and annexes, should not be more than 30 pages. The following content (and suggested length) should be included in the report:

Table of Contents

Acronyms

Executive Summary - concisely state the project purpose and background, key evaluation questions, methods, most salient findings and recommendations (2-3 pp.);

1. **Introduction** – country context, including a summary of any relevant history, demography, socio-economic status etc. (1 pp.);
2. **The Development Problem and USAID’s Response** - brief overview of the development problem and USAID’s strategic response, including design and implementation of the CBP project and any previous USAID activities implemented in response to the problem, (2-3 pp.);
3. **Purpose of the Evaluation** - purpose, audience, and synopsis of task (1 pp.);
4. **Evaluation Methodology** - describe evaluation methods, including strengths, constraints and gaps (1 pp.);
5. **Findings/Conclusions** - describe and analyze findings for each objective area using graphs, figures and tables, as applicable, and also include data quality and reporting system that should present verification of spot checks, issues, and outcomes (12-15 pp.);
6. **Lessons Learned** - provide a brief of key technical and/or administrative lessons on what has worked, not worked, and why for future project or relevant program designs (2-3 pp.);

7. Recommendations – prioritized for each key question; should be separate from conclusions and be supported by clearly defined set of findings and conclusions. Include recommendations for future project implementation or relevant program designs and synergies with other USAID projects and other donor interventions as appropriate (3-4 pp).

Annexes – to include statement of work, documents reviewed, bibliographical documentation, evaluation methods, data generated from the evaluation, tools used, interview lists, meetings, focus group discussions, surveys, and tables. Annexes should be succinct, pertinent and readable. Should also include if necessary, a statement of differences regarding significant unresolved difference of opinion by funders, implementers, or members of the evaluation team on any of the findings or recommendations.

The report format should be restricted to Microsoft products and 12-point type font should be used throughout the body of the report, with page margins one inch top/bottom and left/right.

ANNEX 2: LIST OF PEOPLE INTERVIEWED

NUMBER OF PEOPLE INTERVIEWED, BY TYPE OF STAKEHOLDER

Stakeholders	No
Police officers	25
Local government representatives	3
Other administration officers	2
CPF Members (group discussion) and DCC members	86
CPF and DCC (number)	10
Civil society representatives outside the project	6
TAF staff	8
Implementing partners staff	23
USAID and US Government Agencies staff	8
Other donors staff	3
Total	174

The Asia Foundation

Shanna O'Reilly, Chief of Party, Community Based Policing Project, TAF
 Sadat Sadruddin Shibli, Senior Program Officer, Community Based Policing Project, TAF
 Saima Anwer, Deputy Country Representative, TAF
 Golam Faruque, Program Officer, Community Based Policing Project, TAF
 Jilhaj Chowdhury, Program Officer, Community Based Policing Project, TAF
 Mir Rakib Ahsan, Previous DCOP, Community Based Policing Project, TAF
 Hasan M. Mazumdar, Country Representative, TAF
 Mark Koenig, Regional Governance and Community Policing Expert, TAF

CBP Program Sub-grantees

Monjusree Saha, Head of Programme Coordination, RDRS
 Razia Begum, District Facilitator, RDRS
 Nashir Uddin, Project Manager, RDRS
 Tapon Kumar Shah, Project Manager, RDRS, Dinajpur
 Kamol Chandra Barman, District Facilitator, RDRS, Dinajpur
 Mizan Rahaman, Lighthouse, Bogra
 Md. Harun-or-Rashid, Chief Executice, Lighthouse, Bogra
 Moushumi Rahman, MKP, Thakurgaon
 Md. Zahid-Al-Razi, District Facilitator, MKP, Rajshahi
 Md, Zakirul Islam, Officer Incharge, MKP, Mohonpur, Rajshahi
 Md. Shafiqul Islam, Project Manager, GUK
 Mosammat Baby Begum, District Facilitator, Lalmonirhat, GUK

Shafiqul Islam Mukul, GUK, Gaibandha
Mussammat Baby Begum, District Facilitator, GUK
An additional nine staff members were met (from MKP and RDRS).

USAID and US other Government Agencies

Jon Danilowicz, Deputy Chief of Mission, US State Department, Dhaka
Billy Woodward, COR of CBP Project, Office of DG, USAID, Dhaka
Karl Clark, Manager ICITAP, US State Department, Dhaka
Tanik Munir, Program Management Specialist, US State Department, Dhaka
Patrick Bowers, previous COR of CBP Project (Pakistan), USAID
Habiba Akhter, COR Rule of Law, HR Team, Office of DG, USAID, Dhaka
Sumona Binte Masud, CS Advisor, HR Team, Office of DG, USAID, Dhaka
Alexious Butler, prior Director, Office of DG, USAID, Dhaka

Bangladesh Police

Shahidul Hoque, Additional Inspector General of Police (Admin), Bangladesh Police
Binoy Krishna Bala, Deputy Inspector General (Admin), Bangladesh Police
Feroz Al-Mujahid Khan, Additional DIG (Training & Sports)
Mahtab Houssain, Consultant to PRP (TAF-accredited master instructor)
Naim Ahmed, Rector Sardah Police Academy, Rajshahi
Alamgir Kabir, SP, Rajshahi
Badsha Miah, CPO, Sonatala PS
Selim Md. Jahangir, Superintendent of Police (Admin), Police Academy, Sardah, Rajshahi
Masuma Mustari, Master Trainer, Sub-Inspector, Rajshahi
Md. Mehedi Hasan, Community policing Officer, Godagari Thana, Rajshahi
Md. Badsha Miah, Community Policing Officer, Sonatala Thana
Md. Abdus Salam, Sub-inspector of Police, Kurigram District, Ulipur Police Station.
Md. Fazlur Rahman, Sub-inspector of Police, Mithapukur PS
Mr. Iqbal Bahar Chowdhury, DIG, Rangpur Range
Mir Shahidul Islam, DIG, Rajshahi
Iqbal Bahar Chowdhury, DIG, Rangpur
Abdur Razzak, SP, Rangpur
Farluz Rahman, Sub-Inspector Mithapukur Thana
Moazzen Hossain, OC, Mithapukur PS
Md. Abdur Rahman, OC, Chirirbandar, PS
Five police officers were interviewed during CP training and names were not recorded

Ministry of Home Affairs

Nizam uddin Chowdhury, Joint Secretary, Ministry of Home Affairs

District and Union Level

Susanta Bhoumik, Member Secretary, DCC Rangpur
Fakrul Anam Bensi, Member DCC Rangpur
Nasim Udin, Member, DCC Rangpur
Md. Abdul Latif Mondal, Chairman, Madla UP Shajahanpur, Bogra, President

Haji Md. Fazlur Rahman, UP Chairman, Shulia UP, Charghat, Rajshahi
Md. Sukuruddin Molla, Ex-UP Chairman, Putia, Rajshahi
Principal K.A.H. Fakrul Anam, Member, Community Policing Forum, Rangpur

Community Level (CPF/Ward level)

Md. Lutfur Rahman, Chairman CPF, Nasratpur UP, Ward #1, Chirirbandar, Dinajpur
Md. Lokman Hakim, Chairman CPF, Abdullahapur, Ward #3, Chirirbandar, Dinajpur
Md. Khairuzzaman Shah, Chairman CPG, Amarpur, Ward #3, Chirirbandar, Dinajpur
Md. Akhtar Hossain, Advisor CPF, Saitara, Ward #2, Chirirbandar, Dinajpur
Rabiul Islam, Member, Changmari CPF, Fakirhat UP
Dr. Sekandar Ali, President, Changmari CPF, Fakirhat UP
Md. Abul Malek, Jt. Secretary, Changmari CPF, Fakirhat UP
Musammat Selina Begum, Member, Changmari CPF, Fakirhat UP
Md. Sirajul Islam, Senior Teacher, Fakirhat Public High School
Shilpi Begum, Member, Durgapur CPF, Mithapukur
Sahazadi Begum, Member, Durgapur CPF, Mithapukur
Lal Miah, Vice President, Durgapur CPF, Mithapukur
Fatema Begum, Member, Durgapur CPF, Mithapukur
Azizul Islam, General Secretary, Durgapur CPF, Mithapukur
Monindranath Borma, Member, Durgapur CPF, Mithapukur
Md. Enamul Kabir, Member, Durgapur CPF, Mithapukur
Sajjad Hossain, President, Rajpur CPF
Mujahidul Islam, Member, Rajpur CPF
Azad, Secretary, Rajpur CPF
Swapon, Member, Rajpur CPF
Ayub Ali, Member, Rajpur CPF
Sharif, Member, Rajpur CPF
Bor Jahan, Member, Rajpur CPF
Md. Abdul Alim, President, Gopalhati CPF, Putia Pourashava, Rajshahi
Zohira Khatun, Member, Gopalhati CPF, Putia Pourashava, Rajshahi
Md. Imam, Community person
Md. Aslam Ali, Office Secretary, Gopalhati CPF, Putia Pourashava, Rajshahi
Abdul Sattar, Jt. Secretary, Gopalhati CPF, Putia Pourashava, Rajshahi
Md. Alauddin Fakir, Member, Gopalhati CPF, Putia Pourashava, Rajshahi
Md. Yasin Ali, Member, Gopalhati CPF, Putia Pourashava, Rajshahi
Omar Ali, Member, Gopalhati CPF, Putia Pourashava, Rajshahi
Md. Mizanur Rahman, Head Teacher, Ranirhat High School, Shajahanpur Thana
Alhaj Dr. Md. Shamsuzzanam, UP Chairman, Barabala UP, Mithapukur, Rangpur
49 members of CPF were met in group discussions but names could not be recorded.
Teachers outside the CPFs were interviewed in all the wards visited.

