



Appendices

The List of the Workshop Participants*

Bangladesh

Honorable Moudud Ahmed
*Minister of Law, Justice and
Parliamentary Affairs*

Mr. Syed Mohammad Harun Osmani
*Solicitor, Ministry of Law, Justice and
Parliamentary Affairs*

Mr. Fida M. Kamal
Additional Attorney General

Mr. Kazi Habibul Awal
*Additional Secretary, Ministry of Law,
Justice and Parliamentary Affairs*

Mr. Ali Ashraf Khan Lodhi
*Additional Secretary, Ministry of Law
Justice and Parliamentary Affairs*

Mr. Md. Khuda Baksh Chowdhury
*Additional Inspector General of Police
Criminal Investigation Department*

Mr. Md. Jahangir Hossain
*Special Officer (Additional District Judge)
High Court Division, Supreme Court*

Mr. Dewan Md. Shafiullah
*Additional Registrar (Additional District Judge)
High Court Division, Supreme Court*

Prof. Dr. Taslima Monsur
*Chairman, Department of Law
University of Dhaka*

India

Mr. P. K. Seth
Joint Secretary, Ministry of Home Affairs

Mr. S. K. Sharma
*Director of Prosecution (Joint Secretary and
Government Counsel), Central Bureau of
Investigation, Department of Legal Affairs*

Pakistan

Justice Sardar Raza Muhammad Khan
Justice, Supreme Court

Justice Tariq Parvez Khan
Chief Justice, Peshawar High Court

Dr. Faqir Hussain
Secretary, Law and Justice Commission

Mr. Afzal Kahut
Program Director, Access to Justice Program

Mr. Azhar Hassan Nadeem
Additional Inspector General of Police, Punjab

Mr. Shaigan Shareef Malik
*Secretary, Public Prosecution Department
Government of Punjab*

Mr. Fida Hussain Afridi
*Additional Secretary, Judicial, Home and Tribal
Affairs Department, Government of North
West Frontier Province*

Mr. Faheem Ahmed Khan
Deputy Inspector General of Police

Asian Development Bank

Ms. Eveline N. Fischer
*Deputy General Counsel
Office of the General Counsel*

Ms. Hua Du
Country Director, Bangladesh Resident Mission

Mr. Said Zaidansyah
Counsel, Office of the General Counsel

Mr. Firoz Ahmed
*Governance Officer
Bangladesh Resident Mission*

Mr. Waqas ul Hasan
Governance Officer, Pakistan Resident Mission

Ms. Amabelle C. Asuncion
Legal Consultant, Office of the General Counsel

Resource Persons

Justice (Ret'd) Shafiur Rahman
Retired Justice, Supreme Court, Pakistan

Dr. Muhammad Shoaib Suddle
*Director General, National Police Bureau
Pakistan*

Mr. Abu Syed M. Shahjahan
Former Inspector General of Police, Bangladesh

Prof. (Dr.) N.R Madhava Menon
Director, National Judicial Academy, India

Dr. Tureen Afroz
*Assistant Professor of Law, BRAC University
Bangladesh*

* The designations of the participants listed here are as at the time of the workshop.

Program Agenda

Regional Workshop for Strengthening the Criminal Justice System

30-31 May 2006, Dhaka Sheraton Hotel, Dhaka, Bangladesh

DAY 1

- 8:30–9:00 Registration
- 9:00–9:10 **Opening Remarks:** Honorable Moudud Ahmed, Minister of Law, Justice and Parliamentary Affairs, Government of Bangladesh
- Welcome Remarks:** Ms. Hua Du, Country Director, Bangladesh Resident Mission, Asian Development Bank
- 9:10–9:20 **Introduction of Participants:** Mr. Said Zaidansyah, Counsel, Asian Development Bank
- 9:20–9:30 Tea break
- 9:30–10:00 **Keynote Address:** Ms. Eveline Fischer, Deputy General Counsel, Asian Development Bank
- 10:00–12:30 **First Session: Strengthening the Judiciary and Approaches to Separation of the Judiciary from the Executive Branch**
Bangladesh Perspective—Justice Shafiur Rahman
India Perspective—Professor Madhava Menon
Pakistan Perspective—Justice Shafiur Rahman
Open Forum
- 12:30–1:30 Lunch break
- 1:30–3:30 **Second Session: Improving the Prosecutorial Service**
Bangladesh Perspective—Justice Shafiur Rahman
India Perspective—Professor Madhava Menon
Pakistan Perspective—Justice Shafiur Rahman
Open Forum
- 3:30–3:45 Tea break
- 3:45–5:30 **Third Session: Police Reform: Supporting the Administration of Justice**
History and Attempts of Police Reform in South Asia—Dr. Muhammad Suddle
Police Reform in Bangladesh—Mr. ASM Shahjahan
Open Forum

