



Special Branch

Bangladesh Police



Strategic Plan 2023 - 2028

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Preface



The Special Branch is one of the core units of Bangladesh Police. This organization has a rich history which can be traced back to the pre-independence era of the Indian sub continent. It was established on 23 December 1887 as the Central Special Branch under the leadership of Lord Dufferin, former Viceroy of India. Since its inception, the Special Branch has been playing a pivotal role in promoting internal stability and national security. It operates in a complex and dynamic environment facing diverse threats and challenges in a rapidly changing international system.

A strategic plan is immensely significant for an intelligence organization to address emerging threats and challenges effectively. It provides a framework for aligning resources with priorities. It also details strategies to enhance the capabilities and to improve the performance of the organization. This Strategic Plan will enable the Special Branch to streamline its operations and to fulfill its missions successfully.

This Strategic Plan is based on an analysis of the internal and external factors including strengths, weaknesses, threats and opportunities. Successful implementation of this strategic plan will require professional skills, dedication and expertise of its personnel as well as the support of the authority.

A clear vision can meet the challenges of the mandate of Special Branch to protect the interest of the country and its citizens. The Special Branch incorporates advanced technologies, fosters a skilled workforce, and promotes collaboration with other agencies. It adopts a proactive approach and protects civil liberties. This organization is well positioned to address emerging threats and to contribute to the security of the state and its citizens, as well.

I believe, this Strategic Plan will help develop the personnel of Special Branch as well as the organization as a whole. This document will surely contribute to the overall security and development of our beloved motherland.

Joy Bangla.

Md. Monirul Islam BPM (Bar), PPM (Bar)
Additional Inspector General
Special Branch, Bangladesh Police

Introduction

The Special Branch of Bangladesh Police is the lead intelligence organization for managing internal security in Bangladesh. It has the mandate to safeguard national interests by collecting critical intelligence, conducting counterintelligence activities, and re-enforcing counterterrorism efforts.

It focuses on gathering intelligence concerning potential threats to the state security originating from domestic, external, and transnational sources. It also proactively assesses security risks and disseminates the assessment to the concerned authority. The Special Branch collaborates with various national and International stakeholders to ensure a comprehensive and well-coordinated response to security challenges.

The Special Branch maintains dynamic roles in disrupting subversive activities. It exchanges intelligence and surveils extremist and terrorist activities to enhance counterterrorism efforts. In addition, it plays a significant role in combating transnational crimes such as arms smuggling, cybercrime, drugs trafficking, financial crime, and human trafficking. The organization assists in formulating national security strategies and policies by adopting best practices and proactive approaches. In collaboration with international law enforcement agencies, it actively dismantles criminal networks and safeguards the social fabric of the country.

The Special Branch also manages immigration services and international entry-exit control, VIP protection, KPI critical infrastructure security, passport verification and security clearance. It continuously thrives for adopting modern technologies and methodologies, including surveillance systems, data analysis software and thus enhances its intelligence management capabilities for dealing with a wide range of services.

The Special Branch maintains a policy of respecting human rights and adhering to professional standards to deal with the changing security dimensions accompanied by the advancement of automation. It welcomes innovative ideas and methods for adapting to a rapidly changing security environment. As we embark on building a Smart Bangladesh, the Special Branch takes pride in its glorious past and looks forward to maintaining a robust strategy in promoting peace, prosperity, security, and stability in the country.

Strategic Context

High quality intelligence is a critical requirement for effective decision-making. The detection of threats, proactive assessment of likely consequences, and early warning can contribute to sound policy formulation in a rapidly transforming era of the Fourth Industrial Revolution (4IR). The tasks of intelligence domain in the 4IR has become more multifaceted, precarious and time-sensitive. As a result, we are witnessing unprecedented changes in the operational setting of the intelligence community.

The growth of non-state, sub-state, and transnational actors, the surge of innovation leading to greater vulnerabilities, and the growing prevalence of unconventional forms of security challenges are changing the strategic environment. In such a context, the Special Branch adopts this Strategic Plan to define the direction to which the organization must travel. This premier internal security intelligence organization aims to adopt a proactive approach through a set of goals and objectives along with a pragmatic action plan.