Other Donors

Richard Miles, Principal Advisor (GB&R), GIZ
Vinay Jha, Program Coordinator, GIZ
Gerard Smith, Police Reform Program, UNDP

NGOs

Dr. Iftekhar Zaman, Transparency International

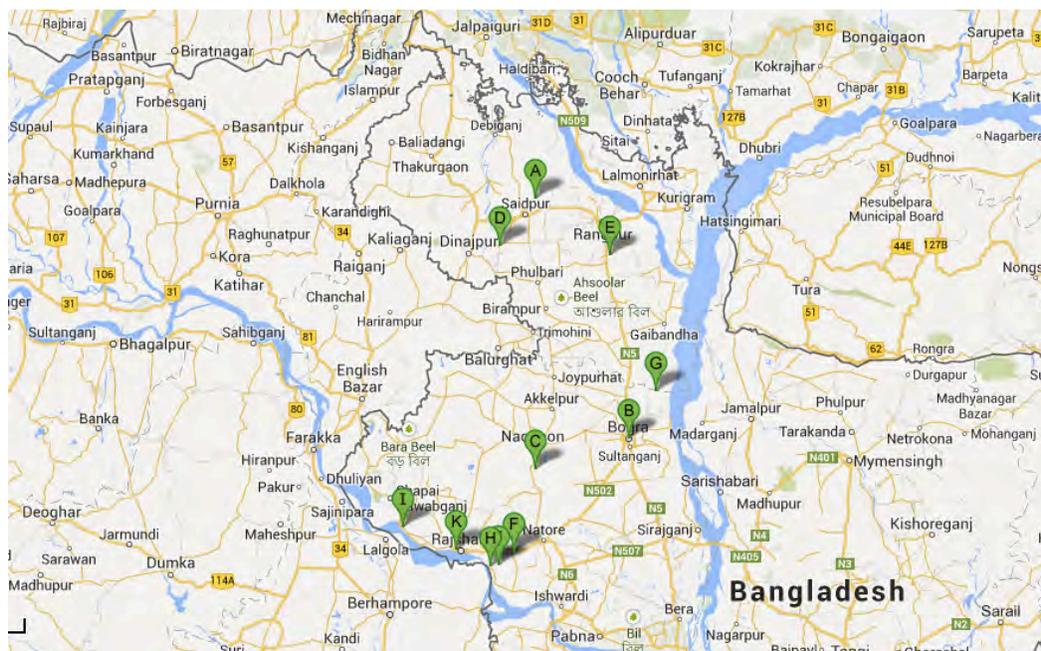
Kamrul Huda, Plan International, Rule of Law Specialist, Protecting Human Rights (PHR)

Jerome Sayre, ARD, COP Strengthening Democratic Local Governance (SDLG)

Zarina Rahman Khan, ARD, DCOP, Strengthening Democratic Local Governance (SDLG)

ANNEX 3: LIST OF LOCATIONS VISITED

Place Visited	Date
Badarganj Powrashava	Sep 22, 2013
Kaunia PS, Rangpur	Sep 22, 2013
Rangpur	Sep 22, 2013
Chiribandar PS, Dinajpur	Sep 22, 2013
Chiribandar, Dinajpur	Sep 22, 2013
Mithapukur PS, Rangpur,	Sep 23, 2013
Changmari union, Mithapukur, Rangpur	Sep 23, 2013
Durgapur union, Mithapukur, Rangpur	Sep 23, 2013
Sonatala PS, Bogra	Sep 24, 2013
Bogra	Sep 24, 2013
Ranibazar, Ashkerpur, Bogra	Sep 24, 2013
Shahjahanpur, Ashekpur	Sep 24, 2013
Sardah, Charchat, Rajshahi	Sep 25, 2013
Rajshahi city	Sep 25, 2013
Puthia, Rajshahi	Sep 25, 2013
Boalia PS, Rajshahi	Sep 26, 2013
Godagari PS, Rajshahi	Sep 26, 2013



ANNEX 4: LIST OF DOCUMENTS CONSULTED

- A K M Shahidul Hoque, BPM, PPM, Additional Inspector General, Bangladesh Police; Community Policing: Concept, Aims and Objectives, August 2007
- Asian Development Bank, Strengthening the Criminal Justice System 2006
- Bangladesh Police, Community Policing: National Strategy for Bangladesh, 2008
- Bangladesh Police, Brochure of the Bangladesh Police Academy, Sardah, Rajshahi
- Bangladesh Police, Strategic Plan : 2012-2014
- DFID, Bangladesh Country Governance Analysis, 2008
- GIZ, Final Report on End Evaluation on Gender Responsive Community Based Policing (GRCBP) in Bangladesh, READ, 2011
- GTZ, Gender-Responsive Community-based Policing in Bangladesh: A Pilot Initiative, Working Paper,
- ICITAP, DOJ, A Study of Public Interaction with Rajshahi Division Police (draft), 2013
- International Crisis Group, Bangladesh: Getting police reform on track, 2009
- Rajshahi District Police; *Ain Sohayaka* (Law Guide)
- RDRD and Finn Church Aid; *Gram Adalat* (Village Court), Special Edition, October 2011
- RDRD Bangladesh, Community Base Policing, Global monthly activity schedule, September 2012
- RDRD Bangladesh, Global Annual Target and Achievement, 2013
- Saferworld, Security Provision in Bangladesh, Public perceptions survey, 2010
- Saferworld, Safety and security in North Bengal, Bangladesh, A youth perception survey, 2012
- The Asia Foundation; *Durjag Babastapona Proshikan Soyata*; Disaster Management Training Manual for CPF members, CBP.
- The Asia Foundation; Handout – Student Assessment; Students evaluation tool on CBP course
- The Asia Foundation; Community Policing Final Assessment; Knowledge test for police officers on 3 days community policing course.
- The Asia Foundation; Instructors Check List (results for accreditation of trainers)
- The Asia Foundation; Community Policing Activity Checklist (for CPF monitoring by CBP)
- The Asia Foundation: Brochure of Community Based Policing; Improving Public Security through Increased Citizen-Police Collaboration.
- The Asia Foundation; Brochure of Community Based Policing; Community Oriented Policing.
- The Asia Foundation; National Initiative and Response to Advance Public Order for Development (NIRAPOD) Program; Revised Technical Application submitted to USAID-Bangladesh, December 1, 2010
- The Asia Foundation; National Initiative and Response to Advance Public Order for Development (NIRAPOD) Program; Performance Monitoring Plan (PMP).
- The Asia Foundation; CBP Technical Approach/ Program Description
- The Asia Foundation; CBP Site List, CBP Project
- The Asia Foundation; CBP Baseline Research Study for TAF-USAID Review, September 2011

The Asia Foundation; CBP Quarterly Report submitter to USAID, Year-1, Quarter-1, March 2011

