



CORPORATE DEVELOPMENT STRATEGY V

2026-2030

LET THE VOICE OF THE CUSTOMER LEAD

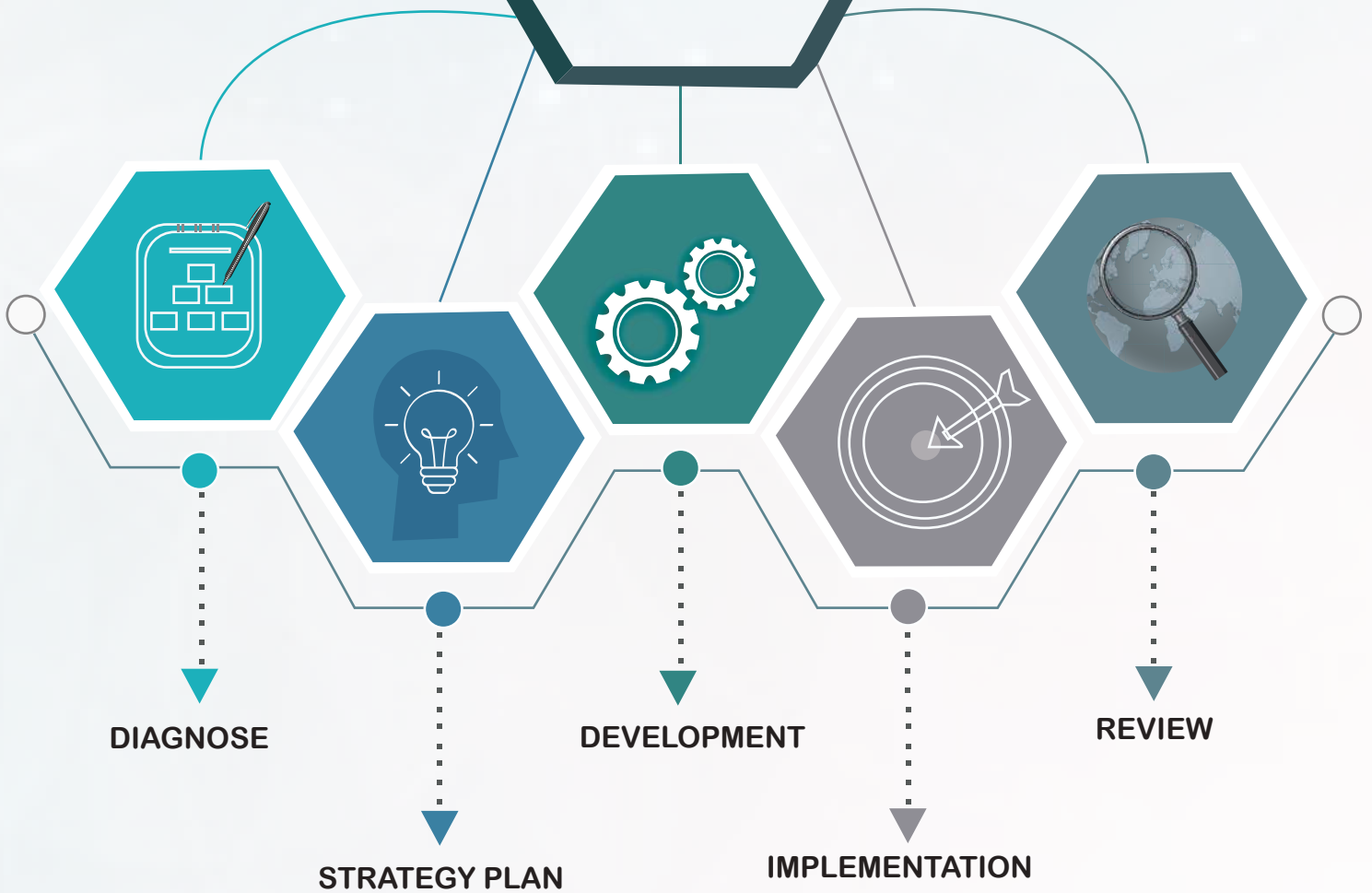


TABLE OF CONTENTS



LIST OF ABBREVIATIONS.....	i
FOREWORD BY THE MINISTER.....	iii
INTRODUCTION BY THE COMMISSIONER OF POLICE.....	iv
OFFICIAL SIGN-OFF OF THE CORPORATE DEVELOPMENT STRATEGY.....	v
PART A: ORGANISATIONAL OVERVIEW.....	1
1. Statutory Mandate.....	1
2. BPS Footprint.....	1
3. Guiding principles.....	1
4. Performance During Corporate Development Strategy IV.....	2
5. Situation Analysis (SWOT ANALYSIS).....	14
6. Risk Management Framework.....	16
PART B: STRATEGIC FOUNDATIONS.....	19
1. The Tenets of the Plan.....	19
2. Our Values.....	20
PART C: ROADMAP TO A NEW STRATEGIC ARCHITECTURE.....	23
1. GOVERNMENT' STRATEGIC DIRECTION.....	23
1.1 National Development Plan 12 (2026-2030).....	23
1.2 Botswana Economic Transformation Programme.....	23
1.3 BPS Strategic Direction.....	24
2. key results areas to guide the Strategy Planning.....	24
3. Key Strategic Priorities over the 5-year Planning Period.....	24
PRIORITY NO. 1: CRIME MANAGEMENT AND POLICE RESPONSE MODERNIZATION.....	26
PRIORITY NO. 2: ADVANCED DIGITAL SYSTEMS AND INFORMATION MANAGEMENT.....	27
PRIORITY NO. 3: INFRASTRUCTURE DEVELOPMENT AND ESTATE RESILIENCE.....	27
PRIORITY NO. 4: SKILLS DEVELOPMENT, TRAINING AND PROFESSIONALISATION.....	28
PRIORITY NO. 5: STANDARDISED OPERATING PROCEDURES AND REGULATORY POLICY.....	28
PRIORITY NO. 6: POLICE INTERGRITY AND ACCOUNTABILITY.....	29

PRIORITY NO. 7: OCCUPATIONAL HEALTH, WELLNESS AND REHABILITATION SUPPORT.....	29
PRIORITY NO. 8: PUBLIC PARTNERSHIPS, COORDINATION AND INTEROPERABILITY.....	30
PRIORITY NO. 9: EXTERNAL STAKEHOLDER PARTNERSHIPS AND INTERNATIONAL RELATIONS	30
PRIORITY NO. 10: RESOURCE MOBILISATION, BUDGET SUSTAINABILITY AND COST EFFICIENCY.....	31
4. IMPLEMENTATION OF THE STRATEGY.....	32
PRIORITY NO. 1: CRIME MANAGEMENT AND POLICE RESPONSE MODERNIZATION.....	32
Objective 1: Proactive Policing and Strengthened Response Capabilities.....	32
Objective 2: Road Safety Enforcement, Education and Operations.....	32
Objective 3: To Improve Rural, Border and High-Risk Areas Operational Reach.....	33
Objective 4: To Reinforce the BPS Mobility and Deployment Readiness.....	34
PRIORITY NO. 2: ADVANCED DIGITAL SYSTEMS AND INFORMATION MANAGEMENT.....	35
Objective 1: To Improve Crime Investigations, Evidence and Intelligence Systems.....	35
Objective 2. To Expand Administrative Systems Access, Reliability and Interoperability.....	35
PRIORITY NO. 3: INFRASTRUCTURE DEVELOPMENT AND ESTATE RESILIENCE.....	36
Objective 1. Estate Rehabilitation, Maintenance and Facilities Recovery.....	36
Objective 2. To Develop fit-for-purpose environments.....	36
Objective 3. Upgrade Remote Utilities and Operational Sites.....	37
PRIORITY NO. 4: SKILLS DEVELOPMENT, TRAINING AND PROFESSIONALISATION.....	37
Objective 1: Specialist and Technical Skills Development and Retention.....	37
Objective 2. Accredited Training and Institutional Capacity Enhancement.....	37
Objective 3. Human Rights and Service-Provider Competence Building.....	38
PRIORITY NO. 5: STANDARDISED OPERATING PROCEDURES AND REGULATORY POLICY	38
Objective No. 1: To standardize organizational doctrine and operational procedures.....	38

PRIORITY NO. 6: POLICE INTERGRITY AND ACCOUNTABILITY.....	39
Objective 1: To strengthen Compliance, Quality Assurance and Risk Control.....	39
PRIORITY NO. 7: OCCUPATIONAL HEALTH, WELLNESS AND REHABILITATION SUPPORT.....	40
Objective 1: Establish Trauma-Informed Wellness and Psychosocial Support.....	40
Objective 2: Preventative Health Screening and Fitness Support.....	40
Objective 3: Return-to-Work Rehabilitation and Staff Reintegration.....	41
PRIORITY NO. 8: PUBLIC PARTNERSHIPS, COORDINATION AND INTEROPERABILITY.....	41
Objective 1: Create Structured Stakeholder Partnerships and Community Engagements.....	41
Objective 2: International Policing Coordination and Capacity Strengthening.....	42
PRIORITY NO. 9: EXTERNAL STAKEHOLDER PARTNERSHIPS AND INTERNATIONAL RELATIONS.....	43
Objective 1: Strengthen formal cooperation with regional and international law enforcement agencies.....	43
PRIORITY NO. 10: RESOURCE MOBILISATION, BUDGET SUSTAINABILITY AND COST EFFICIENCY.....	43
Objective 1: Revenue Generation and Resource Mobilization.....	43
Objective 2: Procurement, Payments and Supply Chain Reliability.....	44
Objective 3: Strategic Resource Mobilisation.....	44
PART D: THE STRATEGY DELIVERY PLAN AND APPROACH.....	47
1. The Five-Year Strategy Delivery Plan.....	47
2. Strategic Reform Areas.....	47
3. Implementation Approach.....	47
4. Phased Implementation Plan.....	48
Phase 1: Foundation and Institutional Strengthening (2026/2027 – 2027/2028).....	48
Phase 2: Operational Improvement and Expansion (2028/2029).....	48
Phase 3: Consolidation, Innovation and Sustainability (2029/2030).....	49
5. Monitoring and Evaluation Framework.....	49
6. Reporting and Accountability Mechanisms.....	50
7. Monitoring Plan.....	50
8. Change Management Plan.....	51
9. Conclusion.....	51

LIST OF ABBREVIATIONS

AAR:	After-Action Review
ACN:	Automated Crash Notifications
AI:	Artificial Intelligence
AR:	Augmented Reality
BDF:	Botswana Defence Force
BETP:	Botswana Economic Transformation Programme
BIM:	Building Information Modelling
BPS:	Botswana Police Service
BURS:	Botswana Unified Revenue Services
CAAB:	Civil Aviation Authority of Botswana
CAD	Computer Aided Dispatch System
CCRS	Crime and Criminal Recording System
CID	Criminal Investigations Department
CRIB:	Crime Records and Intelligence Bureau
COVID	Corona Virus Disease
CSC:	Community Service Centre
DEMS:	Digital Evidence Management System
DFSS:	Director of Forensic Science Services
DISS:	Directorate of Intelligence Security Services
DLS:	Director Legal Services
DMS:	Departmental Management Services
DRTS	Department of Roads Transport Services
DWNP:	Department of Wildlife and National Parks
FLIR:	Forward-Looking Infrared
GABS:	Government Accounting and Budgeting System
GBV:	Gender-Based Violence
GCP	Gender and Child Protection
GIS:	Geographic Information System
GPS:	Global Positioning System
HRIS:	Human Resource Information System
ICCC / IC3:	Integrated Command and Control Centre
ILEA:	International Law Enforcement Academy

IPC:	Information Processing Centre
ISO:	International Organization for Standardization
IWA	Investigative Workflow Automation
KPI:	Key Performance Indicator
LT:	Long Term
M&E:	Monitoring and Evaluation
MEDEVAC:	Medical Evacuation
MT:	Medium Term
MVA:	Motor Vehicle Accident Fund
NCCC	National Control Commander Centre
NDP:	National Development Plan
NTN:	Non-Terrestrial Networks
NVG:	Night Vision Goggles
OHSCSW:	Occupational Health Safety Chaplaincy and Social Work
PPP:	Police Public Partnerships
PSSM:	Physical Security and Stockpile Management
ROE:	Rules of Engagement
ROI:	Return on Investment
RoIP:	Radio over IP
SADC:	Southern African Development Community
SADCAS:	Southern African Development Community Accreditation Service
SONA:	State of the Nation Address
SOP:	Standard Operating Procedure
SSG:	Special Support Group
SSO:	Single Sign-On
ST:	Short Term
TTB:	Transport and Telecommunications Branch
UCMS:	Unified Case Management System
OHCHR	Office of the High Commissioner for Human Rights
VR:	Virtual Reality
VRU:	Vulnerable Road User

FOREWORD BY THE MINISTER



1. The government of Botswana is committed to maintaining public order and protecting the rights of the citizens. This commitment to the safety and security of our people can be attained through various strategies, initiatives and policies aimed at ensuring their well-being. It is therefore, with great pride and a deep sense of responsibility that I present the Botswana Police Service Corporate Development Strategy (CDS V).

2. This strategy is not just a roadmap for our law enforcement agency; it is a vital component of our broader national vision as articulated in the National Development Plan (NDP 12), particularly Chapter 6, which emphasizes the theme of “Re-establishing Faith in Government.” In a time when trust in institutions is paramount, the Botswana Police Service stands at the forefront of fostering democracy, governance, peace, and security within our beloved nation.

3. The True North for our sector as espoused in the NDP - *“A resilient, peaceful and inclusive Botswana founded on transparency, sovereignty, and global cooperation for collective safety”*, guides our efforts as a government in aligning the mandate of the Botswana Police Service with the aspirations of the national development agenda. Government’s commitment to public safety and protection is unwavering, as we recognize that the safety of our citizens is the foundation upon which a thriving democracy is built. By upholding the rule of law, we ensure that justice is not only served but is also perceived as fair and equitable by all members of the society.

4. We understand that effective policing is not achieved in isolation; it requires collaboration and active engagement with the public. Through this Corporate Development Strategy, we aim to enhance the police operational frameworks to better reflect these principles, ensuring that the BPS is a model of integrity and service.

5. Additionally, we are committed to safeguarding our territorial integrity and sovereignty, recognizing that a secure nation is the bedrock of peace and stability. By aligning our strategies with the pillars outlined in NDP 12, we will strengthen our capacity to respond to challenges while fostering an environment where every citizen feels safe and valued.

6. In conclusion, the new Botswana Police Service’s Corporate Development Strategy is a testament to our resolve to create a safer, more inclusive society. It embodies our collective commitment to transparency, accountability, and the rule of law, ensuring that we remain steadfast in our mission to serve and protect the people of Botswana. Together, we will re-establish faith in our government and build a brighter future for all.

Hon. Moeti Caesar Mohwasa
Minister for State President, Defence and Security

INTRODUCTION BY THE COMMISSIONER OF POLICE



1. As the Commissioner of the Botswana Police Service (BPS), it is both an honour and a profound responsibility to present our 5th Corporate Development Strategy (CDS V). This initiative marks a pivotal moment in our commitment to enhancing the effectiveness of our service and rebuilding the trust and confidence of the communities we serve.

2. The BPS has for long, been dedicated to ensuring the safety and security of our citizens. However, we recognize that the landscape of policing is evolving, and so too must we. The challenges we face require a renewed approach—one that prioritizes transparency, accountability, and community engagement. Our mission is clear: to transform the BPS into

a modern, responsive, and trusted law enforcement agency that not only meets the needs of today but also anticipates the challenges of tomorrow.

3. The Botswana Police Service (BPS) Service Pledge, “Let the Voice of the Customer Lead,” underscores our dedication to tackling community safety challenges and addressing the concerns of the public. The Corporate Development Strategy (CDS) encompasses a range of projects and activities designed to ensure that our police services align with the needs, expectations, and preferences of the community we serve. By prioritizing customer feedback, we aim to enhance the effectiveness and responsiveness of our policing efforts.

4. This Strategy is built upon a foundation of nine key priorities, each designed to deliver meaningful change within a five-year timeframe (2026-2030). These priorities reflect the BPS’ commitment to improving public trust and satisfaction, leveraging technology to enhance crime prevention and investigation, and upholding the highest standards of discipline and professionalism. We understand that our success hinges on the well-being of our staff and the strength of our partnerships with the communities we serve. Together, we will foster an environment where citizens feel safe, respected, and valued.