DAY 2

- 9:00–9:30 Presentation: **Justice Delayed is Justice Denied: Women and Violence in Bangladesh**
Professor Dr. Taslima Monsur
- 9:30–10:15 **Fourth Session: Improving Access to Law and Information**
Dr. Tureen Afroz
Open Forum
- 10:15–10:30 Tea break
- 10:30–12:00 **Fifth Session: Reforming Legal Education**
Professor Madhava Menon
Open Forum
- 12:00–1:00 Lunch Break
- 1:00–2:15 Workshop Strategic Planning Session: **Improving the Prosecutorial Service**
- 2:15–3:30 Workshop Strategic Planning Session: **Strengthening the Judiciary**
- 3:30–3:45 Tea break
- 3:45–4:45 Workshop Strategic Planning Session: **Implementing Police Reforms**
- 4:45–5:00 **Closing Remarks:** Ms. Hua Du, Country Director, Bangladesh Resident Mission, Asian Development Bank

Regional Workshop for Strengthening the Criminal Justice System Summary of Day 1

First Session: Strengthening the Judiciary and Approaches to Separation of the Judiciary from the Executive Branch

Justice Shafiur Rahman noted that the Constitution should be the basis by which the conduct of every institution and person is determined within a particular country. He also referred to the care that was put in collecting statistical data during the colonial period, whereas nowadays in Bangladesh, there are voluminous records but not judicial statistics. Another area that is neglected in his view is monitoring, inspection, and evaluation of courts. He recommended that a system of recognition and reward be put in place; where the investigating authority is satisfied with the outcome of inspection and evaluation, they could award some monetary benefit. The public should be made aware of the volume of cases pending in the courts. Justice should not only be done but also be seen to be done.

Regarding the *Masdar Hossain* case and the separation of the judiciary from the executive in Bangladesh, he stated that it requires careful scrutiny, with the High Court having to make a thorough assessment of the needs of all courts and tribunals subordinate to it, quantify such needs in terms of money, determine the phasing of separation, and evaluate existing resources and capacity. He recommended that an implementation cell be created in the High Court to perform this

work and to coordinate with a similar cell in Government. Further, the judicial commission should look into ways to discipline district judges in the Supreme Court and High Court. Finally, it should formulate an implementation plan phasing in the separation process in a manner affordable to the Government.

With respect to Pakistan, he noted that separation has taken place which has yielded visible improvement in the judicial system but certain problems have arisen regarding post-separation challenges, such as:

- inadequacy of judges, court personnel, and infrastructure for effective judicial administration;
- lack of needs assessment study;
- lack of training and experience in handling criminal cases by civil judges;
- heavy demand on judges to perform judicial and quasi-judicial functions; and
- absence of necessary changes in laws.

Professor Madhava Menon supported Justice Rahman's suggestions regarding the separation of judiciary in Bangladesh. He stated that the efficiency of the justice system should not only be measured by the conviction rate. Noting one of the criticisms of separation being the requirement of evidence beyond reasonable doubt, he stated that if conviction is the only goal, then it should be done by the executive. He stated that the executive does not interfere in the tenure of judges in India. The law of appointment of judges has developed gradually by three cases where the first case stated that the requirement of consultation with the Chief Justice in the Constitution meant the concurrence of the Chief Justice. Later case laws stated that the President requires to consult with the Chief Justice regarding the appointment, and the latter's decision must not be his alone but with consensus of all his colleagues.

He mentioned a few key points that are being considered in India to strengthen the judiciary: (i) judges training, (ii) computerization of judicial system (iii) plea bargaining, (iv) establishment of the All-India Judicial Service, and (v) addressing judicial corruption.

