



## **Malawi Police Service**

# **Strategic Development Plan**



**2019 – 2024**

Malawi Police Headquarters  
Private Bag 305  
Capital City  
Lilongwe 3  
Malawi

## **Vision**

A professional police service for a safe and secure Malawi

## **Mission**

To provide quality policing services in partnership with the  
community and stakeholders

## **Core Values**

Independence

Professionalism

Responsiveness

Integrity

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## Acronyms and Abbreviations

CBO	Community Based Organization
CID	Criminal Investigation Department
DGS	Democratic Governance Sector Strategy
EU	European Union
ICT	Information Communication and Technology
IGA	Income Generating Activity
IPRSE	Institute for Policy Research and Social Empowerment
HRM&D	Human Resources Management and Development
GEA	Gender Equality Act
MGDS	Malawi Growth and Development Strategy
MPS	Malawi Police Service
NSP	National Security Policy
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
PBB	Programme Based Budget
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PPM	Presidential Police Medal
PSC	Police Service Commission

## Foreword





I am glad to present this 2019-2024 five-year Strategic Development Plan for the Malawi Police Service. This strategic plan is a result of collaborative efforts of Police Officers at all levels and other stakeholders. The strategy signposts the key change-oriented results that the Malawi Police commits itself to achieve by June 2024 and spells out with sufficient latitude how the results will be achieved.

The SDP has been developed based on a robust diagnosis of the internal and external challenges or constraints that the Police Service faces as well as opportunities or enabling factors that exists within the remit of the Police Service and those that the wider environment presents to the Police Service in the course of pursuing its mandate. The Malawi Police Service will continue to work in close collaboration with communities and other stakeholders in the delivery of services. In pursuing our mandate in the next five years, the MPS will draw lessons from the experiences of implementing the previous strategic plans and build on the achievements registered while aiming at strengthening the areas that have been identified as weak. Malawi Police will proactively seek to take advantage of the opportunities that the environment presents in order to enhance the effectiveness and efficiency in the performance or discharge of its mandate and develop into a professional service that is guided by the values of integrity and accountability, among others.

This SDP is result-oriented. It signposts desired results in two dimensions of the police establishment covering core policing functions and Administration Services. In both dimensions, the MPS faces significant challenges that require addressing. However, I am cognizant that it is practically impossible to address all the challenges within a five-year implementation period in a context of significant resource constraints. Thus, the results signposted in this SDP are a result of a prioritization process to ensure that we maximize the resources that will be available for the implementation of the SDP and achieve long lasting or sustainable change-inducing results.

This SDP spells our grand aspirations for the next five years. During its implementation, we will be flexible and learn along the way in order to adapt to changes that are likely to occur. Most importantly, the successful implementation of the SDP will require

concerted efforts from all the police cadres and other key stakeholders. As a security and safety service, we recognize the centrality of our mandate in achieving the Sustainable Development Goals (SDGs) and the specific development results spelled out in the Malawi Growth and Development Strategy III (MGDS III).

I, therefore, invite and urge my fellow officers at all levels and in their specified roles to consistently use the SDP in planning and executing their roles and make their contribution to the achievement of sustainable social economic development in our country. Thank you.

**Rodney Jose, PPM**

**Inspector General of Police**

## **1. Introduction and Background**

### **1.1. Introduction**

Security of life and property and the enjoyment of freedoms and rights by all citizens and people living in Malawi is central to a democratic social contract between the people of Malawi and the state. While realizing this is a collective responsibility, the Malawi Police Service (MPS) takes a central and leading role. This SDP presents a diagnostic analysis of the internal and external environments of the MPS, identifies key change-oriented results that the MPS desires to achieve between July 2019 and June 2024, and spells out strategies that need to be executed in order to achieve the desired results.

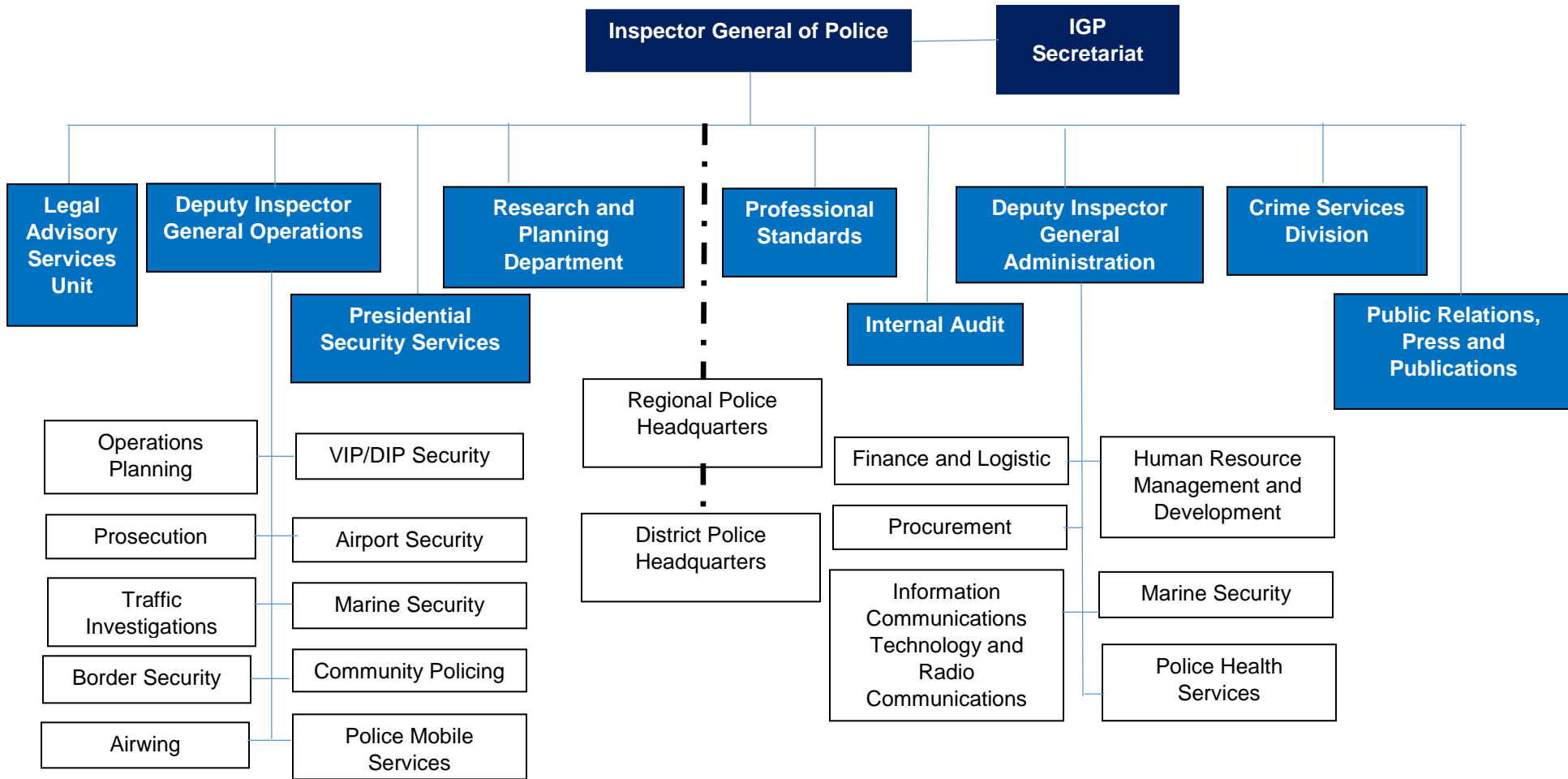
### **1.2. Overview of the Malawi Police Service**

The MPS is an agency of the state and belongs to the Executive Branch of Government under the Constitution of the Republic of Malawi. It is established under chapter XV of the Constitution and is broadly mandated to provide for the protection of public safety and the rights of all persons in Malawi. The mandate is elaborated under statutory law (i.e. the Police Act (2010)) particularly section 4 (1) of the Act which provides that the Police Service shall be employed in and throughout Malawi for the prevention, detection and investigation of crime; the apprehension and prosecution of offenders; the preservation of law and order; the protection of life, property, fundamental freedoms and rights of individuals; the enforcement of all laws with which the police are directly charged; and the exercise of performance of such other powers, functions and duties as are conferred on the Police by the Police Act or any other written law or by- law.