5. We are of course acutely aware that trust is earned through consistent action and unwavering integrity. Therefore, this strategy is not merely a document; it is a call to action for every member of the Botswana Police Service. Each of us has a role to play in this transformation, and I urge all officers to embrace this opportunity to contribute to a more effective and compassionate policing service.

6. I am confident that with dedication, collaboration, and a shared vision, we can create a Botswana where fear of crime is diminished, and high policing standards are not just aspired to but achieved. Let us move forward together, united in our commitment to serve and protect with honour and excellence.

7. To foster our commitment to the delivery of this long-term strategy, in the first year of implementation we will hasten the Strategy execution through a Turn-Around Strategy embedded in the Strategy’s Implementation Plan, contributing significantly to the Government’s Road Map on Public Safety and Protection. This will ensure that we remain a pillar of safety and security for all.

8. In the end, we aim to become a police service with improved operational readiness, modernized systems and infrastructure, strengthened staff capability, updated policies and regulatory frameworks, restored accountability, and deliver an excellent quality service to both our employees and the public.

Commissioner Dinah Marathe
Commissioner of Police

OFFICIAL SIGN-OFF OF THE CORPORATE DEVELOPMENT STRATEGY

This Strategy document is a policy and planning document and does not create contractual obligations. It is not a binding contract or legal instrument, but rather a document that provides the strategic direction of the organization. A sign-off is a formal endorsement of the fifth Corporate Development Strategy 2026-2030.

SIGNATORIES

By signing below, we, the undersigned confirm that this CDS V, has been reviewed and approved as the official strategic direction of the Service. We further certify that this document is aligned with applicable laws, policies, and directives and accurately reflects the strategic objectives and performance standards the Service will endeavor to achieve

It is hereby, certified that this Corporate Development Strategy 2026 to 2030 was developed by the Management of the BPS, under my guidance as the Commissioner of Police.

- » It takes into account all the relevant policies, legislation and other mandates applicable to the BPS
- » Accurately reflects the strategic objectives and performance standards that the BPS will endeavour to achieve, during the period 2026 to 2030.

Dinah Marathe
Commissioner of Police

Crime Investigations

The Crime Investigation function assumes responsibility for the investigation outcomes outlined in this Strategy and will implement the initiatives assigned under this pillar. As the Deputy Commissioner overseeing this function, I will ensure that these commitments are effectively carried out.

Busang C. Lesola

Deputy Commissioner, Crime Investigations

Operations

I confirm operational feasibility and ownership of operational programmes ensuring that there will not be any interference to real policing demands. I commit all operational branches and units to deliver on operational Key Performance Indicators (KPIs).

Katlholo Mosimanegape

Deputy Commissioner Operations

Support Services

I will provide all support services and resources through the Support Service Branches to enable the effective implementation of this Strategic Plan.

Stephen Tsheko

Deputy Commissioner, Support Services

Strategy Development and Performance Monitoring

As the strategy office, we are tasked with coordinating the development and drafting of the CDS, I therefore, will facilitate consultations with all branches and units of the BPS, ensuring alignment of the CDS to National Priorities, and set up the monitoring framework for the implementation.

Director, SDPM

PART A

ORGANISATIONAL

OVERVIEW



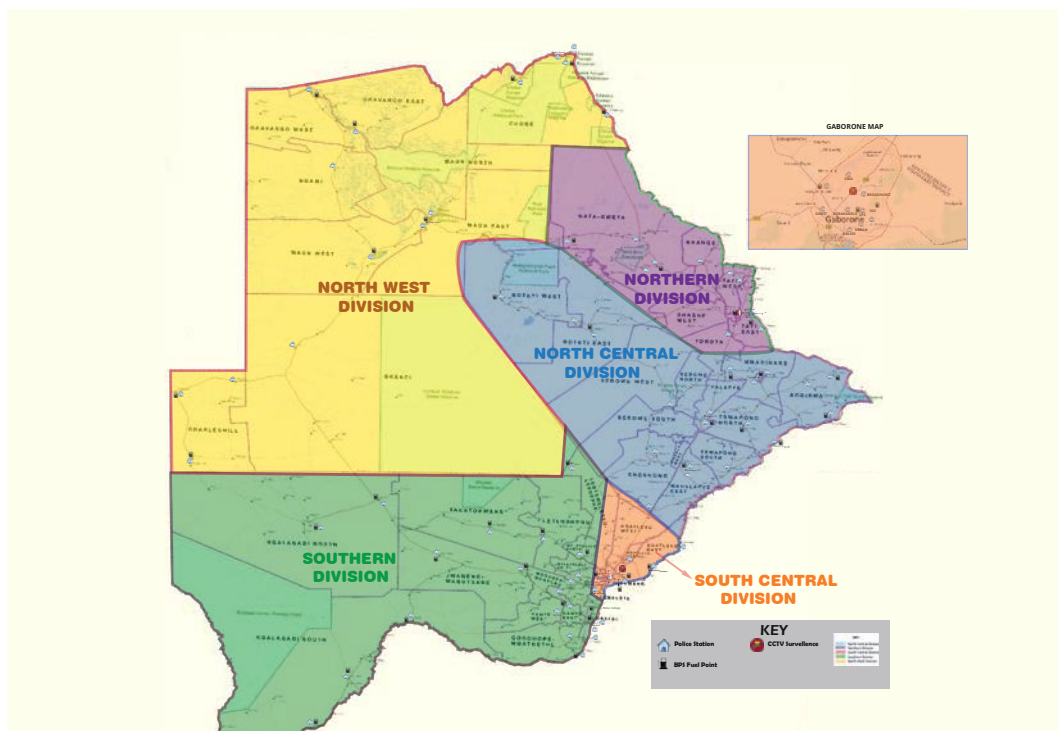
PART A: ORGANISATIONAL OVERVIEW

1. STATUTORY MANDATE

The mandate of BPS is to ensure the safety and security of the peoples of Botswana. The organization is established under Section 6 the Police Act, Cap. 21:01, of the laws of Botswana.

The Act outlines the mandate of the BPS as follows, ***“The Service shall be employed throughout Botswana to protect life and property, prevent and detect crime, repress internal disturbances, maintain security and public tranquility, apprehend offenders, dully enforce all written laws with which it is directly charged, and generally maintain the peace”.***

2. BPS FOOTPRINT



5 Police Divisions
20 Specialist Branches
17 Police Districts
85 Police Stations
389 Police Posts
9 Child-Friendly Centres

3. GUIDING PRINCIPLES

This Strategic Plan will be guided by resilient, progressive, and results-oriented principles that promote maximum performance and meaningful impact. In developing solutions and interventions, careful consideration will be given to effectiveness, practicality, societal behaviour and attitudes, as well as cost implications. The strategy will therefore be implemented in a manner that is professional, accountable, and responsive to the needs of the public and the organisation.

The key guiding principles of this strategy are outlined below:

- **Best Practice**

The strategy will be guided by internationally recognised best policing practices. Proven policing methods from across the world will be studied, benchmarked, and adapted to suit the local environment. The objective is not simply to copy global practices, but to customise them in a way that provides practical and sustainable solutions that respond effectively to local policing challenges.

- **Stakeholder Involvement**

The success of the strategy depends on strong collaboration and partnership. Various stakeholders will therefore be actively involved during the strategy implementation process. This approach will ensure that interventions are relevant, inclusive, and tailored to the actual needs of policing, while also strengthening public trust and cooperation.

- **Implementation and Continuous Review**

This strategy will not remain a document only, but will be actively implemented and continuously monitored. Regular reviews will be conducted to assess progress on projects and initiatives using appropriate monitoring and evaluation tools. This will allow for adjustments where necessary and ensure that the strategy remains relevant, responsive, and results-driven.

- **Legitimacy**

All members of the organisation will implement this strategy using lawful, ethical, and professionally justifiable actions. Every intervention, operation, and decision will be guided by the rule of law and the principles of accountability. This will ensure that the strategy strengthens public confidence and reinforces the legitimacy of the organisation.

- **Observation and Protection of Human Rights**

The implementation of this strategy will be guided by full respect for human rights at all times. This means that every policing action must prioritise the dignity, safety, and protection of every individual, regardless of status, background, or circumstance. The strategy recognises that effective policing must always be balanced with respect for human rights, and that lawful, proportionate, and humane actions strengthen public trust, professionalism, and long-term organisational credibility.

4. PERFORMANCE DURING CORPORATE DEVELOPMENT STRATEGY IV

During the implementation of Corporate Development Strategy IV, the Botswana Police Service recorded significant achievements built on the foundation laid by CDS III. Guided by the theme; Total Policing, Total Commitment, the Service strengthened its institutional capacity, expanded infrastructure, enhanced operational capability and advanced technology, all aimed at improving service delivery and responsiveness to emerging security challenges.

a) Institutional Expansion and Organizational Restructuring

The Botswana Police Service realized significant growth in its organizational footprint through the establishment of new specialised entities to enhance operational effectiveness and respond to emerging security challenges.

Establishment of an additional Division (North West Division) and District No. 17, increasing the

number of Divisions to five, overseeing eighty-four (84) police stations.

Structural reforms were implemented through the creation and strengthening of standalone branches, including:

- Cyber Forensics
- Police Public Partnerships
- Legal Services Branch (upgraded)
- Gender and Child Protection Branch
- Planning and Development Branch
- Stores and Procurement
- International Relations Branch

b) Infrastructure Development and Expansion

- Construction of twenty-eight (28) new police stations nearing completion.
- Upgrading of eleven (11) police posts as part of optimisation of existing infrastructure.
- Construction of Letlhakane Police Station and thirty-six (36) staff houses.
- Construction of Semolale Police Station and twenty-six (26) staff houses.
- Construction of the main forensic laboratory nearing completion.
- Expansion of border security base camps from fourteen (14) in 2018 to thirty-six (36) in 2025.



c) Forensic and Scientific Capacity Development

- Decentralisation of pathology services to three divisions.
- Establishment of a Quality Assurance Office to monitor compliance and scientific standards.
- Accreditation of breathalyser calibration and service maintenance method.
- Installation and implementation of a Laboratory Information Management System (LIMS).
- Installation of the Integrated Ballistics Identification System (IBIS) to capture ballistic images in a database, with automated comparison of new entries against archived records.
- Establishment of a National DNA Database.
- Introduction of an in-house wildlife identification and livestock parentage testing.
- Recruitment of twenty-five (25) forensic scientists between 2022 and 2025.
- Training of officers in specialised areas such as radiography.
- Operationalisation of the Forensic Procedures Act.

d) Operational Capability Enhancement (Air Support, Border Security)

- Acquisition of three (3) training helicopters, one fixed-wing Beechcraft aircraft, and two additional AS350 helicopters.
- Construction of a hangar at Sir Seretse Khama International Airport nearing completion.
- Expansion of border security operations, including the use of horses and airboats.
- Decentralisation of the Special Support Group (SSG) to the North and North-Central regions.
- Establishment of the City Policing Unit to strengthen urban safety and rapid response.





e) Digital Transformation

- Establishment of a Technology Solutions Hub which developed six in-house digital systems (cargo trucks movement monitoring system, counterfeiting terrorism financing system, bills system, BPS College website, GLPI system and BPS Website).
- Development of a WhatsApp chatbot for 24-hour public reporting and case tracking.

- Development of an online learning platform for the Police College.
- Introduction of online services such as:
 - ~ Public order permit applications
 - ~ Criminal record clearance appointments
 - ~ Motor vehicle clearance
 - ~ Livestock clearance
 - ~ Online traffic ticketing and fine payment
- Migration and integration of the Computer-Aided Dispatch/999 system.
- Installation of 1,322 surveillance cameras across Gaborone and Francistown.
- Installation of the Fleet Management System (Driver Management module).

f) Traffic Management and Smart Policing Initiatives

- Implementation of the Greater Gaborone Traffic Management System with 144 signalised intersections.
- Installation of red-light and speed cameras supported by AI-driven analytics.
- Introduction of vehicle number plate digitisation and driving licence scanning.
- Upgrade of the accident data management system (iMAAP).
- Development and gazetting of regulations for Road Traffic Automated Detecting Devices.



g) Community Protection and Service Delivery

- Establishment of eight (8) Child Friendly Centres across the country equipped with audio-visual recording systems.
- Expansion of decentralised service delivery through new stations, posts and specialised units.



h) Human Resource Development



- Recruitment of 3,713 pre-service trainees (including Special Constables and external recruits) between 2019 and 2025.
- Conduct of ninety (90) in-service training programmes benefiting 3,165 officers in the same period.

- Training of 629 officers in leadership development programmes.
- Partnership with the University of Botswana through a Memorandum of Understanding to facilitate collaboration in leadership development, research, and academic programmes.
- Continued accreditation with the Botswana Qualifications Authority until 2028.
- Maintenance of accredited learning programmes, assessors and moderators.

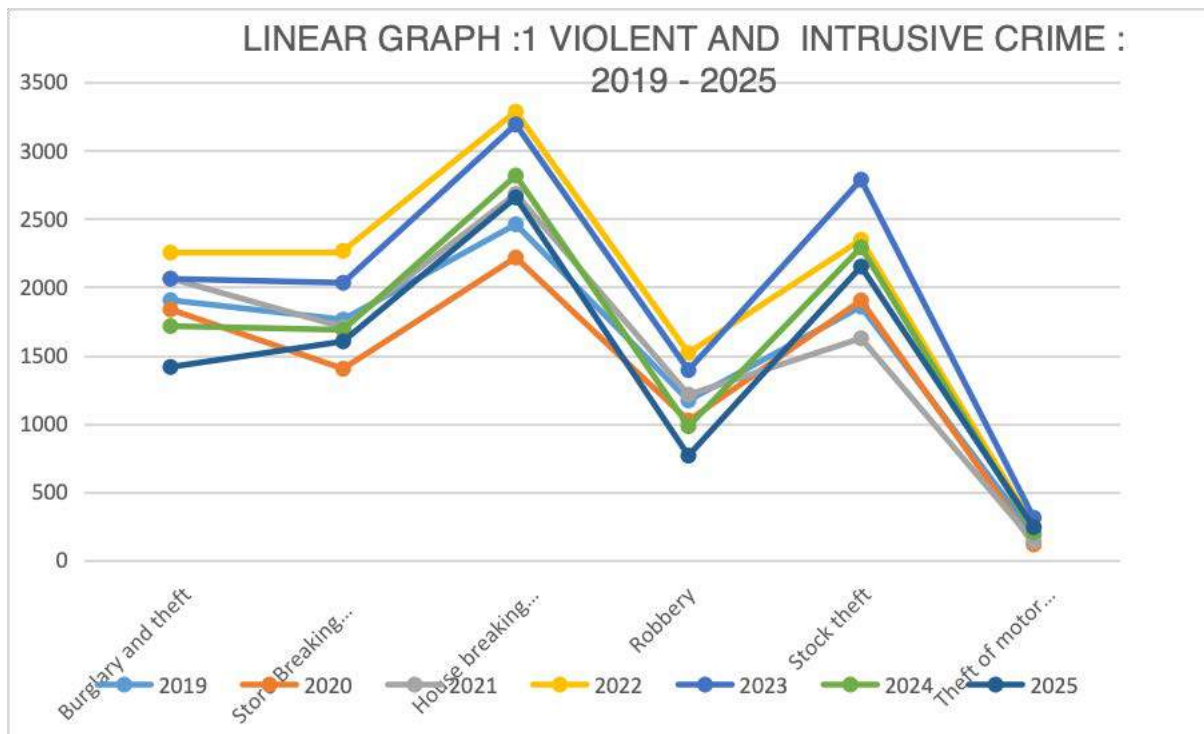
i) Processes Efficiency

- Establishment of a Quality Assurance Office.
- Implementation of cost-saving initiatives such as transition from prepaid to post-paid water utilities.
- Continued development of regulatory and legal frameworks supporting modern policing.

j) CDS IV Crime Trends

Table 1: Violent and Intrusive Crimes: 2019 - 2025

Offence	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025	Difference	Average Growth (%)
OFFENCES RELATING TO PROPERTY									
Burglary & Theft	1904	1836	2063	2252	2060	1714	1415	-489	-4.8%
Store Breaking & Theft	1762	1402	1706	2265	2031	1687	1602	-160	-1.57%
House Breaking & Theft	2459	2216	2682	3284	3190	2816	2656	+197	+1.29%
Robbery	1170	1022	1212	1518	1392	981	766	-404	-6.82%
Stock Theft	1856	1902	1625	2346	2786	2291	2150	+ 294	+2.48%
Theft of Motor Vehicle	185	115	138	243	311	205	242	+57	+4.58%
SUB-TOTAL	9336	8493	9426	11908	11770	9694	8831	-505	-0.92%
OFFENCES AGAINST THE PERSON									
Murder	320	221	273	310	322	337	338	+18	+0.92%
Threats to Kill	678	836	970	1059	913	845	772	+94	+2.19%
SUB-TOTAL	998	1057	1243	1369	1235	1182	1110	112	+1.79%
OFFENCES AGAINST MORALITY									
Rape	2265	1919	2111	2481	2296	2018	1922	-343	-2.70%
Defilement of persons under 18 years	1208	1825	2033	2059	1753	1666	1837	+629	+7..24%
SUB-TOTAL	3473	3744	4144	4540	4049	3684	3759	286	+1.33%
TOTAL	13807	13294	14813	17817	17054	14560	13700	-107	-0.13%



The emergence of COVID 19 in late 2019 as global pandemic had a significant impact on crime statistics which also marked the beginning of CDS IV. Property crime displays the most notable shift correlated with COVID-19 pandemic as during lockdowns, these offences fell by 9%. It is worth noting that during this period homes remained occupied and movement was restricted as well as heightened law enforcement presence. The post-reopening period triggered an explosive rebound with property crime surging to 11% in 2022 and a further 26.3% in 2023. This aligns with routine activity theory: as people returned to workplaces and social activities, homes and businesses became vulnerable again.

