



STRATEGIC PLAN 2019-2024

MALDIVES POLICE SERVICE



VISION

A safer community together

MISSION

To reduce crime and fear of crime by delivering trusted, human rights centred and collaborative policing services.



CORE VALUES

Our core values define who we are. It directs the organization towards its vision, mission and priorities. As core values they signify the standards to be reflected from all our services and people. These core values will be operationalized in our everyday duty and planned activities for the future. All members of the organization are expected to uphold and foster them at all times.



INTEGRITY

We will uphold our Code of Conduct, demonstrate professionalism and maintain highest standards of character within the organization.



ACCOUNTABILITY

We are accountable for our actions, individually and as an organization, to the law, to the community and to our oversight bodies at all stages of police work. We accept accountability for operational policing and for our resources.



RESPECT

We will be respectful to all in our actions and render services in a courteous and dignified manner.



FAIRNESS

We will enforce the law impartially and without prejudice or favouritism.



EMPATHY

We will respond with care, kindness and compassion to everyone we serve.



DEDICATION

We will dedicate our intellect, energy and resources to ensure public needs and concerns are fully addressed in a timely manner.

MESSAGE FROM THE MINISTER



Imran Abdulla
Minister of Home Affairs

I am greatly honoured to be part of this momentous milestone in the history of policing in the Maldives. The Maldives Police Service Strategic Plan 2019 -2024 which will be implemented throughout the next five years has been formulated after numerous consultations with the citizens, stakeholder institutions, and police officers and staff. This is a part of the Police Reform Agenda outlined in the 'First 100 day's pledges' of the Government.

Taking the concerns of the public into our consideration, we will be focusing these five years around transforming the MPS into a more efficient, competent and professional law enforcement organization. We will work with the least represented communities and the public to help stop them from being targeted by criminals and support those who are. We will intervene early with those who are at risk of being drawn into crime. In addition, this plan includes working closely with international partners as well as those in the private and civil societies in efforts to increase community engagements and partnerships.

Protecting the public is my highest priority as the Minister of Home Affairs. It is my duty to assist MPS in reaching this goal and realize the objectives outlined in this Strategic Plan. This plan will streamline the government's approach

to prevent and combat crime in all its forms, and will affirm our strong commitment to track down perpetrators, and bring them before the law. The Government of Maldives will continue to support the Maldives Police Service in implementing this challenging and inspirational five years plan. I have full confidence that the MPS will implement this plan productively at every level of this organization; from the lowest ranked officer and staff to the Commissioner of Police. While the journey towards police reform will have its challenges and may take time to bring about lasting impacts to the society, we are assured that this Strategic Plan will provide the road map and an organized pathway to help reach our goals day by day.

I wish all officers and staff of MPS the best of luck in this reform process. May Almighty Allah bless the Maldives Police Service and help the institution grow and flourish in this reform process and may He protect our citizens and country always.

COMMISSIONER'S FOREWORD

Mohamed Hameed
Commissioner of Police

It is my privilege to present the Maldives Police Service Strategic Plan 2019 – 2024. This plan presents a comprehensive reform program that is the product of innovation and close consultations with our main stakeholders; the public, government agencies, non-governmental organizations, international partners, and our police officers and staff. Our appeal to the public to provide your views and suggestions towards improvement of policing and reform towards a more democratic approach was answered loudly. The voices of over 1400 individuals have been heard through this process which is indicative of our objective to develop a plan that would empathize on the needs of our stakeholders.

Maldives Police Service, since its inception in the year 2004 has struggled through the country's transition to a democracy. In recent years, there has been public criticism over police professionalism, adherence to democratic principles, and its capabilities to effectively tackle crime and disorder. The environment we operate in is becoming more complex and the demand for effective and efficient policing has increased. This plan comprises of six key priorities that are crucial to meet the increasing demand for improved policing.

By design, this plan is flexible to allow us to address future challenges that may not be readily apparent today. We will develop policing plans annually that will identify

projects and activities to build better governance structures, capabilities and capacities aligned to the accomplishment of our mission. This Strategic Plan will guide the much needed transformation of Maldives Police Service into an organization that befits a democratic society. Additionally, it will facilitate more transparent, effective, efficient and trusted policing services across the country. We will utilize progressive policing concepts and vital partnerships with community members to achieve these objectives. Our main aim is to restore public confidence and trust in Maldives Police Service and thus maintain peace and tranquillity in the country.