### **1.3. Functional structure of the MPS and adequacy of Coverage**

As of October 2018, the MPS discharges its mandate through an institutional structure that has two main functional areas, namely Operations and Administration Services. Figure 1 below presents the organogram of MPS.

Fig.1. Organizational structure of the MPS based on functions



The workforce consists of 14,414 officers of whom only about a quarter are women. With a Police Officer: Population ratio 1:1226, the MPS workforce is over-burdened by about 771 persons per officer given that the United Nations standard ratio is one police officer for 455 persons or 220 officers per 100,000 people<sup>1</sup>. The effective ratio for core policing is even worse off as the workforce figure includes civilian and administrative officers who are not routinely involved in core policing.

The MPS sprawls across the country through its formations. Besides the Headquarters in Lilongwe (with a sub-total workforce of 1698), the MPS is geographically spread out through 4 regional formations<sup>2</sup> under which are stations, posts and units as presented in the table below:

**Table 1: Distribution of Police Formations and workforce per Police Region**

Region	Category A Stations	Category B Stations	Posts	Units	Total Formations under Region	Sub-total Workforce
Southern	4	12	13	67	96	3961
Eastern	2	4	11	34	51	1709
Central	5	8	17	81	111	5071
Northern	3	5	13	34	55	1975
<b>Total Formations per Type</b>	14	29	54	216	313	12716

For the MPS to fulfill its mandate, there is need to adopt policing standards and strategies that ensure that crime and fear of crime are reduced; law abiding citizens are not unnecessarily and unjustifiably disturbed as the police exercises its powers; rights of victims of crime are protected; and the rights of accused persons are respected and protected, among other things. In view of the high police: population ratio and the need

<sup>1</sup> Police and crime prevention in Africa: A brief appraisal of structures, policies and practices (International Centre for the Prevention of Crime (2008).

<sup>2</sup> Expected to increase to 6 in the near future, probably during the lifespan of this SDP

to realize the security and safety aspirations, the MPS must invest in modern policing techniques, institutionalize a human rights approach to policing and build the capacity of police officers in all relevant domains of work. This SDP serves as a guide to the MPS Management and workforce for attaining the desired results.

## **2. Methodological approach to the development of the SDP**

This SDP was developed through a highly consultative and iterative process that involved various stakeholders. The consultation process entailed carrying out a quick, impressionistic review of the experiences of the MPS in implementing the SDP of the period 2012 to 2017; a candid diagnostic analysis of the status quo of the MPS and the wider environment in which the MPS is embedded and shapes, for good or worse, the functioning the Police Service.

The analysis of the status quo of the MPS was carried out using a method of institutional diagnostics that identifies Strengths, Weaknesses, Opportunities and Threats to an institution i.e. SWOT analysis. The analysis of the wider environment was carried out using an environmental scanning method that identifies enabling and constraining factors in several spheres including Political, Economic, Social, Technological, Environmental and Legal i.e. PESTEL analysis. Besides SWOT and PESTEL analyses, the consultations also sought views on the vision and mission of the MPS, desirable results to be achieved by 2023 and strategies for achieving the results.

The consultations were carried out through regional workshops, key informant interviews and working sessions between the SDP Task Team within the MPS and the process facilitator, the IPRSE. Additional insights were gleaned or culled from literature that the process facilitator reviewed.

## **3. National Policies and Planning Frameworks Guiding the SDP**

This SDP has been partly inspired by and is aligned to national aspirations as reflected in various development and policy and planning frameworks. In particular, the Vision 2020, Malawi Growth and Development Strategy (MGDS) III, National Security Policy

(NSP), National Gender Policy and Gender Equality Act, The Democratic Governance Sector Strategy (DGS) and Programme Based Budgeting (PBB).

### **3.1. Vision 2020**

Vision 2020, which will expire at the midpoint of the lifespan of this SDP, states that “by the year 2020 ...Malawi will be secure, democratically mature, environmentally sustainable, self-reliant with equal opportunities for and active participation by all, having social services, vibrant cultural and religious values and a technologically driven middle-income economy”. Security, people’s rights and the centrality of technology relate directly to the work of the MPS.

### **3.2. The Malawi Growth and Development Strategy**

The MGDS III states that peace and security are essential preconditions for national social, economic and political prosperity. It alludes to community policing when it stipulates that community integration and participation in promoting a secure, peaceful and crime-free environment must be enhanced. It also recognizes many benefits that ICT brings to development and provides the impetus ICT development at the centre of modernizing the MPS.

### **3.3. National Security Policy**

The National Security Policy recognizes that while ICT facilitates efficient and effective delivery of security services, it also poses security threats. The NSP calls for the creation of laws that guide ICT providers and users not to compromise the security interests of the nation. Furthermore, it advocates for the enhancement of capacity of security agencies to prevent and respond to cyber security threats.

### **3.4. Democratic Governance Sector Strategy**

The MPS is one of 21 public sector institutions that constitute the Democratic Governance Sector. The goal of the sector’s strategy is to make Malawi “a country that is truly democratic, just, safe, secure and prosperous, in which everyone enjoys their

rights and live a life of dignity”<sup>3</sup>. This SDP aligns to two key result areas of the Democratic Governance Sector Strategy. Firstly, strengthened rule of law and improved access to justice, public safety and security. Secondly, improved promotion and protection of human rights. Thus, in implementing the SDP, the MPS will collaborate and interact with several other institutions with shared mandates and contributions to democratic governance.

### **3.5. National Gender Policy and Gender Equality Act**

The National Gender Policy requires gender mainstreaming and progressive adoption of positive and affirmative action for the attainment of gender equity and equality across all domains, sectors and services in Malawi<sup>4</sup>. Furthermore, the Gender Equality Act (GEA) explicitly prohibits sex discrimination, requires development of workplace policy for addressing sexual harassment and requires appointing and recruiting authorities in the public service to appoint or recruit no less than 40 per cent and no more than 60 per cent of either sex in any department in the public service. Thus, in executing its policing mandate, the MPS is obliged to be gender-sensitive and to be increasingly gender-inclusive in its institutional and administrative processes.

### **3.6. Programme Based Budgeting framework**

This SDP is also guided by the Malawi Government Programme Based Budgeting (PBB). The PBB provides a framework for understanding and determining the amount of resources that are required to achieve planned outcomes and focuses on measurable results and the impact interventions. The PBB links desired results to the institutional budget and performance indicators; and enhances accountability for services and results.

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<sup>3</sup> Democratic Governance Sector Strategy (Malawi Government, Ministry of Justice and Constitutional Affairs)

<sup>4</sup> GoM (2015) National Gender Policy



## 4. Institutional and Contextual Diagnostics of the MPS

### 4.1 SWOT Analysis for core policing functions

A SWOT analysis of the MPS was carried out in relation to the mandate of the MPS. The results of the analysis are as follows:

#### 4.4.1. Strengths

##### **Legal mandate for the police**

The Malawi Police Service is a constitutionally established agency and has an enabling legal framework in the Police Act, 2009. It is a central component of the state with clear mandate that is accepted across the political divide and public expectations of service.