House breaking and theft emerged as the single largest contributor to the property crime spike. After declining during COVID, cases skyrocketed by 21% in 2022 and another 22.4% in 2023. This represents a 48% increase from the 2021 low. The pattern strongly supports the “opportunity theory” of crime homes were left unoccupied during working hours once restrictions lifted, creating ideal conditions for burglars.

Stock theft presents a unique pattern. Unlike urban property crime, rural stock theft actually increased slightly during 2021, then dropped in 2022 before exploding by 44.4% in 2023 and a further 18.8% in 2024. The delayed peak (2024 rather than 2023) suggests rural crime operates on different dynamics than urban crime. Economic stress post COVID due to rising food prices, unemployment, and increased demand for meat likely drove this upsurge. Stock theft remains high demanding continued rural policing focus (Mephato, Operation Kgomokhumo and Anti-Stock Theft Pitso)

Offences against the person followed a different trajectory than property crime. These offences increased steadily from 2020 through 2023. This suggests interpersonal violence is less sensitive to lockdown conditions and confinement may have exacerbated tensions in households. Threats to kill nearly doubled from 2020 to 2022, indicating rising societal stress.

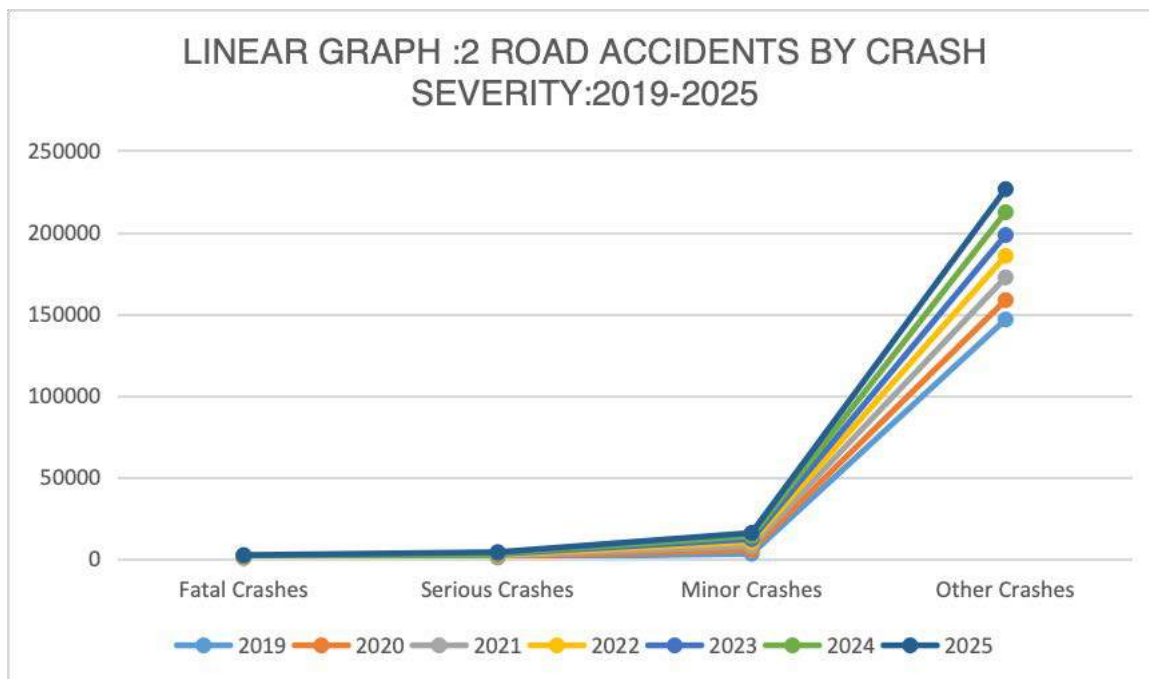
Sexual offences and morality crimes present perhaps the most concerning trend. Unlike property crime, these offences increased throughout the COVID period itself, rising 7.8% in 2021 and continuing to climb through 2023 to a peak of 4,540 cases. This contradicts the pattern of most other crimes and likely reflects two dynamics: first, victims were trapped at home with abusers during lockdowns, creating ongoing victimization; second, post-COVID may have enabled more victims to come forward as movement restrictions eased and targeted efforts by the organisation through establishment of the Gender and Child Protection Branch. The decline since 2023 is positive, but 2025 levels remain high, indicating sustained demand for victim support services.

The total crime figures paint a clear picture of the pandemic's impact. During the height of COVID-19 restrictions in 2020 and 2021, crime rates remained relatively suppressed, with 2021 recording the lowest total (13,294 offences) in the six-year period. However, in 2022 as lockdowns eased and society reopened, crime surged dramatically. Nevertheless, from 2024 onwards the statistics reflect a positive downward trajectory, suggesting that ongoing policing interventions, improved community partnerships, and targeted crime prevention strategies are beginning to have a stabilising effect on property-related crimes.

k) Road Safety

Table 2: Road accidents by crash severity: 2019 - 2025

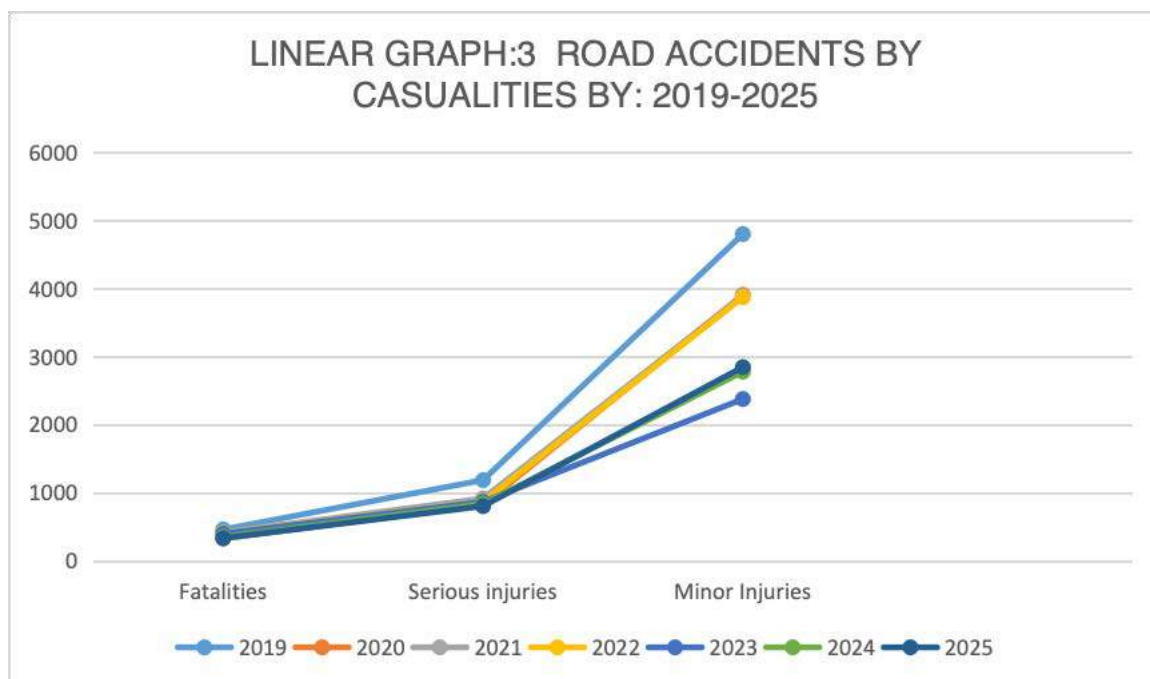
Year	Accidents Severity				
	Fatal Crashes	Serious Crashes	Minor Crashes	Other Crashes	Total Crashes
2019	361	701	2909	14652	18615
2020	265	512	2417	11881	15075
2021	325	551	2457	13944	17277
2022	305	522	2411	13166	16404
2023	301	566	1689	12,775	15331
2024	285	517	1903	14017	16722
2025	260	554	1,923	14,120	16,857
Change (%)	-27.98%	-20.97%	-33.90%	-3.63%	-9.44%



The trend indicates a clear relationship between fatal crashes and total crashes, as changes in the overall number of crashes tend to influence the number of fatal accidents. The decline in total crashes from 18,615 in 2019 to 15,075 in 2020 was accompanied by a reduction in fatal crashes from 361 to 265, largely attributed to reduced mobility during the COVID-19 period. In subsequent years, fluctuations in total crashes were generally mirrored by similar movements in fatal crashes. However, the relationship is not strictly proportional, suggesting that factors such as speeding, driver behavior, road conditions, and enforcement efforts also play a significant role in determining whether crashes result in fatalities. Overall, while total crashes remain relatively high, the gradual decline in fatal crashes by 2025 indicates some improvement in road safety outcomes.

Table 3: Road accidents by casualties by: 2019 - 2025

Year	Casualty Injuries			
	Fatalities	Serious Injuries	Minor Injuries	Total Injuries
2019	457	1183	4802	6442
2020	325	819	3908	5052
2021	413	913	3893	5219
2022	404	865	3873	5, 142
2023	396	863	2, 376	3, 635
2024	346	833	2 778	3, 957
2025	328	800	2 845	3, 973



The data indicates a clear relationship between fatalities and total injuries, as fluctuations in total injuries are generally accompanied by similar changes in fatalities. For instance, in 2019, when total injuries were highest at 6,442, fatalities were also relatively high at 457.

In 2020, both total injuries and fatalities declined significantly to 5,052 and 325 respectively, largely reflecting reduced road activity during the COVID-19 period. In the years that followed, although total injuries fluctuated, fatalities remained comparatively aligned with these trends. Notably, from 2023 to 2025, total injuries declined considerably compared to earlier years, and fatalities also showed a gradual reduction from 396 to 328. This pattern suggests that while higher injury levels increase the likelihood of fatalities, the rate at which injuries become fatal may also be influenced by factors such as speed management, use of safety measures, improved emergency response, and enforcement interventions. Overall, the gradual decline in both fatalities and total injuries indicates some improvement in road safety outcomes over the period.

5. ANALYSIS OF CDS IV REFORM AREAS

The review of CDS IV shows that the Botswana Police Service identified many of the correct reform areas. However, some of these reforms were not implemented. The new Corporate Development Strategy must therefore respond directly to these unfinished areas and turn them into practical action.

a) Internal Coordination and Collaboration

One of the areas requiring improvement is internal coordination across the Service. There are still silo-mentality issues to look into (communication, information sharing, and joint planning) which continue to affect performance. In practice, some branches and units still operate too much in isolation, which reduces efficiency, causes duplication, and weakens collective ownership of results. The new CDS should therefore strengthen integration, joint planning, and cross-functional collaboration so that the Service operates more as one institution.

b) Utilisation of Systems and Technology

The Service introduced systems and technology but they were not consistently utilized, enforced, or monitored. This means that some operational decisions are not sufficiently data-driven. The new CDS therefore focuses on proper adoption of systems, user capability, compliance, monitoring, and the use of data for decision-making and performance improvement.

c) Sustainability of Reforms and Initiatives

The structural changes and developments (introduction of new Directorates) which occurred during the CDS IV cycle may have affected implementation and sustainability of some initiatives. Cognisant to this fact the new strategy positions the BPS to ensure that clear monitoring frameworks and accountability mechanisms support any future reforms.

d) Implementation and Execution Discipline

One of the strongest lessons from CDS IV is that good plans alone are not enough. Although the previous strategy contained important ideas and priorities, some of them did not fully move into practice due to other external factors such as the outbreak of COVID19 pandemic and subsequent economic constraints. CDS V places stronger emphasis on agility and resilience in execution, accountability, milestone tracking, follow-through, and a culture that values results and delivery.

e) Review of Standing Orders, Policies, and Guiding Instruments

CDS IV recognised the need for a wholesale review of Standing Orders so that they remain relevant to modern policing. However, this review was not undertaken. As a result, some Standing Orders and internal policies may no longer be fully aligned to present legal, operational, and organisational realities. This creates uncertainty and may expose the Service to legal and operational risks. CDS V prioritises the review, harmonisation, and updating of Standing Orders, policies, and related institutional guidelines.

f) Human Resource Systems and Workforce Development

CDS V calls for strengthened practical human resource systems, including competency-based recruitment, staff development, leadership pipelines, performance management, and employee support mechanisms.

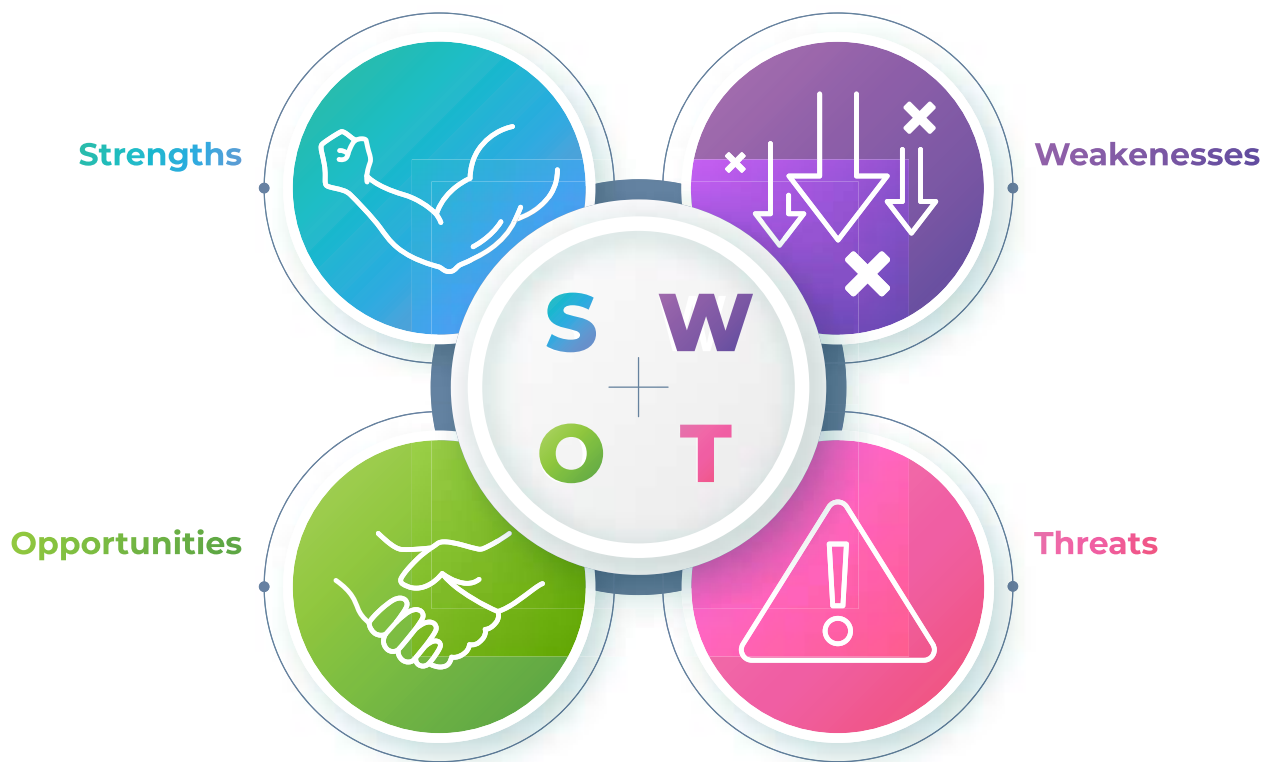
g) Integrity, Oversight, and Accountability

Although CDS IV recognised the importance of integrity management and corruption prevention, current concerns suggest a need for oversight and enforcement mechanisms. The new strategy addresses the issue of strengthened oversight structures and compliance monitoring.

