



# STRATEGIC PLAN

## 2024-2028

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 organisation towards its vision, mission, and priorities. As core values they signify the standards to be reflected through all our services and people. These core values will be operationalised in our everyday duty and planned activities for the future. All members of the organisation are expected to always uphold and foster them.



## INTEGRITY

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



## ACCOUNTABILITY

We are accountable for our actions, individually and as an organisation, 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 GOVERNMENT

This Strategic Plan of the Maldives Police Service represents a significant step forward in our shared commitment to a safer and more secure Maldives.

The MPS plays a vital role in safeguarding our communities and upholding the law. This plan acknowledges the complex challenges we face today, from emerging crimes to the need for stronger public trust. It also outlines a clear roadmap for addressing these challenges head-on.

The strategic vision of the MPS resonates deeply with the priorities of the President and the Government. Building trust through strong leadership, professional standards, and collaboration is paramount. Investing in modern technology, infrastructure, and a skilled workforce

will empower our officers to excel. Collaborating with communities and international partners is essential to tackle complex security threats.

By prioritising crime prevention and community policing, we can address the root causes of crime and foster a sense of shared responsibility for safety. Equally important is ensuring strong investigations and prosecutions to deliver justice and deter future offences.

This plan is not simply words on paper. It is a call to action for the entire MPS and our partners. With unwavering commitment and collaboration, we can achieve the shared vision of a safe and secure Maldives for all.

We commend the leadership and dedication of the MPS in developing this strategic plan. We are confident that by working together, we can build a brighter future for the Maldives.

# STRATEGIC POLICING REQUIREMENT (SPR)

## 1. Guidelines for Implementation

- 1.1 Result Orientation
- 1.2 Competency Assessment  
and Enhancement
- 1.3 Non-discriminatory services
- 1.4 Collaboration
- 1.5 Accountability
- 1.6 Moral Welfare and  
Recreation

## 2. Crime Focused Policing

- 2.1 Serious and Organised Crime
- 2.2 Drug trafficking  
and substance abuse
- 2.3 Human trafficking
- 2.4 Theft, Robbery, Fraud
- 2.5 Traffic Violation
- 2.6 Cybercrime
- 2.7 Terrorism and Violent Extremism
- 2.8 Domestic Violence
- 2.9 Violence against Women and  
children
- 2.10 Public Disorder

## 3. Community Oriented Policing

- 3.1 Patrolling
- 3.2 Community Engagement
- 3.3 Civil Emergency  
Response





**ALI SHUJAU**  
Commissioner Of Police

## COMMISSIONER'S FOREWORD

I am honoured to introduce the Maldives Police Service (MPS) Strategic Plan 2024-2028. The authority to develop the Strategic Plan is derived from The Maldives Police Service Act (Law No. 34/2020). This plan is aligned with the national government's higher-level plans and incorporates the intent of other government policies and legislative arrangements related to fighting crime.

This document outlines a comprehensive roadmap to guide the MPS in the years ahead. It acknowledges the evolving security landscape and the critical role the MPS plays in ensuring the safety and security of all.

I am acutely aware of the challenges we face. This plan serves as a powerful testament to our commitment to overcoming them. Building a brighter future for the Maldives starts with a focus on crime prevention and community policing. We will cultivate strong partnerships with communities, invest in outreach programs,

and empower them to participate in their own safety. Simultaneously, we will strengthen investigations and prosecutions by investing in modern investigative techniques, forensics, and training for detectives.

We are committed to fostering ethical leadership, promoting transparency, accountability, and a culture of workplace learning. Upholding the highest professional standards through ongoing training and development for all officers will ensure they act with integrity and respect. Strengthening governance and leadership practices in the coming years will ensure efficient resource allocation and responsible decision-making within the MPS.

Recognizing the importance of providing officers with the necessary tools, this plan outlines investments in modern infrastructure, essential supplies, and advanced ICT. Equipping officers with the right resources, from modern facilities to innovative technology for communication, data analysis, and operational efficiency, is essential.

The plan addresses potential officer shortages through strategic recruitment initiatives, while ongoing training programs ensure officers have the knowledge and skills to navigate evolving security challenges and deliver exceptional service to the public.

Finally, we are committed to actively foster partnerships with domestic law enforcement agencies and international organisations. We believe that the exchange of information and expertise will enable us to effectively address complex security threats. The vision articulated in this plan is ambitious, yet achievable through a focused effort on the priority areas.

We are also committed to earning the community's trust by ensuring a safe and secure society for all. We encourage you to carefully review this plan and consider how you can contribute to its success. By working together, we can build a brighter future for our communities.

# STRATEGIC PLANNING PROCESS

The Maldives Police Service (MPS) is committed to proactive and data-driven planning to ensure public safety and security. To achieve this, we conducted a comprehensive strategic planning consultation process. This process involved an in-depth analysis of both the external environment and our internal organisation. Over 2,587 individuals participated, including members of the public, representatives from institutions, and our own staff. We employed a multifaceted approach, gathering valuable insights from all levels through various engagement activities.

## **Departmental Priority Analysis (1<sup>st</sup>–18<sup>th</sup> January 2024)**

Department level strategic priorities were assessed to identify the strategic priorities for the period of 2024-2028 for all departments of MPS. This comprehensive internal review was used to assess the planned departmental activities, strengths, weaknesses, capabilities, and resource allocation needs for the organisation.

This included analysing both qualitative and quantitative data. This analysis identified key thematic priorities for the next four years and allowed us to assess departmental strategic plans for alignment with overall MPS goals. We further conducted a SWOT analysis to leverage our strengths, address weaknesses, capitalize on opportunities, and mitigate potential threats. This comprehensive approach ensures a solution-oriented strategic plan that effectively addresses public safety and security needs.

## **Internal Focus Group Meetings (21<sup>st</sup> January–21<sup>st</sup> February 2024)**

Thirty-nine one-hour departmental focus group discussions were conducted, and they provided in-depth insights into the priorities, planned activities, specific challenges, and opportunities within each area of the service. 286 staff members representing all the key functions of the service were engaged.





### **Staff Perception Survey (1<sup>st</sup>–18<sup>th</sup> January 2024)**

An internal staff survey sought to collect data on the level of trust, morale, satisfaction with services, and resource needs. The high participation rate, with 489 staff from all ranks, ensured a comprehensive view from our workforce.

### **Public Perception Survey (23<sup>rd</sup>–14<sup>th</sup> February 2024)**

The survey was disseminated online using community channels and gathered data on public views on community police relations, local crime trends, public trust, and perception on police service delivery. 953 members of the public representing all the atolls of the Maldives participated in the survey.

### **Local community Forums (29<sup>th</sup> January–12<sup>th</sup> February 2024)**

Public engagement was also a key focus of the consultation process and thus, fifteen local community forums were conducted across six atolls, three cities, and nine islands, Malé, Villimalé, and Hulhumalé. 636 members of the public representing diverse groups of the community participated in the forums. These forums fostered direct interaction, allowing residents to express their safety and security concerns.

### **Public Safety and Security Symposium (29<sup>th</sup> February 2024)**

Over one hundred policy-level stakeholders from both public and private sectors and MPS leadership convened at the symposium for a day of information sharing and high-level discussions. This day-long symposium focused on charting a strategic course for enhanced police efficiency in crime prevention and joint collaborations.

### **Internal Roundtable Discussions (12<sup>th</sup> & 13<sup>th</sup> March 2024)**

Two internal roundtable discussions with key internal staff were conducted with a focus on brainstorming the emerging

thematic priorities and formulating strategic actions. 132 members participated in the roundtable discussions.

# STRATEGIC PRIORITIES

The Maldives Police Service (MPS) is committed to fostering a safe and secure environment for all residents and visitors. This strategic plan serves as a roadmap, guiding not only our officers and staff, but also the public and all relevant partners, towards achieving this shared goal. This plan is the culmination of a collaborative effort. We have listened to the concerns of the community, identified key issues, and developed actionable solutions. These solutions have been translated into five key priorities,

each with a specific strategic goal and objectives and concrete strategies. Building public trust and confidence is central to this plan. We are committed to ensuring that MPS practices are contemporary, adapting to the ever-evolving Maldivian landscape. Our actions will remain firmly aligned with the core purpose of policing as outlined in the Maldives Police Service Act.





Through these interconnected priorities, we are committed to building a safer future for all. We can create a future where everyone feels safe and secure by working collaboratively, embracing innovation, and upholding the highest ethical standards.

This plan is a call to action, not just for the Maldives Police Service, but for the entire community. We encourage your participation and support in achieving this shared vision.



# STRATEGIC PLAN 2024-2028



## GOAL 1

To enhance the Maldives Police Service's national security and public safety capabilities by strengthening central and regional capacities to combat all forms of crime and foster trust within communities.

## PRIORITY 1

# COMBATING CRIMINAL THREATS

The Maldives Police Service (MPS) is dedicated to safeguarding the nation through proactive measures. We acknowledge our communities face challenges related to drug trafficking and substance abuse, human trafficking, theft, robbery, fraud, traffic violation, cybercrime, terrorism & violent extremism, domestic violence, violence against women and children and public disorder. We aim to disrupt

criminal activity by prioritising targeted actions to counter these threats. We recognise undocumented immigrants can be both victims and valuable witnesses, and their cooperation is crucial for public safety. Through strengthened strategic collaboration and a focus on tackling the underlying causes of crime, we believe we can create a safer and more just environment for everyone. MPS will implement nine strategies to achieve its stated Goal 1.