The Special Branch acts as an invisible frontline actor through critical Intelligence Management against threats to the interests of the nation. It aims to adopt a proactive approach by analyzing trends, patterns, and indicators to anticipate potential threats. This forward-looking approach not only strengthens intelligence capabilities but also enhances the overall security posture of the nation.

The development of the strategic plan involves a multi-disciplinary approach, drawing upon various fields such as intelligence analysis, human resource management, training, legal and technological frameworks. It aims to address multidimensional challenges and provide a roadmap for the growth and evolution of the organization.

The Special Branch recognizes the need for a comprehensive strategic plan which highlights the significance of developing a highly skilled and specialised workforce as well as a congenial working environment. Intelligence analysis requires individuals with a diverse set of skills, including critical thinking, problem-solving capacity and the ability to connect disparate pieces of information in order to strengthen capabilities and to combat evolving security challenges effectively.

Methodology

The *Strategic Plan 2023-2028* was formulated in five stages as described below.

❖ Stage I: Data Collection and SWOT Analysis

A comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted to identify internal strengths and weaknesses of all the “Sections” of Special Branch. Valuable insights were collected through active engagement with the respective sections of the intelligence organization to develop a SMART (Specific, Measurable, Achievable, Realistic and Time bound) Strategic Plan.

❖ Stage II: Workshops

Three workshops with eminent subject matter experts were organized to gather their inputs. The workshops focused on three thematic topics: Intelligence Management, Service Delivery, and Capacity Enhancement. Findings from these workshops provided very useful insights into drafting this strategic plan.

❖ Stage III: Gathering Opinions and Feedback

Open dialogue and brainstorming sessions allowed officers to share their ideas and valuable recommendations for drafting and editing the document. The inputs from each section of the Special Branch were carefully recorded and considered.

❖ Stage IV: Drafting the Strategic Plan

This Strategic Plan was drafted with inputs from the SWOT analysis reports, expert workshop findings, and feedbacks from respective sections of the Special Branch. It incorporated data synthesis, relevant literature, and alignment with the mission and priorities of the organization.

❖ Stage V: Review and Finalization

The draft plan underwent a comprehensive review by a pool of experts. Feedbacks from senior officials, subject matter experts and stakeholders were received to refine the document. The Strategic Plan Formulation Committee finalised the document and got approval from the Chief of Special Branch.

Organizational Overview

The Special Branch is a dynamic intelligence organization responsible for securing national interests. A plethora of components of Special Branch which provides insights into the structure, functions and significance of the organization are as follows:

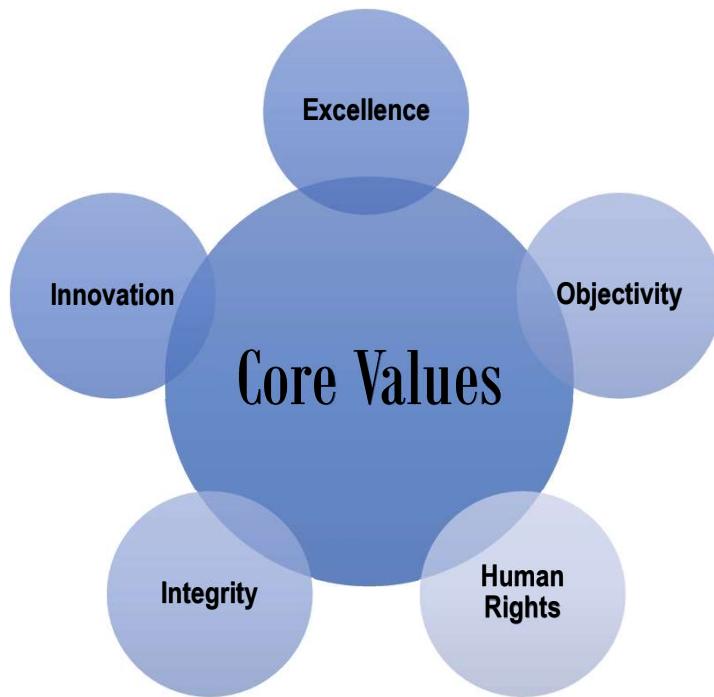
- ❖ **Organizational Structure:** An Additional Inspector General (Grade-1) of Bangladesh Police is the Chief of the Special Branch. Under his command, the senior leadership structure of this intelligence organization includes Deputy Inspector Generals, Additional Deputy Inspector Generals and other senior officials working with various Sections. Each Section of the Special Branch is headed by a Special Superintendent of Police.
- ❖ **Functions:** The Special Branch collects, collates, analyses, and disseminates intelligence regarding threats to national security and criminal activities. This organization works for the prevention of political unrest which is related to subversive activities. It collects financial intelligence, market intelligence, and other relevant intelligence to ensure economic growth and sustainable development. It also renders services regarding VIP protection, immigration, verification and security clearance. It collaborates with national and international agencies to combat transnational crimes and terrorism.
- ❖ **Counterterrorism and Counterintelligence:** The Special Branch collaborates with various specialised units and law enforcement agencies to detect terrorist activities and to disrupt terrorist networks and single-actor terrorists. These include a wide range of activities focusing on preventing and countering violent extremism. It also conducts counterintelligence activities to prevent espionage and to ensure national security.