Overall Strategic Position

In overall terms, CDS IV identified many of the right reform issues, but several important areas remained unfinished by the end of the strategy period. The new CDS acts as a corrective and implementation-driven strategy that addresses these gaps. Its success will depend on turning the strategy into practical results through implementation of identified projects.

6. SITUATION ANALYSIS (SWOT ANALYSIS)



A Situation Analysis is a comprehensive assessment tool used to evaluate an organization's internal and external environment, providing insights that inform strategic planning. One of the most common frameworks employed in a Situation Analysis is the SWOT Analysis, which examines an organization's Strengths, Weaknesses, Opportunities, and Threats. By identifying strengths and weaknesses, organizations can understand their internal capabilities and limitations, while analyzing opportunities and threats allows them to gauge external factors that could impact their objectives. This holistic view enables organisations to develop strategies that leverage strengths, mitigate weaknesses, capitalize on opportunities, and prepare for potential threats, ultimately guiding effective planning and resource allocation.

Table 4: The BPS SWOT Analysis

STRENGTHS	WEAKNESSES
Legal Mandate and Legitimacy: Legitimacy to deliver policing services across the Republic of Botswana through the Police Act. 24-Hour Service Delivery: Perennial accessibility to customers and continuous law enforcement presence. Decentralization of services: The organization has decentralized key services making it easily accessible and reducing our response time. Strong Stakeholder Partnerships: strong partnerships with communities, business entities, other government departments and liaison with International Law Enforcement bodies. Adoption of Information Communication Technology (ICT): Botswana Police Service utilises ICT solutions to manage crime, enhance communication and improve operational efficiency. Continuous Training and Upskilling of Police Officers	Response Time Challenges: Turnaround times for responding to calls for service negatively affects public perception. Lengthy Investigation: Prolonged investigation timelines, particularly in complex and sophisticated criminal cases. Ineffective Customer Feedback: failure to give customers timely feedback Unspecified People Processes: Certain human resource processes are not clear and aligned to the staff value proposition. Project Management: Inefficient project management processes delaying the implementation, monitoring and evaluation of strategic initiatives. Fragmented Systems: The organization continues to experience challenges associated with fragmented operational and information systems across police formations. Deprecated systems: Usage and reliance on old and unsupported systems limit operational efficiency and effective service capability.
OPPORTUNITIES	THREATS
Increased Investor Confidence: Botswana's stable political environment enables uninterrupted law enforcement and institutional continuity in the implementation of strategic plans. International Recognition: Ranking amongst the best services regionally provides for a strong foundation to rebuild and strengthen public trust. Regional and International Cooperation: provides for technical and operational support. Collaboration with other Law Enforcement Agencies: strengthening coordinated responses to national and transnational crime. Efficient Performance Management Framework: provides an opportunity to improve efficiency, accountability and results-based outcomes. Employee Welfare: Robust employee welfare programmes impact on the staff value proposition and improve overall organizational stability. Leveraging ICT for Service Delivery: opportunity to expand ICT solutions to enhance operational processes, investigations and intelligence gathering	Evolving and Complex Crime Landscape: Crime continues to evolve in sophistication as the world becomes increasingly technology-based. Cybercrime, financial crimes, organised criminal networks, and transnational crimes present growing challenges. Labour Market Competition: Available opportunities in the market may attract attrition, creating retention challenges. Increasing Public Expectations: Communities demand faster responses, transparency, and high professionalism, placing pressure on existing systems and resources. Resource Constraints: Current economic challenges may affect modernisation programmes, infrastructure upgrades, and capacity expansion

The SWOT analysis of the Botswana Police Service provides a comprehensive foundation for aligning internal capabilities with its strategic direction. The organization's strengths anchored in its legal mandate, 24-hour service delivery, decentralized policing model, and strong stakeholder partnerships position it well to deliver responsive and community-oriented policing. Additionally, ongoing investments in ICT adoption and continuous training create a platform for modern, intelligence-led policing.

However, these strengths are counterbalanced by critical weaknesses such as delayed response times, lengthy investigations, fragmented and outdated systems, and gaps in customer feedback mechanisms. These internal challenges, if not addressed, risk undermining operational efficiency and public trust. At the same time, external opportunities including regional and international cooperation, a stable operating environment, and the growing potential of ICT offer avenues to modernize and enhance service delivery. These opportunities must be leveraged to mitigate threats such as increasingly sophisticated crime, rising public expectations, and resource constraints.

In aligning this analysis with the strategic priorities of the Botswana Police Service, a clear pathway emerges toward achieving key outputs: reduction in fear of crime, increased uptake of technology, and improved case management. Leveraging strengths such as decentralization and stakeholder collaboration, alongside opportunities in ICT expansion and international partnerships, will enable the Service to enhance intelligence gathering, predictive policing, and coordinated crime prevention efforts thereby contributing to crime reduction. Simultaneously, addressing weaknesses related to fragmented and deprecated systems through digital transformation and system integration will accelerate the uptake of modern technologies, improving operational efficiency and real-time information sharing. Furthermore, strengthening investigative processes, enhancing project and performance management, and improving customer feedback mechanisms will directly support more effective and timely case management. Collectively, these strategic interventions will enable the organization to respond proactively to emerging threats, meet increasing public expectations, and deliver a more efficient, transparent, and accountable policing service.

7. RISK MANAGEMENT FRAMEWORK

The Corporate Development Strategy (CDS) recognises the importance to anticipate challenges in the policing environment and it is cognizant to the increasingly complex, dynamic and unpredictability of such. Botswana Police Service therefore, must adopt a proactive and forward-looking risk management approach that anticipates potential threats and ensures its readiness.

Key risks likely to affect the organisation during this period include economic challenges, public health emergencies such as pandemics, political shifts or unrest, natural disasters and technological threats,

The BPS emphasizes on adopting a proactive approach and intelligence-led model that focuses on early identification of risks and structured response planning. Commanders at all levels will be required to continuously assess emerging risks within their areas and incorporate mitigation measures into operational planning. This will strengthen the organisation's ability to respond quickly, maintain stability and protect the public even in times of uncertainty.

The strategy will also place emphasis on strengthening operational resilience in the face of economic

pressures, which contribute to increased crime levels and place additional strain on police resources. At the same time, the organisation will strengthen its preparedness for pandemics and other national emergencies by improving contingency planning and ensuring continuity of essential policing functions.

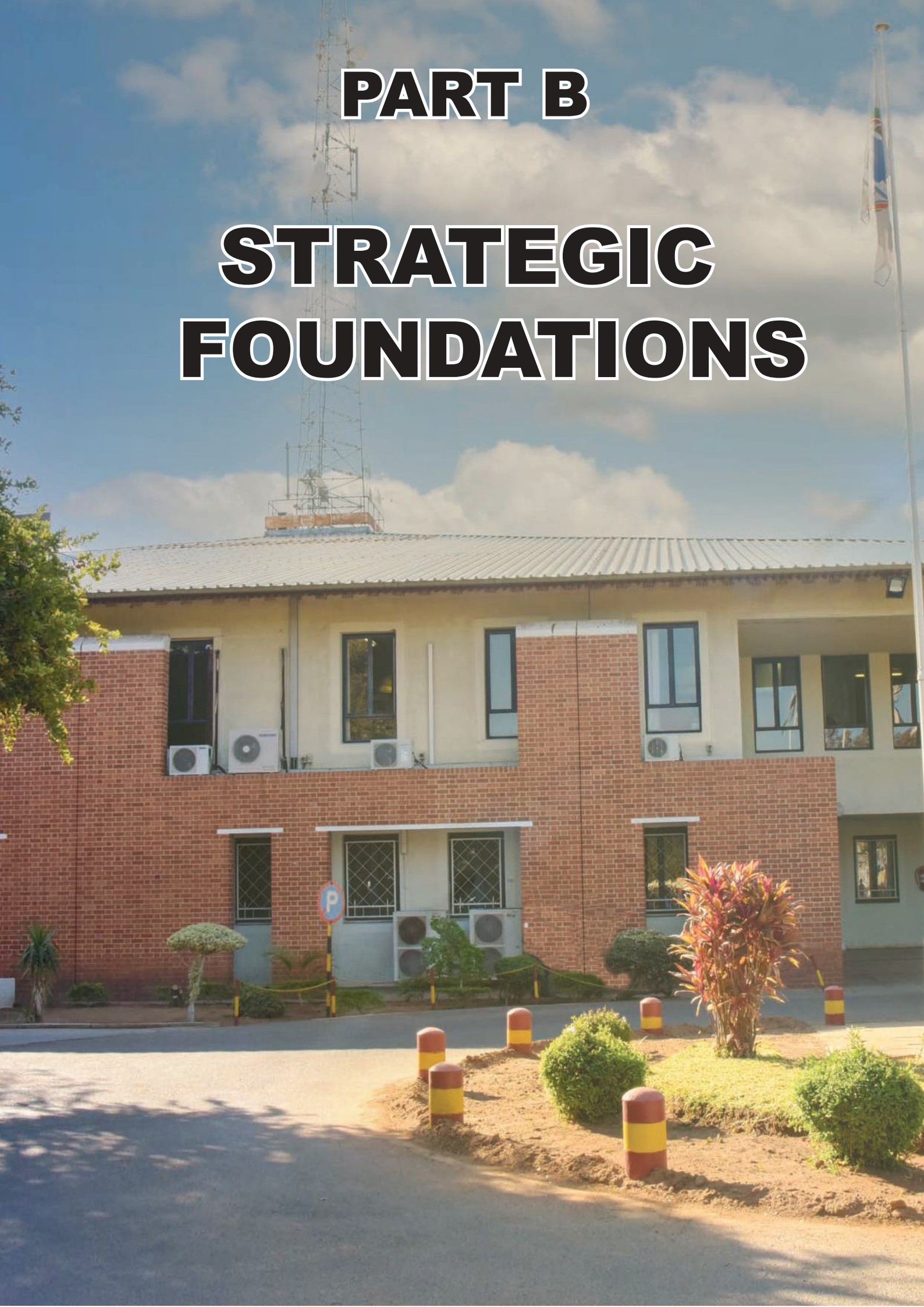
The BPS recognizes the importance of maintaining professionalism and public trust during periods of political change or social tension. Furthermore, the service will strengthen public order policing, improve communication with communities and invest in training that promotes ethical conduct, accountability and respect for human rights. This will ensure that the organisation remains neutral, professional and trusted by the public regardless of changing national circumstances.

In addition to external risks, the CDS acknowledges that internal organisational risks such as low morale, poor communication and resistance to change can significantly affect performance. The strategy will therefore focus on inclusive leadership, improved internal communication, mentoring and coaching programmes and stronger support for officer welfare. By strengthening both operational readiness and organisational stability, the Police Service will be better positioned to respond effectively to future challenges.

Overall, the five-year strategic risk management approach within the CDS is aimed at building a resilient, adaptable and future-ready Police Service that is capable of protecting the nation and maintaining public confidence under all circumstances

PART B

STRATEGIC FOUNDATIONS



PART B: STRATEGIC FOUNDATIONS



1. The Tenets of the Plan

The tenets of our long-term Plan (CDS V) are on the Strategic foundations, which refers to the essential elements that will guide our organization's direction, decision-making, and overall approach to achieving its goals. These foundations include our organization's vision, mission and core values. By establishing clear strategic foundations, organizations can foster a cohesive culture, ensure consistent communication, and effectively navigate challenges, ultimately driving long-term success and sustainability.

Our Vision:

"A modern and proactive law enforcement agency of repute"

The vision aspires a Police Service that utilizes advanced practices and technologies to effectively address community needs while maintaining a strong reputation for integrity and professionalism.

Our Mission

"To deliver innovative and community-centered policing services for a safe and secure Botswana"

It emphasizes commitment to employing creative and effective policing strategies that prioritises collaboration with the community, fostering trust and engagements to enhance public safety and security throughout the Nation,

Our Values (B.A.R.A.T.E)

The Botswana Police Service embodies the essence of BARATE, a Setswana term meaning “Love them,” which perfectly encapsulates our commitment to the community we serve. Our core values are; Botho, Agility, Resilience, Accountability, Teamwork, and Excellence and they form the foundation of our operations and interactions.

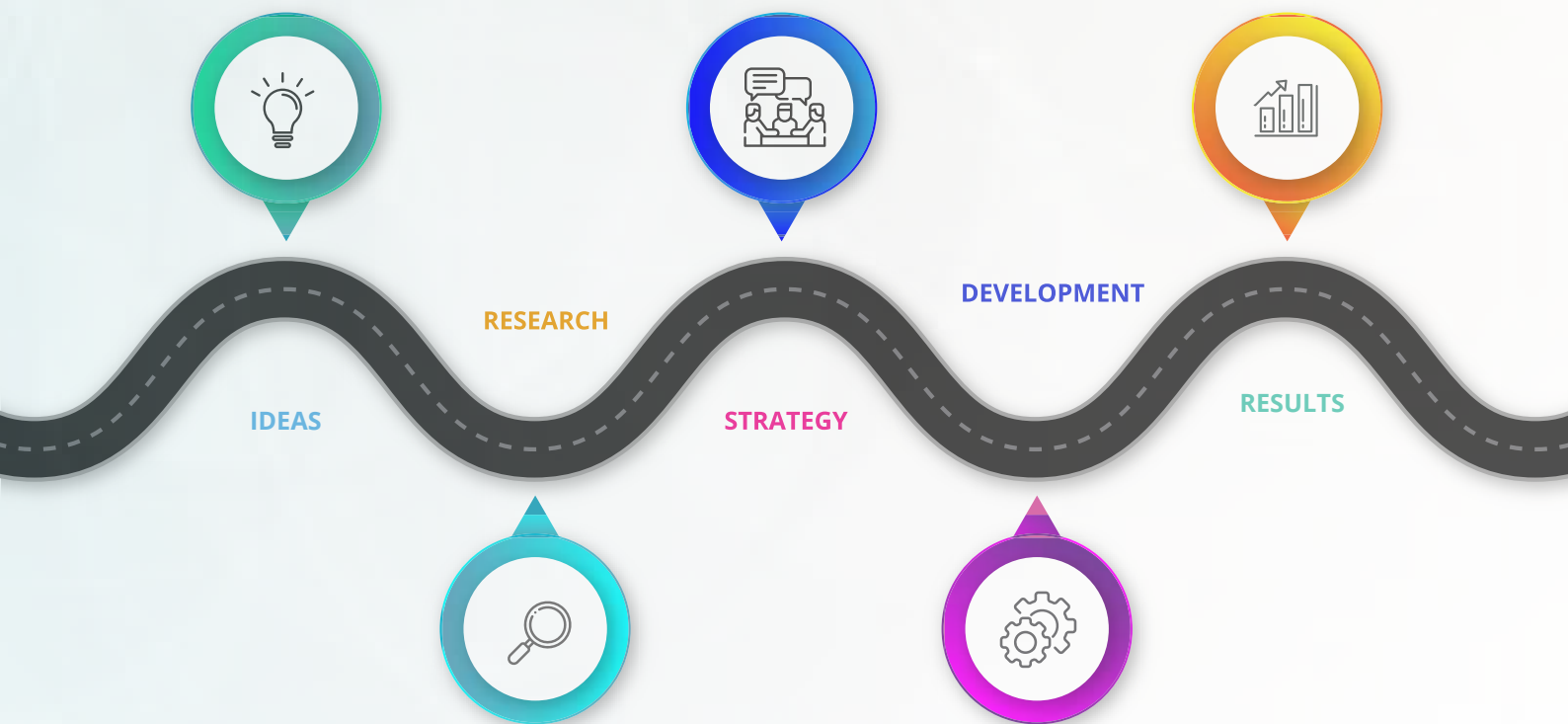


Together, these values create a police service that truly loves and cares for its community, making Botswana a safer and more harmonious place for all.