The Asia Foundation; CBP Quarterly Report , Year-1, Quarter-2, July 2011

The Asia Foundation; CBP Quarterly Report, Year-1, Quarter-3, September 2011

The Asia Foundation; CBP Quarterly Report, Year-1, Quarter-4, January 2012

The Asia Foundation; CBP Quarterly Report, Year-2, Quarter-1, April 30 2012

The Asia Foundation; CBP Quarterly Report, Year-2, Quarter-2, July 30, 2012

The Asia Foundation; CBP Quarterly Report, Year-2, Quarter-3, October 31, 2012

The Asia Foundation; CBP Quarterly Report, Year-2, Quarter-4, January 2013

The Asia Foundation; CBP Quarterly Report, Year-3, Quarter-1 April 2013

The Asia Foundation; CBP Quarterly Report, Year-3, Quarter-2, July 2013

The Asia Foundation; CBP Site-Master List, 12 October 2011

The Asia Foundation; CBP Year I Work Plan, August 23, 2011

The Asia Foundation; CBP Year II Work Plan, December 15, 2011

The Asia Foundation; CBP Year III Work Plan, December 2012

The Asia Foundation; Community-Based Policing PMP, September 5, 2011

The Asia Foundation; Letter of Collaboration Police HQ, July 28, 2011

The Asia Foundation; Revised Program Description (exerts), April 2012

The Asia Foundation; Sustainability Criteria and Checklist

The Asia Foundation, Institutionalizing Community Policing in Timor-Leste: Exploring the Politics of Police Reform, 2011

The World Bank, World Development Report 2011: Conflict, Security and Development, 2011

The World Bank What Have Been the Impacts of World Bank Community-Driven Development Programs? 2012

Transparency International Bangladesh, National Household Survey, 2010

Transparency International, Daily Lives and Corruption: Public Opinion in South Asia, 2011

Transparency International, Global Corruption Barometer, 2011

U4, TI and CMMI, Overview of corruption within the justice sector and law enforcement agencies in Bangladesh, 2012

UNDP, Community Policing Manual, Mid Term Review Report Police Reform Report, Police Reform Programme (Phase II) Bangladesh, 2012

UNDP, Police Reform Programme, Project Document, 2009

USAID, A field Guide for USAID Democracy and Governance Officers: Assistance to Civilian Law Enforcement in Developing Countries, 2011

USAID, COMET Community Based Policing Conference Report, 2011

USAID, Community Empowerment and Transformation (COMET) Program in Jamaica, Final Evaluation, 2012