I would like to express special gratitude to the members of the Maldives Police Service, who have worked diligently to develop this comprehensive plan. I am especially grateful to the public who participated and devoted their time to help with this project. I am honoured to lead the Maldives Police Service into the future through delivering on this strategic plan. I am encouraged by the positive changes the implementation of this plan will bring about and urge the public to continue to be part of this process so that we can achieve our vision of a safer community together.

HOW WE GOT HERE



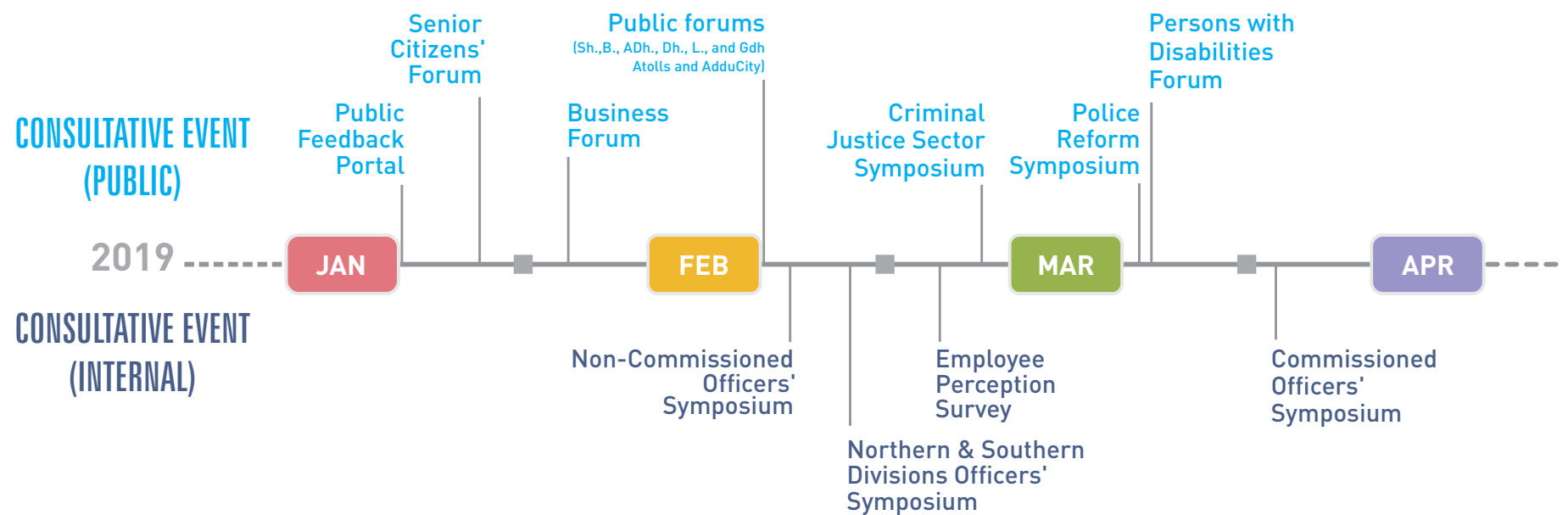
THE PROCESS OF PLAN DEVELOPMENT

Consulting with the public and understanding their concerns were the epitome of this process. The government's pledge to formulate a police reform program that addresses public concerns was the basis of the work and evolved into the development of a 5 years strategic plan for the Maldives Police Service

(MPS). The process was initiated on 16th December 2018 with the formation of a strategic planning committee tasked with formulating the strategic plan.

MPS drew on the energy, intelligence and goodwill of the public and requested for their help. From an online feedback

portal to full-day engagement symposiums, extensive consultations were carried out and insightful and practical feedback were gathered from many members of the public and stakeholder agencies. Professional consultation was also obtained from the Australian Federal Police (AFP) for the planning process.





In total, over 700 individuals from the general public and institutions as well as over 700 police officers and staff were consulted. Further information was derived from a Public Perception Survey conducted by the Maldives National University during 2018.

