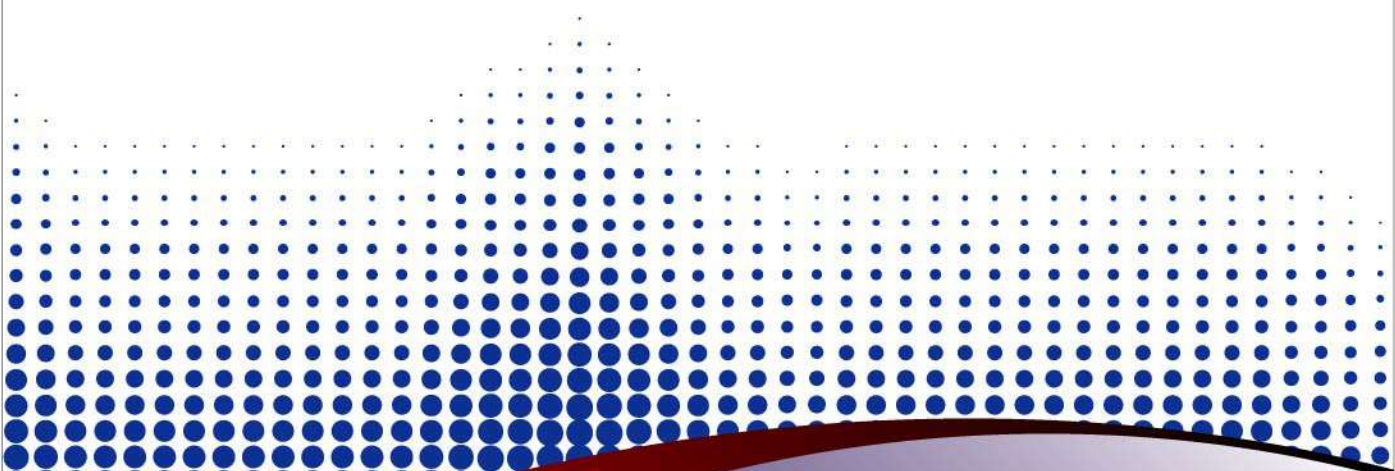




Bangladesh Police Women Network

Strategic Plan

2021-2023



Bangladesh Police Women Network (BPWN)

Bangladesh Police Women Network

Strategic Plan 2021-2023



Bangladesh Police Women Network (BPWN)



Strategic Plan 2021-2023

Acknowledgement

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Bangladesh Police Women Network (BPWN)



Preface



Inspector General of Police
Bangladesh

Bangladesh Police Women Network (BPWN) is one of the largest professional women's network within Bangladesh, comprising of 15,000 women police officers. BPWN has been working tirelessly to inspire women police officers since 2008.

Five strategic aims of its current 3-year Strategic Plan will support Bangladesh Police to achieve its SDG goal, Vision 2041 and Delta Plan 2100.

To commemorate the Golden Jubilee of our Independence and birth centenary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman, Bangladesh Police has established **Women and Children Support Desks** in all police stations of Bangladesh. Bangladesh Police has also initiated **Police Cyber Support for Women** service for the security of women in cyber space.

BPWN Strategic Plan's aims will increase focus on these issues by strengthening women's position within Bangladesh police, maximizing their potential and promoting an appropriate working environment for women.

Women police officers of Bangladesh Police shall be more inspired, confident and dedicated to serve through the implementation of this strategic plan.

Dr. Benazir Ahmed BPM (Bar)



Bangladesh Police Women Network (BPWN) was formed in 2008 to raise a platform for police women working in Bangladesh Police. Supported by the UNDP Police Reform Program (PRP) the Network advanced with the police women working through environmental challenges, capacity building, and progression issues. With the PRP ceasing in 2015, BPWN executive members found new challenges in advancing the BPWN Aims and objectives.

The declared vision and objectives of BPWN in 2008 were identified as needing a review based on the progress BPWN has made during the past 11 years and how the role of Policing has also changed. The BPWN executives were also keen for the network to set an example to other professional Women's Networks both nationally, regionally and internationally.

What is the desired future? What are the hopes and dreams of BPWN? Who and what they are aspiring to change? What problems are they solving for the greater good?