USAID, Evaluation Policy, 2011

USAID, Cooperation Agreement, Attachment B – Program description, 2010

USAID, Policing Fact Sheet

USAID, Bangladesh Democracy and Governance Assessment, 2009

USAID, Bangladesh Country Development Cooperation Strategy FY2011- FY2016

ANNEX 5: INTERVIEW GUIDE FOR SI DATA COLLECTION

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Effectiveness	Impact	0	Has the security improved over the last three years in the project area?	Baseline Study	QA
Effectiveness	Impact	0	Have you researched data and information on how security has been affected in the areas or work over the last 3 years?	TAF	KII
Effectiveness	Impact	0	Has there been changes in the security over the last three years in the project area?	Crime Statistics	QA
Effectiveness	Impact	0	Has there been changes in the security over the last three years in the project area? How? Why? What caused this change?	CPF	KII
Effectiveness	Impact	0	Has there been changes in the security over the last three years in the project area? How? Why? What caused this change?	Police	KII
Effectiveness	Impact	0	Do you think the project has achieved its objective? How do you know? Why?	TAF	KII
Effectiveness	Impact	0	Do you think the project has achieved its objective? How? Why?	USAID	KII
Effectiveness	Impact	0	Do you think the project has achieved its objective? How? Why?	Other Donors	KII
	Impact	1	Do you think the project has achieved its objective? How? Why?	Police	KII
Effectiveness	Impact	2	Do you think the project has achieved its objective? How? Why?	IP	KII
Effectiveness	Impact	2	Do you think the project has been successful?	LG	KII
Effectiveness	Impact	2	Do you think the project has successfully supported you in your role? How? Why?	CPF	KII
Effectiveness	CP as an approach to public safety	0	Do you think that CP improves your security? How? Why?	CPF	GD
Effectiveness	CP as an approach to public safety	0	Is CP an adapted approach to public safety in Bangladesh? How feasible is it to improve C-P relationship without working on accountability? How is the abusive attitude of police acknowledged? Impacting?	TAF	KII
Effectiveness	CP as an approach to public safety	0	Is CP an adapted approach to public safety in Bangladesh? Is CP an adapted approach to public safety in Bangladesh? Considered too soft by reluctant officers? What is the link between CP and crime prevention within the BP?	Other Donors	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
			With crime reduction? How other local security actors involved?		
Effectiveness	CP as an approach to public safety	0	Is CP an adapted approach to public safety in Bangladesh? Is CP an adapted approach to public safety in Bangladesh? Considered too soft by reluctant officers? What is the link between CP and crime prevention within the BP? With crime reduction? How other local security actors involved?	IP	KII
Effectiveness	CP as an approach to public safety	0	Is CP an adapted approach to public safety in Bangladesh? Is CP an adapted approach to public safety in Bangladesh? Considered too soft by reluctant officers? What is the link between CP and crime prevention within the BP? With crime reduction? How other local security actors involved?	USAID	KII
Effectiveness	CP as an approach to public safety	0	Is CP an adapted approach to public safety in Bangladesh? Is CP an adapted approach to public safety in Bangladesh? Considered too soft by reluctant officers? What is the link between CP and crime prevention within the BP? With crime reduction? How other local security actors involved? Can you rank the most effective ways to ensure public safety? Patrolling presence / crime prevention / Rapid response / CP /public order / tackle gun crime / relation with the community Police KII QL	Police	KII
Effectiveness	CP as an approach to public safety	0	Do you think that CP will improve your security? How? Why?	CBO	GD
Effectiveness	Policy progress	3	Has the project achieved its target objectives?	MIS	QA
Effectiveness	CP as an approach to public safety	0	What did you do to involve/engage other actors who work on justice and security locally?	TAF	KII
Effectiveness	Policy clarity and progress	3	What are the guidelines used for the CPF role? Are they effective? Have more specific guidelines been developed to clarify the CPF's role? What tools have developed? Guidelines/criteria for CPF creation? Facilitation? Open house? Joint Patrol?	TAF	KII
Effectiveness	Policy clarity and progress	3	What are the guidelines used for the CPF role? Are they effective? Have more specific guidelines been developed to clarify the CPF's role? What tools have developed? Guidelines/criteria for CPF creation? Facilitation? Open house? Joint Patrol?	Police	KII
Effectiveness	Policy clarity and progress	3	What are the guidelines used for the CPF role? Are they effective? Have more specific guidelines been developed to clarify the CPF's role? What tools have developed? Guidelines/criteria for CPF creation? Facilitation? Open house? Joint Patrol?	Other Donors	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Effectiveness	Policy clarity and progress	3	What are the guidelines used for the CPF role? Are they effective? How do you address confusion over the role of CPF?	IP	KII
Effectiveness	Legal Framework Review	3	What were the findings of the review of laws, policies and regulations? How was it used?	TAF	KII
Effectiveness	Legal Framework Review	3	What were the findings of the review of laws, policies and regulations? How was it used?	Police	KII
Effectiveness	Policy Dialogue	0	How was the top Police Management involved? How to involve the reluctant high officers?	TAF	KII
Effectiveness	Policy Dialogue	0	How was the top Police Management involved? How to involve the less supportive high officers?	Police	KII
Effectiveness	Policy Dialogue	0	How was the top Police Management involved? How to involve the reluctant high officers?	Other Donors	KII
Effectiveness	Policy dialogue	3	Were meetings/roundtables/policy dialogue organized with MOHA? Was is useful? What was the outcome?	Police	KII
Effectiveness	Policy dialogue	3	Were meetings/roundtables/policy dialogue organized with MOHA? Was is useful? What was the outcome?	TAF	KII
Effectiveness	Policy dialogue	3	Were meetings/roundtables/policy dialogue organized with MOHA? Was is useful? What was the outcome?	Other Donors	KII
Effectiveness	CP in the B Police	0	CP place in BP organizational structure, policies, budget? Was there a demand for this type of support before the CBP, why was the start rough? How is CBP integrated into the police, at the national level? Link to CPC? Link to the National Program Director for CP? At the local level?	TAF	KII
Effectiveness	CP in the B Police	0	CP place in BP organizational structure, policies, budget? Was there a demand for this type of support before the CBP, why was the start rough? How is CBP integrated into the police, at the national level? Link to CPC? At the local level?	USAID	KII
Effectiveness	CP in the B Police	0	CP place in BP organizational structure, policies, budget? Was there a demand for this type of support before the CBP, why was the start rough? How is CBP integrated into the police, at the national level? Link to CPC? At the local level?	Other Donors	KII
Effectiveness	CP in the B Police	0	CP place in BP organizational structure, policies, budget? Was there a demand for this type of support before the CBP, why was the start rough? How is CBP integrated into the police, at the national level? Link to CPC? Link to the National Program Director for CP? At the local level?	Police	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Sustainability	CP in the B Police	0	What is the status of CPOs? If a CPO: What is your status as a CPO? Do you find it rewarding? What do you think your future is as a CPO? How has it helped you as a police officer?	Police	KII
Sustainability	CP in the B Police	0	What is the status of CPOs?	TAF	KII
Effectiveness	USAID Support	0	What was USAID support? Level of involvement? Monitoring? in the policy dialogue? Linkages to other USAID related projects?	TAF	KII
Effectiveness	USAID Support	0	What was USAID support? Level of involvement? Monitoring? in the policy dialogue? Linkages to other USAID related projects?	USAID	KII
Effectiveness Efficiency	CPF Selection	0	How was the Project's geographical focus targeted? Criteria? Why? How were the CPF selected? Criteria? Why? Why 4 CPF/Upazila? Was there a definite decision for a low density coverage?	USAID	KII
Effectiveness Efficiency	CPF Selection	0	How was the Project's geographical focus targeted? Criteria? Why? How were the CPF selected? Criteria? Why? Why 4 CPF/Upazila? Was there a definite decision for a low density coverage?	TAF	KII
Effectiveness Efficiency	CPF Selection	0	How was the Project's geographical focus targeted? Criteria? Why? How were the CPF selected? Criteria? Why? Why 4 CPF/Upazila? Was there a definite decision for a low density coverage?	IP	KII
Effectiveness Efficiency	CPF Selection	0	How was the Project's geographical focus targeted? Criteria? Why? How were the CPF selected? Criteria? Why? Why 4 CPF/Upazila? Was there a definite decision for a low density coverage?	Police	KII
Effectiveness	CPF re-forming	0	How did the activation of the CPF worked? How were the CPF re-formed? What were the challenges?	TAF	KII
Effectiveness	CPF re-forming	0	How did the activation of the CPF worked? How were the CPF re-formed? What were the challenges?	IP	KII
Effectiveness Sustainability	DCC DIV effectiveness	2	Progress in implementing the DCC and Div level meetings, linkages to the PRP?	TAF	KII
Effectiveness Sustainability	DCC DIV effectiveness	2	Progress in implementing the DCC and Div level meetings, linkages to the PRP?	IP	KII
Effectiveness Sustainability	DCC DIV effectiveness	2	Progress in implementing the DCC and Div level meetings, linkages to the PRP?	Other Donors	KII
Effectiveness Sustainability	DCC DIV effectiveness	2	Support to DCC and DIV meetings on CP was useful? Did it support the work on the reform too?	Police	KII
Effectiveness Sustainability	DCC DIV effectiveness	2	Role of the DCC, DIVC? Is the support of the IP useful? How?	CPF	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Effectiveness	CP Communication	3	Was a national CP communication strategy developed? Implemented? Why?	Police	KII
Effectiveness	CP Communication	3	Was a national CP communication strategy developed? Implemented? Why?	TAF	KII
Effectiveness	CP Communication	3	Was a national CP communication strategy developed? Implemented? Why?	Other Donors	KII
Effectiveness	CP Communication	3	How is th bulletin distributed? Used? Read? Why?	Police	KII
Effectiveness	CP Communication	3	How is th bulletin distributed? Used? Read? Why?	TAF	KII
Effectiveness	CP Communication	3	Was a video developed? Broadcasted? Used in training?	Police	KII
Effectiveness	CP Communication	3	Was a video developed? Broadcasted? Used in training?	TAF	KII
Effectiveness	CP Communication	3	Has the project considered the various ways citizens and community groups have to approach police? Emergency number? Stations? SMS?	TAF	KII
Effectiveness	Training Effectiveness	1	Has the project achieved its targeted objectives?	MIS	QA
Effectiveness	Training Effectiveness	1	Has the project achieved its targeted objectives?	MIS	QA
Effectiveness	Training Effectiveness	1	Has the training for the Police been appreciated? Used? Why? How was it applied? What was useful?	Police	KII
Effectiveness	Training Effectiveness	1	Has the training been appreciated? Used?	MIS	QA
Effectiveness	Training Effectiveness	2	Has the training of CPF members been appreciated? Used? Why? How was it applied? What was useful?	CPF	QA
Sustainability	Training sustainability	2	Has training the trainers been considered for the CPF beyond the IP?	TAF	KII
Sustainability	Training sustainability	1	Is there a line in the Police budget to continue CP training? Is it integrated to the cycle? How?	TAF	KII
Sustainability	Sustainability of the project	0	What will become of the project next year?	Police	KII
Sustainability	Training sustainability	1	Is there a line in the Police budget to continue CP training? Is it integrated to the cycle? How?	Police	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Effectiveness Sustainability	Training Effectiveness	1	Did you receive your management's support to apply the training? How?	Police	KII
Effectiveness Sustainability	Training Effectiveness	1	Did you receive assistance to apply the training? What? How?	Police	KII
Effectiveness Sustainability	Training Effectiveness	2	Did you receive assistance to apply the training? What? How?	CPF	KII
Effectiveness Sustainability	Training Ownership	1	How are the trainees selected? Why?	Police	KII
Effectiveness Sustainability	Training Ownership	1	How are the trainees selected? Why?	TAF	KII
Effectiveness Sustainability	Training Ownership	1	How are the trainees selected? Why?	CPF	KII
Effectiveness Sustainability	Training targeting	1	How was the targeted rank decided? Why?	TAF	KII
Effectiveness Sustainability	Training ownership	1	What was the training material approval process and authority?	Police	KII
Effectiveness Sustainability	Training ownership	1	What was the training material approval process and authority?	TAF	KII
Effectiveness Sustainability	Training relevance	1	Was the training process and material tailored to BP?	Police	KII
Effectiveness Sustainability	Training relevance	1	Was the training process and material tailored to BP?	TAF	KII
Effectiveness Sustainability	Training relevance	1	Is the Police behavior demonstrating CP values?	CBO	GD
Effectiveness Sustainability	Training relevance	1	Is the Police behavior demonstrating CP values?	LG	KII
Effectiveness Sustainability	Training relevance	1	Is the Police behavior demonstrating CP values?	Police	KII
Effectiveness Sustainability	Training sustainability	1	Will the training continue after the project?	Police	KII
Sustainability	CP in the B Police	1	What is the status of MTs? How do you think it is going to affect Police officers' career?	Police	KII
Sustainability	CP in the B Police	1	What is the status of MTs? How are they used?	TAF	KII
Sustainability	CP in the B Police	1	Is promotion linked to the CP training? Is it mandatory?	Police	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Sustainability	CP in the B Police	1	Is promotion linked to the CP training? Is it mandatory?	TAF	KII
Effectiveness	CPF Effectiveness	2	Has the project achieved its target objectives?	MIS	QA
Effectiveness	CPF Effectiveness	2	Has the project achieved its target objectives?	MIS	QA
Effectiveness	CPF Effectiveness	2	Has the project achieved its target objectives?	MIS	QA
Effectiveness	C-P Relations progress	2	Who do you go to when there are security problems, in order or priority? Why? If it depends on the type of security pb, tell us for the 3 most important/serious security pb	CBO	GD
Effectiveness	C-P Relations progress	2	Did you interact with the police at least once over the last year? How? Why? What for?	CBO	GD
Effectiveness	C-P Relations progress	2	Does the police in your area understand local problems?	CBO	GD
Effectiveness	C-P Relations progress	2	Do you believe that the relationship between the police and the community has changed over the last three years? Does it have an impact on security?	CBO	GD
Effectiveness	CC issues	2	How would you describe police-women relationship?	CBO	GD
Effectiveness	CC issues	2	Is there a specific officer to contact when the victim is a woman?	CBO	GD
Effectiveness	CC issues	2	How would you describe police-youth relationship?	CBO	GD
Effectiveness	CC issues	2	How would you describe police-disabled relationship?	CBO	GD
Effectiveness	C-P Relations progress	2	Do you have trust in police in your local area? Do you think police can ensure your security and that of the community?	CBO	GD
Effectiveness	C-P Relations progress	2	Who do you think should be involved in police operations?	CBO	GD
Effectiveness	AR effectiveness	2	What is CP for you?	CBO	GD
Effectiveness	AR effectiveness	2	Are you aware of the CPFs?	CBO	GD
Effectiveness	CPF effectiveness	2	Is the CPF beneficial to you? How do you use it?	CBO	GD
Effectiveness	CPF effectiveness	2	Do you believe CPF will be able to prevent and control crimes and anti-social behavior/activities in your area? How? What are the obstacles?	CBO	GD
Effectiveness	C-P Relations progress	2	Does the CPF coordinate with Salish? Union Parishad? NGOs? Victims?	CBO	GD
Effectiveness	CPF Effectiveness	2	How do you perceive your role?	CPF	GD
Effectiveness	CPF Effectiveness	2	What type of things do you do to prevent crime?	CPF	GD
Effectiveness	C-P Relations	2	Does the police in your area understand local problems? Why? How could	CPF	GD