A Strategic Plan Development Symposium for Commissioned Officers was conducted from March 17th to 18th where all the information obtained from the extensive consultations were presented for deliberation. Priority areas were then identified by the officers and presented

to an Executive Board meeting on 17th March, 2019 in the presence of the Minister of Home Affairs. Six key Priority areas were finalized which were then further refined on by the Commissioned Officers to arrive at proposed objectives and actions for the next 5 years.



STRATEGIC PRIORITIES

This plan articulates the strategic direction of Maldives Police Service to the officers and staff of MPS, public and all relevant partners. Key priorities, strategic objectives and actions are formulated as a combination of concerns shared, issues raised and proposed solutions. The central focus of this plan is building public trust and confidence. It assures policing practices are contemporary to the changes that are evolving in the Maldives and are aligned with the purpose of police existence as stated in the Police Act.

Our strategic plan is guided by eight overarching themes which encompass the guiding approach towards achieving the outcomes of the plan. Striving to always look towards the future while providing optimal service to the public and using these themes as a guide to our actions, six strategic priorities formulate our Strategic Plan 2019 – 2024 and the MPS's future.

1. **Organizational Reform and Transformation**
2. **Partnerships for Community Safety**
3. **Operational Readiness**
4. **Volume and High-impact Crimes**
5. **Road and Maritime Policing**
6. **Local Policing**



STRATEGIC PRIORITY

ORGANIZATIONAL REFORM AND TRANSFORMATION



As in many other countries, policing in Maldives is shaped by the dynamics of the society. Maldives is a country in transition to democracy and the impact and implications of challenges to democratic consolidation are visibly present in the policing landscape. The police are constantly placed at crossroads of partisan politics and democratic deficits visible in the society. Unsurprisingly, a common request emanated from all public consultations, forums and engagements with both internal and external stakeholders is the need for a comprehensive transformation of the organization to a rights-based, service-oriented and professional policing service.

The focus on reform and transformation of the police organization as a priority area will embed public's expectations and demands for a more service-oriented organization. This priority will focus on transparency,

accountability and responsibility to both internal and external stakeholders. We will base our policing within a human rights based approach and seek democratic legitimacy and procedural justice in all our interactions with the public. Concerted effort to instil good governance and tech-oriented policies and practices will ready the organization for the future. Learning as a major objective will ensure overall organizational strategies are backed by empirical evidence and data. A culture of continuous learning within the organization would take MPS beyond acquiring the skills and knowledge needed to deliver services.

The expectation is a major culture change. Employee focused performance and merit-based policies and practices, respect for rule of law, democratic legitimacy, community safety and good-governance are expected results from the organization

through the reform process. Effectiveness and efficiency are two key elements focused and aimed to achieve urgently.

Strategic Objectives

1.1 Build a professional and competent workforce to improve policing practices.

- Establish a Policing Professional Framework;
- Functional restructuring of organizational roles;
- Strengthen performance and supervision management;
- Develop a performance and achievement based reward mechanism;
- Revise recruitment and manpower management processes;
- Enhance diversity and inclusiveness within the organization;
- Establish standards for proper Occupational Health and Safety.

1.2 Promote ethical work practices and processes.

- Enhance written standards to ensure transparency and integrity at work;
- Implementation of clear and strict protocols without discrimination;
- Provide ethics and human rights training throughout the organization;
- Enhance internal reporting mechanisms;
- Ensure diligence in enforcing policies;
- Strengthen internal grievance procedures.

1.3 Establish a culture of continuous learning to meet future challenges.

- Annual Training Need Analyses based on competency gaps;
- Align learning to organizational objectives;
- Provide accessible training opportunities that incorporate micro-learning;
- Devise mechanisms to learn through consultations and partnerships;
- Set professional standards of training and development in alignment with international best practices;



- Revise training manuals and service functions considering human rights practices;
- Expand research function and capacity;
- Train workforce on democratic policing principles;
- Encourage a continuous and collaborative learning culture with social tools.

1.4 Increase efficiency and effectiveness of systems and processes.

- Streamline organizational functions through sustainable approaches;
- Review and revise regulations, policies and procedures;
- Develop an information exchange portal;
- Acquire international accreditation for specialized functions;
- Streamline resource management practices.