These questions were brought to BPWN to set strategic priorities on Strengthening Women's position within Bangladesh Police. The priorities were defined by BPWN as, increasing the representation of women, maximizing the potential of women, promoting an appropriate working environment for women and maximizing the contribution of the BPWN in supporting Bangladesh Police to provide a Gender Responsive Policing Service. All these priorities would also serve to improve the safety and security of women and girls within communities.

This Strategic Plan will lead BPWN to achieve these Aims.

Amena Begam BPM
President, Bangladesh Police Women Network
Deputy Inspector General (DIG)
(Protection & Protocol), Special Branch



When women participate in law enforcement, at all levels and in all roles, law enforcement is more responsive to, and reflective of, the community it serves. The meaningful participation of women in law enforcement is known to increase operation effectiveness, improves law enforcement responses to sexual and gender-based crimes, enhances community trust, and decreases corruption.

It is based on this evidence and understanding that UN Women has supported Bangladesh Police Women Network review their vision, objectives and strategic priorities through a participatory process. The result is this new Strategic Plan. We hope that this plan will contribute towards a critical mass of women at all levels and in all different areas of police work in Bangladesh and institutional transformation of Bangladesh Police to deliver gender responsive policing services for greater safety and security of people of all genders across Bangladesh.

A handwritten signature in blue ink, appearing to read "Shoko Ishikawa".

Shoko Ishikawa
Country Representative
UN Women Bangladesh



Strategic Planning serves as an important evolutionary process for any organization. Working together to develop the strategic plan ensures that the members of the governing body have cohesively identified the immediate priorities for the organization. This process requires the organization to create goals and objectives and to make decisions about how they will be achieved. The strategic plan clarifies the mission, vision and values and creates a roadmap to move the organization forward as well as the tools for assessing progress. This plan will serve as an important guide for all discussions and decision making, including financial considerations and allocation of assets, in order to accomplish the objectives.



Deborah Friedl

Deborah Friedl

President

International Association of Women Police

BPWN Strategic Plan

2021-2023

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Executive Summary

The Bangladesh Police Women Network's Strategic Plan is intended to provide clear direction for the network and to support the Bangladesh police to fulfill its commitments within the Bangladesh National Action Plan for Women, Peace and security (UNSC Resolution 1325).

BPWN has a clear role in enabling the Bangladesh Police to become a gender-sensitive organization, providing for both the needs of its female staff and gender-responsive to the needs of women and girls and men and boys in local communities.

This strategic plan is designed to ensure women within Bangladesh police are empowered and enabled to play a key role in supporting Bangladesh Police in meeting its own strategic aims and to support its delivery of a gender-responsive service to all communities, including the safety and security of women and girls. However, there is a limit to what BPWN can achieve without additional support, this strategic plan focuses on what can be achieved over a 3-year period, including the strengthening of BPWN governance structures to ensure its sustainability well into the future.

The implications of the global COVID-19 pandemic have gone far beyond health, to touch every aspect of life and increase the vulnerability of millions. While the evidence that women and girls are at risk in specific, gendered ways, grows, the BPWN strategic plan provides an important framework through which to ensure gender-responsive police service delivery to women and girls in all communities throughout Bangladesh.

The development of this strategic plan has utilised experiences of strategic planning in other international police women's associations and networks, including the International Association of Women Police (IAWP) to which BPWN is affiliated. Strategic planning for such associations often necessitates the identification and development of funding streams as part of the strategic aims themselves as these organisations rarely benefit from having funding in place on which to base their strategic priorities.

About the Bangladesh Police Women's Network (BPWN)

The Bangladesh Police women's Network (BPWN) is an organization dedicated to expanding the prospects for women police in the profession through networking and leadership. Police women commenced their journey in 1974 with the employment of 6 women by the Great Leader Father of the Nation Bangabandhu Shiekh Mujibur Rahman. At present there are 15,235 (7.96% of total strength) women in Bangladesh Police working in different capacities including commanding the districts and UN Peacekeeping. The BPWN aims to provide leadership for achieving national and global objectives for women's development through capacity building and professional skill development of women in policing.

Bangladesh Police women's Network was launched in 2008 with the support of UNDP as part of the Police Reform Program (PRP) achieving a number of positive outcomes since that time. In 2015 BPWN became self-sustaining as the PRP project was closed, since then the network has established focal committees in all Police Units to address and communicate with all levels and ranks of police women in Bangladesh Police.