PART C

ROAD MAP TO A NEW STRATEGIC ARCHITECTURE



PART C: ROADMAP TO A NEW STRATEGIC ARCHITECTURE

1. GOVERNMENT' STRATEGIC DIRECTION

A secure environment is not only a public safety imperative, but also a strategic enabler of economic growth and national development. By ensuring peace, safety and effective law enforcement, Botswana strengthens its position as a competitive and attractive destination for both domestic and foreign investment. A crime-resilient environment is a fundamental prerequisite for peace, stability and sustainable socio-economic development. Freedom from fear, protection from violence, safe neighborhoods, and an efficient justice system should be the national standard. A peaceful and politically stable country builds confidence both locally and internationally, and directly advances **Vision 2036 Pillar 4 (Governance, Peace and Security)**.

1.1. National Development Plan 12 (2026-2030)

Aligned to the **Governance, Peace and Security** sector priorities under **National Development Plan 12 (NDP 12)** and the broader national development vision for Botswana, this Police Strategy is anchored on the shared national aspiration of building a resilient, peaceful and progressive nation grounded in transparency, accountability and the rule of law. As a primary custodian of internal security and public order, the Botswana Police Service plays a central role in translating this national aspiration into practical outcomes that citizens can experience in their daily lives. This Strategy therefore sets out a clear pathway for strengthening professional and ethical policing, enhancing community participation, safeguarding territorial integrity, and improving public safety through innovation, intelligence-led operations and institutional reform. It positions the Service not only as an enforcement agency, but also as a trusted partner in governance, peacebuilding and national development.

1.2. Botswana Economic Transformation Programme

The Botswana Police Service recognises security as a strategic economic enabler. By safeguarding people, assets and infrastructure, the Service contributes directly to the successful implementation of the **Botswana Economic Transformation Programme (BETP)**. In the execution of its mandate, the BPS provides a secure and crime-resilient environment that supports sustainable economic transformation and strengthens Botswana's competitiveness as an investment destination. This is consistent with BETP's emphasis on improving competitiveness, accelerating reforms and enabling investment-led growth.

1.3. BPS Strategic Direction

The mandate of the Botswana Police Service (BPS) is to ensure the safety and security of the people of Botswana. The Service is established by an Act of Parliament under the Botswana Police Act, Cap. 21:01 Section 6, which provides the legal and operational framework for its functions.

The fifth BPS Corporate Development Strategy is firmly grounded in this statutory mandate. In accordance with the Act, the Service is charged with protecting life and property; preventing and detecting crime; repressing internal disturbances; maintaining security and public tranquility; apprehending offenders; enforcing all written laws with which it is directly entrusted; and generally preserving peace throughout the Republic of Botswana. The strategy operationalizes this mandate by translating legal obligations into clear strategic priorities, programmes, and measurable outcomes.

In essence, the Corporate Strategy serves as the implementation framework through which the statutory mandate of the BPS is executed. It ensures that every strategic objective, operational plan, and performance target contributes directly to the overarching goal of ensuring the safety and security of the people of Botswana.

2. KEY RESULTS AREAS TO GUIDE THE STRATEGY PLANNING

KRA 1: Service Delivery and Operational Readiness

This Key Result Area focuses on whether the Botswana Police is delivering better service, is the BPS able to offer faster response to incidents, timely investigations, a visible policing service and a stronger crime prevention in partnership with the community.

KRA 2: Resources Management and Organisational Capability

This KRA focuses on whether the Botswana Police has the necessary resources to carry out its mandate human capital resources, robust and up to date systems and infrastructure needed to perform. It further extends to financial sustainability and budget efficiency.

KRA 3: Governance, Compliance and Professional Standards

This ensures whether the Botswana Police Service carries out its mandate within the confines of the law, respects human rights while carrying out its duties. This assesses whether personnel is disciplined, accountable and our methods are standardised, traceable and in line with world standards.

KRA 4: Staff Welfare, Wellness and Sustainability

This result area checks whether Botswana Police personnel are physically and mentally well to carry out their duties effectively; whether their occupational health issues prioritized by the organization. This KRA also focuses on workforce sustainability, whether the BPS is able to retain staff especially hard to find skills, staff morale and leadership succession.

KRA 5: Stakeholder Trust, Partnerships and Community Confidence

This focuses on how the Botswana Police partners with the public in crime prevention and the public perception on the BPS. How the BPS relates and partners with external stakeholders in supporting its mandate.

3. KEY STRATEGIC PRIORITIES OVER THE 5-YEAR PLANNING PERIOD

The Corporate Development Strategy V sets out a practical roadmap to a renewed strategic architecture that strengthens the Botswana Police Service's ability to deliver the aforementioned

Key Result Areas. This roadmap is the bridge between the Organisational diagnosis through analyzing performance of the past Strategy (CDS IV), Situation Analysis in Part B and the KRAs. Implementation of this Strategy will be delivered through a Matrix in Part D. It translates the most material operational constraints, performance pressures, resource gaps and policy weaknesses into a focused set of priorities that can be delivered, monitored and reported over five years.

The roadmap is structured around nine (9) key strategic priorities. Each priority consolidates related initiatives into clearly defined projects that are easy to identify for tracking and monitoring. Projects are organised into delivery sub-clusters to ensure coherence, avoid duplication, and clarify the relationship between operational outcomes and enabling reforms. Together, the priorities establish a single line of sight from strategic intent to delivery: improving operational readiness and response capability; enabling data-driven policing through integrated digital systems; strengthening infrastructure and specialist work environments; professionalising the workforce through structured capability development; modernising SOPs and regulatory frameworks; strengthening governance, compliance and risk management; safeguarding workforce wellness and sustainability; deepening victim-centred and human-rights-based policing; strengthening partnerships and interoperability; and ensuring financial sustainability through resource mobilisation and efficiency.

The priorities below are presented in a standard format to support implementation discipline: a concise strategic intent statement, the common expected impact, and the aligned portfolio of Projects to be delivered during 2026–2030. This structure ensures that, once adopted, each priority can be converted directly into the Part D Implementation Matrix with clear timelines, leads, supporting units, KPIs and monitoring arrangements. The sections that follow set out the Key Strategic Priorities in detail.

PRIORITY NO. 1: CRIME MANAGEMENT AND POLICE RESPONSE MODERNIZATION

To address emerging crime trends, the organization must prioritize operational readiness and service continuity to cultivate an agile and dependable policing capability. This priority addresses mobility downtime, uneven communications coverage, and gaps in command oversight by delivering a focused portfolio. By ensuring that transport, communications, and operational support systems are both functional and responsive, the organization will achieve the following:

- ***Enhanced Operational Performance:*** Improved deployment capability, reduced downtime, and strengthened mobility, communications, and continuity of operations.
- ***Tactical Improvements:*** Faster deployment and response times, as well as reduced frequency of equipment breakdowns.
- ***Broadened Reach and Protection:*** Improved operational continuity, better coverage across rural, border, and high-risk areas, and increased safety for both officers and the public



PRIORITY NO. 2: ADVANCED DIGITAL SYSTEMS AND INFORMATION MANAGEMENT

Digital transformation is the strategic integration of interconnected systems and advanced analytical tools designed to catalyse organizational efficiency by reducing manual, paper-based processes that slow performance and weaken accountability.

This also dismantles the silos of fragmented systems, with a streamlined, high-velocity workflow, centralizes data, braces security and ensures a seamless flow of information across branches and partner agencies. It is not just new software but also institutional capacity to reform. The expected outcomes are;

- **Accelerated Processing:** Reduced turnaround times and rapid decision cycles.
- **Digital Modernization:** Elimination of inefficient, paper-heavy workflows.
- **Enhanced Integrity:** Greater reliability and security of records and intelligence will be achieved.
- **Seamless Interoperability:** Improved information sharing across all departments and partners.
- **Advanced Analytics:** Sophisticated tools for better organizational oversight.
- **High-Yield Productivity:** Increased output through accuracy and computerization.



PRIORITY NO. 3: INFRASTRUCTURE DEVELOPMENT AND ESTATE RESILIENCE

This priority addresses the physical foundation that enables effective policing.

It involves a large-scale expansion program designed to modernize the physical and professional foundation of the Botswana Police Service by eradicating shortages in housing and office space through construction of high-standard staff accommodation, specialized office environments, and dignified public-facing facilities to replace dilapidated structures that currently hinder service delivery.

The expected outcomes include:

- Total elimination of house sharing.
- Professionalized service environment that ensures client confidentiality and dignity.

The **broader impact** centers on a more agile and dependable police service where improved staff welfare directly translates to operational productivity and reduced service disruptions.





PRIORITY NO. 4: SKILLS DEVELOPMENT, TRAINING AND PROFESSIONALISATION

In order to build a professional, competent and sustainable policing workforce the **BPS** will spearhead a **Digital Learning Transformation** by implementing advanced e-learning platforms and virtual simulation tools to modernize its training infrastructure. This will address challenges on skills gaps, dependency risks in scarce specialist domains, uneven supervision standards, and the need for consistent policing outcomes.



PRIORITY NO. 5: STANDARDISED OPERATING PROCEDURES AND REGULATORY POLICY

The BPS to have a rule framework that governs policing delivery, operational SOPs and regulatory instruments, so that practice is consistent, accountable and legally defensible. This will address uneven implementation, ambiguity and coordination gaps that increase institutional risk and weaken service outcomes.

The **Policy, SOP, Legal, and Regulatory Modernisation** project addresses the **challenges** of police protocols that do not align with the **NDP12** digital transformation, the rise in sophisticated cyber-forensics, and modern human rights standards for victim-centric policing.

The expected outcome include; A legally compliant police service that operates with transparent, “court-proof” investigative methods, significantly reducing state liability from lawsuits and increasing public trust through modernized accountability mechanisms.

PRIORITY NO. 6: POLICE INTEGRITY AND ACCOUNTABILITY

Recognizing integrity management as a cornerstone of the organisation, this priority is aimed at strengthening appropriate conduct, accountability and trust across all functions of the Service. It focuses on putting in place clear quality assurance, compliance, control and oversight measures to address governance weaknesses, inconsistent implementation, preventable losses and reputational risk.

Furthermore, the priority will help ensure that policies, procedures and professional standards are applied consistently throughout the Service. It is rooted in the core value of integrity and supports a zero-tolerance approach to unethical behavior. By strengthening internal accountability and oversight, the BPS will promote professionalism, improve operational effectiveness, protect its reputation and build greater public confidence in the Service.

PRIORITY NO. 7: OCCUPATIONAL HEALTH, WELLNESS AND REHABILITATION SUPPORT

Policing is inherently high-stress and trauma-exposed work that directly affect personnel and leads to performance requiring provision of psychosocial support, preventative health and structured rehabilitation systems. This will address critical challenges of high occupational stress, post-traumatic stress disorder (PTSD) from frontline exposure, and the lack of specialized physical rehabilitation for officers injured in the line of duty.

The **expected outcomes and impacts** include;

- Resilient and mentally agile police service
- Reduction in stress related medical leaves
- A proactive mental health care that ensures officers are supported throughout their entire career lifecycle.



PRIORITY NO. 8: PUBLIC PARTNERSHIPS, COORDINATION AND INTEROPERABILITY

To foster meaningful engagement with stakeholders including other local law enforcement agencies, government departments, social service partners, and non-governmental organizations strengthened coordination and interoperability will address the critical challenges of fragmented intelligence and the “radio silence” that often exists between agencies. The expected outcomes focus on establishing a unified common operating picture that provides the leadership with a single-pane-of-glass view of emergencies and operational developments. Externally, the impact will be reflected in a significantly safer investment climate and strengthened national resilience against transnational threats.



PRIORITY NO. 9: EXTERNAL STAKEHOLDER PARTNERSHIPS AND INTERNATIONAL RELATIONS

Modern policing requires strong collaboration beyond the organisation, particularly in areas such as cross-border crime, capacity building, intelligence sharing, training, and institutional development. The BPS therefore commits to strengthen structured engagement with international law enforcement agencies, regional security bodies, development partners, diplomatic missions, and other external stakeholders in order to enhance organisational capability, professionalism, and global cooperation.

Under this priority area, the BPS is expected to achieve:

- Stronger regional and international cooperation frameworks.
- Increased access to specialised training, technology, and professional development opportunities.

- Improved coordination in combating cross-border crime and organised criminal networks.
- Enhanced institutional reputation and credibility at both regional and international levels.
- Improved collaboration with national stakeholders in areas such as public safety, community engagement, and crime prevention.
- Increased opportunities for officers to participate in international training programmes and exchange initiatives.



PRIORITY NO. 10: RESOURCE MOBILISATION, BUDGET SUSTAINABILITY AND COST EFFICIENCY

As the BPS is actively engaged in the review and enhancement of its policing strategies to effectively tackle contemporary crimes, it is also essential to mobilize resources to ensure budget sustainability and cost efficiency. This transformation requires shifting from temporary budget solutions to a permanent, self-sustaining operational budgetary framework supported by robust institutional capacity. By doing so, the organization will foster a resilient operational engine capable of maintaining peak performance, even amidst current fiscal constraints. To accomplish this, the BPS will enhance its fiscal independence.

1. IMPLEMENTATION OF THE STRATEGY

This implementation plan operationalizes the strategic plan by translating its vision into actionable components that guide execution across the organization. It is structured around nine (9) key priority areas, defined strategic objectives, supported by targeted projects and initiatives, with designated lead branches and responsible officers to ensure accountability and ownership. The inclusion of measurable Key Performance Indicators (KPIs) enables continuous monitoring of progress, performance evaluation, and evidence-based decision-making. Timelines are incorporated to provide clear milestones and ensure timely delivery of outcomes. Collectively, these elements provide a results-oriented roadmap that strengthens implementation discipline and drives the achievement of the organization's strategic goals.

PRIORITY NO. 1: CRIME MANAGEMENT AND POLICE RESPONSE MODERNIZATION

Objective 1: Proactive Policing and Strengthened Response Capabilities

The objective emphasizes not just responding to crimes but actively preventing them through extended operational strategies, community engagement and intelligence-led approaches. This will also capacitate the BPS for real-time situational awareness, stronger command oversight, improved dispatch performance, and coordinated multi-unit operations across all operational environments. *The project conveys the essence of extending the police's operational capabilities to manage and effectively prevent crime and responding to calls for service.*

PROJECTS

✓ Decentralised Command and Control Centre

To establish an integrated operational coordination platform linking the command centre, divisions and field units to strengthen oversight and response coordination. *To achieve faster deployment and response through AI-optimized dispatch, improved operational continuity by eliminating single points of failure, and a significant boost to officer and public safety via real-time situational awareness.*

✓ Remote Terrain Communications Coverage Enhancement - To close coverage gaps that limit coordination in difficult terrain and remote areas as well as *addressing critical challenges such as vast geographical blind spots, aging fleet infrastructure, and the increasing sophistication of transnational crime.*

Project Leader/Owners: DOPS / DTTB

Objective 2: Evidence-Based Policing Institutionalization

This aims to ensure that research systematically guides operational planning, policy development, and decision-making within the Botswana Police Service, fostering a culture of evidence-based policing and improving the overall effectiveness of policing interventions.

Projects

- ✓ **Research Utilization:** Seeks to embed research and data-driven approaches into all levels of decision-making within the Botswana Police Service. By integrating evidence into strategy, operations, and policy, the project aims to improve the quality of strategic decisions, reduce ineffective policing approaches, and strengthen organisational learning and continuous improvement
- ✓ **Crime Analysis Function:** The project aims to establish a specialized unit within the Botswana Police Service dedicated to collecting, analyzing, and interpreting crime data. The unit will provide actionable intelligence to support strategic planning, operational decision-making, and proactive policing, ultimately enhancing crime prevention, resource deployment, and investigative effectiveness.