1.5 Integrate service oriented practices within the organization.

- Develop a customer service strategy/ customer service framework;
- Formulate and implement a mechanism to ensure accountability to the public;
- Sustainable use of the public feedback portal to address public concerns;

1.6 Foster staff welfare and wellness

- Formulate a health and well-being strategy;
- Strengthen staff welfare facilities;
- Develop counselling and social support mechanisms at work;
- Promote flexible working arrangements.

OVERARCHING THEMES

STRATEGIC PLAN 2019 - 2024



STRATEGIC PRIORITY

PARTNERSHIPS FOR COMMUNITY SAFETY



Strengthening public confidence and building partnerships are essential in providing a safe environment for all communities. As a part of the reform project that we have embarked upon, we will be focusing on developing policing work according to the principles of democratic policing. We must constantly work to ensure that the public supports our work by providing transparency, accountability of police operations and cultivating communication and mutual understanding between the public and the police. Our focus would therefore entail embedding community engagement by coordination, collaboration and empowering the community to better understand community needs and concerns.

MPS cannot operate unaided without its stakeholders to achieve our goal to create

a safer community for all. Collaborating with partners and tackling crimes by implementing and developing a multi-agency framework for this purpose will address the issues of insufficient information sharing and ultimately strengthening and utilizing strategic partnerships through joint decision making, coordinated intervention and shared risk mitigation. The need for a better community engagement approach to reduce existing and emerging crimes and social issues is a necessity. Therefore it is essential to establish productive partnerships, coordination and communication among stakeholders.

Contribution from the community itself is paramount in deciding our priorities and solving problems. Involving and informing the communities of what police are doing will be essential to keep the Maldives a safer

place for all. Continuing these engagements and respecting the rights of individuals will always be at the heart of MPS.

Strategic Objectives

2.1 Community engagement – community focused policing.

- Enhance and expand the neighbourhood policing model;
- Serve the diverse needs of the community with respect and dignity;
- Safeguard vulnerable groups.

2.2 Develop collaborative partnerships within local communities.

- Design and implement a community safety and crime prevention plan;
- Promote Crime Prevention through Environmental Design (CPTED);

2.3 Develop a multi-agency partnership approach.

- Design and implement community partnerships through a multi-agency framework;
- Initiate formulation of a National Crime Prevention strategy;
- Strengthen information sharing mechanisms between related agencies and partners;
- Implement multi-agency arrangements to address specific areas of public concern;
- Collaborate with respective partners in addressing environment related crimes and issues.

- Monitor, inform and educate the community on community safety needs;
- Build community safety capacity of neighbourhoods;
- Develop early intervention programs focused on young people;
- Promote community safety through social media;
- Conduct community safety audits to understand local needs.

STRATEGIC PRIORITY

OPERATIONAL READINESS

Police responsibilities consists of a wide arena of specialties including responding to crimes, prevent crime, reduce damage and to improve the safety of the community. This requires police to be heedful towards the changes occurring across the country and across the world. Policing should be aligned with the expectations of the public. Hence, we would need to continuously transform our policing practices in order to remain informed, legitimate and accountable to the public.

In order to meet the current and evolving needs, the MPS will focus on developing the capacity and capability of the officers to serve the community better. We will focus towards developing the relevant infrastructure, technological capabilities and equipment to make our services efficient and productive. Through developing the operational capacity and being well prepared for any future need,

we hope to give assurance to the public of an effective and professional policing service.

Our ability to increase detection of crimes and improving response times will be key success measures. Public engagement surveys and feedback mechanisms would also allow us to measure and understand the quality of service we provide to the nation.

Strategic Objectives

3.1 Reduce crime by building intelligence capacity.

- Merge information databases including internal and external sources;
- Improve intelligence analytical capacity by introducing advanced data analysis tools, crime predictive analytical tools and bridging different types of data;
- Improve Data interoperability by establishing a Crime Fusion Centre;

- Strengthen intelligence facilities at ports;
- Increase counter intelligence capacity;
- Enhancement and standardization of management of policing information both internally and externally.