## STRATEGIC OBJECTIVES

### 1.1 Prevent and combat organised crime.

1.1.1 Invest in building intelligence capabilities to combat and disrupt violent crimes, drug trafficking, and financial crime.

1.1.2 Implement a high-impact organised crime strategy focused on the following: evaluating the existing strategies and resources, employing proactive tactics to dismantle criminal networks and prevent criminal activities before they occur, targeted actions on high-harm organised criminal groups causing the

most significant societal damage and continuous monitoring of criminal activities and methodologies.

1.1.3 Strengthen maritime security by enhancing patrolling and interdiction efforts to deter and apprehend vessels involved in illegal activities, while concurrently participating in training programs with partner nations to exchange best practices and expertise.

1.1.4 Propose revisions to legislation to allow confiscation of criminal profits, further hindering criminal network operations.

1.1.5 Establish partnership with the National Drug Agency (NDA) to identify and disrupt the chain of factors ending in drug use.

1.1.6 Implement a violence intervention and prevention strategy, specifically targeting priority populations at highest risk for violence in the Maldives.

## **1.2 Improve police response to fraud and economic crimes.**

1.2.1 Conduct a comprehensive audit of the existing economic crime policing strategy and analyse the effectiveness of past responses, focusing on detection, conviction rates, and existing challenges.

1.2.2 Conduct a series of joint public-private threat assessments including a National Risk Assessments and a National Strategic Assessment to improve understanding of the threat.

1.2.3 Identify and address legal, structural, and cultural challenges within the Maldives Police Service (MPS) related to financial crime enforcement.

1.2.4 Strengthen the law enforcement response and legislative and regulatory frameworks through reforms.

1.2.5 Conduct specialised training programs to develop skilled professionals within the regional and city police forces adept at handling complex economic crimes.

1.2.6 Implement targeted strategies to combat fraud, scams and schemes in selected regions.

1.2.7 Establish a Joint Action Group (JAG) to facilitate interagency cooperation and develop new investigative strategies for financial crimes.

1.2.8 Formulate strategies to disrupt illicit activities on crypto markets.

1.2.9 Implement measures to proactively pursue offenders and disrupt the legalisation of criminally obtained funds.

1.2.10 Collaborate with international law enforcement agencies to improve investigation and asset recovery efforts.

1.2.11 Strengthen collaboration with the private sector (e.g., banks, financial institutions) to share information and develop joint initiatives against economic crime.

1.2.12 Leverage technology for investigations, financial tracking, and evidence gathering.



### **1.3 Enhance cybercrime response capabilities to effectively combat prevalent threats, disrupt online criminal networks, and safeguard citizens and online infrastructure.**

1.3.1 Equip police officers with the specialised skills needed for cybercrime investigations including training on digital forensics, malware analysis, and online investigation techniques.

1.3.2 Build cyber response capabilities through strategic investment in personnel training, operational procedures, and technological infrastructure to address increasingly sophisticated and destructive cyberattacks aimed at disrupting critical online services.

1.3.3 Conduct a thorough review of existing cybercrime laws and propose legislative reforms to address gaps and enhance criminal prosecution for cybercrimes. This could include strengthening penalties, expanding police investigative powers, and ensuring laws are adaptable to evolving cyber threats.

1.3.4 Implement targeted strategies for the most prevalent cybercrimes in the Maldives, including online scams, online harassment, financial schemes, threats, intimidation and cyberbullying.

1.3.5 Invest in building a strong cybercrime investigation unit in selected key regions, ensuring geographically diverse coverage.

1.3.6 Collaborate with international law enforcement agencies to combat cybercrime networks.

1.3.7 Develop and implement a Joint Cybercrime Action Taskforce (J-CAT) framework to support collaborative cybercrime investigations.

1.3.8 Establish public private partnerships to combat cybercrime through collaboration and information sharing.

1.3.9 Develop and implement protocols for the secure collection, storage, and analysis of digital evidence for cybercrime investigations.

1.3.10 Establish a mechanism to continuously monitor and analyse cybercrime typologies to identify new threats and to inform internal strategies.

### **1.4 Establish a comprehensive and data-driven approach to manage undocumented migrant workers in the Maldives, prioritising fair labour practices, human rights protection, and collaboration with stakeholders, while ensuring effective enforcement across all regions.**

1.4.1 Develop and deliver training programs for officers on identifying signs of labour exploitation (e.g., withheld wages, unsafe working conditions, restricted movement), enforcing fair labour practices as outlined in relevant legislation, and collaborating with relevant agencies to investigate suspected exploitation.

1.4.2 Train officers on respectful treatment of all individuals, regardless of immigration status, de-escalation techniques for encounters with undocumented migrant workers, and clear procedures for identifying, processing, and detaining immigration offenders when necessary.

1.4.3 Build partnerships with government agencies (labour, immigration, social services), business associations representing industries employing migrant workers, worker advocacy groups representing undocumented migrant workers and legal aid organisations specialising in immigration and labour law.

1.4.4 Work with local partners to develop a data collection strategy on undocumented migrant workers, including demographics (origin countries, sectors of employment), experiences with exploitation (wages, working conditions, housing) and information on recruitment practices and employer behaviour.

1.4.5 Implement a tailored strategy in collaboration with the local council for each region, to tackle the problem of undocumented migrant workers.

1.4.6 Develop culturally sensitive materials and communication strategies.



## **1.5 Reduce theft, robbery and property crimes through improved prevention, investigation, and offender rehabilitation.**

1.5.1 Enhance enforcement efforts through diversification of approaches, increased level of focus and geographically focused police practices to tackle theft, robbery and property crimes in the regions.

1.5.2 Implement a mechanism to enhance response times and reporting mechanisms for theft, robbery, and property related crimes to enable faster investigations and apprehensions.

1.5.3 Enhance strategic policing for property crime involving measures such as systematic analysis, public—private partnerships, and targeted interventions to address specific components efficiently, moving beyond traditional punitive approaches for effective control.

1.5.4 Implement advanced police patrol strategies in high-risk areas.

1.5.5 Establish partnerships and information exchanges for theft and robbery prevention.

1.5.6 Implement problem-oriented policing and develop predictive policing capacity to address theft, robbery, and property crimes and evaluate its effectiveness.

1.5.7 Explore auto theft patterns and implement interventions to disrupt them.

1.5.8 Establish measures to prevent commercial burglary.

1.5.9 Review and re-establish procedures for handling theft committed by minors.

1.5.10 Enhance stolen vehicle surveillance mechanisms in high-risk zones.

## **1.6 Prevent acts of terrorism and violent extremism.**

1.6.1 Improve intelligence gathering capabilities to identify potential threats, track terrorist activities, and disrupt plots before they are carried out.

1.6.2 Establish a comprehensive inter-agency task force for counterterrorism that includes intelligence, border control, and other relevant stakeholders.

1.6.3 Refine interagency cooperation and information sharing within the inter-agency task force.

1.6.4 Establish specialised counterterrorism response teams based on threat analysis.

1.6.5 Strengthen collaboration with financial institutions to disrupt terrorist financing.

1.6.6 Increase cooperation with international law enforcement agencies to share information and coordinate efforts against global terrorist organisations.

1.6.7 Train the specialised counterterrorism units that are equipped to handle high-risk situations.

1.6.8 Increase regional police officer proficiency in counterterrorism response through comprehensive training programs.

1.6.9 Implement a pilot deradicalisation program in partnership with the relevant stakeholders for individuals at risk of violent extremism in two high-risk zones.

## **1.7 Enhance police response to domestic violence and violence against women and children (VAWC).**

1.7.1 Restructure training curricula to ensure that domestic violence and violence against women and children related subjects are presented cohesively and comprehensively to enhance officers' abilities to handle the cases effectively.

1.7.2 Implement a system in all the region to collect data on families involved in recurring conflicts and at risk of violence.

1.7.3 Reassess the current practices and optimise police responses to policing gendered violence by enhancing the six domains of police involvement in gendered violence, including workforce development, reporting to police, first response, prevention of further domestic violence, investigative responses and charging of perpetrators.

1.7.4 Identify and address the challenges in policing various forms of domestic

violence, including physical, emotional, sexual, and economic abuse.

1.7.5 Advocate for better collaboration across professional groups and evidence-based prosecution.

1.7.6 Launch a regional development initiative that prioritises training and infrastructure improvements to support a gender-sensitive approach for handling domestic violence and violence against children.

1.7.7 Advocate to strengthen legal frameworks and ensure effective prosecution of perpetrators.

1.7.8 Conduct gender sensitisation training for all police staff to improve handling of gender-based cases and foster a victim-centric environment.





## **1.8 Enhance police response to traffic violations.**

1.8.1 Strengthen the deterrence-based policing strategy with a stronger focus on general deterrence initiatives.

1.8.2 Focus on increasing perceptions of certainty, swiftness, and severity of punishment for young drivers, especially in regional areas, to deter illegal behaviour on the road.

1.8.3 Regularly publicize enforcement efforts through press releases, social media campaigns, and community outreach to raise awareness and deter potential traffic offenders.