BPWN had ten stated objectives, declared at the time of its launch in 2008, these have been reviewed and replaced by a suite of Strategic Aims. The Strategic Aims are long-term and are supported by a number of medium and short-term goals and objectives. BPWN has developed this Strategic Plan to further the sustainable development of women in policing in Bangladesh that shall bring a sense of security among women in the community. The security of women and children is a prerequisite of sustainable development.

Vision

To achieve a gender balanced and a women friendly environment in all units of Bangladesh Police, and gender responsive service delivery to all citizens especially women and girls in Bangladesh.

Mission

To achieve national and global women's development objectives through policewomen's capacity building and professional skill development.

Core Values

Moral Responsibility – Being honest, transparent and fair, acting with integrity, dignity and with respect for diversity;

Excellence – Enhancing skills and abilities through professional development, capacity building and always striving to do the best that we can do;

Collaboration – Sharing our knowledge, skills and experience, engaging with our stakeholders including male colleagues and local communities, working and growing together to achieve positive outcomes;

Innovative Leadership – Being resourceful, courageous and visionary in identifying and removing barriers, taking ownership for identifying solutions and providing motivation through good communication;

Community Focus – Striving to ensure we understand the needs of our members and women and girls in communities in an ever-changing environment.

Strategic Aims

1. To maximise the contribution of women within Bangladesh Police
2. To Increase the Representation of women in Bangladesh Police, across all Ranks and Departments
3. To support the development and progression of women throughout Bangladesh Police.
4. To promote an appropriate working environment for women within Bangladesh Police
5. To Maximize the contribution of the BPWN in supporting Bangladesh Police to provide a gender responsive policing service, thereby improving the safety and security of women and girls within communities.

Situation Analysis

PRP ceased in 2015 and whilst the BPWN has continued to operate it is limited in what it can achieve without additional support. Since the end of the PRP project, the sustainability of the BPWN has become a key issue and has restricted their ability to fulfil their original 10 stated objectives.

Reviewing and developing an updated Vision and Mission and developing a list of core values was required to ensure BPWN remains relevant within the everchanging policing environment.

A key part of the strategic planning process was to address the sustainability of BPWN, including the potential for donor funding, to enable them to further develop their capacity to support Bangladesh police. Whilst it is usual to have funding in place prior to identifying organisational strategic priorities, for associations and networks such as BPWN this is not something they have the benefit of and so within the strategic priorities, identifying sources of funding and other resources is included.

Of particular note in year 1, is the need for BPWN to secure a resource to perform the role of coordinator for the network. Without such a resource it is unlikely members of the BPWN committee will have the capacity to deliver on many of the strategic aims, objectives and actions due to their busy Bangladesh Police roles. A full-time coordinator will also create the capacity to engage in projects and initiatives to support women within Bangladesh Police and women and girls in communities, ultimately enabling BPWN to support the development of Bangladesh Police into a gender sensitive and gender responsive organisation.

Strategic focus 2021 to 2023

Year 1 – Development of the BPWN structure, improving its sustainability and laying the groundwork for years 2 and 3;

Year 2 – Capacity-building of BPWN, Pro-active advocacy, raising awareness of BPWN and its work amongst men, pro-actively engaging with stakeholders (internal & external) and seeking funding and resources from donors and Bangladesh Police;

Year 3 – Implementation of work streams and projects generated in years 2 and 3, institution building activities to support Bangladesh Police to identify barriers and solutions to becoming gender sensitive and gender responsive, and evaluation of and lessons learned from the 3-year life of the plan and preparation of a 2024-2026 plan.

The timeframes identified above are indicative of the expectations by which certain actions are to be completed or commenced, after which they should be on-going unless stated. This does not preclude an action being completed early where BPWN capacity allows. Once a post of BPWN coordinator has been created, a more detailed performance regime can be developed.

Strategic Aims

1

To maximise the contribution of women within Bangladesh Police

Goal 1.1

To enable women within Bangladesh Police to 'have a voice' and for their 'voice to be heard'.

Objectives

- BPWN to strengthen its official capacity outside Dhaka to ensure it has coverage in every police district, particularly in rural areas where women officers are more isolated.
- BPWN to identify a gender focal point within every police unit to address gender issues and report to BPWN executive.
- Disseminate information about BPWN to encourage female officers to share their issues.
- BPWN to advocate for the development and implementation of gender sensitive guidelines for Bangladesh Police.
- Where key policy and decision-making bodies within Bangladesh Police do not have female representation by way of rank, that the BPWN lobby for a 'seat at the table' to represent women and ensure the female perspective is provided to such groups.
- BPWN to provide input to decision-making bodies following consultation with BPWN members.