##### **Availability of qualified and experienced officers for in-house and on the job training**

The MPS has personnel of different professional qualifications and experience obtained locally or from international assignments and training. Thus, within the service are personnel that can effectively be deployed for in-house and on the job training for new and upcoming officers in the service.

##### **Disciplined and professional police**

The MPS has generally been a disciplined and professional service. The conditions under which police officers in the MPS work in comparison to other countries regionally and internationally, are far from ideal in as far as police work is concerned. With the few resources, equipment and personnel available, officers in the MPS do their best to carry out policing functions in a disciplined and professional manner.

##### **Availability of basic infrastructures across the country**

The MPS has basic infrastructures for policing functions even though they are inadequate. From the MPS Headquarters in Lilongwe, the MPS has an infrastructural network that supports police formations at regional, district and sub-district levels and enjoys support and collaboration from other government Ministries, Departments and Agencies (MDAs) at both Central and Local Government levels.

#### 4.4.2. Weaknesses

**Significantly inadequate number of police officers:** The MPS has current personnel strength of 14,414 officers against a national population of about 17 million people. This has resulted in a high police-population ratio of about 1:1226 against a minimum requirement of 1:455. This means that, holding everything constant, the MPS is constrained to provide adequate policing coverage, especially preventive policing which requires patrols.

**Legacies and institutional stickiness:** Police reforms in the democratic era have sought to bring about a mindset change on how to perform police duties with utmost adherence to human rights requirements. On one hand, legacies of policing based on force are responsible for resistance to change (i.e. institutional stickiness) reflected in instances that result in occasional violations of human rights by the Police. On the other hand, positive change in areas such as police bail to criminal suspects are less understood by the population, occasionally leading to anger in the communities resulting in police formations and officers being attacked by communities.

**Inadequate integrated information and communication systems:** The MPS does not have an integrated management information and communication system that can link all police formations in the country in real time. Consequently, it takes longer than necessary to relay information and data as well as to respond to emergencies.

**Low integrity and criminal elements within the MPS:** The public image of the MPS is affected by a dominant narrative of corruption among police officers, general dishonesty and collusion between police officers and criminals. All these attributes undermine the integrity and trust-worthiness of the Police Service.

**Inadequate forensic skills resulting in failure to address contemporary policing needs:** MPS has serious gaps in forensic technology in terms of the necessary equipment and skills. This affects the ability of the MPS to deal with sophisticated crime with speed as forensic expertise has to be outsourced. The shortage of forensic skills is even at the most basic levels such as the management or handling of a crime scene to avoid contamination and in the collection and preservation of materials from crime

scenes which can later be analyzed forensically including DNA analysis to prove identity of suspects. Police prosecutors also have insufficient skills to carry out analysis of forensic evidence and build court cases on the basis of the forensic evidence.

**Coordination of work:** There are operational bottlenecks in collaborative workflow between investigations and prosecution services leading to delays in processing and concluding criminal cases or inability to secure convictions.

**Training curriculum for Road Traffic Police is inadequate and outdated** as reflected in inadequate or wrongful enforcement of traffic regulations by officers on the basis of inadequate understanding of the requirements of the law by the police officers e.g. failure to fine a motorist again after an earlier fine or letting unroad-worthy vehicles proceed after paying a fine.

**Non-availability of accident victim support and rescue services within the road traffic department:** The MPS lacks capacity in terms of skilled personnel and equipment for emergency response to such eventualities as road accidents, fire and floods. However, the MPS is expected by the public to be a first responder to such emergencies.

**Capacity to process accident Police Report:** Inadequate capacity to process and produce Police Reports on road accidents in a timely manner.

**Inadequate customized equipment** especially those in the category of intermediate weapons (button sticks, water cannon, rubber bullets, tasers, and stun guns among others) which are necessary for police officers in hostile environments or during public order management operations. In the absence of such equipment, officers have only lethal weapons whose use have had devastating consequences on police image.

#### 4.4.3. Opportunities

**Partners willing to support policing programs:** Apart from government, the MPS benefits from the good will of key stakeholders including Development Partners (DPs) and the private sector. Some structures such as office buildings, road block shelters and equipment are donated by the private sector and the community members as well.

Furthermore, members of the general public and communities are often forthcoming with information on crime and so contribute significantly to crime intelligence gathering.

**Favorable legal and policy frameworks:** Established under national legal and policy frameworks that are favourable for policing, MPS enjoys a high degree of both national and international legitimacy and support. Coming from a one-party era characterized by police force and brutality, MPS should take advantage of the pluralistic human rights legal and policy framework to effect reforms that reflect the current legal and political environments.

**Availability of skilled, innovative and knowledgeable labor market:** MPS recruits from a wide national population and hence has the advantage of recruiting candidates with diverse skills and knowledge. Apart from that, continuous training which should be a periodic activity could be one way in which skills and innovation are enhanced.

**Availability of modern technologies:** Contemporary policing has evolved from a less technologically field to a technologically sophisticated profession. A lot of technologies have been developed that have proved to be very useful in preventing and combating crimes. The MPS should take advantage of these available technologies in order to increase effectiveness and efficiency in policing.

**Communities supporting the police through community policing:** The concept of Community Policing has been widely received by community members and they are willing to support it. In addition, MPS can harness this relationship by strengthening Community Policing structures through provision of necessary training and equipment. This will help ease the burden of preventing and combating crime for the police considering the current high police/population ratio and also engage unemployed youths in police support work, further reducing the possibility of the youth engaging in criminal activities.

**New identity technology systems:** The introduction of sim-card registration for mobile phone users and registration of citizens and permanent residents complete with biometric data present opportunities for improving efficiency and effectiveness in police work especially in investigations.

**Regional and International Police Cooperation:** the MPS is a member of Southern Africa Regional police Chiefs Cooperation Organisation (SARPCCO), African Union Mechanism for Police Cooperation (AFRIPOL) and International Criminal Police Organisation (AFRIPOL). Through different frameworks of cooperation, MPS has capacity to contribute to fighting transnational organized crime, terrorism and cybercrime. MPs also takes advantage of information communication technology available through these partners in developing strategies in the fight against transnational organized crime.

#### 4.4.4. Threats

**Loss of confidence in the justice system by the public which dents police public image:** The MPS suffers the consequences of the entire criminal justice system because the majority of the citizens know the system as a police system. The other actors in the system such as courts and prisons are eclipsed by the police. For example, every time a dangerous criminal is released by the courts even without the input or knowledge of the police, the public heaps blame on the police which sometimes result in physical and verbal attacks on police officers and destruction of police infrastructure. This loss in confidence has resulted in the community attacking some police formations and has also been manifested in increased cases of mob justice.

**Interference by politicians in police operations:** Politicians have the tendency to use the police for their personal or political party benefit in ways that compromise or undermine the professional conduct of officers in providing safety and security, effecting arrests, investigations and prosecutions. Politicians also interfere in the recruitment process of new constables and promotion of officers by pushing through their wards and supporters. Political interference is most problematic when the politicians involved are senior and in government because of their potential influence over the tenure of office of senior police management and placement/transfers. Political interference undermines professionalism and integrity of the MPS as a whole. In some instances, it compromises the recruitment process so much that criminal elements as well as individuals uninterested in police work find their way into the service and use the advantages of being servicemen and women to commit crimes.

## **ICT-based crimes that require innovative and sophisticated response systems**

The technological advances available globally today bring along with them advances in criminal activities that require the police to be ahead of the criminal elements in terms of technological competence. However, achieving this requires significant amounts of resources to purchase new equipment and maintain them, and train officers on effective use. However, resource constraints for such kinds of modernization initiatives are real and hard hitting for the MPS.