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
	progress		it be improved?		
Effectiveness	C-P Relations progress	2	Do the police contact the CPF? How? What for? How often?	CPF	GD
Effectiveness	C-P Relations progress	2	Do you believe that the relationship between the police and the community has changed over the last three years? Does it have an impact on security?	CPF	GD
Effectiveness	C-P Relations progress	2	How often police reach out to you to facilitate information seeking, testimony or other support?	CPF	GD
Effectiveness	CC issues	2	How would you describe police-women relationship?	CPF	GD
Effectiveness	CC issues	2	Is there a specific officer to contact when the victim is a woman?	CPF	GD
Effectiveness	CC issues	2	How would you describe police-youth relationship?	CPF	GD
Effectiveness	CC issues	2	How would you describe police-disabled relationship?	CPF	GD
Effectiveness	CPF Challenges and response	2	What kind of problems do you solve with the police? How? Do you use the problem solving training?	CPF	GD
Effectiveness	C-P Relations progress	2	Who do you think should be involved in police operations?	CPF	GD
Effectiveness	C-P Relations progress	2	Does the CPF coordinate with Salish? Union Parishad? NGOs? Victims?	CPF	GD
Effectiveness	CPF Challenges and response	2	What were the obstacles for CPF activities? How did you address them?	CPF	GD
Effectiveness	C-P Relations progress	2	What are the main challenges for you to increase the trust of people into the police?	CPF	GD
Effectiveness	Training effectiveness	2	How do you apply the disaster management training?	CPF	GD
Sustainability	CPF sustainability	2	Will the CPF sustain/continue without the support of the project? How? Why?	CPF	GD
Sustainability	CPF sustainability	2	Will the CPF sustain/continue without the support of the project? How? Why?	IP	KII
Sustainability	CPF sustainability	2	Will the CPF sustain/continue without the support of the project? How? Why?	TAF	GD
Sustainability	CPF sustainability	2	Will the CPF sustain/continue without the support of the project? How? Why?	USAID	GD
Effectiveness	C-P Relations progress	2	Do you believe that the relationship between the police and the community has changed over the last three years? Does it have an impact on security?	Police	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Effectiveness	C-P Relations progress	2	Do you contact the CPF? How often? About what issues? To exchange what type of information?	Police	KII
Sustainability	C-P Relations progress	2	Which are the organizations you contact the most? When investigating a case, what are the differences between a ward with a CPF supported by the project and a ward not supported by the project?	Police	KII
Sustainability	C-P Relations progress	2	How are the CPF useful to you? Your work? Crime reduction?	Police	KII
Sustainability	CPF sustainability	2	How will the CPF sustain/continue without the support of the project?	Police	KII
Effectiveness	C-P Relations progress	2	Do you believe that the relationship between the police and the community has changed over the last three years? Does it have an impact on security?	IP	KII
Effectiveness	CPF Challenges and response	2	What were the obstacles for CPF activities? How did you address them?	IP	KII
Effectiveness	CPF challenges and response	0	What mechanisms have been put in place to address political interference? How effective?	IP	KII
Effectiveness	CPF Challenges and response	2	What were the obstacles for CPF activities? How did you address them?	TAF	GD
Effectiveness	CPF challenges and response	0	What mechanisms have been put in place to address political interference? How to you prevent vigilantism? How effective? How do you know?	TAF	KII
Sustainability	CPF sustainability	2	How will the CPF sustain/continue without the support of the project?	TAF	KII
Sustainability	CPF sustainability	2	How do you understand the role of the CPF	LG	
Effectiveness	C-P Relations progress	2	Do you believe that the relationship between the police and the community has changed over the last three years? Does it have an impact on security?	Police	KII
Effectiveness	CC issues	2	How would you describe police-disabled relationship?	LG	GD
Sustainability	CPF sustainability	2	How will the CPF sustain/continue without the support of the project?	LG	KII
Sustainability	CPF sustainability	2	How will the CPF sustain/continue without the support of the project?	Other Donors	KII
Effectiveness	AR effectiveness	2	How have the AR activities been evaluated? What were the results?	TAF	KII
Effectiveness	AR effectiveness	2	How have the AR activities been evaluated? What were the results?	MIS	QA
Effectiveness	AR effectiveness	2	Was there a pilot for the AR activities? Was there an assessment? What was the result?	TAF	KII
Effectiveness	AR effectiveness	2	Were the AR activities tailored to the local drivers of behavioral change?	TAF	KII
Effectiveness	AR effectiveness	2	Were the AR activities tailored to the local drivers of behavioral change?	IP	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Effectiveness	AR effectiveness	2	Were the intended activities implemented, such as Gomghira, Kabadi	TAF	KII
Effectiveness	AR Effectiveness	2	Involvement of PACOM? Cricket? Student contest?	TAF	KII
Effectiveness	AR Effectiveness	2	150 CPF leaders roundtables? Outcomes?	TAF	KII
Effectiveness	AR Effectiveness	2	150 CPF leaders roundtables? Outcomes?	IP	KII
Effectiveness Sustainability	CPF Facilitation	2	Progress in reducing level of effort to facilitate the CPF meetings? Supervision without assistance?	TAF	KII
Effectiveness Sustainability	CPF Facilitation	2	Progress in reducing level of effort to facilitate the CPF meetings? Supervision without assistance?	MIS	QA
Effectiveness Sustainability	CPF Facilitation	2	Progress in reducing level of effort to facilitate the CPF meetings? Supervision without assistance?	IP	KII
Effectiveness	C-P Relations open house	2	Open House Evaluations? Result? Did people attend? What was the follow up? Was it useful? What was done, discussed?	IP	KII
Effectiveness	C-P Relations open house	2	Open House Evaluations? Result? Did people attend? What was the follow up? Was it useful? What was done, discussed?	TAF	KII
Effectiveness	C-P Relations open house	2	Open House Evaluations? Result? Did people attend? What was the follow up? Was it useful? What was done, discussed?	MIS	QA
Effectiveness	C-P Relations open house	2	Open House Evaluations? Did people attend? How was it received in the Police? Was is useful? What was done, discussed?	Police	KII
Effectiveness	C-P Relations open house	3	Open House Evaluations? Did people attend? How was it received in the Police? Was is useful? What was done, discussed?	CPF	KII
Effectiveness	C-P Relations joint patrols	2	How were the joint patrols prepared, received, evaluated, perceived as useful?	MIS	QA
Effectiveness	C-P Relations joint patrols	2	How were the joint patrols prepared, received, evaluated, perceived as useful?	TAF	KII
Effectiveness	C-P Relations joint patrols	2	How were the joint patrols prepared, received, evaluated, perceived as useful?	IP	KII
Effectiveness	C-P Relations joint patrols	2	How were the joint patrols prepared, received, evaluated, perceived as useful? Did you get information on hotspots?	Police	KII
Effectiveness	C-P Relations joint patrols	2	How were the joint patrols prepared, received, evaluated, perceived as useful? What was the result? Did you get what you expected?	CPF	KII
Efficiency	Efficiency	0	Are the objectives being achieved economically by the project intervention? Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?	TAF	