The following points were noted in the open forum:

- The question was raised on whether the public actually benefits from the separation of the judicial and executive powers. Judicial



ADB File Photo

(From left to right) Ms. Hua Du, Ms. Eveline Fischer, Mr. Said Zaidansyah, and Hon. Moudud Ahmed

relief is expensive and slow. Executive relief is inexpensive, simple, and quick. Therefore, the public may prefer executive relief. In response, a comparison was made with the advantages and disadvantages of democracy.

- The judiciary has to step in when the executive fails; judicial power is not a substitute but a complement to the executive power. In any case, the Constitution should be referred to for guidance.
- Since Bangladesh is in the process of bringing about separation, lessons should be learned from India and Pakistan. These are: (i) how judges should be recruited, (ii) training required for better performance of the judiciary, and (iii) financial independence. Financial accounts and outputs of the courts should also be regularly published in a manner that would be accessible to the general public.
- Training of Supreme Court judges is not about imparting legal knowledge but about providing approaches to their requirements and discussing ethical issues. But for trial judges, the aim is to provide knowledge and skills. Training must be on a continuing basis, not a one-shot exercise.

Second Session: Improving the Prosecutorial Service

In the second session, Justice Shafiur Rahman noted that the Bangladesh Government has not so far implemented an independent prosecutorial service. Implementing an independent prosecutorial service, following the Pakistan model, may require a three- to fourfold increase of the current allocated budget in the sector. However, he noted the importance of investigation being made independent and separate from normal police work.

Two preconditions should be satisfied in any reform program. These are (i) the ownership of the program by the appropriate authority, and (ii) the availability and sustainability of required funding.

Referring to the Pakistan model, he mentioned a number of issues which stakeholders in the law-making and law enforcement processes face. The first issue is the attitude that the law itself is capable of accomplishing its objectives and that nothing more needs to be done, including issuance of required statutory rules. The second issue is the belief that the harsher the laws, the more effective they are in achieving their objectives without realizing that harsh laws tend to corrupt



(From left to right) Mr. Waqas ul Hasan, Mr. Khuda Chowdhury, Prof. Dr. Taslima Monsur, and Mr. Fida M. Kamal

the lower tiers of the administration and society itself. The third issue is that the people required to administer the law seldom get the training on the new law that is going to come to the field.

He noted that there should not be complacency in administering justice. This will require studies, research, and the availability of technical knowledge. He indicated that these three tests/elements are important for the prosecutorial system: (i) the evidentiary test, (ii) the public interest test, and (iii) plea bargaining.

Professor Menon, while speaking on the prosecution service in India, stated that even after establishing the Directorate of Prosecution, efficiency has been the weakest side and it is the prosecution, rather than the investigation, that lets down a case. Further, there is no accountability of the prosecution. He identified three elements through which the system works: (i) laws, (ii) legal institutions, and (iii) human resources. He noted that the inefficiency of human resource is the greatest obstacle; yet the political will to develop the professionalism of the prosecutors is lacking. He emphasized the need for legal advisers in the police department, training for prosecutors, proper treatment of witnesses, and to uphold the victim's right to oppose bail and to compensation.

The judiciary has to step in when the executive fails; judicial power is not a substitute but a complement to the executive power. In any case, the Constitution should be referred to for guidance.

The following points were noted in the open forum:

- “Proper” prosecution is more important than “successful” prosecution. However, it was held that the prosecutor’s role is to secure justice and the judge’s role is to determine the objective truth.
- Judges should be trained on provisions that give them special power.
- Since the success of prosecution depends on skillful presentation of the facts and the law and the defense hires good lawyers, the choice of lawyers for prosecution should be done on the same basis as the appointment of defense lawyers. Therefore, the prosecution service may consider appointing renowned lawyers.
- Some time frame should be set for investigative works; the criminal appeal in Bangladesh, especially regarding death sentences, takes more time than the trial itself.
- Investigation and prosecution should work in coordination.