**Border security and transnational crimes:** Transnational crimes are on the increase including money laundering, drug trafficking and human trafficking partly because of inadequate border security at ports of entry into and exit from Malawi. Combating such crimes requires adopting new ways of policing and acquiring the right equipment and gadgets including police dogs to aid detection. The border lines are largely unsecured due to inadequate personnel for patrols and vehicles including boats for the borderline that is made of the Lake Malawi. Inadequate border security results in an increase in cross-border crimes because criminals are free to cross borders.

## **4.2 SWOT Analysis for Management and Administration Services**

### **4.2.1. Strengths**

**Availability of established rules, procedures and institutional framework for MPS administration:** The police Act, 2010 provides for the functioning of the Police Service Commission in recruitment, appointment, promotion and discipline of police officers. It also provides for the establishment of the Police Independent Complaints Commission. Available institutional framework and established rules and procedures are a strength that can change the MPS for the better if very well deployed.

**Availability of assets of economic and commercial value:** MPS has several significant resources such as tracts of farm land (400 hectares in Mtakataka), aviation facilities, healthcare facilities, marine facilities, mechanical workshops and other infrastructures which can be utilized through business models that would generate additional revenue to finance critical aspects of MPS development and operations. These assets are presently under-utilized.

**Access to welfare services:** The MPS provides a variety of welfare services to its officers and their dependents as well as some communities surrounding some police formations. This helps officers to meet some of their social needs and the provision of some services to the surrounding communities builds trust and good relations with the public.

#### 4.2.2. Weaknesses

**High staff attrition rate:** There is high attrition rate in MPS mainly because people leave the service at the same time. Besides normal pension, deaths, resignations and dismissals, many officers reach retirement age within the same period and therefore have to leave almost at the same time. This was seen as a weakness emanating from recruiting large numbers who are also within the same age range.

**Inadequate resources to support efficient and effective delivery of services:** The MPS like all other Ministries, Departments and Agencies funded through the National budget experiences serious resource constraints for operations as well as for building and sustaining a matching workforce. Inadequate funding often stifles and limits police operational capacity.

**Unfunded mandates:** The MPS suffers financial pressures arising from 'unfunded mandates' under the category of special operations i.e. security operations whose expenses are not provided for under Other Recurrent Transactions (ORT) of the MPS budget.

**Misplacement of Officers:** Misplacement of police officers arises from difficulties in balancing technical qualifications of officers and their rank in the MPS hierarchy. The MPS recruits personnel in different professional fields who are best suited to serve in particular technical fields within the MPS. However, the MPS being a command establishment, personnel that have undergone specialized training and have experience are often placed in posts that the skills and experience can hardly be utilized. On the other hand, due to other influences including political interference, officers are transferred to police formations where despite their being senior in rank, they end up reporting to officers that are junior in rank. This demotivates the concerned officers and

affects the discipline associated with the chain of command. Misplacement of officers affects professionalism and good Human Resource Management practice.

**Inadequate psycho-social support to officers:** Police Officers operate in difficult environments that present social and ethical dilemmas that affect the psyche of officers and their subsequent approach to work. While the MPS provides for chaplaincy services, which includes counseling services to enable officers to operate with sound minds, there is inadequate framework to offer the required psycho-social support to officers.

**Unfavorable living conditions of officers:** The MPS has serious shortfalls in residential units for its workforce. For a 14,414 workforce, there are about 3000 residential units with most of them in a state of disrepair. Due to the nature of police work, it is necessary for police officers to live in institutional houses in close proximity for easy mobilization during emergencies and security of officers. However, the current housing situation means that police officers have accommodation in random places, thereby compromising the effective rate of police response to emergency situations while making individual officers vulnerable to attacks by irate citizens.

**Political vulnerability of administrative systems:** The MPS administrative systems are also vulnerable to externally induced political pressure. In particular, the procurement and recruitment are most vulnerable, leading to the undermining of the integrity and professionalism of the MPS and a checkered public image of the MPS as portrayed in the media in recent times.

#### 4.2.3. Opportunities

**Permissive government policy on resource mobilization initiatives:** In recent times the Government has opened up the space for agencies such as the MPS to engage in resource mobilization initiatives for its use, subject to Treasury rules and regulations. The MPS can therefore use some of its assets of economic and commercial value to mobilize additional resources for its operational and administrative functions.

**Functional review of the MPS:** The Department of Human Resource Management and Development (DHRMD) carried out a Functional and Establishment Review of the MPS.



The recommendations to establish two additional regional police formations, stations, posts and units have been adopted and implementation strategy adopted. This expands the MPS establishment and presents opportunities for recruiting additional policemen and women to minimize the police-population ratio. A five-year recruitment plan is already developed for this purpose

**Approval to start a specialized professional degree level programme and a one-year Basic Training Course at Police Training College:** A degree programme focusing on Law enforcement, Management and Leadership and extension of the period of basic training from 6 to 12 months provides opportunities to deepen skills' acquisition and inculcate the values of Police service.

#### 4.2.3. Threats

**An emerging 'police service of affection':** There is an emerging trend whereby increasingly police officers are abusing or being abused by social networks and relationships to affect law enforcement. Thus, errant members of society that have influential social connections within the police establishment do not get to face the law on the account of their social ties. This practice undermines law enforcement and potentially creates a selective criminal justice system.

**Legal discretion for the Police under Road Traffic Regulations:** The Traffic Regulations provide a discretion framework governing fines for road traffic offences. For the various offences, the officers are allowed to impose fines **up to** a maximum stipulated fine. The discretion creates opportunities for bargaining between traffic police officers and errant motorists, resulting in acts of corruption. The legal discretion is a threat in the sense that it presents opportunities for petty corruption to thrive.

### 4.3. PESTEL Analysis for the MPS

#### 4.3.1. Political Environment

The MPS carries out its work in a political environment where it is expected to be responsive to lawful civilian authorities that are mandated to run government and state affairs. In this environment, how political power is configured and exercised, affects the

functionality of the MPS positively or negatively. At the commencement of the period of this SDP there is willingness and support for the MPS at the political level and politically relevant public support for police reforms or initiatives aimed at enhancing the performance of the MPS. The 2019 general elections will result in a reconfiguration of political power and a new logic in exercising it. Thus, it will have implications for the MPS, especially as the tenure of office of the Inspector General of Police is not politically insulated. Furthermore, the political arena presents a high risk of political conflict and violence along regional and ethnic lines especially in the context of the 2019 elections.

#### **4.3.2. Social and Economic Environment**

The economic environment puts a premium of performance on the MPS because of the need for internal security in creating and sustaining a climate conducive to investment. Furthermore, the levels of unemployment hovering around 21 percent<sup>5</sup> puts pressure on the economy because it still has to support unproductive citizens. The rates of rural migration and urbanization are also on the increase as many people still have hopes for jobs and better lives in towns and cities. Migrants from rural areas often do not have employable skills and end up engaging in unlawful economic activities resulting in petty and serious crimes. These processes create incentives for criminal activities to thrive, especially in towns and cities and have implications on how the MPS gets to carry out its work.

There is a widespread public perception that corruption thrives in the ranks of the MPS. This perception creates a bad image of the MPS and increases public mistrust. The dominant narrative has the effect of influencing negative attitudes and dispositions of members of the general public against the MPS.

#### **4.3.4. Technological environment**

In the 21<sup>st</sup> century, a good deal of Police efficiency and effectiveness is dependent on competent use of technology for forensic analysis, fixed speed cameras on the roads, closed circuit television in crime-prone sites among others. Similarly, the acquisition and

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<sup>5</sup> NSO (2013)

use of modern crowd control equipment has the potential to reduce fatalities during instances of public disorder. In a modern environment, where reporters and citizens have increasingly gathered information or evidence through cameras, the MPS needs to have its own means of covering their operations on camera.