Goal 1.2

To collect and monitor gender dis-aggregated data on a range of themes across Bangladesh Police

Objectives

- To work with Bangladesh Police to ensure data capture and performance monitoring on gender related issues.
- Advocate for a DIG post to be created for Gender Affairs.
- Review and constantly monitor the position of women within Bangladesh Police and report findings to IGP.
- Monitor data received via helpline/hotline to identify any recurring issues.
- Evaluation of any BPWN initiatives to be carried out on a quarterly basis.

Goal 1.3

To identify and engage with gender-sensitive male colleagues to advocate the benefits women bring to policing, in line with the HeForShe global campaign.

Objectives

- Advocate for Bangladesh Police to commit to the HeForShe global campaign.
- Establish a network of male peer to peer champions to raise awareness of gender issues and to lead their male colleagues by example.
- Recognition of male officers who champion the role of women in policing.

Strategic Aims

2

To increase the representation of women in Bangladesh Police, across all ranks and units.

Goal 2.1

To identify and remove barriers to the recruitment of women and deliver positive action to increase the number of female applicants.

Objectives

- Advocate for Increased quality in the recruitment of women in all tiers.
- Highlighting role models to encourage women and girls in communities to consider policing as a career of choice.
- Positive action events to enable women and girls in communities to understand the opportunities Bangladesh Police provides for women.
- Advocate to provide a female representative on all recruitment committees.

Goal 2.2

To enable a working environment where women are treated with dignity and respect

Objectives

- Advocate for and help facilitate mandatory gender sensitivity/equality training to be delivered to all officers and staff of the Bangladesh police.

- Advocate for gender equality to be mainstreamed into all training delivered by Bangladesh police.
- Advocate for zero tolerance of harassment and bullying.
- Work with Bangladesh Police to develop an internal grievance redress mechanism including advocacy, reporting system and awareness programme.
- Produce information leaflets about, and raise awareness of reporting pathways, such as the BPWN helpline/hotline, for incidents of harassment and bullying.
- Encourage chiefs of all units to develop a mechanism to deal with harassment and bullying.

Goal 2.3

To create a gender balance in key decision-making positions across all ranks, ensuring women are mainstreamed within all operational roles and specialisms including Peacekeeping Operations.

Objectives

- Advocate for increased numbers of women in leading positions in all units and ensure there are women represented in all ranks across the range of operational roles.
- Implement senior leadership development training for all women in higher ranks to improve their prospects of future promotion.

Strategic Aims

3

To support the development and progression of women throughout Bangladesh Police.

Goal 3.1

To facilitate women to reach their full potential by providing equality of opportunity across all ranks and specialisms.

Objectives

- Women Police to receive professional skills training that will enhance their professional competencies enabling them to reach their full potential. Including basic skills such as computers, English language, driving as well as training in specialisms.
- Positive action events to introduce women to specialist/operational posts.
- Positive action to prepare women for specialist posts application processes.

Goal 3.2

To develop the capacity of BPWN to enable it to support Bangladesh Police to become gender responsive.

Objectives

- To apply for BPWN to be allocated its own funding stream within the Bangladesh Police annual budget and a coordinator position to support the delivery of positive outcomes.
- Capacity building of BPWN Executive members in: Advocacy, Leadership, Mentoring & Coaching, Self- Awareness, Presentation Skills, Dealing with the media.

Goal 3.3

To ensure women officers value themselves, support and encourage each other for knowledge and experience sharing.

Objectives

- To develop both a structured and informal mentoring program for women within Bangladesh Police.
- Develop links with other female networks, such as the judiciary, across Bangladesh.
- Strengthen connections with female police networks both regionally and internationally.

Strategic Aims

4

To promote an appropriate working environment for women within Bangladesh Police.

Goal 4.1

To ensure uniform, equipment and infrastructure provided for policewomen are 'fit for purpose' and take into account their specific needs.

Objectives

- Advocate with IGP/Ministry for the infrastructure improvements for women as per the Bangladesh Police stated strategic priorities (2018-2020).

- Carry out a gender impact assessment across Bangladesh Police infrastructure.
- Advocate for equipment that addresses the specific needs of women to enabling them to effectively discharge their duties.

Goal 4.2

To recognise specific health issues faced by women and develop policies, procedures and plans to minimise the impact on them and on service delivery.