Third Session: Police Reform— Supporting the Administration of Justice

Dr. Muhammad Suddle, while speaking on the history and attempts at police reform in South Asia, elaborated on the policing system since the pre-British period until today. He discussed the Kotawal system of policing and included discussion of the London model, the Irish Constabulary model, Sir Charles Napier’s Police Organization, Police Commission of 1860, Police Act of 1861 and post-independence police reforms, including comparisons of different models. He noted the importance of a police force that is operationally

neutral and free from extraneous influences and stressed the necessity of its accountability.

In his speech on police reform in Bangladesh, Mr. ASM Shahjahan pointed to the many commonalities in the systems of Bangladesh, India, and Pakistan. He noted the move from colonial policing to democratic policing, stating that the Bangladesh Constitution guarantees human rights and equal access to justice. He noted the public frustration with the rising inefficiency in curbing crime and laws. The Government has decided to add 26,000 police officers in fighting this problem. This will result in a change from the previous ratio of 1 police for every 1,300 people to 1 police for every 1,000 people. He advocated the importance of establishing a police ombudsman having independence and adequate financial resources.

The following points were noted in the open forum:

- The introduction of a social audit mechanism should be considered.
- Colonial law was made with a colonial purpose and needs to be modified in view of the changed purpose. Checks and balances should exist in a democracy.
- Pursuant to the amendment of the Criminal Procedure Code in 2002, a complainant whose complaint the police station has refused to register should be able to go to the judge to file a case. Senior officers should frequently visit the police stations and when a senior police officer is sent abroad for training, officer should pass on the knowledge acquired to his subordinates.
- Community involvement and public safety reforms should be part of police reforms.



ADB File Photo

In his speech on police reform in Bangladesh, Mr. ASM Shahjahan pointed to the many commonalities in the systems of Bangladesh, India, and Pakistan.

Regional Workshop for Strengthening the Criminal Justice System Summary of Day 2

The second day started with the presentation of Prof. Dr. Taslima Mansoor, Chairperson of the Law Department, Dhaka University on violence against women. Violence against women is an age-old problem that unfortunately continues to persist despite the passage of laws aimed at reducing crimes against women. Women are still subjected to inhuman torture, physical and mental cruelty and 68% of women do not report assault out of shame or fear of further violence. Victims suffer from insecurity and are often forced to compromise the case due to societal pressure. Offences like rape are at times committed even by the law enforcing agencies and the offender remains unpunished by use of money and muscle power. The dowry system, despite not being recognized by religion or the law, has been a major cause of murder of women in Bangladesh. Although the Dowry Prohibition Act of 1980 and the Repression Against Women and Children Prevention Act of 2000 prohibit dowry, the crime rate relating to the dowry system is steadily increasing. Worse, these cases are not being resolved, leaving women virtually without recourse. Clearly, there is a need to protect women against violence through the law.

Fourth Session: Improving Access to Law and Information

Dr. Tureen Afroz, Assistant Professor, BRAC University, pointed out the limitations of access to law and information by citizens, legal professionals, the judiciary and the media in Bangladesh. Referring to the United Nations Resolution of

December 14, 1946, she emphasized that freedom of information is a fundamental right of the citizens. However, in Bangladesh, this right is not explicitly provided by the Constitution; instead there appears to be unexplained secrecy in governmental affairs particularly in lawmaking. Bangladesh laws after 1989 have not been codified and some Acts of Parliament have not been printed since 1970.

The following points were noted by the participants in the Open Forum:

- The law on rape is being reviewed in India and there are suggestions to increase the age limit for statutory rape from 16 to 18. Death penalty for rape may be reconsidered.
- In Pakistan, women police stations staffed only by women police officers have been established and women cannot be held in custody overnight in other stations unless accompanied by a male relative. Further, women can only be interrogated in the presence of a male relative to avoid any complaint of harassment. Raising the level of penalty was noted not to be an effective method to curb the crime rate.
- Some participants of Bangladesh suggested that all laws in Bangladesh need to be translated in Bengali to give ordinary people access to the laws. Others argued against this proposal on the following points: (i) it is only the legal professionals who deal with the Acts and they understand English; (ii) it makes publication of laws in electronic and IT media easier as the necessary software is available in



The workshop was attended by participants from South Asia, representatives from ADB, and resource persons from the region.



Photo credit?