Project Leader/Owners: DoT / DOPS

Objective 3: Road Safety Enforcement, Education and Operations

This is a strategic modernization initiative designed to transform Botswana's road safety landscape by integrating high-tech technical monitoring with proactive public-facing safety programs. It focuses on upgrading of traffic management systems with automated enforcement technology, real-time incident mapping, and enhanced mobile communication links for highway patrols. It navigates challenges such as deeply ingrained risky human behaviors, systemic institutional gaps in data sharing, and the high operational cost of maintaining functional traffic tech across a vast national road network.

PROJECTS

- ✓ **Upgrading Traffic management systems with automated enforcement technology.** It focuses on transforming traffic management through the adoption of advanced automated technologies and real-time mapping systems. It seeks to improve the monitoring and coordination of traffic management. The project will enhance ability to detect and respond to incidents, reduce congestion and optimize deployment of traffic resources including personnel.
- ✓ **Road Safety Hotspot Reduction; Operational Mobility and Workforce Capacity Strengthening-** The project targets the systemic "traps" of Botswana's road network such as blind spots, poor lighting, and high-risk intersections while simultaneously upskilling the police workforce in predictive analytics and modern traffic engineering. Thus this speaks on reduction of road accidents and a highly skilled workforce capable of mitigating human error through environmental design
- ✓ **Vulnerable Road User Protection Reform-** It addresses the challenges of rising road fatalities among pedestrians, cyclists, and motorcyclists, alongside a lack of specialized infrastructure (cyclist/pedestrian lanes in major roads) and uneven enforcement of speed regulations on urban roads.

Project Leader/Owners: DOPS, DT

Objective 4: To Improve Rural, Border and High-Risk Areas Operational Reach

This is the deterrence and response capability in rural, border and other high-risk environments by extending operational reach, improving surveillance and visibility, enabling 24-hour safety-focused enforcement. *The objective focuses on enhancing national security and public trust through a more visible, agile, and technologically superior police presence.*

PROJECTS

- ✓ **Night Vision Operations Equipment procurement** - To enable night operations and improve response and surveillance in low-visibility conditions, in remote and high-risk areas.
- ✓ **Border Surveillance and High-Risk Area Deterrence** - To consolidate surveillance-led prevention and operational presence to reduce cross-border crime and promote engagement of the community along the border lines through a transition from manual boundary monitoring to a persistent, data-driven awareness model, the project integrates long-range thermal cameras, ground-penetrating sensors, and autonomous UAV (drone) swarms into a unified command and control interface

Project Leader/Owners: DOPS/ CSSG / DTB / DASB

Objective 5: To Reinforce the BPS Mobility and Deployment Readiness

Strengthening operational readiness by improving the availability, reliability and safety of mobility assets (land and air), supported by stronger maintenance and fleet governance, to enable faster deployment and sustained operational coverage across all divisions. *The improvement includes enhancing existing infrastructures and resources to be at par with current crime demands as well as training personnel on use and handling of such apparatus.*

PROJECTS

- ✓ **Aerial Support Fleet Renewal** - To enhance aerial mobility to support rapid deployment and high-risk operations. *It is centered on a highly mobile and visible police presence as well as a significant reduction in the “response lag” for life-threatening emergencies*
- ✓ **Mobility, Surveillance and Tactical Capability Enhancement** – To strengthen ground mobility and tactical reach for routine and surge operations *with officers capacitated (technical competencies) and some specialized units remodeled to meet the current demands.*
- ✓ **Development of Integrated Maintenance Workshop** - ensuring improved maintenance turnaround and asset availability. *Furthermore, it implies the construction of regionalized Fleet Maintenance Hubs to reduce service turnaround times.*
- ✓ **Transport modernization and Expansion**– To enable a reliable transport in the operationalized movement of personnel, improving coverage, response reliability and officers' safety. *The average age of the operational fleet and the percentage of vehicles equipped with integrated digital policing tools will be resultants.*

Project Leader/Owners: DOPS/ DTTB/DPD/ DASB

PRIORITY NO. 2: ADVANCED DIGITAL SYSTEMS AND INFORMATION MANAGEMENT

Objective 1: To Improve Crime Investigations, Evidence and Intelligence Systems

The various systems integration will improve analysis speed, strengthen evidence and information integrity and support better case outcomes through integrated, technology-enabled workflows. A coordinated suite of Projects that strengthen the full investigations–intelligence–forensics value chain.

Projects;

- ✓ **Analytics Platform Integration:** to intergrate investigative analytics, AI capabilities Digital Evidence Management System (DEMS) into i2 crime intelligence platform. It is intended to enhance data analysis, pattern detection and insights for faster smarter investigations
- ✓ **Advanced Cyber-Security and Intelligence Management Systems** - To strengthen specialists' technical capacity, system resilience and secure handling of sensitive data. It aims to ensure secure handling, analysis and sharing of sensitive crime intelligence and protecting data integrity
- ✓ **Investigative Workflow Automation (IWA)/Case Management System (CMS)** - To improve investigation timeliness and workflow discipline through the introduction of automated alerts for deadlines, custody limits, forensic follow-ups, inspections and reminders to reduce procedural errors and improve case throughput.
- ✓ **Digital Firearms Database Record Management** - To transition from manual licensed firearms data storage and create a digital system to store the same. This will ensure accurate tracking, efficient management and enhanced tracing of firearm, supporting crime investigations.

Project Leader/Owners: DCID / DCRIB/DLS

Objective 2. To Expand Administrative Systems Access, Reliability and Interoperability

To Implement and deliver an integrated portfolio of an integrated system that modernise workflows and enable data-driven management. It will provide overarching digital enablement capability to support to access to core administrative platforms to reduce system downtime, strengthen interoperability and improve productivity across finance, HR and training administration, thereby supporting governance, service delivery and operational support functions.

Projects;

- ✓ **Systems Access Enablement Project (SWIMS, HR Oracle, Lotus Notes)** To improve reliable and secure connectivity across government systems and networks enabling efficient data sharing and access to services.
- ✓ **HRIS and Workforce Wellness Analytics:** To boost HR efficiency, employee satisfaction and data driven decisions.
- ✓ **ICT Refresh Cycle and Administrative Productivity:** To boost administrative productivity and efficiency to upgrade systems (hardware and softwares) and also to train staff on technology and align ICT with organizational goals.

Project Leader/Owners: DF/DTTB/ILEA

PRIORITY NO. 3: INFRASTRUCTURE DEVELOPMENT AND ESTATE RESILIENCE

Objective 1. Estate Rehabilitation, Maintenance and Facilities Recovery

This is the restoration and long term sustenance of police infrastructure through proactive maintenance and facility upgrades backlogs and institutionalise preventive maintenance governance to reduce service disruptions and strengthen estate sustainability.

Projects;

- ✓ **Planning, Development and Maintenance Capacitation** - To strengthen internal planning, development and maintenance delivery capacity, tools, systems governance and infrastructure rehabilitation. Moving from reactive, costly repairs to a proactive, scheduled maintenance culture to expand the lifespan of critical assets.
- ✓ **Preventive Maintenance Governance Project** - To embed in the BPS, preventive scheduling, accountability and lifecycle maintenance discipline.
- ✓ **Estate Sustainability:** Ensuring that police buildings and grounds are managed to remain functional and resilient throughout their entire lifecycle.
- ✓ **Adopt-a-Police-Station Expansion** - To scale a partnership-enabled support to accelerate targeted Police infrastructure refurbishments and improvements. The expansion of the program aims to leverage community and corporate partnerships so as to speed up the much – needed repairs and modernize police stations through collaborative support.

Project Leader/Owners: DOPS/ DPPP/ DPD / DCs

Objective 2. To Develop fit-for-purpose environments

The BPS to develop fit-for-purpose environments, secure workspace, storage and stockpile controls and safe service settings while improving records management and storage integrity. The projects focus on improving secure and specialised working environments for sensitive police functions. They also include strengthening secure storage and stockpile management to improve control, accountability, and compliance. In addition, the projects cover office space optimisation and records management modernisation so that workspaces better support digitisation, proper records governance, and efficient administration.

Projects;

- **Specialist Workspace, Secure Storage and Service Environment Improvement:** Develop and upgrade secure, fit-for-purpose workspaces, including forensic labs, interview rooms, storage, and offices, ensuring operational integrity, compliance, and efficiency while aligning with modern records management and digitization standards.
- **Gender and Child One-Stop Centres** - To establish sensitive case handling through victim-centred one-stop environments and integrated service to efficiently and sensitively manage victims professionally.

Project Leader/Owners: DPD /DGCP/ BCs

Objective 3. Upgrade Remote Utilities and Operational Sites

Upgrading of utility reliability (energy, water and essential services) at remote BPS infrastructures (stations and camps) to reduce operating cost pressure through appropriate technology and resilience upgrades.

Projects;

- ✓ **To prioritize and modernize remote BPS utilities** to ensure consistent energy and water access. These upgrades enhance service reliability and alleviate long term operational pressures and cutting costs.

Project Leader/Owners: DTTB / DPD

PRIORITY NO. 4: SKILLS DEVELOPMENT, TRAINING AND PROFESSIONALISATION

Objective No. 1: Specialist and Technical Skills Development and Retention

To establish structured development policies to train specialist capabilities required for modern policing. This aims to strengthen technical competence in critical specialist functions, reduce dependence on external assistance and to raise the quality of service delivered by the Botswana Police Service. This will be done in alignment to **INTERPOL** and **SARPCCO** standards, to ensure that specialist policing capabilities are benchmarked against regional and international good practice.

Projects:

- ✓ **Specialized Training and Competency Development Framework** so that personnel are developed in line with recognized technical and quality standards. This will also include improving digital literacy, utilization of technological system in all Botswana Police operations.
- ✓ **Technical Skills Retention**

The project seeks to ensure that specialist skills are not lost through staff movement within the Botswana Police deployment, attrition, undefined succession planning, or overdependence on a few highly trained officers through the development of **Technical Skills and Retention Policy**.

Project Leader/Owners: DMS/FSS/ASB

Objective 2. Accredited Training and Institutional Capacity Enhancement

This objective is intended to equip the internal training capacity of the Botswana Police by implementing accredited training systems, developing trainers' capabilities, and modernising training procedures to ensure that the BPS can train its officers professionally using its internal institutional capacity. This is to be done under the following programs:

Projects:

- ✓ **Assessor and Moderator Capacity Expansion:** Designed to increase the number and quality of internal personnel able to deliver, assess and quality-assure training programmes
- ✓ **Recruitment and On boarding Reform:** Improving the way personnel are introduced into the Botswana and aligned to professional expectations from entry point and assimilation into service
- ✓ **Operational and Leadership Competency Development Framework:** To standardise competency pathways training across the Police functional structures and ranks. Starting with operational, supervisory and leadership roles valuable progressions across the police ladder.
- ✓ **Digital Learning Transformation Simulation and Modern Training Technology Enhancement:** E-learning platforms and virtual simulation tools to improve practical competence building, scenario-based learning, accessibility of training, and preparedness for complex policing environments

Project Leader/Owners: DT, BCs

Objective 3. Human Rights and Service-Provider Competence Building

This objective is intended to strengthen service-provider competence and legal literacy for sensitive, victim-centered policing and to improve the capacity of police officers to consistently handle sensitive matters in a lawful, professional and victim-focused manner in cases of GBV, children and other vulnerable groups.

Projects

- ✓ **Human Rights-Based Policing:** project, aims to ensure that police officers consistently apply rights-based standards in the execution of their responsibilities, thereby improving professionalism, lawful conduct and public trust. Aligning pre-service training to the United Nations Human Rights (UNHR) Manual for Law Enforcement Officials
- ✓ **GBV Response Upskilling project:** This focuses on improving officers' competence in handling sensitive and victim-related matters.
- ✓ **Inter-Agency GBV and Child Protection SOP Framework:** Promotes coordinated, standardised and victim-centred responses across relevant departments within the BPS, as well as external stakeholders.

Project Leader/Owners: DIA/DGCP/ DLS

PRIORITY NO. 5: STANDARDISED OPERATING PROCEDURES AND REGULATORY POLICY

Objective No. 1: To standardize organizational doctrine and operational procedures

The objective aims to standardize organizational doctrine and operational procedures across the Botswana Police Service in order to strengthen consistency, improve coordination and preparedness, reduce ambiguity, and enhance accountability in day-to-day operations.

Projects;

- ✓ **Operational SOPs Standardisation and Unified Doctrine Framework:** To review operational SOPs (Police Standing Orders) across the Service and put in place a common framework that promotes clarity, consistency, and standard practice, as well as to improve coordination between branches by aligning internal procedures, clarifying responsibilities, and strengthening joint operations.
- ✓ **Lawful Information Access Governance Framework:** To put in place a proper system for lawful access to information (Aligned to Data Protection Act, 2024, CPE (Controlled Investigations) Act, 2022 & Electronic Records (Evidence) Act, 2014) so that intelligence-related practices remain compliant, accountable, and open to audit where necessary.
- ✓ **Firearms Legislative and Regulatory Review:** To review / propose for amendment of Arms and Ammunition Act and Regulations in order to improve compliance, strengthen control measures, and support public safety.
- ✓ **HR Policy Review:** To review and improve HR policies so that workforce management is fair, clear, and effective across the Service. More importantly to align the Police Regulations with relevant statutes.
 - ✓ **Social Media Threat Management** This seeks to strengthen the capacity of the Botswana Police Service to proactively monitor, manage, and respond to threats emerging from digital platforms through the development and implementation of a comprehensive Social Media Monitoring Policy. It will provide clear guidelines, standardized procedures, and operational tools to enhance early detection of risks, improve intelligence gathering, and promote responsible use of digital platforms in support of public safety.

Project Leader/Owners: DOPS/DLS/DCRIB

PRIORITY NO. 6: POLICE INTEGRITY AND ACCOUNTABILITY

Objective 1: To strengthen Compliance, Quality Assurance and Risk Control

This objective prioritises strengthened oversight through effective training monitoring and evaluation, systematic compliance inspections and risk assessments, and the establishment of an independent complaints oversight function. It aims to support fair, transparent, and credible disciplinary processes, uphold professional standards, reinforce accountability in human resource and disciplinary management, and ensure a competent, ethical, and disciplined workforce.

Projects;

- ✓ **Training Monitoring, Evaluation and Performance Framework** - To establish and institutionalise training quality controls to ensure workforce competence.
- ✓ **Quality Assurance, Compliance and Accountability** - Internal complaints handling and oversight systems will be strengthened through quality assurance by carrying out periodic compliance inspections, risk assessments and tracking corrective actions across all the BPS structures and functions.

- ✓ **Accreditation of all Forensic Science methods in line with ISO standards** – To achieve full accreditation of all forensic science processes to ISO 17025 and ISO 15189 standards to ensure the highest level of technical competency, quality assurance and legal defensibility.
- ✓ **Accreditation Drive:** The project is intended to achieve full accreditation for the Digital Forensics Laboratory, to align the Botswana Police Service Digital Forensics Laboratory with global best practices in evidence handling, analysis, and reporting, thereby enhancing the quality, credibility, and admissibility of digital evidence in court.
- ✓ **Complaints Oversight Function** - To advocate for the creation of an independent function or body to oversee and carry out disciplinary processes' regulation in the BPS.
- ✓ **Automation of Internal Audit and Inspection Process** - This project implements a digital system to standardise and streamline audits and inspections across the Botswana Police Service, enabling real-time reporting, tracking of findings, and timely corrective actions to strengthen compliance, oversight, and operational efficiency.
- ✓ **Competency-Based Deployment Framework**

A skills-mapping and deployment model aligning officer competencies to operational demands. Includes succession planning, specialist career tracks, and digital HR capability database.

Project Leader/Owners: DCPs/ DMS/DT/DLS/ DSDPM

PRIORITY NO. 7: OCCUPATIONAL HEALTH, WELLNESS AND REHABILITATION SUPPORT

Objective 1: Establish Trauma-Informed Wellness and Psychosocial Support

This is an objective that establishes structured systems, programmes, and services intended to strengthen and safeguard mental health, and support recovery of personnel exposed to critical or high-risk incidents. It strengthens timely access to tailored support for officers repeatedly exposed to high-risk situations, and sustains officer wellbeing and enhance the operational readiness and effectiveness of the police service. The objective will be realized through structured interventions, professional mental health services, and resilience-building programmes that support recovery, mitigate long-term psychosocial harm.