**The cyber world presents new challenges for preventive policing and fighting crime:** Criminals are increasingly finding new ways of committing crimes using technological advancements. Increased use and affordability of social media applications such as WhatsApp, Facebook, twitter and others have also increased criminal activities such as defamation and infringements of privacy. Social media can also be used by criminals to plan, communicate and coordinate criminal activities. The MPS needs to keep pace and be at least one notch ahead in terms of technological and cyber security competence in terms of equipment and skilled human resource. However, modern technology is expensive to purchase and maintain. The inability to purchase it, use it and maintain it in functional condition can be a serious constraining factor for a resource-constrained police service.

#### **4.3.5. Legal environment**

For the period of this SDP, the MPS will continue to face challenges arising from obsolete laws that do not adequately speak to the present realities. In most cases, the penalties for offences are too soft to deter criminal activities. Furthermore, law suits against individual police officers for alleged culpability for acts carried out when executing official duties have a demoralizing effect on officers.

In the context of human rights, the MPS frequently find itself subject of court stay orders or interlocutory injunctions, restraining the MPS from carrying out specified law enforcement duties. This frustrates and slows down the work of the Police and in some cases allows unlawful activities to continue unabated.

## **5. Vision, Mission and Values**

### **5.1 Vision**

A professional police service for a safe and secure Malawi.

## 5.2 Mission

To provide quality policing services in partnership with the community and stakeholders.

## 5.3 Values

To create a culture necessary for the successful attainment of the desired results under this SDP, the MPS will promote the following values:

**Table 2: Value Statements**

Values	Value Statements
1. Independence	Officers will perform their duties free of political interference and without fear or favor
2. Professionalism	The MPS will ensure that officers have acquired necessary expertise for their work and that they are committed to the rules and regulations of police work
3. Integrity	Officers will always exercise honesty, desist from corruption, and adhere to the police code of conduct
4. Responsiveness	The MPS will quickly and positively respond to reports of crime and ensure that community security needs are met all the time
5. Transparency & accountability	Officers will always provide reports to senior management and High command in an unbiased manner and be responsible for their action or inaction
6. Commitment	Officers will desist from engaging themselves in activities that are not related to their core duties Officers will exercise due diligence in performing core duties
7. Impartiality	The MPS will treat all people without any form of discrimination
8. Dependability	Officers will always be quick to be of service in the most diligent and effective way so much that their attitude towards work should result in increased public confidence and trust-worthiness of the MPS

## 6. Priority Areas, Desired Results and Strategies

Through this SDP, the MPS seeks to deliver two Strategic Goals, namely Enhanced Public Safety and Security Services; and Enhanced Management and Administration Services. Each strategic goal will be accomplished by achieving a set of related results whose ultimate aggregation will result in the achievement of the respective goal. The key results areas are summarized in table 3 below:

**Table 3: Strategic Goals and Priority Areas**

Strategic Goal	Priority Areas
<b>SG 1:</b> Enhanced Public Safety and Security Services	1.1: Preventive Policing
	1.2: Detective, Investigative and Prosecution Services
	1.3: Road Traffic and Safety Services
	1.4: Special Operations and Emergency Response
<b>SG 2:</b> Enhanced Management and Administration Services	2.1: Human Resources Management and Development
	2.2: Financial Management and Audit Services
	2.3: Information and Communication Technology
	2.4: Asset Management and Maintenance
	2.5: Resources Mobilization
	2.6: Performance Accountability
	2.7: Gender Mainstreaming

## 6.1 Strategic Goal 1: Priority Areas



### 6.1.1 Preventive Policing

**Table 4: Results and Strategies for Preventive Policing**

Desired outcome	Strategies	Outputs
Reduced crime occurrence	<ol style="list-style-type: none"> <li>1. Increased police visibility to deter the commission of crime</li> <li>2. Develop and deploy a collaborative framework with community policing to enable quick responsiveness to crime incidents</li> </ol>	<ol style="list-style-type: none"> <li>1. Mapping of crime hotspots; operational strategies for patrols;</li> </ol>
Increased police responsiveness to crime or public disorder	<ol style="list-style-type: none"> <li>3. Develop community policing partnership policy framework for facilitating community-led problem-solving initiatives including those of vulnerable groups</li> <li>4. Develop and roll out a civic education programme on the</li> </ol>	<ol style="list-style-type: none"> <li>2. Collaborative framework with community policing developed</li> <li>3. Civic education and IEC programme document; materials including leaflets, audios and videos</li> </ol>

Desired outcome	Strategies	Outputs
	<p>criminal justice system</p> <p>5. Develop an IEC programme delivering safety and security information to citizens from a Police perspective.</p> <p>6. Institute temporary and permanent spot checks including roadblocks at strategic places based on security and safety assessments</p>	<p>4. Roadblocks or check points developed</p>



## 6.1.2. Detective, Investigative and Prosecution Services



**Table 5: Results and Strategies for Detective, Investigative and Prosecution Services**

Desired outcome	Strategies	Outputs
Efficient and effective detection and investigation of crime	<ol style="list-style-type: none"> <li>1. Train officers in collection and preservation of forensic materials from crime scenes;</li> <li>2. Firm up and roll out a collaborative agreement with Lilongwe University of Agriculture and Natural Resources (LUANAR) for DNA analysis to aid investigations;</li> <li>3. Train officers in various types of forensic investigations</li> <li>4. Decentralize fingerprint services from Police HQs</li> <li>5. Acquire and install real time technologies (CCTV and police dogs) for detecting crime in prone areas to improve crime intelligence</li> </ol>	<ol style="list-style-type: none"> <li>1. Officers trained</li> <li>2. Effective MoU between MPS and LUANAR</li> <li>3. Officers trained in forensic investigations</li> <li>4. Fingerprint services devolved to regions</li> <li>5. Real time technologies acquired</li> </ol>
Enhanced regional and international police and law enforcement cooperation	<ol style="list-style-type: none"> <li>1. Actively participate in regional and international initiatives in the fight against transnational organized crime</li> <li>2. Promote the use of INTERPOL</li> </ol>	<ol style="list-style-type: none"> <li>1. Participation in regional and international initiatives</li> <li>2. Use of INTERPOL</li> </ol>



Desired outcome	Strategies	Outputs
	and AFRIPOL databases and other technologies by frontline police officers	and AFRIPOL databases improved
Effective prosecution	<ol style="list-style-type: none"> <li>1. Train prosecutors in forensic evidence analysis and case building;</li> <li>2. Enhance collaboration and coordination between the investigations and prosecutions departments to improve effectiveness and efficiency</li> <li>3. Recruit or train lawyers to head prosecutions at Regional Formations and category A police stations</li> </ol>	<ol style="list-style-type: none"> <li>1. Prosecutors trained</li> <li>2. Framework of Collaborative workflow between departments developed</li> <li>3. Recruitment, placement and conditions of service framework in place; Number of lawyers recruited.</li> </ol>

### 6.1.3: Road Traffic and Safety Services



**Table 6: Results and Strategies for Road Traffic and Safety Services**

Desired outcome	Strategies	Outputs
Enhanced road traffic safety services	<ol style="list-style-type: none"> <li>1. Institute measures to achieve consistency and uniformity of penalties in enforcing road traffic regulations and remove bargaining opportunities between police officers and errant motorists</li> <li>2. Training curriculum for Traffic Police Officers to include urban setting simulations and driving lessons for officers</li> <li>3. Resuscitation of accident victim support and rescue services</li> </ol>	<ol style="list-style-type: none"> <li>1. Amended regulations; electronic ticketing for offenders rolled out</li> <li>2. Revised training curriculum and modules</li> <li>3. Charter of victim support services developed; services rolled out</li> </ol>