(From left to right) Mr. Ali Ashraf Khan Lodhi, Mr. S.K. Sharma, and Dr. Faqir Hussain

English; (iii) judgments and laws of other countries which are consulted during litigation are in English; (iv) most law books and references consulted are also in English; (v) laws are enacted by the Parliament in English and translating of all of them will take a long time due to lack of resources at the ministry. It was noted that there is a requirement in the National ICT Policy 2002 to publish electronic database of all case laws but this is yet to be implemented.

- Write-ups on specific legal issues can be published in the local language and English in newspapers and uploaded in the internet.

Fifth Session: Reforming Legal Education

Professor Madhava Menon noted that in order for law agencies to administer justice efficiently, the citizens of a country must know their rights and be able to assert their rights. However, in Bangladesh, people talk about human rights without understanding the true extent of their rights. This problem can be addressed through education. Unfortunately, Bangladesh legal education, as it stands now, is in shambles. Law schools and universities in the country have become degree-producing factories which do not even impart the minimum competence required by students to practice law, resulting in colossal wastage of resources. He emphasized that in order to improve rule of law, Bangladesh has to improve the quality of its judges, lawyers and police officers. He further noted that no amount of legal reform will be effective unless the youth in the legal profession are properly educated.

Professor Menon recommended that in order to improve the access to, and knowledge of, legal information in Bangladesh, the existing

curriculum of law universities need to be reviewed to include new areas of specialization that are of relevance to Bangladesh. He made the following suggestions:

- including social context education of law;
- adding specialized optional subjects;
- faculty improvement, i.e., recruitment of skilled/specialized teachers from abroad every year;
- improving the examination structure and methods and incorporating problem-oriented questions where application of principles will be tested.

Regarding the creation of a Centre of Excellence for Legal Studies in Bangladesh, Professor Menon recommended the National Law School of India as a blue print. He stated that Bangladesh needs at least one such center immediately to attract bright minds to the field of law and reduce migration of talent to foreign countries. The flagship program could be a B.A., LL.B (Hons) 5-year degree program.

The following points were noted by the participants in the Open Forum:

- Participants stated that an initiative for establishing Centers of Excellence is already underway in Pakistan headed by the Higher Education Commission. In addition, legal education policy is being finalized. It was further suggested that the current syllabus of the LL.B degree program is largely theoretical and should therefore be made more practical. To address this, professional lawyers and retired judges may conduct some classes to lecture on practical applications of the law. Admission to law courses should be restricted (e.g., there should be an age limit) and entry test may be introduced. Members of the Bar Council should not be involved in the admission process as they tend to accept all students to widen their electorate base.
- In reply to a query made by a participant from Bangladesh regarding possible politicizing of legal centers, Prof. Menon stated that a model institute should be self-financing but not commercial. Government support will be in the form of legislation and infrastructure and the management of legal centres may include members of the judiciary, government, academic and ministers. The institution should neither be public nor private.

Workshop Planning Outputs

No.	Issues	Solutions	Challenges	Strategies
1.	How to enhance the professional competence of the police force?	<p>Police force recruitment at all levels should be done on merit basis.</p> <p>In-service training should be regularly provided, including on stress management training.</p> <p>The appointment, transfer and promotion system should be made transparent with minimum subjective element.</p>	<p>There may be external interference in police recruitment.</p> <p>Lack of funds for human resources development</p>	<p>There should be a properly constituted recruitment committee.</p> <p>Training should be relevant to present-day challenges, gender-sensitive and people-friendly, and facilitate career progression.</p> <p>There should be a credible grievance redressal mechanism for police personnel at all levels.</p>
2.	How to augment the resources of the police force?	<p>There should be adequate budget provided to the police, more particularly for the operations of the police station. The resources should also allow the police to have reasonable working conditions, including 8-hour work shift.</p> <p>The forensic capacity of the police reform should be substantially enhanced.</p> <p>There should be a rewards system within the police similar to the systems established in the customs and other law enforcement agencies.</p> <p>Where appropriate, police-public partnership should be encouraged to augment police resources.</p> <p>More funds should be allocated by the central/federal government for technical capacity building of the police forces.</p>	<p>Budget limitation</p> <p>Lack of political will</p>	<p>Budget allocation should be done on needs basis.</p> <p>The disbursement of the annual police budget should be based on performance audit.</p> <p>Available resources should be utilized specifically for the core police duties and not for priorities determined by extra-departmental channels.</p>