3.2 Improve emergency preparedness.

- Improve joint counter terrorism response capacity through developing specialist teams;
- Improve specialist response capabilities;
- Establish emergency management procedures and protocols;
- Develop and establish a crisis management framework;
- Establish reinforcement teams within the atolls.

3.3 Develop multi-skilled and competent first responders.

- Review and revise basic training program in view of first response;
- Review procedures and protocols on first response and establish protocols to handle situations;

- Merge public order units to work with frontline first responders;
- Establish a mechanism for continuous training of first responders;
- Equip and integrate smart and innovative technological capabilities to the front lines.

3.4 Review existing framework of investigation and developing capabilities

- Review and revise the existing investigation framework to improve the quality of investigation.
- Advance towards an effective and efficient Intel-led, evidence based investigations;
- Enhance the existing supervisory framework in investigations;
- Establish a comprehensive inter-agency working framework;
- Review and strengthen the existing inter-department coordination;
- Develop and enhance specialist investigation capabilities;
- Develop resources and infrastructure to ensure professionalism of investigations;
- Develop mutually beneficial law enforcement relationships with foreign law enforcement agencies;
- Develop well-equipped specialist operational capabilities in crime investigation areas;
- Enhance existing information management systems.



STRATEGIC PRIORITY

VOLUME AND HIGH-IMPACT CRIMES



Volume and high impact crimes have been a constant concern for the public and a priority of the police for many years. Crime prevention and combatting crime is a core component of policing. Therefore, targeted focus on specific crimes has been identified as a key priority for the MPS now and for the future.

During stakeholder consultations and public perception survey, more than 70 percent have raised concerns about drug and alcohol related crimes. It is also apparent that a significant number of the crimes that occur daily remains unknown or under-reported which means that the true scale of these threats may likely be greater than which we are aware of. Perpetrators prey on the most vulnerable and at risk groups in the society. These may include women and children, and the harm they endure can have traumatizing and life-

long effects. A victim centred approach must be adopted to address issues of child abuse, domestic violence and juvenile offending in order to prevent future risk.

Many offenders operate as part of large networks. Advancement in technology has allowed criminals to hide in the cyberspaces to exploit women and children, promote anti-social propaganda or even threaten national infrastructure. Continuously progressing technology has meant that exploitation of victims online is becoming easier and more dangerous which must be combatted through focused and targeted efforts. We need to keep pace with such trends and developments and adopt appropriate approaches. The numbers of other high impact crimes such as murder, assault, organized crimes and violent crimes has raised questions regarding the effectiveness of policing practices and processes as a whole.

Working towards minimizing the risk and impact on the society is vital. The threat to the socio-economic infrastructure also escalates with the increase in the number of illegal immigrants who are either involved in criminal activities or become victims of crime. Serious and organized crime requires a coordinated approach and can only be addressed by close collaboration with the public, the private sector and with the help of our international partners.

Strategic Objectives

4.1 Reduce supply and demand to disrupt drugs and alcohol abuse.

- Focused policing on drug trafficking and dealing networks;
- Offshore disruption of drug smuggling networks with the help of international partners;

- Disrupt illegal trade of alcohol;
- Early intervention to prevent youth and juveniles from engaging in drug and alcohol related offences;
- Develop/revise drug intervention programs with stakeholders;
- Initiate formulation of a national drug enforcement strategy;
- Developing well-equipped specialist operational capabilities within the police.

4.2 Coordinated approach towards effective cyber policing.

- Establish a comprehensive inter-agency coordination legal framework for tackling cybercrimes;
- Review and revise the existing cybercrime tackling mechanisms;
- Continuous engagement with at-risk communities of cybercrimes;
- Increase public awareness on emerging trends and threats
- Enhance existing cyber security information sharing mechanisms;
- Engage with relevant stakeholders to mitigate threats of cybercrimes;
- Strengthen international cyber support/relations and information sharing;



- Increase organizational awareness in handling of information/intelligence on cybercrimes;
- Establish mechanisms to police online hate crimes and threats effectively.

4.3 Establishment of a Cyber Policing Centre.

- Develop resources to combat cybercrimes;
- Formulate Computer Emergency Response Team (CERT);
- Engage with stakeholders to enhance capacity and deliver effective tactical response to cybercrime incidents.