## 6.1.4: Public Order Management



**Table 7: Results and Strategies for Public Order Management**

Desired outcome	Strategies	outputs
Enhanced public order management	<ol style="list-style-type: none"> <li>1. Decentralize special operations from Police HQs to Regions</li> <li>2. Develop and deploy a strategy for mobilizing 'fit for purpose' equipment for public order management</li> <li>3. Develop a new strategy for border control and security in collaboration with the Immigration Directorate and other partner agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Mandate for special operations devolved to Police Regions</li> <li>2. Strategy document; equipment acquired;</li> <li>3. Strategy document on border control and security</li> </ol>

### 6.1.5. Emergency Response

Table 8: Results and Strategies for Emergency Response

Desired outcome	Strategies	outputs
Quick and effective response to emergencies	<ol style="list-style-type: none"><li>1. Train instructors for responses to disasters to mount courses at Malawi Police Training Schools</li><li>2. Institute in-service, specialized training courses for emergency response to fire, floods civil unrest</li><li>3. Acquire special rescue equipment for the MPS</li></ol>	<ol style="list-style-type: none"><li>1. Instructors trained</li><li>2. Courses rolled out</li><li>3. Equipment acquired</li></ol>



## 6.2 Strategic Goal 2: Priority Areas

### 6.2.1 Human Resources Management and Development



Table 9: Results and Strategies for Human Resources Management and Development

Desired outcome	Strategies	Outputs
Enhanced professionalism and integrity	<ol style="list-style-type: none"> <li>1. Review of recruitment system and process to reinforce merit-based recruitment, insulate the process from political interference and resuscitate vetting of recruitment through background checks.</li> <li>2. Review of promotion policy and practice to link to performance appraisal system to ensure that senior officers are promoted, based on interviews carried out by Police Service Commission as required under the Police Act;</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised Recruitment policy</li> <li>2. Revised promotion policy</li> <li>3. Training policy</li> <li>4. New training programs rolled out</li> </ol>

Desired outcome	Strategies	Outputs
	<p>and junior officers are promoted, based on merit and performance.</p> <p>3. Develop and implement Training policy for the one-year Basic Recruit course and the degree level programme on Law Enforcement, Management and Leadership</p> <p>4. Resuscitate refresher courses and specialized courses for in-service officers</p>	
Increased number of workforce	5. Intensify the implementation of the recommendations of the functional and establishment review to set up new police formations and recruit and deploy staff according to new establishment	1. Execute implementation strategy for the Functional and Establishment Review recommendations

## 6.2.2 Financial Management and Audit Services

**Table 10: Results and Strategies for Financial Management and Audit Services**

Desired outcome	Strategies	Outputs
Strengthened finance management and Audit	<ol style="list-style-type: none"> <li>1. Strengthening internal audit function to carry out regular audits</li> <li>2. Review and improvement of systems for financial management especially in view of IGA</li> <li>3. Development of strategies for controlling fraud</li> <li>4. Review and insulation of the procurement system to check both internally and externally induced abuse of the system</li> </ol>	<ol style="list-style-type: none"> <li>1. New guidelines and rules for internal audit</li> <li>2. Finance management system for internally generated revenue in place</li> <li>3. Fraud and corruption policy developed and adopted</li> <li>4. Procurement practice reviewed and strengthened</li> </ol>

## 6.2.3. Information and Communication Technology

**Table 11: Results and Strategies for Information and Communication Technology**

Desired outcome	Strategies	outputs
Enhanced communication amongst all police formations	<ol style="list-style-type: none"> <li>1. Installation of digital technology for communication within the police service</li> <li>2. Development of a web- based database and portal for police officers to enhance sharing of information and reports</li> <li>3. Training of officers on the use of computers and computer applications and the digital communication equipment for their police work</li> </ol>	<ol style="list-style-type: none"> <li>1. Equipment installed</li> <li>2. Database developed; portal developed and functional;</li> <li>3. Officers trained on computer applications</li> </ol>

## 6.2.4. Asset Management and Maintenance

**Table 12: Results and Strategies for Asset Management and Maintenance**

Desired outcome	Strategies	outputs
Enhanced quality and increased quantity of police assets	<ol style="list-style-type: none"> <li>1. Development of Asset Management Policy</li> <li>2. Construction of police houses and offices</li> <li>3. Acquisition of modern equipment (vehicles, boats, cycles)</li> </ol>	<ol style="list-style-type: none"> <li>1. Asset management policy</li> <li>2. Funding for construction of houses identified; houses constructed</li> <li>3. Funding or support for equipment identified; consignment of equipment acquired</li> </ol>

## 6.2.5 Resources Mobilization

**Table 13: Results and Strategies for Resources Mobilization**

Desired outcome	Strategies	Output
Increased resource package for policing	<ol style="list-style-type: none"> <li>1. Lobbying government to increase police funding</li> <li>2. Initiate income generating activities (IGAs)</li> <li>3. Submission of project proposals to donors</li> <li>4. Develop a resource mobilization strategy for unfunded mandates</li> </ol>	<ol style="list-style-type: none"> <li>1. Interface lobbying meetings for increased funding</li> <li>2. Detailed business plans with respect to economic and commercial assets for generating revenues</li> </ol>



## 6.2.6 Performance Accountability

**Table 14: Results and Strategies for Performance Accountability**

Desired outcomes	Strategies	Outputs
Enhanced oversight on policing	<ol style="list-style-type: none"> <li>1. Design and implement a performance appraisal system</li> <li>2. Capacity building of the Research and Planning department for effective monitoring and data collation</li> <li>3. Regular monitoring of implementation of strategies in this SDP</li> <li>4. Periodic evaluation of the implementation of the SDP</li> <li>5. Review the functioning of the PSC and enhance its capacity to discharge its oversight mandate effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance appraisal system adopted</li> <li>2. Capacity of Research and Planning Department enhanced</li> <li>3. PSC rejuvenated</li> </ol>

## 6.2.7 Gender Mainstreaming

**Table 15: Results and Strategies for Gender Mainstreaming**

Desired outcomes	Strategies	Outputs
Equitable representation of men and women in police structures	<ol style="list-style-type: none"> <li>1. Development and dissemination of a gender policy for the MPS</li> <li>2. Review all training curricula to ensure they include sensitization on specific gender needs in terms of protection by the MPS</li> <li>3. Sensitization of management and staff on gender sensitivity in executing their roles</li> <li>4. Affirmative action in recruitment and deployment as required by the Gender Equality Act</li> </ol>	<ol style="list-style-type: none"> <li>1. Gender policy for the MPS developed and adopted</li> <li>2. Sensitization workshops on gender applications in various functional areas of the MPS</li> <li>3. Gender mainstreamed in Training curricula</li> <li>4. Gender quota in</li> </ol>

		recruitment adopted as part of the recruitment policy
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## **9. Implementation Strategy**

The implementation of this SDP will be done through a four-component strategy comprising of the following: 1) SDP dissemination; 2) Annual work plans and budgets; 3) periodic SDP review meetings; and 4) a result-based monitoring and evaluation system. These components are expounded below:

### **9.1 SDP Dissemination to Officers**

MPS Management through the Research and Planning Unit will disseminate this SDP to police officers in all the four policing regions of Malawi. The dissemination will emphasize the need for all officers to be aware of the strategic focus of this plan in order to proactively take part in the implementation of the strategies spelled out herein. Through the dissemination process, officers and particularly senior management will be sensitized on the importance of preparing annual plans and budgets that resonate with this SDP.