Objectives

- Advocate for the implementation of guidelines for: new and expectant mothers, breast feeding, flexible working, menopause.
- Develop a support network for officers who consistently deal with traumatic incidents such as SGBV and Child Protection issues.

Goal 4.3

To support women officers in balancing their professional and personal lives, enabling their full participation in service delivery.

Objectives

- Share good practice of police work-life balance policies with Bangladesh Police from other countries collated via BPWN's affiliation to IAWP.
- Advocate for work-life balance guidelines to be implemented to support officers with caring and other responsibilities.

Strategic Aims

5

To maximize the contribution of the BPWN in supporting Bangladesh Police to provide a gender responsive policing service, thereby improving the safety and security of women and girls within communities.

Goal 5.1

To ensure Bangladesh police includes the gender perspective in all its strategies and plans.

Objectives

- Advocate for Bangladesh Police to include gender as a core strategic objective and to be mainstreamed across all strategic aims.
- To carry out a gender impact assessment on strategic plans and policies of Bangladesh Police.

Goal 5.2

To ensure a zero-tolerance approach to GBV in all its forms and for it to be consistently applied.

Objectives

- Advocate for increasing in the number of specialist GBV/DV units and investigators within all police units.
- Advocate for an increase in the GBV content of training curriculum in all three tiers.
- To support Bangladesh Police to implement the Handbook on Gender-Responsive Police Services for Women and Girls subject to Violence.

Goal 5.3

To ensure collaboration takes place with key stakeholders at all levels.

Objectives

- Build trust and confidence of police within local communities, by female officers pro-actively engaging with women and girls to raise awareness of how to access justice.
- Provide positive media messages on the contribution of women in policing and raise awareness of the issues faced by women and children in local communities and proactive use of the media for combating GBV.

Annexure - A

Methodology

Identification of a new vision for BPWN was undertaken to ensure it was relevant to BPWN's current status and achievements since its inception in 2008. An agreement was also reached to dissolve the original 10 objectives of BPWN and replace them with a number of strategic aims. The female officers participating in the consultation included senior women in Bangladesh Police (BP), along with other members of the BPWN committee. Both the President and the Vice President of BPWN were actively involved.

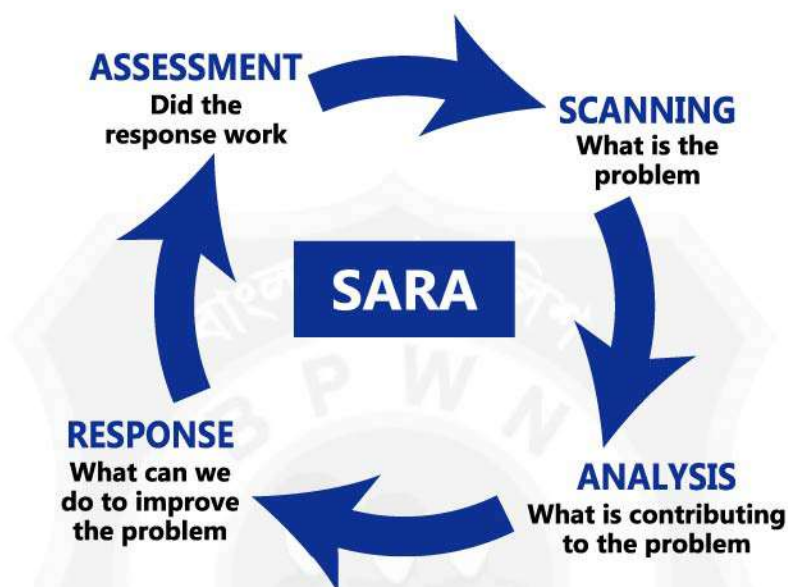
This Strategic Plan was based on workshops run with BPWN members during which they identified continuing barriers to progress for women in policing and for the delivery of policing services to women and girls in communities. BPWN members were asked to consider, in groups, a number of issues – Building trust and confidence in communities; Combating GBV; Implementing Gender responsive policing; and Recruitment, retention and progression of Female Police officers. The groups identified challenges they continue to face before considering some solutions to enable BPWN to overcome these challenges.

A number of key themes emerged across all groups of BPWN officers such as : Too few female officers (7% of total) within Bangladesh Police ; lack of female officers deployed within districts; lack of facilities /accommodation for female officers at police stations; Patriarchal attitudes within Police and Society; lack of gender sensitive awareness within police; lack of women officers in command positions; lack of implementation of existing laws and policies; lack of resources available to BPWN.