Projects;

- **Trauma-Informed Wellness Programme** - To provide psychosocial support and resilience-building interventions post critical incidents.
- **Expansion of Mental Health Support Services** - To facilitate access to tailored support for officers exposed to high-risk incidents.

Objective 2: Preventative Health Screening and Fitness Support

This objective focuses on strengthening workplace health and wellness sustainability through the institutionalization of fitness support programmes, preventative screening and wellness analytics. It enables early identification of health risk factors, supports timely interventions, and promotes a healthy operationally fit workforce.

Projects;

- **Preventative Health Screening and Fitness Programme** - To strengthen preventative health practices and monitoring.
- **Human Resource Health Information System (HRHIS) and Wellness Analytics** - To institutionalise fitness support to improve wellness and identification of risk factors.

Objective 3: Return-to-Work Rehabilitation and Staff Reintegration

This objective seeks to formalize a structured and coordinated return-to-work rehabilitation, and staff reintegration framework that supports the safe, timely, and sustainable recovery of officers returning from illness, injury, or prolonged absence. It also aims to ensure consistent recovery management, reduce the risk of relapse or re-injury.

Project;

- ✓ **Return-to-Work Rehabilitation Support Programme** - To formalize reintegration pathways, strengthen rehabilitation support.

Project Leader/Owners: DMS / DoT / CSSG

PRIORITY NO. 8: PUBLIC PARTNERSHIPS, COORDINATION AND INTEROPERABILITY

Objective 1: Create Structured Stakeholder Partnerships and Community Engagements

This objective seeks to establish and forge meaningful and structured stakeholder coordination platforms that strengthen referral pathways and build support networks. It will be facilitated by formalizing partnerships through memorandum of agreements, mutual mechanisms, policies and legal frameworks for a longer lasting cooperation; ensuring effective response to modern, cross-border, and complex security challenges while aligning with global standards of professionalism and accountability. The purpose being to build a policing system that is more, accountable, inclusive, and trusted, where safety is a shared responsibility between the police, communities, and external partners.

Projects;

- ✓ **Community Policing Legal and Partnership Governance Framework** It aims to revitalize and strengthen multi-stakeholder referral pathways, coordinate support mechanisms and continually strengthen Police and other law enforcement through multi-agency cooperation. It will further strengthen structured community dialogue and coordination mechanisms, such as Policing through Clusters, Neighbourhood watch Forums, Business Forums, Farmers Anti-Stock Association forums and Youth Outreach (Schooling & Out of school).
- ✓ **Create Partnerships to achieve livestock safety and protection:** it aims to mobilize and bring stakeholders on board in the fight against stock theft. It intends to build strong practical relationship between the police and stakeholders, anchored on cooperation, information sharing and prevention initiatives (Farmers Anti-Stock Association forums etc)

- ✓ **Inter-Agency SOPs:** To develop and standardise procedures for working with other agencies, including clear rules for engagement so that operations are lawfully coordinated and accounted for.
- ✓ **Youth-based Participation Programmes:** The project aims to design and implement initiatives created by young people to actively engage their peers in community development, crime reduction initiatives, civic responsibility, and social empowerment, fostering inclusivity, and meaningful youth participation in decision-making processes.

Based on crime patterns in Botswana, the most effective youth age bracket for the programme is structured into three targeted groups. The **priority group** focuses on young people **aged 18–29**, as this age category is most associated with violent crime due to challenges such as unemployment, alcohol abuse, and peer pressure. This group forms the core focus of the programme, with interventions aimed at behaviour change rather than awareness alone.

A second group targets young people aged 15–17, with an emphasis on school-based crime prevention and drug awareness programmes. The focus being on discipline and responsibility in order to prevent future involvement in crime. Finally, the programme will include a youth leadership group aged 30–35, who can serve as mentors, peer educators, and community safety leaders, helping to guide younger participants and ensure the long-term sustainability of the programme.

- ✓ **Objective 2:** International Policing Coordination and Capacity Strengthening

To ensure effective response to modern, cross-border, and complex security challenges by adopting a policing system that is both globally connected and locally responsive. This will ensure tackling of transnational threats while upholding community partnerships and trust. It will further ensure alignment with global standards of professionalism and accountability. The objective will be facilitated by the following projects:

- ✓ **Cyber Fraud Response and Prevention Mechanism** - To coordinate multi-stakeholder mechanisms that can both respond rapidly to cyber-enabled fraud and prevent future incidents through awareness, technology, and international cooperation. This will be achieved through collaborations with the financial sector, training officers in digital forensics, fraud detection, establishment of rapid response teams and protocols.
- ✓ **Inter-Agency Coordination and Community-Led Intelligence** – To enhance international agency partnerships, access to global criminal databases and align to international best policing standards. This will be achieved through the creation of community reporting platforms, integrate international and local intelligence networks and systems.

Project Leader/Owners: DGCP/DPPP/ DCRIB/ DIR/ DCs

PRIORITY NO.9: EXTERNAL STAKEHOLDER PARTNERSHIPS AND INTERNATIONAL RELATIONS

Objective 1: Strengthen formal cooperation with regional and international law enforcement agencies.

To strengthen international cooperation and cross-border operational effectiveness by aligning transnational crime policy frameworks with regional and international protocols, and by reinforcing compliance controls for bilateral and multilateral arrangements. This is also important for working effectively with other agencies and for meeting regional and international policing obligations (SARPCCO, SADC, AFRIPOL, INTERPOL)

Projects; Regional and International Protocols Alignment Framework: To review and align BPS policies and operational frameworks with relevant regional and international commitments, protocols, and interoperability requirements in order to strengthen structured engagement with police organisations and law enforcement agencies in other countries.

To support this priority area and objective, a number of initiatives will be implemented:

- Regional and International Protocols Alignment Framework
- Development of formal Memoranda of Understanding (MOUs) with strategic partners.
- Implementation of international training and officer exchange programmes.
- Participation in regional and international policing missions and engagements.
- Development of a structured stakeholder engagement plan for key national partners.
- Strengthening cross-border crime cooperation mechanisms.
- Introduction of knowledge-sharing programmes with international partners.

Project Leader/Owners: DIR / DCID/ DC's/ CSSG

PRIORITY NO.10 RESOURCE MOBILISATION, BUDGET SUSTAINABILITY AND COST EFFICIENCY

Objective 1: Revenue Generation and Resource Mobilization

This objective prioritises identification and implementation of feasible revenue collection measures, maintaining adherence to financial procedures regulations. By so doing, the organization will foster a resilient operational engine capable of maintaining peak performance, amidst current fiscal constraints. To accomplish this, the BPS will enhance its fiscal independence through the following project:

Project;

- ✓ **Implementation of the New User Fees and Revenue Streams** - This is a fiscal modernization initiative by government designed to identify and monetize non-core specialized services in the BPS, such as charging for; the provision of security at private events, specialized escorts and expedited clearances.

Project Leader/Owner: DF/BCs

Objective 2: Procurement, Payments and Supply Chain Reliability

This objective is intended to reduce procurement cycle time, strengthen supplier payment discipline, and improving contract and supply chain reliability for the BPS operational assets.

Projects;

- ✓ **Development of a Medium-Term Financial Strategy (MTFS):** The strategy will help anticipate inflation, pension liabilities, and equipment lifecycle costs
- ✓ **Procurement Turnaround Improvement -** To streamline procurement processes, reduce cycle times and improve responsiveness for priority requirements.

Project Leader/Owners: DF/DPD

Objective 3: Strategic Resource Mobilisation

- ✓ **Public Private Partnerships:** The BPS will collaborate with the private sector for resources, such as sponsoring community-policing initiatives or, in some jurisdictions, purchase private services to reduce the load on public budget.
- ✓ **Data-Driven Resource Deployment:** The BPS will use data analytics to predict crime hotspots, ensuring that financial resources are allocated according to the operational needs. This Evidence-Based resourcing strategy on proven return on investment, focus on projects and initiatives offering high cost-effectiveness rather than solely focusing on reactive patrols.

Project Leader/Owners: DF/DPD



PART D

THE STRATEGY DELIVERY PLAN AND APPROACH



PART D: THE STRATEGY DELIVERY PLAN AND APPROACH

1. The Five-Year Strategy Delivery Plan

This is a comprehensive Five-Year Delivery Plan developed to guide implementation of the BPS Corporate Development Strategy. The delivery plan provides a structured roadmap for translating strategic objectives into actionable programmes, ensuring that the Strategy achieves measurable improvements in policing services.

The delivery plan outlines phased implementation of strategic reforms over a five-year period (2026-2030), ensuring that activities are aligned with national priorities, stakeholder expectations, and the operational realities of the Botswana Police Service.

The implementation of CDS adopts a results-driven and evidence-based approach aimed at improving efficiency, accountability, and service delivery across the organisation.

2. Strategic Reform Areas

The Strategy implementation's focus is on addressing key organisational and service delivery challenges identified during the strategy development process. These reform areas include:

1. Improving Response Time
2. Strengthening Organisational Capability and Operational Efficiency
3. Addressing Resource Constraints
4. Enhancing Compliance and Accountability
5. Promoting Occupational Health, Safety and Wellness
6. Improving Coordination and Strategic Partnerships

These priority areas will guide the implementation of the strategic objectives, supported by clearly defined strategic actions and expected outcomes.

3. Implementation Approach

The implementation of the Corporate Development Strategy will follow a phased and structured approach designed to ensure sustainability, accountability, and measurable impact.

The delivery plan will ensure that all programmes and initiatives are aligned with BPS Strategic Priorities, National Development Plan goals, and Public Service Standards.

4. Phased Implementation Plan

The Strategy is to be implemented in three key phases over the next five years. These phases have been categorized into three (Short Term, Medium Term and Long Term projects) as in the attached Implementation Matrix (*see Annex 1: Implementation Plan*):

Phase 1: Foundation and Institutional Strengthening (2026/2027 – 2027/2028)

This phase will focus on establishing the institutional, operational, and governance foundations required for successful strategy implementation.

Key Strategic Deliverables:

- Develop detailed implementation guidelines and operational frameworks (SDPM)
- Review and strengthen standard operating procedures
- Improve police response systems and communication channels
- Establish mechanisms to improve compliance, reporting, and accountability
- Conduct capacity building and training programmes
- Develop systems for data collection, performance tracking, and monitoring
- Introduce occupational health and wellness initiatives

Expected Outcomes

- Improved institutional readiness for strategy implementation
- Strengthened internal governance and accountability mechanisms
- Improved response coordination and operational procedures
- Enhanced staff capacity and organisational capability

Phase 2: Operational Improvement and Expansion (2028/2029)

This phase will focus on scaling up reforms and improving operational performance across the Service.

Key Strategic Actions

- Implement initiatives aimed at reducing response times
- Strengthen resource allocation and operational efficiency
- Improve deployment strategies and service coverage
- Expand partnerships with government institutions, communities, and stakeholders
- Enhance technology and data management systems

- Strengthen compliance monitoring and internal audit functions
- Expand employee wellness and occupational health programmes

Expected Outcomes

- Improved police response efficiency
- Enhanced operational capacity across policing units
- Strengthened partnerships with communities and key stakeholders
- Improved resource utilization and service delivery

Phase 3: Consolidation, Innovation and Sustainability (2029/2030)

The final phase will focus on consolidating reforms and ensuring sustainability of improvements achieved during the implementation period.

Key Strategic Actions

- Evaluate the impact of strategic interventions
- Institutionalize successful operational reforms
- Strengthen policy compliance and accountability frameworks
- Introduce innovation and modernization initiatives
- Strengthen long-term strategic partnerships
- Develop recommendations for the next Corporate Development Strategy

Expected Outcomes

- Sustainable operational improvements
- Improved public trust and confidence in policing services
- Strengthened institutional resilience and service delivery capacity
- Evidence-based planning for future strategic cycles

5. Monitoring and Evaluation Framework

A **robust Monitoring and Evaluation (M&E) Framework** will be established to support effective implementation of the Strategy. This exercise will be done by the Strategy Development Team comprising of eighteen (18) officers from various branches within the organization. The Office of Strategy Development and Performance Monitoring will lead this team.

The M&E system will enable the Botswana Police Service to:

- Track implementation progress
- Measure outcomes and impact
- Identify challenges and implementation gaps
- Support evidence-based decision making
- Ensure accountability and transparency

Key performance indicators (KPIs) will be developed for each strategic objective to measure progress against expected outcomes.

6. Reporting and Accountability Mechanisms

To support effective monitoring, standardised reporting templates will be developed to guide reporting across all departments and units involved in implementation.

The reporting framework will include:

- Monthly operational reports
- Quarterly implementation progress reports
- Annual performance reviews
- Mid-term strategy review
- End-of-cycle strategy evaluation

These reporting timelines will ensure that leadership is regularly informed of implementation progress and that corrective actions can be taken where necessary.

Regular reporting will also strengthen transparency, accountability, and stakeholder confidence in the implementation of the Strategy.

7. Monitoring Plan

A detailed Monitoring Plan will be developed to operationalize the Monitoring and Evaluation Framework. The Monitoring Plan will outline:

- Key performance indicators
- Data collection methods
- Responsible departments
- Reporting timelines
- Performance review processes

The monitoring plan will ensure systematic tracking of progress across all strategic priorities.

8. Change Management Plan

Successful implementation of the Corporate Development Strategy will require effective change management across the organisation.

A Change Management Plan will therefore be developed to support the transition and ensure staff readiness for strategic reforms.

The Change Management Plan will focus on:

- Communication and awareness programmes
- Leadership engagement and support
- Staff training and capacity building
- Managing organisational culture and resistance to change
- Promoting ownership of the Strategy across all levels of the Service

9. Conclusion

The Five-Year Delivery Plan provides a structured roadmap for implementing the Botswana Police Service Corporate Development Strategy. Through phased implementation, clear accountability mechanisms, and a robust monitoring and evaluation framework, the plan will guide the Service in achieving measurable improvements in operational efficiency, organisational capability, and public service delivery.

The successful implementation of the Strategy will contribute to a modern, responsive, and accountable Botswana Police Service capable of effectively meeting the evolving safety and security needs of the nation.

Annexure 1: IMPLEMENTATION MATRIX.