4.4 Preventing and countering terrorism and radicalization.

- Review and recommend amendments to terrorism legislation;
- Enhancement of counter terrorism intelligence capabilities for effective operations and investigations;
- Broaden counter terrorism liaison capabilities;
- Facilitate greater integration between CT Intelligence and CT Investigation;
- Enhance collaboration towards national CT framework;
- Expansion of joint operation capabilities;
- Enhance contribution to national efforts in countering radicalization.

4.5 Enhance investigation of serious and organized crimes.

- Initiate formulation of a national strategy for disrupting violent crimes;
- Develop Modus-Operandi database;
- Effectively tackle economic crimes;
- Strengthen financial intelligence capacity;
- Disrupt violent and organized criminal activities;
- Develop multi-agency partnerships for prevention and early intervention;
- Effective investigations for successful prosecution of organized crimes.

4.6 Effective response to volume crimes.

- Review and revise investigation model of volume crimes;
- Develop basic crime scene processing and preliminary investigation capacity of frontline officers;
- Establish public accessibility mechanisms for case progression updates and information exchange;
- Enhance existing lost and found data management mechanism;
- Develop preventive mechanisms to minimize first entrants.

4.7 Prevention and response to juvenile offending and youth crime.

- Establish mechanism for restorative justice;
- Formulate, implement and promote positive and sustainable youth development strategies/activities within the juvenile justice system;
- Invest and support effective reintegration and rehabilitation strategies for juvenile offenders;
- Strengthen MCPD referral framework/mechanism for early identification of risk factors and delinquent behaviour at homes, schools and community;
- Formulate, in partnership with stakeholders, a national strategy/framework and SOPs to identify children at risk of crimes and with delinquent behaviour;
- Strengthen community capacity to address delinquent behaviour;
- Contribute to roll out school level interventions for reduction of juvenile crimes;
- Establish NGO partnerships for youth mentoring programs.

4.8 Expand victim and witness protection capacity.

- Develop specialized child abuse and victim centred investigation capacity in atolls;

- Propose and support victim care/support institutions and facilities;
- Provide assistance for vulnerable population;
- Improve and enhance victim care and support mechanisms;
- Devise and promote mechanisms to increase identification and monitoring of apparent/possible victims;
- Formulate and implement effective preventive and early intervention strategies;
- Strengthen referral framework/mechanism to identify, report and address early risk factors and predictors;
- Deliver specialist training in investigations and victim care.

4.9 Policing issues of illegal immigrants and human trafficking.

- Propose relevant amendments to Human Trafficking Act;
- Devise and implement enforcement arrangements through a coordinated approach;
- Increase policing diversity by training and equipping police to reach and engage with expatriate communities;
- Promote the reporting mechanisms for victims of trafficking;
- Capacity development of human trafficking investigation.

STRATEGIC PRIORITY

ROAD AND MARITIME POLICING



Our deliberations with stakeholders have raised significant concern over road and maritime safety. Increasing the ability of MPS to effectively respond to policing on the land and sea is essential to combat the rising statistics of road accidents and fatal injuries in the Maldives.

Being successful in road policing requires a collective and coordinated effort. Working in partnership with local communities and concerned authorities is vital as road safety has always been a shared responsibility. It is our priority to deliver targeted initiatives to reduce the number of accidents and fatal injuries, ensuring safe road use and road courtesy through continuous advocacy, promotion of awareness and enforcement of the law.

Police enforcement must not only be limited to the roads but policing on sea is as much of a priority as well as a necessity. Maldives being situated over a strategic gateway in the Indian Ocean, there is a high possibility of transnational crimes being committed within our waters. Strengthening maritime law enforcement is therefore critical in protecting against any potential threats that would occur in the Maldivian waters.

The resources and tactics used must be innovative to develop our responses effectively. Investment in new technology will continue to support the development of our response in this regard to ensure the most appropriately skilled and equipped resources are deployed now and in the future.