1.8.4 Vary enforcement activities in terms of time, location, and tactics to make it difficult for offenders to anticipate or circumvent them—involving a combination of highly visible activities and less visible activities.

1.8.5 Target enforcement efforts during specific times and in areas with historically high violation rates.

1.8.6 Implement a targeted strategy to help reduce the number and severity of road accidents in high-risk zones in each region and to improve overall public safety on the roads.

1.8.7 Analyse traffic violation data and employ intelligence policing to identify traffic violation patterns and guide enforcement efforts.

1.8.8 Leveraging automated violation detection systems and digital impounded vehicle management systems to promote efficiency and compliance.

1.8.9 Explore the effectiveness of the current traffic violation settlement model(s) and implement an alternative model.

1.8.10 Upskill traffic police to improve professionalism, communication skills, and ethical conduct.

1.8.11 Establish a collaborative traffic safety task force with relevant stakeholders to co-create and implement effective traffic safety measures. count for regional differences in violation levels, road network status, and sometimes even social reforms.

1.8.12 Use region-specific tailoring to account for regional differences in violation levels, road network status, and sometimes even social reforms.



## **1.9 Maintain public order by effectively responding to disruptive behaviour and promoting peaceful engagement.**

1.9.1 Review the existing routines, policies, and technologies used by police to manage protests, including spatial restrictions, training, and negotiation strategies with protestors.

1.9.2 Implement policing measures to address factors conducive to violent confrontations.

1.9.3 Develop and implement early warning systems to identify potential flashpoints and intervene before they escalate.

1.9.4 Conduct training to enhance the effectiveness of policing crowds and social movements.

1.9.5 Implement strategic police visibility to deter crime and address public order concerns.

1.9.6 Create and implement localised plans to manage disorderly youth in public places by conducting community surveys, reducing congregations, addressing repeat offenders, and using developmental approaches to build trust and reduce hostility.

1.9.7 Conduct thorough reviews of public disorder events to identify areas for improvement in police response.

1.9.8 Review the existing protocols and establish clear protocols for use of force — define clear guidelines for when and how officers can use force during public disorder events.

# STRATEGIC PLAN 2024-2028



## GOAL 2

To cultivate a collaborative partnership between the Maldives Police Service (MPS) and the public, fostering a sense of shared responsibility for safety and well-being in all communities.



## PRIORITY 2

# PRIORITISING COMMUNITY ENGAGEMENT AND POLICING

Building trust and collaboration with the public is a cornerstone of effective policing. Our intention is to prioritise and implement a comprehensive approach to community engagement, empowering officers to forge strong relationships with residents. By implementing a community policing model across all regions, we aim to foster a shared responsibility for public safety. This strategy involves not only citizen cooperation in reporting crime

but also collaborative efforts with public agencies, local businesses, NGOs, and social service agencies. Through targeted problem-solving initiatives, data-driven approaches, and educational programs, we seek to create a safer and more secure environment for all residents and visitors. MPS will implement six strategies to achieve Goal 2.

### STRATEGIC OBJECTIVES

**2.1 Implement a comprehensive community policing model in all the regions and empower officers to build relationships with residents to develop and implement targeted problem-solving strategies aligned with local crime patterns.**

2.1.1 Establish a comprehensive policy framework for community-oriented policing, emphasizing collaboration with

residents and data-driven approaches to crime prevention.

2.1.2 Revise the neighbourhood officer handbook to reflect the reconceptualization of neighbourhood policing as a core function. This revised handbook should emphasise crime prevention, property protection, and strategies for building trust and collaboration with residents.

2.1.3 Organise regular community meetings, foot patrols, and outreach programs to foster trust and collaboration with residents.

2.1.4 Conduct training on integrating community-oriented policing principles for police officers across all ranks and roles.

2.1.5 Implement clear and accessible channels for reporting crime and concerns identified through neighbourhood policing efforts.

2.1.6 Review and establish a system for addressing public complaints and feedback in a timely and transparent manner.

2.1.7 Regularly communicate crime statistics and trends with the public, alongside data-driven strategies for addressing them.

2.1.8 Streamline technology to support neighbourhood policing, including data analysis tools, crime mapping software, and secure communication platforms for officers and residents.

## **2.2 Build partnerships with community stakeholders.**

2.2.1 Expand partnerships with local businesses, organisations, and NGOs to promote safety initiatives.

2.2.2 Partner with schools to educate young people about safety and the role of the MPS.

2.2.3 Work with tourism stakeholders to ensure the safety of residents and visitors.

2.2.4 Develop joint community watch programs to promote neighbourhood vigilance.

2.2.5 Collaborate with social service agencies, to strengthen diversion referrals.

## **2.3 Promote shared responsibility for public safety.**

2.3.1 Encourage residents to report suspicious activity and crime promptly.

2.3.2 Educate the public on crime prevention techniques for homes, businesses, and personal safety.

2.3.3 Develop programs that encourage community involvement in targeted crime prevention initiatives.

## **2.4 Build community support to aid in specific crime focused policing.**

2.4.1 Implement a localised problem-oriented policing strategy to combat local crimes.

2.4.2 Encourage public cooperation with the police by promoting anonymous reporting channels and fostering trust within communities.



2.4.3 Strengthen collaboration with relevant stakeholders (including financial institutions, government agencies, and NGOs) to follow the money trail and dismantle the financial networks of criminal organisations.

2.4.4 Collaborate with the councils and conduct a CPETD audit of high-crime areas and public spaces to identify elements that contribute to crime opportunities.

2.4.5 Conduct programs to educate businesses and financial institutions on how to identify and report suspicious financial activity (SFA) related to crime.

2.4.6 Develop and implement an awareness campaign in partnership with relevant stakeholders to educate both employers and undocumented migrant workers regarding fair labour practices and legal immigration procedures.

2.4.7 Provide support to develop programs that provide positive alternatives for youth, reducing their vulnerability to gang recruitment.

2.4.8 Raise public awareness about financial crimes, prevention measures, and cryptocurrency risks.

2.4.9 Develop targeted public awareness campaigns focused on specific cyber threats and educate citizens on how to identify and avoid them.

2.4.10 Collaborate with local authorities to design a system for identification and management of undocumented migrant workers, considering data collection, registration options, and enforcement.

2.4.11 Educate residents and migrant workers about their rights and responsibilities.

2.4.12 Refine micro-place policing strategies based on data and community engagement.

2.4.13 Partner with religious and community leaders to develop and promote educational programs that counter extremist narratives.

2.4.14 Launch localised public awareness campaigns against domestic violence and violence against women and children in all regions.

2.4.15 Partner with community-based organisations to promote healthy relationships and bystander intervention to help reduce domestic violence and violence against women and children.

2.4.16 Develop public awareness campaigns to challenge social reforms that condone domestic violence.

2.4.17 Establish community involvement and multi-agency partnerships to enhance and aid in the policing of public disorder in leisure and holiday areas.

2.4.18 Develop programs that educate businesses and individuals about cybercrimes and provide practical steps for prevention.

2.4.19 Implement innovative community engagement initiatives and public messaging to promote a culture of respect for traffic laws and safety.

2.4.20 Implement enhanced coaching, education, and law enforcement measures to reduce traffic accidents.

2.4.21 Implement community policing initiatives to build trust and encourage crime reporting related to theft, robbery, and property crime.





## **2.5 Manage civil emergencies by planning preventive measures, forecasting risks, and efficiently responding to and mitigating the consequences of emergencies.**

2.5.1 Develop a detailed police emergency preparedness and response plan outlining roles, procedures, and communication protocols for all involved parties during emergencies.

2.5.2 Conduct a thorough assessment of potential civil emergencies to identify potential threats and help develop targeted planning and mitigation efforts.

2.5.3 Conduct a comprehensive assessment of existing resources to identify gaps in equipment, technology, and training to capture a realistic picture of response capabilities.

2.5.4 Establish clear communication protocols with relevant agencies to support effective communication across all responders, which is essential for coordinated action during emergencies.

2.5.5 Conduct joint training exercises with other emergency response agencies and local teams to enhance the coordinated responses and to help identify and address potential issues before a real emergency.

2.5.6 Develop emergency procedures for foreseeable civil emergencies and share with all the relevant stakeholders.

2.5.7 Ensure the final emergency preparedness and response plan is widely disseminated and accessible to all stakeholders, including the public.

2.5.8 Conduct emergency drills aligned with the emergency preparedness and response plan.

2.5.9 Deliver training programs for police officers in rapid deployment strategies and first response protocols for various civil emergencies.

2.5.10 Conduct public education programs on basic emergency response skills to strengthen local community preparedness. Ensure the final emergency preparedness and response plan is widely disseminated and accessible to all stakeholders, including the public.