A list of key priorities for BPWN to address were identified:

- A Lack of women in policing
- Mainstreaming of BPWN
- A lack of women leaders
- Professional development
- Gender mainstreaming/ gender sensitive working environment
- Gender sensitive service delivery
- Zero tolerance of GBV/Implementation of existing laws
- Collaboration with other stakeholders

Based on this agreed list of key priorities, a problem-solving exercise was conducted using the SARA model to identify what the specific challenges and barriers were and to identify potential solutions.



It was also agreed that there needed to be a strategic aim that would support Bangladesh Police with its service delivery to communities, as well as recognizing that men and boys also have a role to play in combatting GBV.

In drafting this Strategic Plan, analysis of two key documents was also taken into consideration, the 2018-2020 Strategic Plan of Bangladesh Police, and 'Rough Roads to Equality 'Women Police in Bangladesh – research report produced by the Commonwealth Human Rights Institute (CHRI) in 2015.

The BPWN strategic planning process was developed based on international good practice and learning from other police women's associations and networks, including the International Association of Women Police and its network of affiliate organisations.

Consultation also took place with Bangladesh Police Headquarters (PHQ).

Annexure - B

Conventional Requirements

BPWN have a key role to play in supporting both the Police and Government of Bangladesh in achieving its international and national gender equality obligations as stated within the Bangladesh National Action Plan on Women, Peace and Security, 2019-2022:

- Convention on Elimination of all forms of discrimination against women (CEDAW) 1979;
- Declaration on the Elimination of Violence Against Women 1993;
- Beijing Declaration and Platform for Action 1995;
- UN General Assembly Resolution on Crime Prevention and Criminal Justice measures to Eliminate Violence against women 1998;
- Optional Protocol to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) 1999;
- UN Security Council Resolution 1325 (2000);
- Commission on the Status of Women, Resolution 57, 2013, Priority theme: Elimination and Prevention of all forms of violence against women and girls;
- Declaration on the protection of Women and Children in Emergency and Armed Conflict 1974;
- Sustainable Development Goals (SDGs).

UNSCR 1325

The first NAP WPS 2019-2022 was adopted by the Government of Bangladesh in November 2019 which works to ensure women's participation in the prevention of conflict and violent extremism, and the protection and advancement of women's rights to promote resilience during crises inside and outside of the country. The NAP was crafted by listening to the voices, needs and experiences of diverse women from all over Bangladesh. It represents the Bangladesh Government's recognition of women's important role in peacebuilding and preventing conflicts, also taking into account the last 20 years of hard work and lobbying by women's organizations all over the country who demanded a seat at the table and a say in their own security. As a member of the coordination group, Bangladesh Police has a responsibility to contribute to achieving the results according to the NAP pillars of prevention, participation, protection, relief and recovery.

The Convention for the Elimination of Discrimination Against Women (CEDAW) is explicit within a number of its articles on what is expected of governments:-

Article 2

States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women and, to this end, undertake:

- (d) To refrain from engaging in any act or practice of discrimination against women and to ensure that public authorities and institutions shall act in conformity with this obligation;
- (e) To take all appropriate measures to eliminate discrimination against women by any person, organization or enterprise;

Article 5

States Parties shall take all appropriate measures:

- To modify the social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women;

Article 6

States Parties shall take all appropriate measures, including legislation, to suppress all forms of traffic in women and exploitation of prostitution of women.

Article 11

States Parties shall take all appropriate measures to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same rights, in particular:

- The right to the same employment opportunities, including the application of the same criteria for selection in matters of employment;
- The right to free choice of profession and employment, the right to promotion, job security and all benefits and conditions of service and the right to receive vocational training and retraining, including apprenticeships, advanced vocational training and recurrent training;

United Nations Sustainable Development Goals

SDG 5 and SDG 16- Gender Equality and Peace, Justice & Strong Institutions, are particular relevance to BPWN and Bangladesh Police.