Workshop Planning Outputs

No.	Issues	Solutions	Challenges	Strategies
3.	How to minimize external interference in the operations of the police?	<p>Public safety commissions should be established to oversee police functioning at the state/provincial and district level.</p> <p>The head of the police should have a fixed tenure.</p> <p>The head of the police force should have financial and administrative autonomy.</p>	There may be undue influence from the executive branch on police operations.	<p>The members of the commission should include equal representation of ruling party and the opposition as well as civil society. There should also be adequate female representation in the commission. The other option is to have an apolitical commission of eminent persons.</p> <p>The fixed tenure of the police head as well as the financial, administrative and operational autonomy should be guaranteed in the statute.</p>
4.	How to bridge the gap between the police and the community?	<p>There should be a built-in mechanism for community involvement.</p> <p>A sense of social responsibility needs to be inculcated within the police force.</p>	<p>There is estrangement between the police and the community.</p> <p>The lack of social responsibility among the police forces</p>	<p>Community involvement could be achieved through the establishment of a statutory Citizen Police Liaison Committee.</p> <p>There could be community outreach activities on a regular basis by the police station.</p> <p>Proper training courses should be conducted to incorporate the sense of social responsibility of the police.</p> <p>The police officers should be seconded to other government departments.</p>

No.	Issues	Solutions	Challenges	Strategies
5.	How to create a separate and independent prosecutorial service?	<p>Establishment of a separate and permanent cadre for the prosecutorial service.</p> <p>The cadre could partly be constituted through permanent employees recruited by the service commission and partly through prosecutors selected on contract for a fixed period in accordance to the needs. The proportion of prosecutors that should be regular employees and the proportion that should be on contract may be decided according to local needs.</p> <p>The appointment process and the security of tenure of the Director of Prosecution should be guaranteed in the law for a minimum period of 5 years.</p>	The degree of independence that will be given to the prosecutorial service, such as (i) whether the prosecutor can withdraw the prosecution at its own discretion, and (ii) whether the decision to prosecute or not will remain with the prosecutorial service.	<p>The cadre must be selected on merit and not on political considerations. The cadre must have adequate promotional opportunities.</p> <p>The engagement of contractual prosecutors could be made by the Directorate of Prosecution, through a short-listed panel approved by the respective Public Service Commission or other competent authority.</p>
6.	How to address financial autonomy/requirements of a separate prosecutorial service?	The budget of the prosecutorial service should be separately prepared and allocated through a separate line item in the annual budget.	There may be reluctance to provide greater financial independence to the public prosecutorial service.	The level of financial autonomy should be done in gradual manner.
7.	How to manage the relationship between the investigation wing and the prosecutorial service which would serve to strengthen the prosecutorial system?	<p>The Criminal Justice Coordination Committee at the district level should be established and headed by the sessions judge to be given the statutory responsibility to coordinate between the investigation and prosecution wings.</p> <p>Appointment of the duly qualified police officers into the public prosecutorial service. The appointment should be done on a permanent basis and by the competent authority.</p>	The existing lack of coordination between the police and the prosecutors.	<p>The committee should meet at least once a month.</p> <p>There may be common training between the public prosecutors and the police.</p> <p>Intensive and periodical training of prosecutors at all levels in police/judicial academies may also help to improve coordination.</p>

About the Authors



Prof. (Dr.) N.R. Madhava Menon

N.R. Madhava Menon is a long-serving, popular legal educator in India, an institution-builder, the architect of the 5-year integrated LL.B. program, and the Founder Vice-Chancellor of two of the leading law universities in the country: the National Law School of India University in Bangalore and National University of Juridical Sciences in Kolkata. He has worked for nearly 5 decades to put Indian legal education at par with those of the developed countries. As a member of the Legal Education Committee of the Bar Council of India and later as the first Secretary of the Bar Council Trust, Mr. Menon set up the Bangalore-based National Law School, for which he was honored by the International Bar Association with the Living Legend of Law Award in 1994, followed by the Rotary Club Award for Vocational Excellence. The Bar Council of India presented a Plaque of Honour to Mr. Menon for his contribution to the legal profession and the Commonwealth Legal Education Association elected him as its President for a 4-year term. The National Law School of India University in 2001 conferred on Mr. Menon the degree of Doctor of Laws (LL.D.) (Honoris Causa), with a citation.