Strategic Objectives

5.1 Road and maritime safety awareness and incident reduction campaigns.

- Revise current awareness campaigns to ensure relevancy of content;
- Specialized road safety campaigns in accident prone areas;
- Specialized maritime safety campaigns in high risk areas;
- Nationwide road and maritime awareness campaigns.

5.2 Strengthening collaboration with stakeholders on ensuring road safety.

- Promote safe operations, maintenance and improvements of public roads;
- Promote safe road design, safe speed and safe vehicles;
- Work with stakeholders to address challenges in implementing road safety measures and procedures.

5.3 Strengthening road traffic operations (enforcement and response) and investigation.

- Utilize technological infrastructure for monitoring and enforcement of road traffic regulations;
- Development of an automated traffic and road safety information system;
- Review road traffic accident investigation and standard operating procedures;
- Increase preparedness and response to road traffic accidents;
- Enhance and ensure safety of public transportation.

5.4 Strengthening maritime policing and maritime law enforcement.

- Establish inter-operability protocols between MNDF Coast Guard and Marine Police;
- Expand maritime policing at the atolls;
- Improve response to maritime incidents and accidents;
- Targeted patrolling and enforcement at risk prone areas;
- Develop and implement a plan for security at harbour and sea ports;
- Revise maritime investigations manual and standard operating procedures.

STRATEGIC PRIORITY

LOCAL POLICING



The purpose of a locally focused policing approach is to deliver policing to the public on the principles of a need-centred model rather than a functional model, where decisions are made and tasks are carried out following coordination with the relevant stakeholders of the locality. Policing approaches must become fragmented heavily to cater to the issues of the specific societies, in order to support the victims, implement restorative justice and maintain public order.

Indeed, there is a link between increasing population and crime rates. The impacts of migration between regions create shifts in cultural norms and beliefs of individual societies that may potentially result in anti-social behaviour issues and other crime trends. It is therefore important to strategically manage the policing approaches for tackling crime

and managing social issues contextually. Developing the capacity and empowering policing in the atolls becomes a major focus and need under this priority.

Strategic Objectives

6.1 Policing to the local context and need.

- Formulate local policing strategy;
- Forecast and identify local needs and contextualize policing services;
- Establish a local focused multi-agency framework for community safety and social issues;
- Customize community engagement and crime reduction programs;
- Develop standard operating procedures for streamlining service delivery;
- Enhance facilitation for access and communication to policing services.

6.2 Enhance existing atoll policing model (decentralization).

- Optimization of resources and infrastructure development;
- Develop a manpower plan through a comprehensive audit;
- Formulate police stations development plan within the atolls;
- Develop custodial facilities to meet minimum standards;
- Facilitate planning and budgeting autonomy;
- Expand forensic analyses capabilities within the atolls;
- Develop capacity for specialized investigations;
- Initiate regional maritime policing;
- Promote local recruitment practices.

6.3 Revise Male' area policing model.

- Formulate police stations development plan for Male' area;
- Identify and increase security measures on hotspots;
- Expand CCTV access and monitoring capacity;
- Redesign and develop police communication centre;
- Develop a manpower plan through a comprehensive audit;
- Facilitate volume crime investigations at police stations.

PLAN IMPLEMENTATION

The formulation of a strategic plan is not an end to itself. Quite contrary, it is a means towards achievement of a vision and the beginning of the actual work ahead. To move the Strategic Plan from being a document that sits on the table and making it an active roadmap for change, critical actions are embedded to the implementation process from the onset. The following are key issues related to this.

- Develop a project catalogue that will identify the key projects and programs to be undertaken by the organization with clear timelines assigned to it;
- Commissioner of Police to assign a senior officer to lead the implementation of each priority area and related objectives;
- Link the Strategic Plan to the budget and budgeting process;
- Formulation of internal technical working groups related to key focus areas;
- Set-up periodic meetings to assess the progress and early identification of major impediments;
- Seek advice and assistance of a qualified and experienced Strategic Advisor for a longer period to help support the implementation;
- Establish a high-level group or committee consisting of people from outside of the police organization to oversee the implementation;
- Link human resource and incentives (both monetary & in-kind benefits) to meet strategic priorities and objectives;
- Formulate a communication strategy for increased awareness of the strategic plan;
- Continuously and periodically monitor, evaluate and assess.