Organizational Overview

- ❖ **Protecting National Interests:** The Special Branch continuously monitors regional and global geopolitical developments, and emerging threats that may hamper national interests. It also conducts forecasting of long-term and short-term challenges to economic, political, and social stability.
- ❖ **Collaboration and Coordination:** The Special Branch works closely with various national and international agencies to deal with the evolving complexity of a rapidly changing security environment. It prioritizes international cooperation, exchange of information, and adoption of global best practices in managing security threats. It keeps a close tie with the border security agencies to prevent illegal activities and strengthen border control measures.

Core Values

The Special Branch maintains a set of core values to promote public safety and national interests. These values are fundamental beliefs and non-compromising principles of highest priorities. Five such values are: excellence, objectivity, human rights, integrity, and innovation.



- ❖ **Excellence:** The Special Branch takes appropriate measures for capacity enhancement and professional development for consistent and robust performance over time.
- ❖ **Objectivity:** The Special Branch maintains a policy of fairness and non-discrimination to avoid biases, prejudices, and undue influence in running the organization in a transparent and realistic manner.
- ❖ **Human Rights:** The Special Branch is committed to respecting international humanitarian law and international human rights law. It works on promoting the rights of all human beings regardless of their caste, creed, ethnicity, gender, religion, and nationality.
- ❖ **Integrity:** Upholding moral principles and practice of being honest, sincere and responsible without abusing power or authority are some of critical integrity standards of the Special Branch.
- ❖ **Innovation:** Using innovative technology, creative ideas, and novel methods, we strive to make sustainable change in the organization.

Thematic Areas

The Strategic Plan of Special Branch focuses on three thematic areas: Intelligence Management Service Delivery and Capacity Enhancement.

Intelligence Management

Enhancing intelligence capabilities through technology, analytical tools, human intelligence and collaboration with partner agencies.

Service Delivery

Improving responsiveness through efficient mechanism along with regular consultation with stakeholders to provide prompt and quality services.

Capacity Enhancement

Strengthening human resources through need based training, development of infrastructure and operational capabilities.

Vision, Mission, Goals and Objectives



VISION

A Safe, Secured and Smart Bangladesh through Specific, Reliable and Timely intelligence.

MISSION

Staying ahead of evolving threats to protect national security and stability through a culture of innovation in Intelligence Management.



The goals and objectives are described under three thematic heads: Intelligence Management; Service Delivery; and Capacity Enhancement.

Intelligence Management

The growth of transnational organised crimes, espionage, and the activities of malicious non-state actors requires a skilled workforce in the intelligence community which can assess emergent security concerns threatening peace and resilience. The Special Branch plans to apply professional ethics, evaluate the sources, and employ advanced tools and technologies including the big data analysis and artificial intelligence to adapt to a rapidly changing world. It also seeks to collaborate with other intelligence agencies and disseminate critical intelligence to decision makers in a timely manner to provide a basis for decision and action. Intelligence management consists of all these steps and plays decisive role in identifying priorities and tactical options.

Goals and Objectives

Goal-1: To communicate specific, reliable and timely intelligence for national security and global stability.

Objectives:

-
- 1.1 Establishing Field Intelligence Unit;
 - 1.2 Incorporating modern tools for data collection at field level;
 - 1.3 Strengthening sustainable institutional memory;
 - 1.4 Encouraging innovation and incorporating best practices for effective intelligence works;
 - 1.5 Developing skilled human resources through need based training;
 - 1.6 Providing required infrastructural and logistical support; and
 - 1.7 Extending collaboration with national and international counterparts.
-

Goal-2: To incorporate emerging technologies and techniques for collecting, analyzing and sharing intelligence.