SDG 5 – Achieve Gender Equality and Empower all Women and Girls:

- 1.1 End all forms of discrimination against all women and girls everywhere;
- 1.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation;
- 1.3 Eliminate all harmful practices such as child, early and forced marriage and female genital mutilation;
- 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.c. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

SDG 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels:

- 1.1 Significantly reduce all forms of violence and related death rates everywhere;
- 1.2 End of abuse, exploitation, trafficking and all forms of violence against and torture of children;
- 1.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all;
- 5.5 Substantially reduce corruption and bribery in all their forms;

- 5.6 Develop effective, accountable and transparent institutions at all levels;
- 5.7 Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime;
- 5.8 Promote and enforce non-discriminatory laws and policies for sustainable development.

The Bangladesh Police Women Network is an affiliate of IAWP.

International Association of Women Police (IAWP)

Vision

A world where police reflect the diversity of the communities they serve and where human rights are protected.

Mission

To strengthen, unite and raise the capacity of women in policing internationally.

Guiding Values

- Embracing Diversity
- Being Open, Honest and Fair
- Listening to our members
- Operating professionally
- Changing to improve

Strategic Aims

- To develop our reputation and credibility as an Association which is accessible and inclusive for all women in law enforcement and the Rule of Law
- To establish a profile of members that reflects the representation of women in every country around the World
- To maintain a profile of international members which reflects the changing environment in peace support operations, security and criminal justice
- To develop our professional capability in knowledge exchange internationally, ensuring that our members are prepared to deliver the best policing service
- To provide professional mentoring and guidance to women in law enforcement
- To establish a credible reputation internationally to engage, advise and support international policy and legislation that affects all women

Annexure - C

Implementation and Monitoring Committee

Inspector General of Police is the chief of patron of Bangladesh Police women Network (BPWN).

Bangladesh Police Women Network (BPWN) executive committee shall implement and monitor compliance with this document. Besides this, Bangladesh Police Women Network's (BPWN) Range committee and divisional focal points will also support the plan's implementation and compliance.

The aforementioned will also oversee the development, implementation and compliance of the Annual Performance Plans as described in Annexure D.

Annexure - D

Annual Performance Plans

The development of a performance management and monitoring system for the strategic plan is essential to ensure positive outcomes are achieved, and to provide data for BPWN when developing their future plans. A Performance Plan Framework has been produced to identify the focus for activities across all three years to support this strategic plan.

Fully evidenced, and costed, annual performance plans will supplement this strategic plan, a separate plan developed for each of the three years and will run from July 1st to 30th June 2021/2022, 2022/2023, 2023/2024.

Each of the annual performance plans are intended to identify the specific actions to be undertaken by BPWN as well as who will be assigned the actions and what budgetary requirements, if any, are needed. A performance monitoring process will be implemented and overseen by the Implementation and Monitoring Committee. (Annexure C)

The BPWN Performance plans identify activity planned during years 1, 2 and 3 (1st July 2021 to 30th June 2024) with performance indicators to enable progress to be measured. The indicators being developed using S.M.A.R.T. methodology to ensure they recognize what BPWN can realistically achieve themselves as a number require the commitment of Bangladesh Police to ensure change.

The Performance Plan Framework outlines the following focus:

- **Year 1** – Development of the BPWN structure, improving its sustainability and laying the groundwork years 2 and 3;
- **Year 2** – Capacity-building of BPWN, Pro-active advocacy, raising awareness of BPWN and its work amongst men, pro-actively engaging with stakeholders (internal & external) and seeking funding and resources from donors and Bangladesh Police;
- **Year 3** – Implementation of work streams and projects generated in years 2 and 3, institution building activities to support Bangladesh Police to identify barriers and solutions to becoming gender sensitive and gender responsive, and evaluation of and lessons learned from the 3-year life of the plan and preparation of a 2023-2026 plan.

The timeframes identified above are indicative of the expectations by which certain actions are to be completed or commenced, after which they should be on-going unless stated. This does not preclude an action being completed early where BPWN capacity allows. Once a post of BPWN coordinator has been created, a more detailed performance regime can be developed.