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
Priority No 1. CRIME MANAGEMENT AND POLICE RESPONSE MODERNIZATION							
Proactive Policing and Strengthened Response Capabilities	Decentralised Command and Control Centre	DOPS	Create an integrated National Command and Control Centre	- Crime Rate Reduction - Response Effectiveness - Operational Coordination		✓	
		DTTB/ DC's					
	Remote Terrain Communications Coverage Enhancement	DTTB	- Deployment of non-terrestrial networks - Installation of solar-powered micro-wave repeaters	- Expanded Reach - Sustained System Performance - Improved Resource Efficiency - Strengthened Public Safety & Trust		✓	
		DPD/ DF					
Evidence-Based Policing Institutionalization	Research Utilization	DoT	Conduct research papers that inform data-driven decisions.	- Strengthened Evidence Base - Informed Policy & Operations - Enhanced Knowledge Transfer - Improved Institutional Effectiveness		✓	
		DOPS/DDMS					
	Crime Analysis Function	DOPS	- Establish the Crime Analysis Unit - Capacitation/ Skills Building - Develop Standard Operating Procedures (SOPs) - Develop and Implement a Centralized Crime Data Management System	- Centralized Crime Data Management System - Standardised Operating Procedures (SOPs)		✓	
		DoT/DCRIB/DSDPM					

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
Road Safety Enforcement, Education and Operations	Upgrading Traffic management systems with automated enforcement technology.	DT	- Real-time incident mapping. - Upgrade mobile communication links for highway patrols	- Reduced Road Fatalities - Incident Response Time - Communication Reliability - Public Safety Perception - Operational Efficiency		✓	
	Road Safety Hotspot Reduction; Operational Mobility and Workforce Capacity Strengthening	DT	- Hotspots Identification and Mapping - Upskilling the police workforce in predictive analytics and modern traffic engineering - Targeted Traffic Enforcement Operations	- Hotspot Risk Reduction and Coverage - Accident Severity - Mobility Improvement - Community Confidence		✓	
	Vulnerable Road User (VRU) Protection Reform (pedestrians, cyclists, and motorcyclists)	DT	- Identification and mapping of VRU safety zones. - VRU Targeted Operations	- Enhanced VRU Mobility & Safety - VRU Safety Zone Coverage - Accident Reduction for VRUs - Compliance Improvement		✓	
	Night Vision Equipment Procurement	DASB	- Budget approval and equipment procurement - Cockpit modifications and initial pilot training cadre. - Full roll-out and integration into all operations	- Operational Reach - Faster Incident Response - Stronger Public Safety Perception - Greater Operational Efficiency		✓	
To improve Rural, Border and High-Risk Areas Operational Reach	Border Surveillance and High-Risk Area Deterrence	DTTB	- Technology acquisition and deployment - Infrastructure development - Personnel training	- Crime Deterrence - Expanded Operational Reach - Faster Incident Response			✓

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
To reinforce the BPS Mobility and Deployment Readiness		DOPS/ DC's/ DAST/ CSSG		▪ Safer Officers in High Risk Operations			
	Aerial Support Fleet Renewal	DASB	▪ Needs assessment ▪ Procurement process (tendering). ▪ Delivery and commissioning	▪ Enhanced Accuracy ▪ Improved mobility & Readiness ▪ Operational Efficiency ▪ Increased Community Confidence		✓	
		DOPS/ DTTB/ DPD					
	Mobility, Surveillance and Tactical Capability Enhancement	DTTB	▪ Deployment of ruggedized tactical vehicles equipped with integrated thermal imaging, ▪ Deployment of drone capabilities ▪ Real-time data streaming.	▪ Expanded reach ▪ Expanded coverage ▪ Faster situational awareness			✓
		DOPS/ CSSG/ DASB/ DC's					
	Development of Integrated Maintenance Workshop	DTTB	▪ Assessment of existing systems ▪ Creation of manuals/guidelines ▪ construction of regionalized Fleet Maintenance Hubs	▪ Improved Readiness ▪ Reduced Downtime ▪ Cost Efficiency ▪ Enhanced Technical Capacity			✓
		DPD					
	Transport modernization and Expansion	DTTB	▪ Needs assessment ▪ Procurement of specialized rapid-response vehicles ▪ Integration of real-time telemetry and GPS tracking across all units ▪ Expansion of the "Safe City" mobile surveillance command centers	▪ Fleet Modernization ▪ Operational Availability ▪ Deployment Efficiency ▪ Cost Efficiency			
		DOPS/ CSSG/ DASB/ DPD					

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
Priority No. 2: ADVANCED DIGITAL SYSTEMS AND INFORMATION MANAGEMENT							
To improve Crime Investigations, Evidence and Intelligence Systems	Analytics Platform Integration	DCRIB	Integration of investigative analytics (Digital Evidence Management System) into i2 crime intelligence platform.	Reduction in intelligence processing time			✓
		DCF/ DCID/ DTTB/ DLS					
	Advanced Cyber-Security and Intelligence Management Systems	DCF	- Design advanced firewalls to protect digital assets. - Test and validate Intelligence management systems for compliance.	Reduced cyber-security incidents affecting intelligence systems	✓		
		DCRIB/DCID/ DLS/ DTTB					
	Investigative Workflow Automation (IWA)/ Case Management System (CMS)	DOPS	Introduction of automated alerts for deadlines custody limits, forensic follow-ups, inspections and reminders	- Compliance with case timelines and custody limits - Improved case management	✓		
		DCID/DDMS/ DFSS					
To expand Administrative Systems Access, Reliability and Interoperability	Digital Firearms Database Record Management	DLS	- Digitize firearms data storage. - Capacitate officers.	Accuracy and completeness of digital firearms records	✓		
		DoT/DTTB					
	Systems Access Enablement Project (SWIMS, HR Oracle, Lotus Notes)	DDMS	Implement and deliver an integrated portfolio of systems.	System reliability			✓
		DTTB/DSP					
	HRIS and Workforce Wellness Analytics	DDMS	Development of a Data-Base	Information/data management	✓		

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
	ICT Refresh Cycle and Administrative Productivity	DTTB					
		DTTB	Refresh software and hardware lifecycle	Reliable ICT tools and systems.			✓
		DDMS					
Priority No. 3: INFRASTRUCTURE DEVELOPMENT AND ESTATE RESILIENCE							
Estate Rehabilitation, Maintenance and Facilities Recovery	Planning, Development and Maintenance Capacitation	DPD	- Implementation of Internal Development and Maintenance Plans - Technical skills capacitation	- Compliance to Development and Maintenance Plans - trained and proficient personnel in technical and maintenance skills			✓
		All BC's					
	Preventive Maintenance Governance	DPD	- Conduct facilities inspections. - Develop lifecycle maintenance plan.	- Reliable Service Delivery - Safety Assurance			✓
	Adopt-a-Police-Station Expansion	DF/ DoT/ ILEA/ DC's					
		DPPP	Scale-up private partnership-enabled support on police infrastructure.	- Infrastructure Support Growth - Station Coverage Expansion - Operational Readiness - Resource Efficiency			✓
To Develop fit-for-purpose Working Environments	Workspace, Secure Storage and Service Environment Improvement	DPD	Upgrade and expand infrastructure and facilities for conducive investigative environment and storage	- Evidence Integrity - Improved Productivity - Improved Case Handling		✓	
		All BC's					
	One-Stop Service Centers (GBV)	DGCP DPD/ DF/ DTTB/DC's	Establish one-stop service centers.	- Inter-Agency Coordination - Efficient Response - Victim Support &		✓	

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
To Create Operational Site Resilience	Green Technology			Satisfaction Accessibility of Services			
		DTTB	Introduce eco-friendly, energy-efficient and resilient solutions at remote areas. (Solar System)	Improved Service Delivery			✓
		DPD/ CSSG/ DC's		Community Accessibility			
Priority No. 4: SPECIALIST CAPABILITY DEVELOPMENT, TRAINING AND PROFESSIONALISATION							
Specialised Technical Skills Development and Retention	Specialized Training and Competency Development	DoT	Develop a Specialized and technical skills Competency Framework.	Availability of Competency Framework			✓
		DDMS/CSSG/ILEA	Conduct specialised training on technological systems	Trained personnel on technological systems	✓		
	Technical Skills and Retention Policy	DDMS	Develop and Implement a Skills Retention Policy	Implementation of Skills Retention Policy			✓
		DoT/DLS					
Accredited Training and Institutional Capacity Enhancement	Assessor and Moderator Capacity Expansion	DoT	Capacity Building	Increased assessors and moderators			✓
		DDMS	Accreditation of Assessors and moderators				
	Recruitment and On boarding Reform	DDMS	Modernizing recruitment vetting system.	Modernized recruitment vetting system.		✓	
		DoT					
Operational and Leadership Competency Development Framework	Digital Learning Transformation Simulation and Modern Training Technology Enhancement	DDMS	Develop Leadership Competency Management Framework	Leadership Competency Management Framework			✓
		DoT/ILEA					
		DoT	Develop E-learning Platforms for In-Service training	E-learning platform developed			✓
		DTTB/DDMS	Develop online learning content	Online learning modules uploaded on the platform			
Human Rights and Service-	Human Rights-Based Policing	DoT	Aligning police training to OHCHR Manual for Law Enforcement officials	Human rights content included in pre-service curriculum.			✓
		DLS/ DIA					

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
Provider Competence Building	GBV Response Upskilling	DGCP DC's	Capacitate personnel on handling and responding to GBV incidents.	Personnel trained on GBV handling and response		✓	
	Inter-Agency GBV and Child Protection SOP Framework	DLS DGCP/ DPPP	Develop GBV and Child Protection Inter-Agency SOP's	SOP documents developed.			✓
	Priority No. 5: REGULATORY POLICY AND SOPs STANDARDISATION						
	Operational SOPs Standardization and Unified Doctrine Framework	DLS DDMS/DCID/DSP/DT/DAST	- Review Standing Orders and other Regulations - Implement standardized Standing Orders	- Operational effectiveness - Institutional professionalization - Reduction in operational inconsistencies.			✓
To standardize organizational doctrine and operational procedures	Lawful Information Access Governance Framework	DCF DCRIB/DCID/DLS	Capacitation of personnel on data protocols, access and usage.	- Organizational credibility - Data Integrity - Professional and ethical use of Information		✓	
	Social Media Threat Management	DCF DCID/ DCRIB/ DOPS/DSDPM	- Develop BPS Social Media Monitoring Policy - Train Officers on Social Media Risk Detection and Analysis	- Early identification of public safety threats - Proactive Digital Risk Management - Reduced social media–Driven Crimes		✓	
	Firearms Legislative and Regulatory Review	DLS DOPS/CSSG/DFS	- Amendment of Arms and Ammunition Regulations - Engraving all registered firearms in Botswana to have unique identification mark and keep track of all registered firearms	- Strengthened Firearms Control and Regulation - Improved Firearm Traceability and accountability - Strengthened legal and regulatory framework			✓
	HR Policy Review	DDMS DLS DCID/DLS	Align the Police Act to relevant legal instruments.	- Legal and policy alignment. - Improved organizational professional standards. - Reduced HR-related legal disputes and grievances			✓

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
To strengthen Compliance, Quality Assurance and Risk Control	Monitoring, Evaluation and Performance Framework - Training	DSDPM	Establish and institutionalize a Monitoring and Evaluation Framework	- Relevance of training to operational needs - Improved quality of policing services. - Accountability and value for training investments. - Improved overall operational performance.		✓	
		DoT					
	Quality Assurance, Compliance and Accountability	DIA	Conduct periodic inspections, risk assessments and compliance audits.	- Improved Compliance with Policies and Regulations - Improved Organizational Accountability - Reduction in operational and Institutional risks - Improved professional Standards and service quality - Organizational credibility		✓	
		DoT					
	Accreditation of all Forensic Science methods in line with ISO standards	DFSS	Accreditation of all Forensic Science methods in line with ISO standards.	- Credibility and reliability of forensic evidence - Strengthened quality assurance and scientific standards. - Improved investigation effectiveness.			✓
	Accreditation Drive	DCF	Accreditation of all Digital Forensic Laboratory processes.	- Accuracy and reliability of digital forensic evidence - Professional capacity and scientific integrity. - Reinforced quality assurance and compliance		✓	
	Complaints Oversight Function	DLS	Develop position paper for the need of compliant oversight function.	- Enhanced accountability and oversight. - Increased public		✓	
		DIA					

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
				confidence and trust. Enhanced policy and regulatory framework			
	Automate Internal Audit/ Inspection process	DIA	Develop an automated Internal Audit and Inspection process	- Improved Efficiency of Audits and Inspections - Accuracy and Reliability of Audit Results - Enhanced Risk Management - transparency in internal audit and inspection processes			✓
		DDMS/DDTB					
	Competency-Based Deployment Framework	DDMS DOPS	Develop a competency-based Deployment Framework.	- Alignment Between Skills and Deployment - Reduction in performance gaps caused by skills mismatch - Strengthened Human Resource Management	✓		
Priority No. 7: OCCUPATIONAL HEALTH, WELLNESS AND REHABILITATION SUPPORT							
Establish Trauma-Informed Wellness and Psychosocial Support	Trauma-Informed Wellness Programme	DDMS All BC's	Establish a Trauma-Informed Wellness Programme	- Improved Mental Health and Psychological Well-Being - Improved Staff Morale - Strengthened Support System		✓	
	Expansion of Mental Health Support Services	DDMS DoT/CSSG/DC's	Facilitate access to mental health facilities for officers	- Healthier workforce - Access to Mental Health Support - Improved Officers Performance	✓		
	Preventative Health Screening and Fitness Support	Preventative Health Screening and Fitness Programme	DDMS DoT/CSSG/DC's	Develop and institutionalize preventative Health Screening and Fitness Programme	- Physical health of officers. - Early detection of health risks - Adoption of healthy lifestyles among officers	✓	

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
Return-to-Work Rehabilitation and Staff Reintegration	Human Resource Health Information System (HRHIS) and Wellness Analytics	DDMS DoT/CSSG/DC's	Develop HRHIS Wellness Analytics	Health and Wellness Data Management			✓
	Return-to-Work Rehabilitation Support Programme	DDMS DoT/CSSG/DC's	Develop and formalize reintegration and rehabilitation support programme.	- Formal reintegration and rehabilitation programme in place - Formalized Rehabilitation protocols.	✓		
	Priority No. 8: PUBLIC PARTNERSHIPS, COORDINATION AND INTEROPERABILITY						
	Community Policing Legal and Partnership Governance Framework	DPPP DLS	Develop Community Policing Legal and Partnership Governance Framework	Community policing partnership activities implemented in compliance with the framework		✓	
Create Structured Stakeholder Partnerships and Community Engagements	Create Partnerships to achieve livestock safety and protection	DAST DC's/ CSSG	Develop and implement an anti-stock theft strategy	- Reduced stock theft cases - Effective stakeholder partnerships		✓	
	Inter-Agency SOPs	DPPP DOPS/DLS/DCID	To develop and standardize Inter-Agency SOPs for operations.	Reduced operational coordination gaps and procedural inconsistencies.		✓	
	Youth-based Participation Programmes	DPPP	- Develop BPS Youth Leadership and Mentorship Programmes - Appoint BPS Youth Advisory Councils - Create Innovation and Idea Incubation Platform - Strengthen partnerships with Schools, NGOs, and Local Authorities	Strengthened Partnerships with Schools, NGOs, and Local Authorities.		✓	
		DDMS/DGCP/DCI D/DAST/DT/ DC's					

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline		
					ST	MT	LT
International Policing Coordination and Capacity Strengthening	Cyber Fraud Response and Prevention Mechanism	DCID	- Establish Hybrid Cyber Fraud Task Team for coordinated multi-stakeholder response - Capacity-Building - Establish a Rapid Response Teams	- Better coordination in operations - Improved response - Proficient personnel		✓	
		DCF/DCRIB					
	Inter-Agency Coordination and Community-Led Intelligence	DCID	- Integration of International and Regional intelligence networks and systems. - Creation of community reporting platforms	- Successful integration of intelligence networks with international and regional systems. - Community reporting platforms created. (mobile apps, web portals, hotlines)		✓	
		DCF/DCRIB/ DIR					
Priority No. 9: EXTERNAL STAKEHOLDER PARTNERSHIPS AND INTERNATIONAL RELATIONS							
Strengthen formal cooperation with regional and international law enforcement agencies.	Regional and International Protocols Alignment Framework	DIR	- Regional and International Protocols Alignment Framework - Development of formal Memoranda of Understanding (MOUs) with strategic partners. - Implementation of international training and officer exchange programmes. - Participation in regional and international policing	- Stronger regional and international cooperation frameworks. - Increased access to specialised training, technology, and professional development opportunities. - Improved coordination in combating cross-border crime and organised criminal networks. - Enhanced institutional			✓

Strategic Objectives	Projects	Lead Officer/ Supporting Branch	Initiatives	Key Outcome Indicators	Timeline			
					ST	MT	LT	
Priority No. 10: RESOURCE MOBILISATION, BUDGET SUSTAINABILITY AND COST EFFICIENCY								
Revenue Generation and Resource Mobilization	Implementation of the New User Fees and Revenue Streams	DF	- missions and engagements. - Development of a structured stakeholder engagement plan for key national partners. - Strengthening cross-border crime cooperation mechanisms. - Introduction of knowledge-sharing programmes with international partners.	- reputation and credibility at both regional and international levels. - Improved collaboration with national stakeholders in areas such as public safety, community engagement, and crime prevention. - Increased opportunities for officers to participate in international training programmes and exchange initiatives.	✓			
		All BC's						
	Procurement, Payments and Supply Chain Reliability	Development of a Medium-Term Financial Strategy (MTFS)	DF	Develop a Medium-Term Financial Strategy (MTFS)	- Accuracy of revenue projections. - Improved budget execution rate - Reduction in budget variance year to year after adoption of the strategy		✓	
			DSP					
Strategic Resource Mobilisation	Procurement Turnaround Improvement	DSP	Streamline procurement processes for improved turnaround times.	Compliance with standardized procurement procedures		✓		
		DF						
	Public Private Partnerships	DPPP	Promote collaborations with private sectors	Formal agreements, MoUs, or partnerships with private sector entities.		✓		
		All BC's						
	Data-Driven Resource Deployment	DDMS	Develop intra data analytics for resource deployment	Reduced turnaround time.			✓	
		DOPS/DTTB						

NOTES

[illegible]

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting or typing. There are no margins, text, or other markings on the page.

NOTES

[illegible]