## **2.6 Measure and evaluate community engagement efforts.**

2.6.1 Conduct regular surveys to assess public trust and satisfaction with the MPS service.

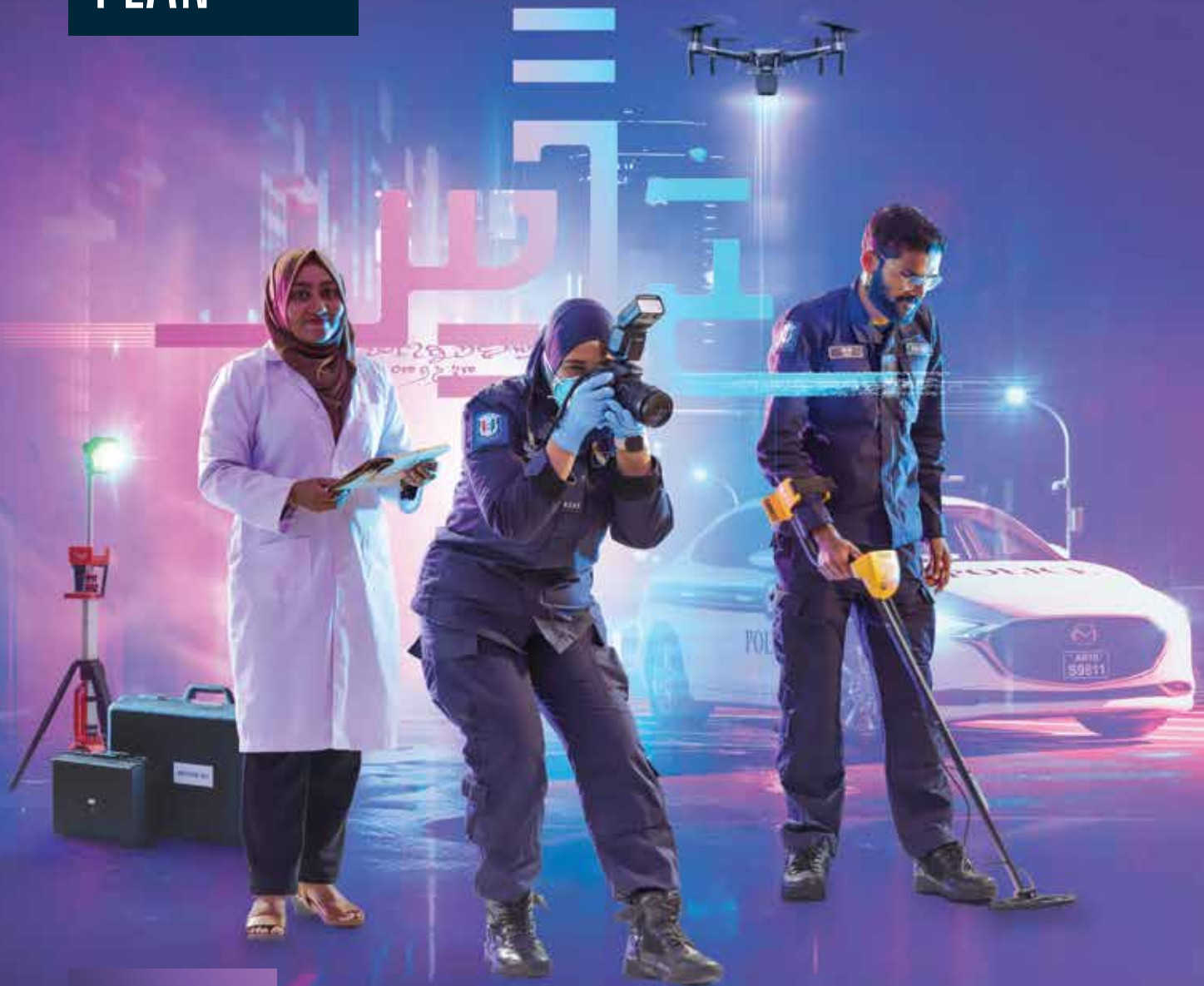
2.6.2 Track participation rates in community engagement activities.

2.6.3 Analyse the effectiveness of outreach programs in reducing crime and improving safety.

2.6.4 Use data to continuously improve communication and collaboration strategies.



# STRATEGIC PLAN 2024-2028



## GOAL 3

To implement a comprehensive developmental plan focused on fostering a collaborative and well-equipped workforce within a modern and efficient workplace environment, through strategic investments in physical infrastructure, technology, and best practices, and ultimately delivering improved service.

## PRIORITY 3

# MODERNISING AND UPGRADING POLICE INFRASTRUCTURE AND PRACTICE

In today's rapidly evolving landscape, the Maldives Police Service (MPS) recognizes the critical need to modernise its infrastructure and practices. This initiative prioritises significant investments in upgrading facilities, equipment, and technology to enhance operational efficiency and strengthen law enforcement capabilities. By strategically allocating resources, we aim to create a modern and well-equipped police force that can effectively address current and emerging

security challenges. This priority encompasses infrastructure development, training advancements, knowledge management, and enhanced collaboration across all levels of the organisation. Ultimately, this modernisation effort strives to build a future ready police force that fosters public trust and delivers exceptional service to all residents and visitors. MPS will implement twelve strategies to achieve Goal 3.

## STRATEGIC OBJECTIVES

### 3.1 Project future investment needs in construction and upgrade of police buildings and police housing.

3.1.1 Assess the impact of investments in construction and upgrade efforts over the past 10 years.

3.1.3 Develop a long-term investment plan for infrastructure modernisation based on the needs assessment findings.

3.1.2 Conduct a needs assessment to determine future investment requirements for construction and upgrades in police infrastructure over the next 10 years, considering factors such as population growth, crime trends, and emerging policing needs.

3.1.4 Review the current housing scheme and develop a Housing Strategy to support a long-term and sustainable housing scheme for the police force.

### 3.2 Evaluate and optimise police mobility investments.

3.2.1 Analyse the impact of past investments in police vehicles over the past 10 years. This could involve metrics such as response times, patrol coverage, and vehicle maintenance costs.

3.2.3 Develop strategies to optimise future investments in police mobility, considering factors like vehicle type, technology integration, and efficient deployment strategies.

3.2.2 Identify areas for improvement in police fleet management and resource allocation.

### 3.3 Assess and improve police computerization efforts.

3.3.1 Conduct a comprehensive evaluation of computerization efforts across all regions in the past 10 years.

3.3.3 Develop a plan for continuous improvement of police computerization, ensuring equitable access to resources and promoting efficient information sharing across the MPS.

3.3.2 Assess the effectiveness of current systems, identify any disparities in regional access, and evaluate user satisfaction with available technology.

### 3.4 Modernise equipment for enhanced policing.

3.4.1 Evaluate the current state of equipment used for administrative functions, policing operations, and training development.

3.4.2 Identify gaps and prioritise investments in modernising equipment based on current needs and emerging trends in law enforcement technology.





3.4.3 Develop a strategic plan for equipment acquisition and implementation,

ensuring proper training and support for officers using new technologies.

### **3.5 Enhance communication strategies for effective policing.**

3.5.1 Analyse existing communication strategies within the MPS and assess their effectiveness in reaching the public and fostering community engagement.

3.5.3 Develop and implement a comprehensive communication strategy that strengthens public trust and promotes transparency in police operations.

3.5.2 Explore new communication technologies and platforms that can improve information dissemination, public outreach, and collaboration between police and the community.

### **3.6 Develop a cutting-edge forensic science capability.**

3.6.1 Conduct a thorough evaluation of the current state of forensic science services within the MPS.

3.6.3 Develop a long-term investment plan to enhance forensic science capabilities, considering factors like infrastructure development, personnel training, and technology acquisition.

3.6.2 Identify areas for improvement, focusing on updating forensic equipment and technologies, expanding the range of forensic services offered, streamlining forensic case processing times, and strengthening collaboration between investigators and forensic science professionals.

3.6.4 Explore opportunities for regional collaboration and knowledge sharing in forensic science to leverage resources and expertise.



### **3.7 Enhance police infrastructure and resource allocation for effective policing across all the regions.**

3.7.1 Conduct a comprehensive assessment of police station capacity across atolls, prioritising locations with the most significant workforce expansion and space constraints.

3.7.2 Develop a plan for relocating or expanding police stations in these atolls, considering population growth and crime trends.

3.7.3 Implement technological solutions to facilitate seamless collaboration between atoll units and the central departments.

3.7.4 Establishing and resourcing new infrastructure to support problem-solving across the force.

3.7.5 Promote resource-sharing programs between atolls to optimise equipment and facilities utilisation.

3.7.6 Work towards decentralized management of the budget by establishing transparent budget allocation processes, empowering regional policing commands to manage their finances effectively, and ensuring accountability in resource utilisation.

3.7.7 Develop a resource allocation plan and conduct an annual resource utilisation audit for each region.

### **3.8 Build a modern and efficient police force by upgrading facilities and resources.**

3.8.1 Conduct a space needs assessment for each department, considering future workforce growth projections, functional and operational deficiencies, and targeted crime prevention strategies.

3.8.2 Prioritise critical areas for expansion or renovation based on department needs and operational efficiency.

3.8.3 Invest in modern patrol vehicles, equipment, and facilities to enhance officer safety and operational efficiency in all the regions.

### **3.9 Strengthen officer knowledge on related procedures and organisational practices.**

3.9.1 Develop and share standard operating procedures (SOPs) online or physically to ensure easy access and common understanding.

3.9.2 Conduct regular SOP training to keep officers updated on changing laws, procedures, and technology.

3.9.3 Establish mentorship programs to support interaction between experienced officers and novice officers to foster knowledge transfer and on-the-job learning.

3.9.4 Conduct systematic after-action reviews to improve future operations and to identify best practices.



3.9.5 Develop a central knowledge repository to foster continuous learning by storing best practices, case notes, and department policies.