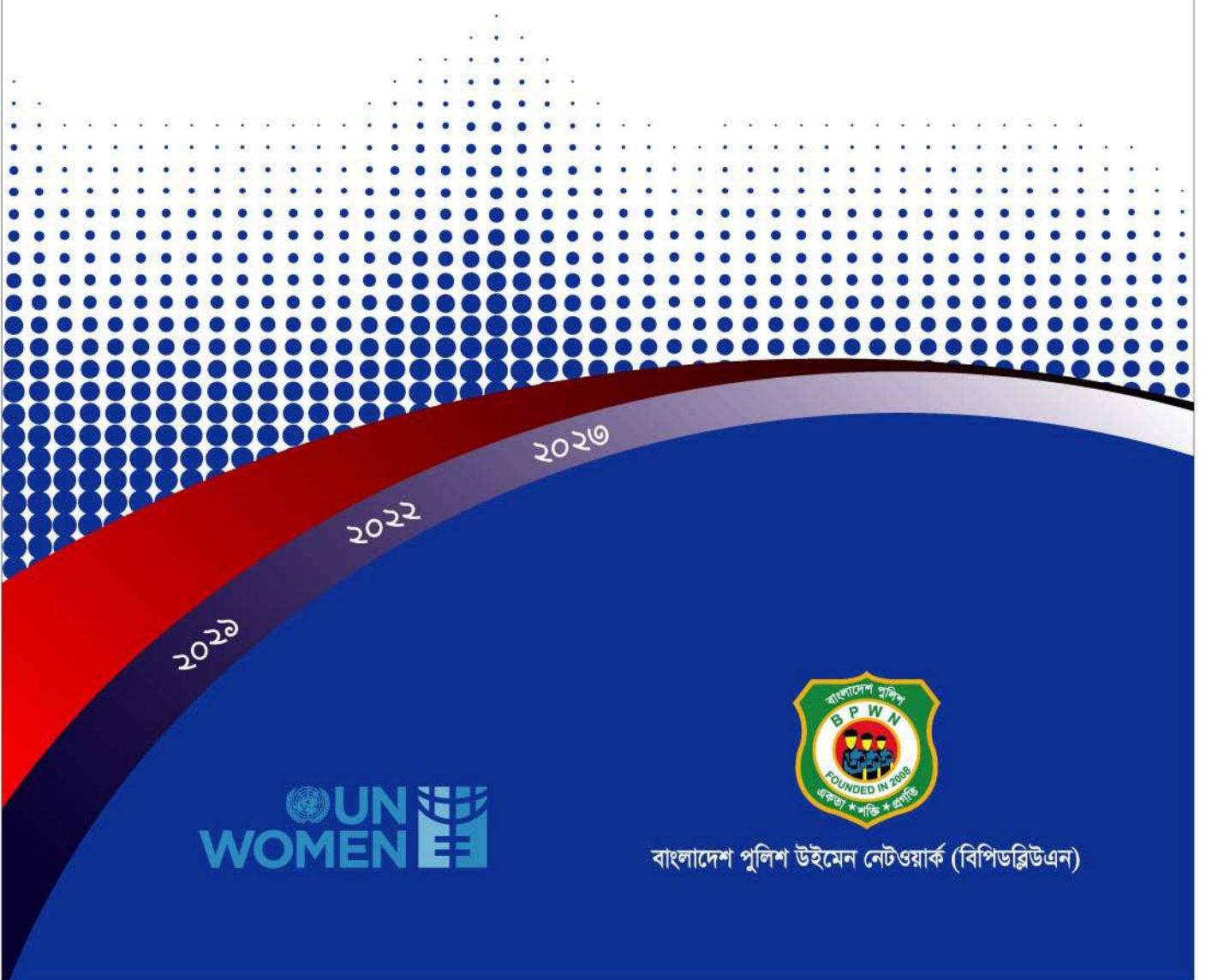
Annexure - E

List of Acronyms

BP	: Bangladesh Police
BPWN	: Bangladesh Police Women's Network
CEDAW	: The Convention for the Elimination of Discrimination Against Women
CHRI	: Commonwealth Human Rights Institute
DV	: Domestic Violence
GBV	: Gender-Based Violence
IAWP	: International Association of Women Police
IGP	: Inspector General of Police
NAP	: National Action Plan (1325)
PHQ	: Police Headquarters
PRP	: Police Reform Program
SDG	: Sustainable Development Goal
SGBV	: Sexual Gender-Based Violence
SP	: Superintendent of Police
S.M.A.R.T.	: Specific, Measurable, Achievable, Realistic, Timed
UN	: United Nations
UNDP	: United Nations Development Programme
UNSCR	: United Nations Security Council Resolution
WPS	: Women, Peace, Security



বাংলাদেশ পুলিশ উইমেন নেটওয়ার্ক
কৌশলগত পরিকল্পনা
২০২১-২০২৩



বাংলাদেশ পুলিশ উইমেন নেটওয়ার্ক (বিপিডব্লিউএন)