Objectives:

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- 2.1 Enhancing data center's capacity for big data analysis;
 - 2.2 Identifying probable areas of AI interventions;
 - 2.3 Ensuring paperless office environment for smart communication; and
 - 2.4 Maintaining tools and appliances by skilled workforces.
-

Service Delivery

The Special Branch believes that quality management is a process of continuous improvement. The goal is to create an environment where members are committed to serve stakeholders needs. Providing quality service involves giving the highest level of care within the organization's capabilities. While delivering services, the organization will ensure professionalism, accountability and transparency, this will lead to a sense of trust and ownership among the service seekers and employees.

Goal and Objectives

Goal-1: To improve the quality of Service Delivery.

Objectives:

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- 1.1 Ensuring transparency, accountability and professionalism at all levels;
 - 1.2 Establishing a Complaint Cell to address the challenges of service seekers;
 - 1.3 Incorporating cutting-edge technologies for smooth service delivery;
 - 1.4 Formulating Standard Operating Procedures (SOP) for forces deployment;
 - 1.5 Preparing guidelines for one stop services in respective fields; and
 - 1.6 Strengthening coordination with stakeholders.
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Capacity Enhancement

The Special Branch will enhance its capacity through infrastructural development and effective human resource management. In doing so, it will assess the areas of improvement, uphold professionalism and integrity, prioritize inclusivity, and ensure accountability. The Grievance Redress System should be designed to identify ways for addressing and mitigating concerns about negative repercussions.

Goals and Objectives

Goal-1: To enhance dynamism of human resources to ensure accountability and transparency.

Objectives:

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- 1.1 Upgrading internal posting and retention guidelines;
 - 1.2 Ensuring highest standard of professionalism;
 - 1.3 Strengthening discipline and welfare of workforces;
 - 1.4 Incorporating Grievances Redress System; and
 - 1.5 Strengthening oversight system.
-

Goal-2: To Strengthen operational capabilities.

Objectives:

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- 2.1 Improving infrastructure and logistics facilities;
 - 2.2 Ensuring need-based training at home and abroad; and
 - 2.3 Ensuring performance based reward.
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Monitoring and Evaluation

The monitoring and evaluation process is an essential part of an organization's strategy. It includes tracking progress, assessing outcomes and understanding the impact. The Special Branch will form a high-level Monitoring and Evaluation Committee will to assess the implementation of this Strategic Plan.

This Strategic Plan will be implemented in various phases, as described below.

- In the first phase, all the relevant sections will develop an Activity Plan which will provide a detailed description of short-term, mid-term and long-term goals, and the required tasks to achieve the desired goals.
- In the second phase, concerned Section Chiefs will carry out the activities to achieve the desired goals.
- Senior officials and Section Chiefs responsible for implementing the strategy will coordinate their works to support the task of the monitoring and evaluation committee. They will also seek the suggestions of the Monitoring and Evaluation Committee on a need basis.
- The Section Chiefs will submit half-yearly progress report to the designated Monitoring and Evaluation Committee. The Committee will evaluate those reports and put their recommendations for further development.
- The sixth-monthly progress reports and occasional monitoring and evaluation reports will be submitted to the Chief of Special Branch on a regular basis.

Action Plan

Each section of the Special Branch will prepare an action plan to implement this Strategic Plan. The Monitoring and Evaluation Committee will review those action plans and their implementation status. The implementation of this Strategic Plan will start in September 2023 and end in August 2028. The Implementation Matrix shows the timeline and responsibility for carrying out the required tasks to achieve the desired goals of this Strategic Plan.