### **3.10 Enhance collaboration and information sharing across departments.**

3.10.1 Establish a clear communication channel to allow officers to report issues, request clarifications, and share information effortlessly.

3.10.2 Equip officers with multiple skills to increase flexibility and to allow them to cover roles during staff shortages or transitions.

3.10.3 Conduct backup plans and training programs to minimise knowledge gaps in critical institution related areas, ensuring continuity of service.

3.10.4 Streamline collaboration to eliminate service duplication and to promote a unified approach to policing.

3.10.5 Establish a mechanism to support real-time evidence sharing to allow for swift exchange of crucial evidence for investigations.

3.10.6 Develop a centralized platform to facilitate the efficient flow of data essential for successful crime investigations.

3.10.7 Establish clear metrics and evaluation methods to allow for tracking progress and assessing the effectiveness of crime response strategies.

### **3.11 Utilise modern approaches in police training.**

3.11.1 Promote innovative approaches in police training, transitioning from traditional to andragogical models, utilising simulation technology, and addressing specialised investigation training.

3.11.2 Conduct a program emphasizing the importance of values and culture-building in the organisation, particularly in bridging generational gaps within the force.



### **3.12 Establish a central research centre dedicated to enhancing and consolidating research capabilities to support the delivery of high-quality services to the community.**

3.12.1 Systematise research endeavours and optimise evidence-based practice through the establishment of a Police Research Centre.

3.12.2 Establish a Knowledge Management System within the Research Centre to disseminate knowledge generated by research.

3.12.3 Promote knowledge sharing among members and encourage the application of new knowledge in policing,

3.12.4 Develop and enhance strategic partnerships and collaboration with professional research institutes, universities and colleges to improve the quality and range of research services available to the MPS.

3.12.5 Under the command of the Research Centre, establish access to international publications through subscription to provide support and to facilitate research activities undertaken by the centre.





3.12.6 Develop the College library into a research-oriented knowledge centre and a library specialised in applied policing.

3.12.7 Conduct research on the growing influence of criminal syndicates across sectors (political economic, law enforcement etc...).

3.12.8 Conduct research on youth pathways into cybercrime designed to explore the trajectories and pathways that lead to cyber-criminality in the Maldives.

3.12.9 Conduct research into theft and robbery trends over the past 10 years.

3.12.10 Conduct research into the implementation and effectiveness of policing responses to domestic violence and violence against women and children.

3.12.11 Conduct research on human trafficking in the Maldives.

3.12.12 Establish a mechanism to ensure collaboration between the Research Centre and MPS's Bureau of Crime Statistics as well as the Technology Department to conduct hotspot crime mapping, analysis, and prediction.

# STRATEGIC PLAN 2024-2028



## GOAL 4

To promote effective governance and a responsive leadership that prioritises internal efficiency, strengthens core policing functions, and a skilled workforce, ensuring optimal service delivery and public safety in a dynamic society.

## PRIORITY 4

# FOSTERING EFFECTIVE GOVERNANCE AND LEADERSHIP DEVELOPMENT

In a rapidly evolving society like the Maldives, ensuring public safety hinges on a strong foundation within the Maldives Police Service (MPS) itself. This priority focuses on cultivating a high-performing workforce through internal efficiency, strategic workforce development, and data-driven decision-making. By optimizing service delivery and building trust within our communities,

we aim to transform the MPS into a more effective and responsive force. This will be achieved through promoting good governance, fostering strong leadership at all levels, and equipping officers with the necessary skills and capabilities to address emerging challenges and to keep our communities safe. MPS will implement eighteen strategies to achieve Goal 4.



## STRATEGIC OBJECTIVES

**4.1 Forecast workforce numbers for the next five years, considering factors such as population density, crime rates and trends, tourism activity, Infrastructure and resource availability, workload demand, performance objectives, workforce attributes, cohort management, demographic and generational shifts, and systemic circumstances.**

4.1.1 Determine the total number of police personnel needed at all levels in all the regions, including officers, support staff, and administrative personnel.

4.1.2 Develop staffing plans for individual police stations and police posts within each region, considering specific needs and challenges of each location, operational requirements for effective service delivery.

4.1.3 Analyse historical data on retirement rates, resignations, and other forms of attrition within the MPS to project retirement trends and attrition rates to ensure sufficient workforce replacement.

4.1.4 Identify the specific skill sets and specialisations required within the police force to address current and emerging crime trends.

4.1.5 Project future needs for specialised units and personnel based on identified requirements.

4.1.6 Determine efficient staff allocation level by exploring the advantages and disadvantages of the different approaches, including the per-capita approach, the minimum staffing approach, the authorised level approach and the workload-based approach.

4.1.7 Establish workforce goals considering community and MPS needs, diversity, specialised skills attributes and seniority distribution and cohort distribution.

4.1.8 Assess existing circumstances considering the difference between the current and optimal police workforce and help illustrate how far MPS is from an optimum 'number' based on a workload assessment.

4.1.9 Implement a strategy that continuously seeks to optimise resource utilization. This includes leveraging funding, staff capabilities, partnerships, and other available opportunities. The strategy should be adaptable to address obstacles as they arise, such as changes in recruitment budgets, staffing levels, high-profile incidents, policy implementation, or unexpected staffing changes.



## **4.2 Implement a management strategy with a focus on reducing bureaucratic burdens, increasing visible presence, and enhancing command and control effectiveness.**

4.2.1 Identify the existing bureaucratic burdens at all the functions within the police.

4.2.2 Streamline police operations by minimising unnecessary administrative tasks and paperwork, allowing officers to dedicate more time to core policing activities and community engagement.

4.2.3 Conduct a thorough review of all administrative procedures to identify areas for simplification and eliminate unnecessary steps, consolidate forms, and automate repetitive tasks where possible.

4.2.4 Implement digital solutions for data collection, reporting, and record-keeping to significantly reduce paperwork and improve efficiency.

4.2.5 Establish clear and consistent protocols across departments and units to avoid duplication and confusion.

4.2.6 Increase workforce flexibility through cross-training of officers to perform multiple roles, reducing reliance on specialised units for routine tasks.

4.2.7 Utilise data-driven deployment by analysing crime data and citizen concerns to strategically allocate resources and increase police presence in high-risk areas.

4.2.8 Establish measures to ensure officer interaction and collaboration with local businesses, schools, and community groups to conduct joint patrols and outreach programs.

4.2.9 Increase foot patrols in key areas to allow officers to engage with residents, build relationships, and deter crime through increased social presence.

4.2.10 Enhance communication and information sharing between officers, dispatch, and command centres.

4.2.11 Enhance the effectiveness of police command and control by optimising resources, improving response times, and implementing innovative technologies.

4.2.12 Implement performance measurement for supervisors using metrics and evaluations to identify areas for leadership improvement and facilitate strategic decision-making.

4.2.13 Provide ongoing leadership training in crisis management, tactical decision-making, and effective communication to create a more responsive and adaptable command structure.

4.2.14 Identify the strengths and weaknesses of past incidents to enhance command and control effectiveness in major incidents.



### **4.3 Cultivate a culture of increased staff engagement and continuous improvement within the police force.**

4.3.1 Implement leadership development programs that emphasise emotional intelligence, communication skills, and conflict resolution to enable them to better understand and address the needs and concerns of their officers, fostering a more positive and supportive work environment.

4.3.2 Identify the barriers to innovative thought and practice.

4.3.3 Establish a readily accessible central resource, such as an online platform or designated suggestion boxes, for officers to submit innovative ideas and best practices related to addressing dynamic and emerging challenges within the police service. Implement a clear evaluation process to assess the feasibility and potential impact of submitted ideas and provide feedback to contributors. Recognize and reward officers who contribute valuable and implementable solutions.

4.3.4 Implement initiatives that promote recognition of individual contributions.

4.3.5 Create a forum for dialogue and conversations among employees as a more valuable vehicle for change.

4.3.6 Engage staff in decisions that directly affect them at work.

4.3.7 Review the current planning and communication strategy and bring necessary revisions pursuing a variety of strategies and interventions to ensure the necessary communication reaches as much of the workforce as possible.

4.3.8 Establishing clear performance expectations for leadership that prioritise engagement of the team members.

4.3.9 Recognize and reward officers who demonstrate exemplary leadership to prioritise staff engagement.

### **4.4 Optimise police recruitment through streamlined processes and data-driven strategies.**

4.4.1 Implement a thorough review of the current attraction and recruitment process.

4.4.2 Streamline the application process, utilise technology for assessments, and target outreach efforts to attract a wider pool of talent.

4.4.3 Review the existing vetting process and publish the revised guidelines.

4.4.4 Develop and establish revised standards for recruitment.

4.4.5 Develop a comprehensive tailored attraction strategy highlighting all available and potential future policing opportunities for each region.

4.4.6 Consider longer term engagement with schools and higher education institutes in arranging work shadowing, placements, and experience to attract and nurture future recruits.

4.4.7 Offer a competitive employment package with compensation and benefits to attract talent.

4.4.8 Promote work-life balance for a more attractive and sustainable work environment for all personnel.

4.4.9 Continuously benchmark and integrate best practices into the police recruitment process.

4.4.10 Promote fair and equitable selection practices by implementing unconscious bias training for all personnel involved in police recruitment process.