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Efficiency	Efficiency		Are the objectives being achieved economically by the project intervention? Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?	USAID	
Efficiency	Other Programs approach	0	Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?	Other Donors	KII
Efficiency	Efforts to be cost-aware	0	Cost-sharing efforts? Which ones? Examples?	TAF	KII
Efficiency	Efforts to be cost-aware	0	Cost-minimizing measures? Which ones? Examples?	TAF	KII
Efficiency	Efforts to be cost-aware	0	Maximizing the number of beneficiaries? How?	TAF	KII
Efficiency	Efforts to be cost-aware	0	Contingency plan for last minute non-attendance to training?	TAF	KII
Efficiency	Efforts to be cost-aware	2	Spill over effect for CPF?	TAF	KII
Efficiency	Efforts to be cost-aware	0	Cost-sharing?	IP	KII
Efficiency	Efforts to be cost-aware	0	Cost-minimizing measures?	IP	KII
Efficiency	Efforts to be cost-aware	0	Maximizing the number of beneficiaries	IP	KII
Efficiency	Efforts to be cost-aware	0	Contingency plan for non-attendance?	IP	KII
Efficiency	Efforts to be cost-aware	2	Spill over effect for CPF, geo locations	IP	KII
Efficiency	Results achieved on time	0	Were the results achieved on time?	TAF	KII
Management and administration	Structure fit for purpose	0	How effective was the structure of the CBP program in meeting the initial objectives of the SOW? Why? How well was the CBP Project ran? What management aspects could have been improved? In designing a future project similar to CBP, what would you change about the management structure? What things did not go well with the CBP Project? Why? How might they have been improved?	USAID	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Management and administration	Structure fit for purpose	0	How effective was the structure of the CBP program in meeting the initial objectives of the SOW? Why? How well was the CBP Project ran? What management aspects could have been improved? In designing a future project similar to CBP, what would you change about the management structure? What things did not go well with the CBP Project? Why? How might they have been improved?	Police	KII
Management and administration	Structure fit for purpose	0	How effective was the structure of the CBP program in meeting the initial objectives of the RFT? Why? How did you change it? What management aspects could have been improved? In designing a future project similar to CBP, what would you change about the management structure?	TAF	KII
Management and administration	Structure fit for purpose	0	How effective was the structure of the CBP program in meeting the initial objectives of the SOW? Why? How well was the CBP Project ran? What management aspects could have been improved? In designing a future project similar to CBP, what would you change about the management structure? What things did not go well with the CBP Project? Why? How might they have been improved?	IP	KII
Management and administration	Support to IP	0	How effective was your orientation? Did you feel that you had the required training, support to do your work?	IP	KII
Management and administration	Design Change	0	What were the changes of the design? When? Why? How many? How?	USAID	KII
Management and administration	Design Change	0	What were the changes of the design? When? Why? How many? How?	TAF	KII
Management and administration	Mix of activities, design quality	0	Was the mix of intervention appropriate? What are the linkages between the components of the project?	TAF	KII
Management and administration	Mix of activities, design quality	0	Was the mix of intervention appropriate?	USAID	KII
Management and administration	Mix of activities, design quality	0	Was the mix of intervention appropriate?	Police	KII
Management and administration	Coordination with US Gov	0	How did you management working with several different part of the US gov (USAID, ICITAP/DOJ, PACOM/DOD, State Dept?)	TAF	KII
Management and administration	Coordination with US Gov	0	How did TAF managed working with several different part of the US gov (USAID, ICITAP/DOJ, PACOM/DOD, State Dept?)	USAID	KII
Management and administration	Coordination with other donors	0	How did you coordinate with other donors? What mechanisms have been put in place?	TAF	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Management and administration	Coordination with other donors	0	How was donor coordination? What mechanisms have been put in place?	USAID	KII
Management and administration	Coordination with other donors	0	How was donor coordination? What mechanisms have been put in place?	Other Donors	KII
Management and administration	management tools and response	0	What are the evaluation tools? Use? MIS? What do you think about them? Do they tell you what you need to know? Is PMP effective to make decisions? Do they have gender disaggregated data?	TAF	KII
Management and administration	management tools and response	0	What are the evaluation tools? Use? MIS? What do you think about them? Do they tell you what you need to know? Is PMP effective to make decisions? Do they have gender disaggregated data?	MIS	Doc
Management and administration	management tools and response	0	What are the evaluation tools? Use? MIS? What do you think about them? Do they tell you what you need to know? Is PMP effective to make decisions? Do they have gender disaggregated data?	USAID	KII
Management and administration	management tools and response	0	What are the evaluation tools? Use? MIS? What do you think about them? Do they tell you what you need to know? Is PMP effective to make decisions? Do they have gender disaggregated data?	IP	KII
Effectiveness	Success	0	Which of CBP activities were the most successful? Why? How do you it was a success?	TAF	KII
Effectiveness	Success	0	Which of CBP activities were the most successful? Why? How do you it was a success?	USAID	KII
Effectiveness	Success	0	Which of CBP activities were the most successful? Why? How do you it was a success?	Police	KII
Effectiveness	Success	2	Which of CBP activities were the most successful? Why? How do you it was a success?	IP	KII
Effectiveness	Success	2	What is the most useful to you? What are you the most proud about with the work of the CPF?	CPF	GD
Effectiveness	Success	2	What is the most useful to you? What are you the most proud about with the work of the CPF?	LG	KII
Effectiveness	Success	2	What is the most useful to you? What are you the most proud about with the work of the CPF?	CBO	GD
Effectiveness	Success	0	Which of CBP activities were the most successful?	Other Donors	KII
Relevance	Project still responds to local	0	To what extent are the project's objectives still relevant to the current development circumstances in Bangladesh? Has there been dramatic changes	TAF	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
	needs		in the context? GoB support / Police will that this support is not longer relevant?		
Relevance	Project still responds to local needs	0	To what extent are the project's objectives still relevant today?	IP	KII
Relevance	Project still responds to local needs	0	To what extent are the project's objectives still relevant to the current development circumstances in Bangladesh and will they provide sufficient guidance for appropriate programmatic and technical assistance decisions?	Police	KII
Relevance	Project still responds to local needs	0	To what extent are the project's objectives still relevant to the current circumstances in Bangladesh? Has there been dramatic changes in the context? Has there been changes in the GoB support that this support is not longer relevant?	Other Donors	KII
Relevance	Project still responds to local needs	0	Do you think that these activities are still responding to your security needs?	LG	KII
Relevance	Project still responds to local needs	0	Do you think that these activities are still responding to your security needs?	CPF	GD
Relevance	Project still responds to local needs	0	Do you think that these activities are still responding to your security needs?	CBO	GD
Relevance	Project still responds to local needs	0	To what extent are the project's objectives still relevant to the current development circumstances in Bangladesh? Has there been dramatic changes in the context? GoB support / Police will that this support is not longer relevant?	USAID	KII
Effectiveness	Unexpected results	0	Has the project resulted into something unplanned?	TAF	KII
Effectiveness	Unexpected results	0	Has the project resulted into something unplanned?	Police	KII
Effectiveness	Unexpected results	0	Has the project resulted into something unplanned?	USAID	KII
Effectiveness	Unexpected results	0	Has the project resulted into something unplanned?	IP	KII
Effectiveness	CPF Selection		CPF targeting	IP	KII

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Efficiency					
Effectiveness	CPF Selection	2	How were the CPF targeted? How long did it take?	TAF	KII
Effectiveness	CP in the GoB		Were directives issued to ensure Police and Ansar compliance with the program's objectives?	MOHA	KII
Effectiveness	Impact	0	Has the security improved over the last three years in the project area?	D	Doc Review
Effectiveness	CP as an approach to public safety	0	Is CP an adapted approach to public safety in Bangladesh? Is CP an adapted approach to public safety in Bangladesh? Considered too soft by reluctant officers? What is the link between CP and crime prevention within the BP? With crime reduction? How other local security actors involved? Can you rank the most effective ways to ensure public safety? Patrolling presence / crime prevention / Rapid response / CP /public order / tackle gun crime / relation with the community Police KII QL	D	Doc Review
Effectiveness	Policy progress	0	Has the project achieved its target objectives?	MIS	QA
Effectiveness	Policy progress	3	Has the project expanded the CP policy mandate	D	Doc Review
Effectiveness	Policy clarity and progress	3	What are the guidelines used for the CPF role? Are they effective? Have more specific guidelines been developed to clarify the CPF's role? What tools have developed? Guidelines/criteria for CPF creation? Facilitation? Open house? Joint Patrol?	D	Doc Review
Effectiveness	Legal Framework Review	3	What were the findings of the review of laws, policies and regulations? How was it used?	D	Doc Review
Effectiveness	Policy Dialogue	0	How was the top Police Management involved? How to involve the reluctant high officers?	D	Doc Review
Effectiveness	Policy dialogue	3	Were meetings/roundtables/policy dialogue organized with MOHA? Was is useful? What was the outcome?	D	Doc Review
Effectiveness	CP in the B Police	0	CP place in BP organizational structure, policies, budget? Was there a demand for this type of support before the CBP, why was the start rough? How is CBP integrated into the police, at the national level? Link to CPC? At the local level?	D	Doc Review
Sustainability	CP in the B Police	0	What is the status of CPOs?	D	Doc Review
Sustainability	B Police ownership of CBP	0	Support and commitment from B Police management	D	Doc Review
Effectiveness	USAID Support	0	What was USAID support? Level of involvement? Monitoring? in the policy	D	Doc Review