Implementation Matrix

SL. No.	Objective in brief	Time line	Responsibility	Remarks
1.1	Establishing Field Intelligence Unit	12/24	Admin	
1.2	Incorporating modern tools for data collection	08/28	LIC/Fin/ICT and concerned sections	to be continued
1.3	Strengthening sustainable institutional memory	8/25	TFI & Archives and all other sections	
1.4	Encouraging innovation and incorporation of best practices	8/28	Research & Planning section and all other sections	to be continued
1.5	Extending collaboration with counterparts	08/28	All concerned sections	to be continued
2.1	Enhancing Data Center's capacity for big data analysis	12/25	ICT/LIC	
2.2	Identifying probable areas of AI (Artificial Intelligence) intervention	06/25	LIC/ICT and all intel sections	
2.3	Ensuring paperless office environment	12/24	All sections	
2.4	Need-based training	12/28	School of Intelligence and All sections	to be continued
2.5	Maintaining tools and appliances by skilled workforce	06/28	LIC/ICT/ Estate/Transport	to be continued
3.1	Ensuring transparency and accountability	12/25	All sections	to be continued

Action Plan

SL. No.	Objective in brief	By when	Responsibility	Remarks
3.2	Establishing a Complaint Cell to address service seekers' challenges	6/24	Admin/ Immign / SCO/PP	
3.3	Incorporating cutting edge technologies for smooth service delivery	12/25	Admin/ICT/Fin/concerned sections	
3.4	Guidelines for one stop services in respective fields	6/24	Immi/SCO/PP	
3.5	Formulating a standard operating procedure (SOP) for forces' deployment	6/24	Protection/Technical/ CTSB / Immign	
4.1	Upgrading Internal Posting and Retention guidelines	6/24	Admin	
4.2	Discipline and welfare of workforces	6/28	Admin and concerned sections	
4.3	Incorporating Grievances Redress System	12/24	Admin and all sections	
4.4	Ensuring the highest standard of professionalism	12/25	All sections	
4.5	Strengthening oversight system	12/25	Admin/LIC	
5.1	Improving Infrastructural and Logistics Facilities	6/24	Admin/Estate/Fin.	
5.2	Performance Based Reward	12/24	Admin/Fin/All sections	

Conclusion

The Special Branch is committed to addressing the substantial threats and challenges to the nation. As a leading security and intelligence organization in Bangladesh, it plans to develop threat assessment, early warning and forecasting as a major tool for sound decision-making for achieving social, political and economic stability. This Strategic Plan will help achieve the vision through a unity of efforts by all the concerned sections. With a proactive, rights-friendly, and gender-sensitive intelligence culture, the Special Branch is striving to be the premier intelligence unit of the country in the days to come.

Action Plan Template

Section:

Thematic Area:					
1	2	3	4	5	6
Objective	Activities	Responsibility	Time Line (month and year of completion)	Indicator of achievement	Comment

Specimen Implementation Matrix

Section: Internal Affairs

Thematic Area:					
1	2	3	4	5	6
Objective	Activities	Responsibility	Indicator of achievement	Time line (Month / year)	Comment
1. To introduce advanced technology to incorporate data collected from the field level.	1. To purchase software and server. 2. To train personnel for successful operation and maintenance of software.	Internal Affairs	1. Time minimization and cost effectiveness in intelligence collection. 2. Ensured protection of data coping with modern trend of cyber-crime.	3 years	
2. To maintain sustainable and easily accessible data hub.	1. To convert hard copy to soft copy. 2. To archive data digitally to prevent loss of data.	Internal Affairs	1. Reduced time consumption and cost effectiveness in data management process maintaining the security of digital data. 2. Ensured paperless workplace. 3. Quicker and easier data driven decision making.	2 years	
3. To introduce Innovation and incorporation of best practices.	1. To ensure such an atmosphere where different opinions and ideas are welcomed and valued. 2. To recognize and include best practices for improved performance.	Internal Affairs	1. Number of implemented innovative ideas. 2. Number of incorporated best practices.	1 year	

4. To develop skilled human resources through need based training.	<p>1. Identification and assessment of current skill gaps and designing of training programs accordingly.</p> <p>2. Creating equal opportunities for employees to ensure participation in different training programs.</p>	Internal Affairs	<p>1. Developed, skilled, efficient and competent employees.</p> <p>2. Enhanced problem solving, decision making capabilities and adaptability in changing needs.</p>	2 years	
5. To ensure paperless office environment.	<p>1. Adaptation with D-Nothi management system to implement digital work flow and automation.</p> <p>2. Scanning and digitizing of existing documents and files.</p>	Internal Affairs	<p>1. Decreased paperwork and time minimization to complete a task.</p> <p>2. Simplification of decision making process</p>	2 years	