4.4.11 Implement a custom web application to eliminate unnecessary paper-based processes.



## 4.5 Strengthen retention strategies.

4.5.1 Analyse workforce retention rates and reasons for early exit.

4.5.2 Implement annual workforce surveys to capture workforce morale, contentment and foresight, and to enhance transparency and support evidence based strategic planning.

4.5.3 Create and promote a program of recognition for all areas of the organisation.

4.5.4 Implement a strategy to recognise internally and externally sustained community cohesion activities.

4.5.5 Invest in talent development through mentorship and career development programs to support growth and retention.

4.5.6 Establish measures to ensure succession planning and retention of pivotal roles.





#### **4.6 Develop and implement a comprehensive talent management strategy to enhance career progression opportunities for police officers at all levels.**

4.6.1 Identify officers with leadership potential or interest in lateral moves through a combination of data analysis of performance evaluations, training records, leadership assessments, and active identification through mentorship programs, leadership recognition initiatives, and open communication channels.

4.6.2 Provide targeted development opportunities through designing and delivering leadership training programs tailored to equip high-potential officers with the necessary skills, establishing a mentorship program pairing aspiring leaders with experienced officers for guidance and support, and offering opportunities for officers to develop new skills and knowledge through training programs, secondments, and cross-departmental assignments.

4.6.3 Implement a comprehensive talent management strategy focused on outlining career paths, development opportunities, and progression criteria and how to effectively communicate the talent management strategy through various channels, including internal communications, recruitment materials, and presentations.

4.6.4 Align fast-track programs, direct entry initiatives, and promotion procedures with the overall talent management strategy.

4.6.5 Analyse and revise promotion and lateral progression policies to guarantee fairness, transparency, and accessibility for all officers.

4.6.6 Review promotion policies to ensure they reflect force demographics and promote fairness across departments.

#### **4.7 Strengthen the current strategy employed to support a dignified exit from the police service.**

4.7.1 Conduct a comprehensive review of exit processes to capture valuable insights from departing officers, including their concerns and suggestions for improvement, and utilise these insights to inform the development of a formalised dignified exit strategy.

4.7.2 Analyse data to understand officer concerns and satisfaction with the existing exit process.

4.7.3 Establish clear procedures and communication protocols to ensure a respectful and efficient exit process that acknowledges officer contributions.

#### **4.8 Review and develop capabilities at all levels.**

4.8.1 Conduct a skills gap analysis to identify the current skills and knowledge possessed by officers at different levels within the force through surveys, assessments, and performance reviews. Compare the identified skills gaps with those of other successful police forces to identify areas for improvement.

4.8.2 Implement a formal competency framework and a skills and capabilities matrix applicable to all ranks.

4.8.3 Implement a program to significantly broaden exchange opportunities within MPS and police organisations worldwide.

4.8.4 Conduct a comprehensive review of the current police initial training program, focusing on identifying strengths and weaknesses of the existing curriculum, instructional methods, and learning outcomes, and alignment with modern policing principles such as de-escalation, community engagement, data-driven decision-making, procedural justice, and cultural sensitivity.



4.8.5 Create management competencies and profiles for middle-level managers.

4.8.6 Implement programs to facilitate leadership development crucial for performance and service delivery improvement.

4.8.7 Implement a comprehensive investigation capability development program to equip officers with the necessary skills, knowledge, and resources to conduct thorough and effective investigations.

4.8.8 Enhance in-service training with a focus on developing future skills.

4.8.9 Review and transform the mandatory progression training programs.

4.8.10 Establish a system and process to allow fair and just provision of training opportunities across all the regions.

## 4.9 Build a healthy and resilient workforce.

4.9.1 Provide designated contemplation rooms or space where officers could decompress following particularly difficult or traumatic incidents.

4.9.2 Conduct monthly one-day events dedicated as “recharge days” where participants are offered courses and educational programs around issues such as developing coping strategies, identifying the signs of stress, and the importance of sleeping and eating well.

4.9.3 Foster an organisational culture that focuses on prevention, early intervention, and support for individuals.

4.9.4 Embed clear, consistent, and evidence-based standards for welfare and wellbeing support.

4.9.5 Equip leaders within the organisation with the knowledge to help identify and address mental health concerns among staff.

4.9.6 Establish and maintain partnerships with relevant organisations offering professional support services.

4.9.7 Establish a mechanism to ensure the six essential components of wellbeing are addressed, including well-managed change, resources, communication, work

relationships, balanced workload control, and a sense of purpose.

4.9.8 Adopt a proactive and preventive approach to staff health and wellbeing by developing and implementing an annual health and wellbeing strategy for all regions with a focus on increasing staff commitment and productivity, building a resilient workforce, and enhancing reputation.

4.9.9 Review and enhance policies and guidelines for frontline shift scheduling to improve work-life balance and staff satisfaction.

4.9.10 Implement an organisational strategy to help identify the impact of occupational stressors such as role ambiguity, role conflict, role overload, responsibility for people, participation, and inequalities in pay and job status.

4.9.11 Undertake a strategic appraisal of the recreational facilities across all regions and implement a strategy to address the issues.

4.9.12 Address stress and trauma to prevent burnout and compassion fatigue for officers engaged in victim support.

4.9.13 Roll out an annual psychological monitoring questionnaire.

## 4.10 Strengthen frontline policing and investigation across all regions.

4.10.1 Assess the current skills and knowledge of frontline officers and investigators to identify areas where officers lack the necessary skills or knowledge to effectively perform their duties.

4.10.2 Conduct training and development programs for officers in basic policing skills, including patrol procedures, investigation techniques and community policing.

4.10.3 Implement data-driven strategies for patrol deployment and crime prevention initiatives.

4.10.4 Develop and implement an efficient system for evidence collection, management, and presentation in court.

4.10.5 Develop and implement an investigators development strategy focusing on refreshing the core investigative skills and training in

specialised investigative techniques such as cybercrime, financial crime, or homicide investigation to support the provision of fair and timely justice.

#### **4.11 Cultivate knowledge related to criminal threats and develop data-driven policing strategies.**

4.11.1 Develop and implement comprehensive training programs to enhance staff knowledge and understanding of the evolving landscape of criminal threats, including financial crimes, cybercrime and organised crime, theft, robbery and property crimes, domestic violence and violence against women and children, terrorism, and violent extremism.

4.11.2 Develop and conduct knowledge development programs focusing on the principles and best practices of neighbourhood policing for building trust and community engagement.

4.11.3 Conduct training for all officers to develop understanding and knowledge of the different types of police presence

strategies including problem-oriented policing, drug enforcement operations, increase in search and seizure operations, 'zero-tolerance' policing, broken window tactics, soft policing and intensified police engagement and their effectiveness in different contexts.

4.11.4 Develop and implement a mandatory leadership training program to refresh and equip frontline supervisors, including regional, city, and station in charge, through targeted training with essential leadership skills necessary for the specific region.

4.11.5 Utilise research-based evidence to implement evidence based targeted crime prevention strategies across all the regions.

#### **4.12 Establish a comprehensive data management system to enhance efficiency, transparency, and evidence-based policing.**

4.12.1 Implement a data management strategy and an operational model.

4.12.2 Establish a secure and centralised data repository to store all police data to help eliminate redundancy, ensure data integrity, and facilitate easier access for authorised personnel.

4.12.3 Develop and implement standardised data collection and reporting protocols across all departments to ensure consistency and improve the quality of data available for analysis.

4.12.4 Develop a data governance framework to define roles and

responsibilities for data collection, storage, access, and security to ensure responsible data use and compliance with relevant regulations.

4.12.5 Strengthen the capacity of the existing data analytics unit within the police force in analysing police data to identify trends, develop insights, and inform strategic decision-making.

4.12.6 Provide ongoing training for police officers and leadership on utilising data analytics for problem-solving, performance assessment, and evidence-based policing practices.



#### **4.13 Implement a plan to ensure that a comprehensive policing strategy aligned with the government-mandated Strategic Policing Requirements is implemented in all the regions.**

4.13.1 Ensure systematic implementation of a comprehensive policing strategy aligned with the Government Strategic Policing Requirements, addressing the specific needs of each region.

4.13.2 Invest in capacity building to enable analysis of island wide crime concentration

using a place-based approach to identify high-risk micro-places of all the regions of the Maldives.

4.13.3 Establish citizen security as central to police reform agenda and ensure it is reflected in policies.



#### **4.14 Enhance operational excellence through automation, standardisation, and clear communication.**

4.14.1 Implement systems to automatically gather and analyse data from various sources, including sensor networks, body cameras, and public records, to identify crime trends and predict potential hotspots.

4.14.2 Create clear and concise documents outlining roles, functions, and expected duties for each position within the organisation.

4.14.3 Establish standard operating procedures (SOPs) for common tasks and processes detailing step-by-step instructions on how to complete tasks efficiently and consistently.

4.14.4 Set clear expectations for response times and resolution timelines for common tasks.

4.14.5 Establish a structured format for supervisors to communicate roles and duties.

4.14.6 Consider implementing software tools to manage role and duty assignments.

4.14.7 Integrate daily role and duty assignments into performance reviews.

4.14.8 Analyse current workflows to identify bottlenecks and inefficiencies. Implement improvements to ensure smoother and more predictable tasks.