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
			dialogue? Linkages to other USAID related projects?		
Effectiveness Efficiency	CPF Selection	0	How was the Project's geographical focus targeted? Criteria? Why? How were the CPF selected? Criteria? Why? Why 4 CPF/Upazila? Was there a definite decision for a low density coverage?	TAF	Doc Review
Effectiveness	CPF re-forming	0	How did the activation of the CPF worked? How were the CPF re-formed? What were the challenges?	D	Doc Review
Effectiveness Sustainability	DCC DIV effectiveness	2	Progress in implementing the DCC and Div level meetings, linkages to the PRP?	D	Doc Review
Effectiveness	CP Communication	3	Was a national CP communication strategy developed? Implemented? Why?	D	Doc Review
Effectiveness	CP Communication	3	How is the bulletin distributed? Used? Read? Why? Integrated?	D	Doc Review
Effectiveness	CP Communication	3	Was a video developed? Broadcasted? Used in training?	D	Doc Review
Effectiveness	CP Communication	3	Has the project considered the various ways citizens and community groups have to approach police? Emergency number? Stations? SMS?	D	Doc Review
Effectiveness	Training Effectiveness	1	Has the project achieved its target objectives?	MIS	QA
Effectiveness	Training Effectiveness	1	Has the project achieved its target objectives?	MIS	QA
Effectiveness	Training Effectiveness	1	Has the training for the Police been appreciated? Used? Why? How was it applied? What was useful?	D	Doc Review
Effectiveness	Training Effectiveness	1	Has the training been appreciated? Used? Integrated?	MIS	QA
Effectiveness	Training Effectiveness	2	Has the training of CPF members been appreciated? Used? Why? How was it applied? What was useful?	D	Doc Review
Sustainability	Training sustainability	1	Is there a line in the Police budget to continue CP training? Is it integrated to the cycle? How?	D	Doc Review
Effectiveness Sustainability	Training Effectiveness	1	Did you receive your management's support to apply the training? How?	D	Doc Review
Effectiveness Sustainability	Training Effectiveness	1	Did you receive assistance to apply the training? What? How?	D	Doc Review
Effectiveness	Training	1	How are the trainees selected? Why?	D	Doc Review

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Sustainability	Ownership				
Effectiveness Sustainability	Training targeting	1	How was the targeted rank decided? Why?	D	Doc Review
Effectiveness Sustainability	Training ownership	1	What was the training material approval process and authority?	D	Doc Review
Effectiveness Sustainability	Training relevance	1	Was the training process and material tailored to BP?	D	Doc Review
Effectiveness Sustainability	Training relevance	1	Is the Police behavior demonstrating CP values?	D	Doc Review
Effectiveness Sustainability	Training sustainability	1	Will the training continue after the project?	D	Doc Review
Effectiveness	Training disaster	1	How was the training on disaster preparedness developed	D	Doc Review
Sustainability	CP in the B Police	1	What is the status of MTs? How do you think it is going to affect Police officers' career?	D	KII
Sustainability	CP in the B Police	1	Is promotion linked to the CP training? Is it mandatory?	D	KII
Effectiveness	CPF Effectiveness	2	Has the project achieved its target objectives?	MIS	QA
Effectiveness	CPF Effectiveness	2	Has the project achieved its target objectives?	MIS	QA
Effectiveness	CPF Effectiveness	2	Has the project achieved its target objectives?	MIS	QA
Effectiveness	CPF CC issues	2	Nb and Role of women in CPFs	D	Doc Review
Effectiveness	C-P Relations progress	2	Has the relationship between the police and the community changed over the last three years? Does it have an impact on security?	D	Doc Review
Effectiveness	CC issues	2	police-women relationship?	D	Doc Review
Effectiveness	CC issues	2	police-youth relationship?	D	Doc Review
Effectiveness	CC issues	2	police-disabled relationship?	D	Doc Review
Effectiveness	CPF effectiveness	2	Are CPF functioning? are CPF beneficial to people? Well organized	D	Doc Review
Effectiveness	C-P Relations progress	2	Does the CPF coordinate with Salish? Union Parishad? NGOs? Victims?	D	Doc Review
Effectiveness	CPF Challenges and response	2	What were the obstacles for CPF activities? How were they addressed?	D	Doc Review
Sustainability	CPF sustainability	2	Will the CPF sustain/continue without the support of the project? How? Why?	D	Doc Review
Effectiveness	CPF challenges	0	What mechanisms have been put in place to address political interference?	D	Doc Review

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
	and response		How effective?		
Effectiveness	AR effectiveness	2	How have the AR activities been evaluated? What were the results?	MIS	QA
Effectiveness	AR effectiveness	2	Was there a pilot for the AR activities? Was there an assessment? What was the result?	D	Doc Review
Effectiveness	AR effectiveness	2	Were the AR activities tailored to the local drivers of behavioral change?	D	Doc Review
Effectiveness	AR effectiveness	2	Were the intended activities implemented, such as Gomghira, Kabadi	D	Doc Review
Effectiveness	AR Effectiveness	2	Involvement of PACOM? Cricket? Student contest?	D	Doc Review
Effectiveness	AR Effectiveness	2	150 CPF leaders roundtables? Outcomes?	D	Doc Review
Effectiveness Sustainability	CPF Facilitation	2	Progress in reducing level of effort to facilitate the CPF meetings? Supervision without assistance?	MIS	QA
Effectiveness	C-P Relations open house	2	Open House Evaluations? Result? Did people attend? What was the follow up? Was it useful? What was done, discussed?	MIS	QA
Effectiveness	C-P Relations joint patrols	2	How were the joint patrols prepared, received, evaluated, perceived as useful? What was the result? Did you get what you expected?	MIS	QA
Efficiency	Efficiency		Are the objectives being achieved economically by the project intervention? Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?	D	Doc Review
Efficiency	Other Programs approach	0	Is there evidence from the implementation of CBP to suggest that alternative program approaches may have been more successful?	D	Doc Review
Efficiency	Efforts to be cost-aware	0	Cost-sharing?	D	Doc Review
Efficiency	Efforts to be cost-aware	0	Cost-minimizing measures?	D	Doc Review
Efficiency	Efforts to be cost-aware	0	Maximizing the number of beneficiaries	D	Doc Review
Efficiency	Efforts to be cost-aware	0	Contingency plan for non-attendance?	D	Doc Review
Efficiency	Efforts to be cost-aware	2	Spill over effect for CPF, geo locations	D	Doc Review
Efficiency	Results achieved on time	0		D	Doc Review