After retirement, Mr. Menon was invited by the West Bengal Government to set up the National University of Juridical Sciences and served as its first Vice-Chancellor. He also became the first Director of the National Judicial Academy. The President of India, recognizing Mr. Menon's contribution to public services, presented him with Padma Shree, the first such award to a law teacher in India. Mr. Menon was a Member of the Law Commission of India as well as several Expert Committees. He has served as Chairman of the Indian Statistical Institute in Kolkata and of the Centre for Development Studies in Trivandrum. He also served on the Board of Governors of the International Organization of Judicial Trainers and also Advisor to the Commonwealth Judicial Education Institute in Canada.



Justice (Ret.) Shafiur Rahman

Retired Justice Shafiur Rahman joined Civil Service of Pakistan in 1951 and served in the executive branch of the Government until 1958. He was educated at Allahabad University and started his judicial career as a civil judge, District and Sessions Judge, Registrar of the High Court, Law Secretary Government of West Pakistan and became a judge of the High court in 1969 and that of the Supreme in 1979 and retired in 1994. After retirement he served on various law commissions and worked as a consultant for judicial reforms in Pakistan.



Dr. Muhammad Shoaib Suddle

Muhammad Shoaib Suddle is Director General of National Police Bureau, Pakistan. He has an MSc (Econ.) in criminology and a PhD in white-collar crime from Cardiff University (Wales). He began his police career in 1973 and has held several key positions in the police service of Pakistan. For three years, he was Chief of Police of Balochistan, the largest province of Pakistan. Mr. Suddle has contributed extensively to reshaping policing policy in Pakistan. He is regarded as a leading expert in the field of criminal justice reform. He is national focal person on Violence against Women; a visiting criminal justice expert at the United Nations Asia and Far East Institute in Tokyo; and also Executive Director of Asia Crime Prevention Foundation Pakistan. In 2000, he was seconded to work as a consultant in the National Reconstruction Bureau of Pakistan where he co-authored the

Police Order 2002, which has replaced the 141-year-old police law in Pakistan. As Director General National Police Bureau, he acts as Secretary of both National Public Safety Commission (the top police oversight body in Pakistan) and National Police Management Board (the top body of police chiefs). His role also extends to overseeing a number of state-of-the-art high-tech police capacity building projects.



Mr. Abu Syed M. Shahjahan

A.S.M. Shahjahan, B.Com (Hons), M.Com, is currently a senior national consultant of the Police Reform Programme of the United Nations Development Programme and an advisor of the Japan International Cooperation Agency. He worked in the police force for 30 years, holding positions from General of Police, Police Commissioner, Additional Inspector General of Police, Superintendent of Police, and Deputy Inspector of Police. From 1992 to 1996, he was head of the national police force as Inspector General of Police. Thereafter, he became Secretary to the Government of Bangladesh (1996-1999) and then advisor to the Non-Party Caretaker Government of Bangladesh in 2001. Also an academic, Mr. Shahjahan was also Vice-Chancellor of the University of Asia Pacific in Dhaka from 2001 to 2003.



Dr. Tureen Afroz

Tureen Afroz is an Assistant Professor of Law at BRAC University, Bangladesh. She has recently completed her thesis for Ph.D. in Law and Development at Monash University, Australia. Her specific area of expertise is “securities market regulation and development.” Dr. Afroz received her LL.M. in International Business Law from the University of Western Sydney; LL.B. (Hons.) from the University of London; M.A. in Economics from Delhi School of Economics; and B.A. (Hons.) in Economics & Political Science from the University of Delhi. Dr. Afroz also topped the combined merit list (Humanities) of the HSC Examination under the Dhaka Board in 1988 and received the Kamla Nehru Award for being the “Best All Round Student” of Delhi University in 1992. She has several years of teaching experience in Australia and has presented a number of academic papers at major international conferences in Asia, Australia, Canada and the US. Her research work is widely published in both refereed and non-refereed journals. Dr. Afroz is an advocate of the Supreme Court of Bangladesh and has also been admitted as a barrister and solicitor in Australia.