#### **4.15 Cultivate a truly equitable police force where women actively participate in leadership and governance positions, ensuring equal treatment and representation at all levels.**

4.15.1 Implement merit-based promotion policies and eliminate bias to ensure fair access to leadership positions for women officers.

4.15.2 Develop targeted leadership programs to equip and empower women officers with the necessary skills and knowledge to excel in leadership roles.

4.15.3 Implement measures to ensure women are represented in senior police management.

4.15.4 Establish clear goals for increasing female representation in specialist roles within a defined timeframe.

4.15.5 Implement anti-harassment measures and training to create a safe and respectful work environment by addressing any form of harassment or discrimination.

4.15.6 Promote targeted recruitment campaigns to attract women to the police force through initiatives like media campaigns, pre-application classes, career development courses, mentoring programs, and flexible employment opportunities.

4.15.7 Establish an advisory and support service for women in the police.

#### **4.16 Promote regional governance and strengthen regional crime prevention efforts.**

4.16.1 Leverage a multifaceted regional crime prevention strategy to achieve both localised and broader crime control. This strategy should focus on three key areas: crime analysis, risk mitigation, building resilience, and utilise a mix of new security measures such as establishing reporting networks, increased surveillance, and vigilance, while being sensitive to the unique cultural, geographical, and social characteristics of each island of the region.

4.16.2 Establish a secure platform for regional police forces to share crime data, trends, and investigative leads to allow for coordinated responses to regional criminal activity.

4.16.3 Create temporary or permanent task forces composed of personnel from different regions to tackle specific regional crime problems.

4.16.4 Create regional funding streams to support regional crime prevention initiatives, potentially through joint contributions or grants.

4.16.5 Develop standardised methods for regional police forces to collect and report crime data, allowing for better analysis and resource allocation decisions.

4.16.6 Establish a regional crime prevention oversight board to facilitate successful implementation of the regional crime prevention strategy.

4.16.7 Develop a framework to measure the effectiveness of the regional crime prevention strategy, including metrics on crime rates, public safety perception, and resource utilisation.

#### **4.17 Develop the College as a national centre of excellence for law enforcement training and education through enhanced governance and strengthened interagency collaboration.**

4.17.1 Deliver leadership development training in distinct topics, including crisis management and strategic leadership for law enforcement officers.

4.17.2 Establish and strengthen mechanism within the College to provide holistic and structured trainer development for all law enforcement trainers, including training in instructional design, delivery, and assessment.

4.17.3 Implement measure to ensure certification of all trainers at the College.

4.17.4 Establish measures to facilitate the College to collaborate with other law enforcement agencies and external partners to develop and deliver needs-driven specialised courses that enable transformation and future-readiness of the law enforcement agencies.

4.17.5 Develop and implement robust safety standards to govern training and use of training facilities at the College.

4.17.6 Diversify the locally and internationally recognized training programmes and academic programmes offered by the College.

4.17.7 Mandate the integration of advanced learning methods by utilising online learning platforms, simulations, and scenario-based training to create engaging and effective learning experiences for all training programs at the College.

4.17.8 Develop partnerships between the College and international law enforcement training academies to share best practices and access specialised expertise.

4.17.9 Establish a team within the College dedicated to set standards for key areas of policing to help police in all the regions and to provide consistency and better service for the public.

4.17.10 Conduct a pilot training course in collaboration with two law enforcement agencies to assess the feasibility of conducting joint basic training programs, paving the way for the College to potentially serve as a national law enforcement training facility.

4.17.11 Dedicate a financial grant for the College to conduct an annual law enforcement forum to engage all the law enforcement agencies in dialogue related to combating criminal threats.

4.17.12 Provide a research grant for the College to support its research efforts.

4.17.13 Develop a strategy to support the transformation of the College as a digitally empowered and future-ready law enforcement training centre.





#### **4.18 Strengthen the victim support service delivery within the organisation.**

4.18.1 Review the range of interventions and approaches used to assist victims of crime, particularly serious offenses like domestic abuse, rape, and sexual assault.

4.18.2 Strengthen the initiatives implemented by the police during crisis intervention, decision-making at crime scenes, access to community resources such as advocacy and support groups, and therapeutic interventions like counselling and psychological therapy.

4.18.3 Promote justice and healing for victims and their families, as well as witnesses who have been affected by gang violence in the community.

4.18.4 Implement victim support services for those affected by cybercrime.

4.18.5 Establish protocols to safeguard officer safety during victim interactions.

4.18.6 Enhance support for victims through coordinated services.

4.18.7 Identify needs and challenges for victim support officers.

4.18.8 Provide tailored local services based on local needs assessments.

4.18.9 Create awareness on linking victims to services, facilitating better access to support services for crime victims.



# STRATEGIC PLAN 2024-2028



## GOAL 5

To effectively enhance police accountability and transparency using a multifaceted approach involving community engagement, technological solutions, and stringent measures to prevent misconduct.

## PRIORITY 5

# ENSURING ACCOUNTABILITY AND ETHICAL CONDUCT

Transparency and accountability have long been critical issues in policing. Building public trust and fostering a culture of integrity are paramount for any successful law enforcement agency. This priority outlines a comprehensive strategy to achieve these goals. By establishing clear expectations for ethical behaviour, implementing robust performance and accountability measures,

and encouraging open communication, we can ensure that the Maldives Police Service operates with the highest standards of professionalism and transparency. This approach will not only strengthen public confidence in the police, but also empower our officers to perform their duties with integrity and dedication. MPS will implement five strategies to achieve Goal 5.

### STRATEGIC OBJECTIVES

#### **5.1 Conduct a comprehensive assessment of existing police performance indicators and enhance police performance measurement mechanism.**

5.1.1 Review the current police performance measurement process.

5.1.2 Examine factors impacting policing efficiency in strategically selected regions.

5.1.3 Identify the challenges associated with measuring police efficiency.

5.1.4 Assess police efficiency in handling major crimes, public safety and road safety, violent crime clearance rate and the costs of crime.

5.1.5 Conduct a thorough assessment of police efficiency in internal processes and resource allocation focusing on staffing level, shift schedule, call taking and dispatch, emergency management,

towing and pounds management, and school crossing guard program.

5.1.6 Develop standard indicators to measure overall police performance around the following five dimensions: confidence and satisfaction, local crime and policing, protection from serious harm, value for money and productivity, and managing the organisation.

5.1.7 Develop a model for identifying and measuring police performance through

comprehensive, direct, and operational measures crucial for effectiveness, efficiency, and stakeholder satisfaction.

5.1.8 Implement a phased pilot program to evaluate police performance metrics.

5.1.9 Develop and implement a tool to manage the assessment of police leadership performance.

## **5.2 Promote transparency and accountability through regular communication, clear public oversight processes, and effective internal communication.**

5.2.1 Regularly communicate performance data, crime statistics, and strategic plans with the public.

5.2.2 Establish a clear and accessible process for public oversight and scrutiny

of the police service.

5.2.3 Ensure management clearly communicates goals, expectations, and any changes impacting staff work.



## **5.3 Establish a clear and consistent framework to promote professional behaviour and promote merit-based performance across all levels within the organisation.**

5.3.1 Define desired behaviours and attributes for officers at all levels.

5.3.2 Implement a framework based on defined behaviours to guide recruitment, training, and performance evaluations.

5.3.3 Establish clear accountability procedures to enforce desired behaviours.

5.3.4 Implement fair and transparent promotion and transfer policies.

5.3.5 Review and actively promote organisational values within the force.



## **5.4 Ingrain a continuous ethical culture within the police force through audits, training, proactive analysis, and robust reporting with clear accountability.**