Evaluation Dimension	Information sought	IR	Sub-question	Source	Methodology
Management and administration	Structure fit for purpose	0	How effective was the structure of the CBP program in meeting the initial objectives of the SOW? Why? How well was the CBP Project ran? What management aspects could have been improved? In designing a future project similar to CBP, what would you change about the management structure? What things did not go well with the CBP Project? Why? How might they have been improved?	D	Doc Review
Management and administration	Design Change	0	What were the changes of the design? When? Why? How many? How?	D	Doc Review
Management and administration	Mix of activities, design quality	0	Was the mix of intervention appropriate?	D	Doc Review
Management and administration	Coordination with US Gov	0	How did you management working with several different part of the US gov (USAID, ICITAP/DOJ, PACOM/DOD, State Dept?)	D	Doc Review
Management and administration	Coordination with other donors	0	How did you coordinate with other donors? What mechanisms have been put in place?	D	Doc Review
Management and administration	management tools and response	0	What are the evaluation tools? Use? MIS? What do you think about them? Do they tell you what you need to know? Is PMP effective to make decisions? Do they have gender disaggregated data?	MIS	Doc
Management and administration	Impact	0	Have you researched data and information on how security has been affected in the areas or work over the last 3 years?	TAF	KII
Effectiveness	Success	2	Which of CBP activities were the most successful? Why? How do you it was a success?	D	Doc Review
Relevance	Project still responds to local needs	0	To what extent are the project's objectives still relevant to the current development circumstances in Bangladesh and will they provide sufficient guidance for appropriate programmatic and technical assistance decisions?	D	Doc Review
Effectiveness	Unexpected results	0	Has the project resulted into something unplanned?	D	Doc Review
Effectiveness Efficiency	CPF Selection	0	CPF targeting	D	Doc Review
Effectiveness Relevance	Design Quality	0	Use of international best practice, support from HQ technical expertise?	D	Doc Review
Effectiveness Relevance	CP in the GoB	0	Were directives issued to ensure Police and Ansar compliance with the program's objectives?	D	Doc Review

ANNEX 6: SUSTAINABILITY CHECKLIST, TAF

Sustainability Criteria	Indicator	Score (1 to 5)
Communication	Calls or regular visits with police on the part of citizens.	
	Posting or verbal sharing of meeting minutes in bazaar, school, etc.	
Regular attendance	Attendance by police (preferably the same officer each time).	
	Attendance by key leaders (president, secretary, teacher, businessman).	
	Attendance by female community members.	
Meeting arrangements	U-shaped circle of chairs.	
	Visible display of the meeting minutes.	
Ownership of CPF activities	Citizens lead discussions and take responsibility for action plan.	
	Police also lead discussion and implement action plans.	
	Responsibility is rotated frequently among different citizens and police.	
Commitment outside meeting	Leadership in awareness raising activities outside of meeting.	
	Speak to fellow citizens about how to prevent crimes outside of meeting.	
Quality meeting implementation	Introduction that covers minutes from last minute.	
	Discussion of one major crime issue.	
	Closing statement and summary.	
	Setting date and time of next meeting at close of discussion	
Community representation & participation	Most citizens actively participate in discussion.	
	Police also participation in meeting discussion.	
	Needs of the wider community are well represented.	
Key concepts	Use of SARA problem solving model, including each of the 4 steps.	
TOTAL SCORE (OUT OF 100)		%
GRADE (A, B or C)		

Sustainability checklist, source TAF

ANNEX 7: RECOMMENDATIONS FOR CBP

- **Explore options to continue funding CBP to secure existing results and respond to the demand for reforms.** The project is closing as it reaches a peak in terms of achievements, without sufficient support to sustain them. Based on performance, support to CBP should continue until sustainability is ensured. All 25 police officers interviewed and the 86 CPF and DCC members interviewed voiced concerns about the end of the project. Stakeholders invested time, effort, and trust in a process that is only “beginning.” As one BP manager said, “TAF made substantial efforts to get a foot in the door. We now trust each other. There is a crying demand for reforms to start a change in the BP, and we cannot continue.” CBP’s results have created a window of opportunity to make a lasting impact.
- **Use the mid-term review of PHR in mid-February 2014 to address potential overlap between PHR and CBP.** At the request of USAID, the Evaluation Team explored opportunities for other USAID DG projects to take over funding of CBP. PHR and CBP are sufficiently similar for PHR to offer some potential to absorb CBP. However, this would require substantial restructuring of PHR, since the objectives, counterparts, levels of intervention, and coverage of the two projects differ, and the geographic overlap is very small (7 of 518 CPFs).
- At first sight, many obstacles challenge this approach for sustaining CBP efforts: lack of geographical overlap (very low level), lack of objectives convergence, different partners and beneficiaries, different levels of interventions. Without major restructuring of these projects (including addition of new community policing skills), this approach appears to be impossible to implement.
- The Protecting Human Rights (PHR) project, implemented by Plan International might have potential for continuing some activities.
 - The goal of PHR is to reduce the high prevalence of domestic violence and other related human rights violations (including, but not limited to, child marriage, anti-stalking, dowry, physical humiliation, torture, trafficking, rape, and child abduction). Looking at the scope of both projects, there is a strong overlap as issues discussed in CPF and issues addressed by the PHR are 70% similar.
 - One of the three types of PHR interventions focuses on “increasing the awareness and capacity of communities throughout Bangladesh to reduce domestic violence”, which clearly provides an entry point.
 - PHR has also developed some community policing activities where training is targeted at people selected by the OC in police stations. Some of them often include CPF members. They attend the courtyard meetings and conduct awareness raising events. They identify domestic violence at the field level and provide legal support, referral for medical services, and shelter services.

- The main and local structures of the PHR are the Social Protection Groups (SPGs). In *upazilas* where there were CPFs supported by the CBP project, the corresponding SPGs maintained some links, with CPF members informally participating in SPG activities. However, both structures are not at the same level: SPG are at the union level, whereas CPF are at the ward level.
 - PHR's relationship with the police is not as extensive as that of CBP, but the project maintains relationships with OC, Inspector and Sub-inspectors at the police station, and visits them every six months.
 - However, the current overlap is extremely limited as 3 SPGs overlap with 7 CPFs (out of 518).
- **If USAID continues to support CBP, some issues need to be addressed to inform the next phase (CBP 2):**
 1. Funding should be matched by GoB earmarking for CP activities. The GoB may mark funds for each *upazila* to organize activities, or channel the funds through the local Union Parishad or the BP, using regional agreements with local NGOs.
 2. Based on a joint design process with selected CPFs and the BP, CBP 2 should engage on those reforms necessary for the sustainability of CP, focusing on community contribution, BP training systems, BP monitoring systems (BP MIS) and expanding the CPO pool and status.
 3. Based on a detailed review of the CPF database, CBP 2 should continue to support current CPFs and increase the number of beneficiary wards by applying a carefully designed spillover strategy. CBP 2 should expand the number of wards per *upazila* rather than increasing the number of *upazilas*.
 4. CBP 2 should reconsider linkages to other DG projects, in particular PHR, ACT, and SDLG.
 5. CBP 2 needs to ensure that funds are sufficient to engage all local security actors as well as the local government.
 6. AR activities should continue as support activities to the CPFs and the citizen-police relationship.
 7. Based on IPs performance, CBP should scale up the scope and budget of the two best performing IPs (RDRS and MKP), maintain support to the medium-performance IP, and consider terminating the low-performance IP.

ANNEX 8: EVALUATION PROCESS AND TIMING

Phases/Deliverables	Timeline
I. Inception	10 – 21 Sept
Review background documents	10 – 12 Sep
Team Leader arrival in Bangladesh	14 Sep
<ul style="list-style-type: none"> • Team Planning Meeting in Dhaka 	15 Sep
<ul style="list-style-type: none"> • Submit draft Work Plan to USAID 	15 Sep
<ul style="list-style-type: none"> • In-brief with USAID/Bangladesh at 3PM 	16 Sep
<ul style="list-style-type: none"> • Inception Workshop with CBP/TAF staff 	17 Sep
<ul style="list-style-type: none"> • Submit Final Work Plan to USAID 	21 Sep
II. Data collection	16 Sept – 7 Nov
Meetings in Dhaka	16 – 20 Sept / 29 Sept – 8 Oct
Field visits	21 – 29 Sept
Submit annotated report outline and draft presentation to USAID	3 Oct
USAID provides comments on outline and draft presentation	6 Oct
<ul style="list-style-type: none"> • Presentation and debriefing with DG Team at USAID 	7 Oct
<ul style="list-style-type: none"> • Presentation and debrief with other key stakeholders 	8 Oct
Expat Team members depart	9 Oct
III. Analysis	16 Sept – 7 Nov
Analysis and product drafting of the report	16 Sept – 7 Nov
Produce draft report	11 Oct – 22 Nov
<ul style="list-style-type: none"> • Submit draft report to USAID 	22 Nov
USAID review draft report	22 Nov – Nov
IV. Finalization	19 Nov – 4 Dec
Team revises draft report	19 Nov – 4 Dec
<ul style="list-style-type: none"> • Submit Final Report to USAID 	20 Jan

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