5.4.1 Conduct regular internal and external audits to identify areas for improvement and ensure ethical compliance.

5.4.2 Develop and deliver mandatory and ongoing ethics training for all staff.

5.4.3 Implement Sentimental Event Reviews (SER) as a quality assurance measure.

5.4.4 Create a robust system for reporting misconduct, including anonymous options and clear disciplinary procedures.

5.4.5 Integrate ethical conduct into performance evaluations for all staff.

## **5.5 Fosters public trust through the strategic implementation of technology.**

5.5.1 Implement a comprehensive body-worn camera program with clear policies and procedures.

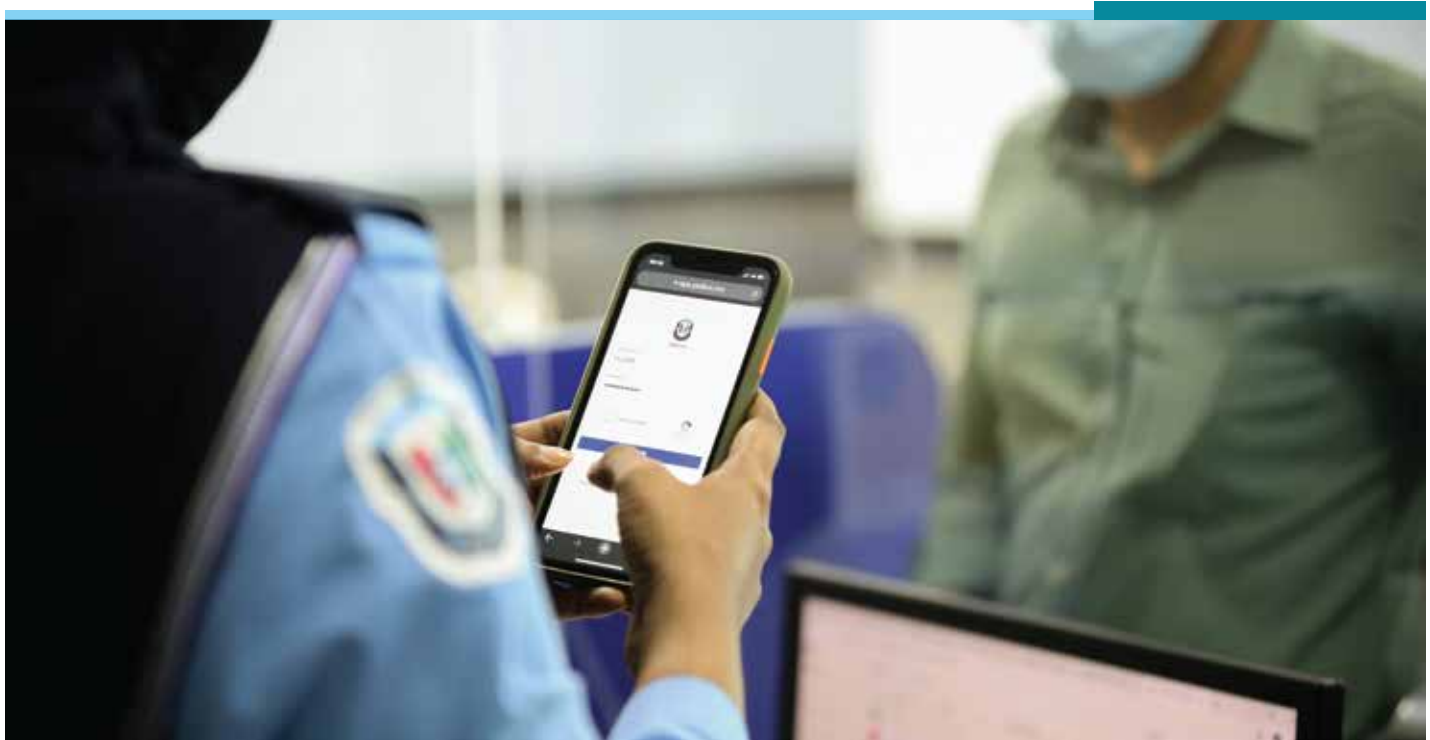
5.5.2 Utilise technology to collect and analyse data on police activities.

5.5.3 Publish regular reports on key metrics in a user-friendly format.

5.5.4 Enhance open communication through online engagement tools.

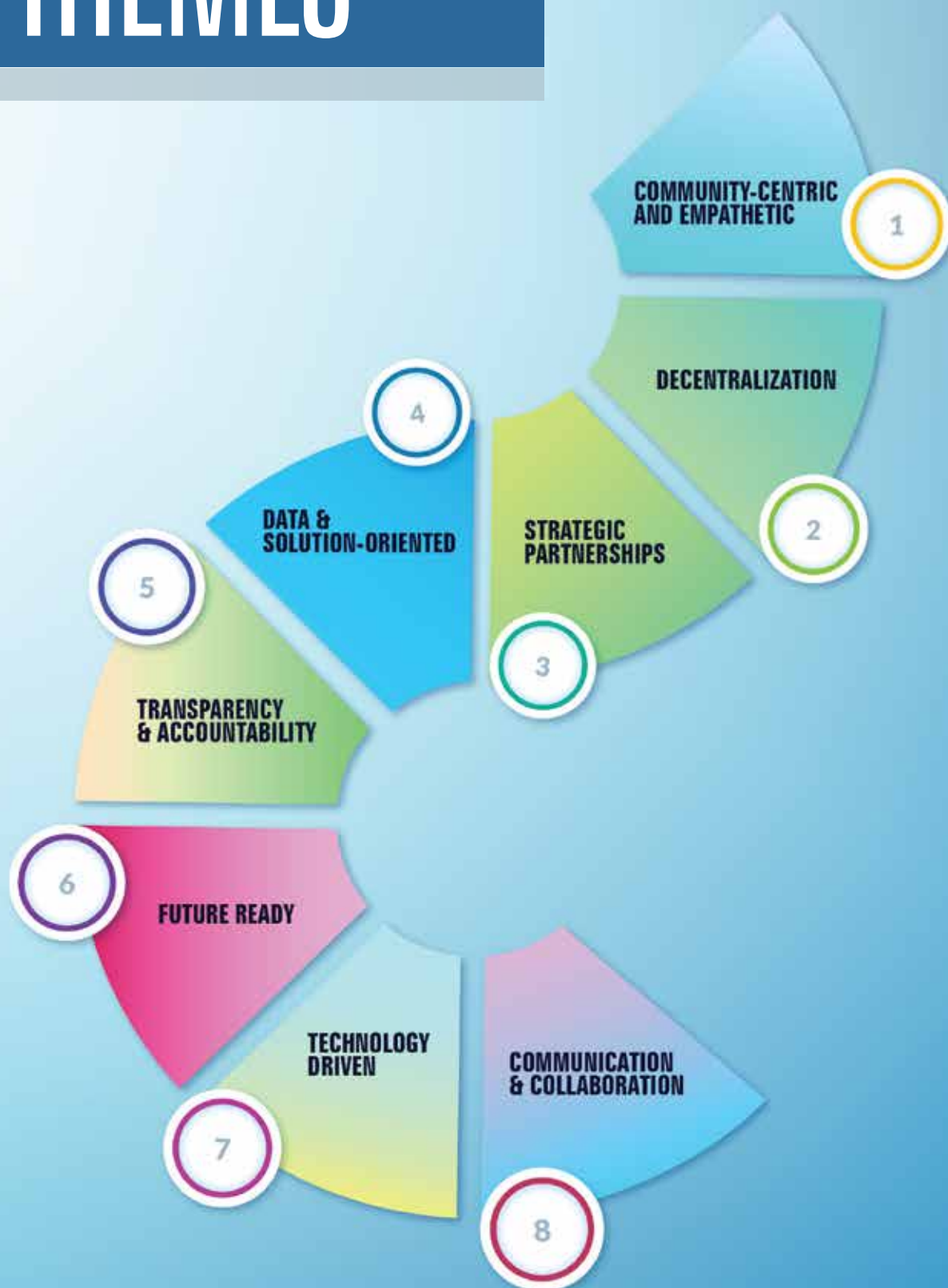
5.5.5 Implement an online complaint filing system to facilitate reporting.

5.5.6 Upgrade internal systems with new technology solutions.





# THEMES



# COMMUNICATION STRATEGY

## GOAL

Effectively communicate the strategic plan to  
internal and external stakeholders

### 1. Target Audiences

Internal: Police officers (all ranks), civilian staff, regional command leadership

External: Atoll communities, national media, government agencies, businesses, NGOs

### 2. Communication Channels

#### Internal

- Internal focus group meetings
- Leadership briefings
- Internal communications platform (e.g., intranet, email news letters)
- Training sessions

#### External

- Public forums in atoll communities
- Press conferences and media briefings
- Social media channels
- MPS website
- Community outreach programs
- Collaboration workshops with stakeholders

### 3. Communication Strategies

Establish access to the strategic documents.

Develop and disseminate communication materials to all regions.

Clearly explain the plan, budget allocation processes, and opportunities for community input.

Design infographics to present complex information in an easily understandable way for both internal and external audiences.

Showcase successful implementation of pilot projects or highlight positive outcomes from the strategic development

efforts on a regular basis.

Ensure communication materials are available in Dhivehi and relevant local languages for atoll communities.

Encourage feedback and questions through designated channels for both internal and external audiences.

Generate periodic reports and share with the relevant stakeholder.

### 4. Measurement and Evaluation

Track website traffic, social media engagement, and attendance at outreach events.

Conduct surveys to gauge internal and external understanding of the strategic plan.

Monitor media coverage and public sentiment towards the MPS. Regularly review and adapt communication strategies based on feedback and results.

Track achievements through an established internal mechanism.

### 5. Timeline

Develop a communication plan with a timeline for key messages and activities aligned with the implementation phases of the strategic plan.



# IMPLEMENTATION PLAN AND OVERSIGHT

## IMPLEMENTATION

The Commissioner of Police will establish a dedicated Strategic Committee (SC) for each of the five strategic priorities outlined in the plan. These committees will oversee implementation, ensure accountability, and employ a structured approach to: Implement accountability measures, communicate progress to relevant MPS bodies, Track progress against key performance indicators, Adapt to changing conditions and priorities.

The Strategy, Planning and Development team will facilitate the strategic committee meetings and coordinate the administrative process. Key leaders within the SCs will provide linkage to all MPS departments, city and regional leadership, and the community, ensuring clear communication, transparency, alignment

with the strategic plan, commitment to achieving its goals.

The Strategic Committees will champion and promote the MPS Strategic Plan.

The Strategic Planner will collaborate with the committees to ensure activities align with strategic goals and the government policing

The Executive Board will review the proposals and recommendations from the SCs and make strategic resource allocation decisions, address funding needs, and prioritise strategic initiatives.

The Executive Board will monitor progress through key performance indicators and initiative metrics.

## REPORTING

Strategic activity owners will update progress and plans within designated project management software.

A biannual report prepared by the Strategy, Planning and Development will summarise the strategic plan's accomplishments.