### **9.2 Annual Work Plans and Budgets**

This SDP will be implemented through annual work plans and budgets in accordance with government Programme Based Budgeting framework. The MPS will ensure that all annual plans and budgets support are aligned with this SDP.

### **9.3 Periodic SDP Review Meetings**

In order for the MPS to maintain focus on the strategic results outlined in this SDP, MPS management will periodically receive reports from the Research and Planning Unit and discuss the implementation and results of the SDP in management meetings. This will ensure that all Police Commissioners are able to guide the implementation of the strategies in their specific areas of focus. Monitoring data supplied by the Research and Planning Unit will assist management to identify challenges and adapt to change, as well as to ensure that resources are allocated towards the implementation of the strategies in this SDP.

## 9.4 SDP Monitoring and Evaluation

The MPS recognizes the importance of monitoring and evaluation to inform management for effective decision making on the implementation of this SDP. Monitoring will be done through activity and periodic reports from all police formations and also through field visits by the Research Planning and Reforms Unit. Evaluation will be done periodically to assess the relevance of the continued relevance of strategies and the efficiency, effectiveness, impact and sustainability of the attained results. There will be a mid-term evaluation of the SDP that will be done internally by the Research Planning and Reforms Unit. This is important for management decisions to adjust where necessary the implementation modalities of the SDP in order to attain the desired results.

Monitoring and Evaluation of the implementation and achievements of this SDP will be carried out on the basis of a Monitoring and Evaluation Framework which will guide data collection. The M& E framework is in Appendix 1. This evaluation framework will be used by the Research and Planning Unit to collect relevant data.

## Appendix: Monitoring and Evaluation Framework

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
					Y1	Y2	Y3	Y4	Y5	2019 – 2024
					2019/20	2020/21	2021/22	2022/23	2023/24	
<b>Strategic Goal 1: Enhanced Public Safety and Security Services</b>	<b>% of people reporting improved public safety and security</b>	<b>Evaluation</b>	<b>Survey</b>	<b>once</b>	<b>55%</b>	<b>60%</b>	<b>65%</b>	<b>70%</b>	<b>75%</b>	<b>75%</b>
<b>Outcome 1: Reduced crime occurrence</b>	<b>% of people reporting reduction in crime occurrences</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Annually</b>	<b>50%</b>	<b>55%</b>	<b>60%</b>	<b>65%</b>	<b>70%</b>	<b>70%</b>
Output 1.1: Crime and road traffic safety performance measurement system developed	Number of crime and road traffic safety performance measurement system developed	Reports	Management	Once	1					1
Output 1.2: Crime hotspots mapped and operational strategies for patrols developed	Mapping of crime hot spots	Reports	Police stations	Every six months	2	2	2	2	2	10
	Developing of operational strategies for patrols	Reports	Police stations	Every six months	2	2	2	2	2	10
Output 1.3: Police officers deployed in strategic and crime prone areas	% of police officers deployed in strategic and crime prone areas	Reports	Police stations	Daily	5%	5%	5%	5%	5%	5%
Output 1.4: Joint regional crime prevention Operations conducted	Number of joint operations conducted	Reports	Regions	Every six months	2	2	2	2	2	10
Output 1.5: Collaborative framework with community policing	Number of community-police interface	Reports	Police stations	Quarterly	4	4	4	4	4	20

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
developed										
Output 1.6: Build rapport and partnership with the community	Number of community-police interface	Reports	Police stations	Quarterly	4	4	4	4	4	20
Output 1.7: Civic education and IEC program- materials including leaflets, audios and videos	Number of civic education sessions conducted	Reports	Police stations	Quarterly	4	4	4	4	4	20
Output 1.8: Strategy document on border control and security	Approved strategy	Approval memo	Management	Once	1					1
Output: 1.9: Roadblocks or check points enhanced	Number of crime detected through road blocks	Reports/ physical verification	Procurement unit	Annually	1	1	1	1	1	5
	Modernization of roadblocks	Physical verification	Procurement Unit and Operations	Annually	1	1	1	1	1	1
	Public perception on roadblock effectiveness	Evaluation	Survey	Twice	1				1	2
Output 1.10: Charter of victim support services developed; services rolled out	Approved charter	Approval memo	Management	Once	1					1
Outcome 2: Efficient and effective detection and investigation of crime	% increase in successfully detected, investigated, and prosecuted cases	M& E reports	Police stations	Quarterly	20%	30%	40%	50%	60%	60%
	Accessing National Registration Bureau data base for crime detection	Signed agreement with NRB	Management	Once	1					1
Output 2.1: Officers trained in investigation and prosecution skills	Number of officers trained	Training reports	Human Resources	Quarterly	300	300	300	300	300	1500
Output 2.2; Forensic	Number of Forensic	Reports	Management	Once		1				1

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
Laboratory established and operational	Laboratories									
Output 2.3: Officers trained in forensic investigations	Number of officers trained	Training reports	Human Resource Management	Annually	100	100	100	100	100	500
Output 2.4: Finger print services devolved to regions	Number of formations with AFIS system	Reports	CID	Annually	2	2	2	3		9
Output 2.5: Real time technologies acquired	Proportion of officers with personal intermediary weapons (pepper spray, tasers etc)	Procurement, HR and Stores records	Operations	Annually	50%	60%	70%	80%	90%	90%
	Number of public areas monitored by CCTV technology	Physical verification	ICT/CID	Annually	5	15	20	25	30	30
Enhanced regional and international police and law enforcement cooperation	Number of meetings/conference attended	Conference reports	Administration	Annually	60	70	80	80	80	370
	Number of investigations completed with the help of INTERPOL or AFRIPOL Databases	INTERPOL and AFRIPOL Returns	INTERPOL and AFRIPOL National Bureaus	Annually	10	20	25	30	30	115
<b>Outcome 3: Enhanced road traffic safety services</b>	<b>% reduction road accidents</b>	<b>Reports</b>	<b>Road Traffic and Safety Services</b>	<b>Every six months</b>	<b>50%</b>	<b>60%</b>	<b>70%</b>	<b>80%</b>	<b>90%</b>	<b>90%</b>
Output 3.1: Crime and road traffic safety performance measurement system developed	Number of crime and road traffic safety performance measurement system developed	Reports	Management	Once	1					1
Output 3.2: Road safety equipment	Number of speed radars procured	Reports	Road Traffic and Safety	Once	10	20	20	20	10	80

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
procured			Services							
	Number of Breath units procured	Reports	Road Traffic and Safety Services	Once	10	20	20	20	10	80
	Number of towing trucks procured	Reports	Road Traffic and Safety Services	Once	8	10	15	8	3	44
	Number of road traffic motor vehicles fitted with modern gadgets procured	Reports	Road Traffic and Safety Services	Once	10	20	20	20	10	80
Output 3.3: Revised training curriculum and modules in road traffic management	Approved new curriculum	Approval memo	Management	Once	1					1
Output 3.4: Amended regulations; electronic ticketing for offenders rolled out	Electronic ticketing working	Reports	Road Traffic and Safety Services	Once	1					1
Output 3.5: Road safety awareness programmes developed and implemented	Number of road safety awareness programmes	Reports	Regions	Monthly	12	12	12	12	12	60
Output 3.6: Collaboration with key stakeholders on road safety strengthened	Number of collaboration road safety meetings	Minutes	Management	Quarterly	4	4	4	4		16
Outcome 4: Enhanced public order management	% of people satisfied with police response to public disorders	Evaluation	Survey	Twice	50%	55%	60%	65%	70%	70%
Output 4.1: Mandate for special operations devolved to Police Regions	Special operations established in regions	Reports	Regions	Once	1					1
Output 4.2: Strengthen the capacity of police	Type and quantities of equipment procured	Procurement reports/	Administration	Annually						



Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
regions to rapidly respond to incidences of public disorder		physical verification								
	Number of Water Canons procured	Procurement reports/ physical verification	Administration	Annually	2	2	3	3	2	12
	% reduction in response time to incidences of public disorder	Evaluation	Survey	twice	60%	70%	80%	85%	90%	90%
	Public approval rating on effective/professional handling of demonstration	Evaluation	Survey	twice	50%				80%	80%
Output 4.3: Develop and implement training programmes for officers in Public order	Number of officers trained in public order	Training report	Human Resources	Quarterly	1200	1200	1200	1200	1200	6000
Output 4.4: Carryout sensitization programmes to members of the public on public order regulations	Number of sensitization programmes carried out	Reports	Regions	Monthly	12	12	12	12	12	60
<b>Outcome 5: Quick and effective response to emergencies</b>	<b>% of people satisfied with police response to emergency</b>	<b>Evaluation</b>	<b>Survey</b>	<b>twice</b>	<b>60%</b>				<b>80%</b>	<b>80%</b>
Output 5.1: Instructors trained in emergency response	Number of instructors trained	Training report	Human Resources	Quarterly	25		25			50
Output 5.2: Emergency response courses rolled out	Approved curriculum	Approval memo	Management	Once	1					1

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
	Number of officers trained in emergency response	Training report	Human Resources	Quarterly	500	500	500	500	500	2500
Output 5.3: Emergency response equipment acquired	Types and quantities of equipment	Procurement report	Procurement	Annually						
<b>Strategic Goal 2: Enhanced Management and Administration Services</b>	<b>% of officers satisfied with management and administration services</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Twice</b>	<b>60%</b>	<b>70%</b>	<b>80%</b>	<b>85%</b>	<b>90%</b>	<b>90%</b>
<b>Outcome 1: Enhanced professionalism and integrity</b>	<b>% of people satisfied with MPS</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Twice</b>	<b>60%</b>	<b>70%</b>	<b>75%</b>	<b>80%</b>	<b>85%</b>	<b>85%</b>
Output 1.1: Revised Recruitment policy	Approved training policy	Approval memo	Management	Once	1					1
Output 1.2: Revised promotion policy	Approved promotion policy	Approval memo	Management	Once	1					1
Output 1.3: Training policy	Approved training policy	Approval memo	Management	Once	1					1
Output 1.4: New training programs rolled out	Number of officers trained	Training reports	Human Resources	Quarterly	2400	2400	2400	2400	2400	12000
	% of new recruits vetted	Training reports	Human Resources	At every recruitment	100%	100%	100%	100%	100%	100%
	Implement Anti-corruption programmes at work place	Programme reports	Human Resources	quarterly	4	4	4	4	4	20
	% of corrupt officers disciplined	Corrupt cases	Management		100%	100%	100%	100%	100%	100%
<b>Outcome 2: Strengthened financial management and audit</b>	<b>% of officers satisfied with financial management and audit</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Twice</b>	<b>60%</b>	<b>65%</b>	<b>70%</b>	<b>75%</b>	<b>80%</b>	<b>80%</b>

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets	
Output 2.1: New guidelines and rules for internal audit	Approved guidelines	Approval memo	Management	Once	1						1
	<b>Number of financial audits done</b>	<b>Audit reports</b>	<b>Management</b>	<b>Annually</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>5</b>
Output 2.2: Finance management system for internally generated revenue in place	Finance and Audit systems established	Reports	Finance and Audit	Once	1						1
Output 2.3: Fraud and corruption policy reviewed and adopted	Approved reviewed copy	Approval memo	Management	Once	1						1
Output 2.4: Procurement practice reviewed and strengthened	Strengthened system in place	Reports	Procurement	Once	1						1
<b>Outcome 3: Enhanced communication amongst all police formations</b>	<b>% of officers satisfied with new information and communication technology services</b>	<b>Survey Report</b>	<b>Survey</b>	<b>Twice</b>	<b>30%</b>					<b>60%</b>	<b>60%</b>
Output 3.1: Communication Equipment installed	Number of computers acquired	Procurement reports/ physical verification	Procurement	Annually	1500	1500	1500	1500	1500	1500	7500
	Number of pack sets acquired	Procurement reports/ physical verification	Procurement / RADCOMS	Annually	500	1000	1000	200	200	200	2900
	Backbone digital communication system installed	Procurement report	Procurement / RADCOMS	Annually	1						1
Output 3.2: Database developed; portal developed and functional	Functional data base	Reports	Operations Services	Once	1						1
Output 3.3: Officers	Number of officers trained	Training	Human	Quarterly	3000	3000	3000	3000	3000	3000	14400

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
trained on computer applications		reports	Resources							
<b>Outcome 4: Enhanced quality and increased quantity of police assets</b>	<b>% of officers satisfied with police assets and its management</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Twice</b>	<b>20%</b>				<b>30%</b>	<b>30%</b>
Output 4.1: Asset management policy	Approved policy	Approval memo	Management	Once	1					1
Output 4.2: Funding for construction of houses and offices identified	Amount of money acquired	Financial records	Finance	Annually	MK1.8 bn	MK1.8 bn	MK1.9 bn	MK2 bn	MK2 bn	MK9.5 bn
Output 4.3: Houses and offices constructed	Number of offices constructed	Reports and physical verification	Administration	Annually	10	10	10	10	10	50
	Number of houses constructed	Reports and physical verification	Administration	Annually	50	50	50	50	50	250
Output 4.4: Funding or support for procurement of vehicles identified	Number of vehicles acquired	Procurement reports/ physical verification	Procurement	Annually	200	200	200	200	200	1000
Output 4.5: Consignment of equipment acquired	Number and quality of equipment acquired	Procurement reports	Procurement	Annually						
<b>Outcome 5: Increased resource package for policing</b>	<b>% increase in police budget</b>	<b>Monitoring budget</b>	<b>Government Funding instructions</b>	<b>Annually</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>50%</b>
Output 5.1: Interface lobbying meetings for increased funding	Number of meetings	Minutes	Management	Every six months	2	2	2	2	2	10
Output 5.2: Detailed business plans with respect to economic and commercial assets for generating revenues	Approved business plan	Approval memo	Management	Once		1				1

Results	Indicators	Means of Verification	Data Sources	Frequency of Data Collection	Milestone					Overall 5 Y Targets
					60%	65%	70%	80%	90%	
<b>Outcome 6: Enhanced oversight on policing</b>	<b>% of officers satisfied with performance accountability</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Twice</b>	<b>60%</b>	<b>65%</b>	<b>70%</b>	<b>80%</b>	<b>90%</b>	<b>90%</b>
Output 6.1: Performance management system adopted and implemented	Functional performance management system	Appraisal reports	Human Resource	Annually	1	1	1	1	1	5
Output 6.2: Capacity of Research and Planning Department enhanced	Number of officers trained in the research department	Training reports	Research and Planning	Annually	40	40	40	40	40	200
Output 6.3: Police Service Commission rejuvenated	Number of meetings of PSC	Minutes	Management	Quarterly	4	4	4	4	4	20
<b>Outcome 7: Equitable representation of men and women in police structures</b>	<b>% of officers satisfied with gender mainstreaming</b>	<b>Evaluation</b>	<b>Survey</b>	<b>Twice</b>	<b>65%</b>				<b>85%</b>	<b>85%</b>
	<b>% of female officers in MPS</b>	<b>HR records</b>	<b>HRM</b>	<b>Annually</b>	<b>20%</b>	<b>25%</b>	<b>30%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>
Output 7.1: MPS Gender Policy developed	Approved gender policy	Approval memo	Management	Once	1					1
Output 7.3: Sensitization workshops on gender applications in various functional areas of the MPS	Number of sensitization workshops	Workshop reports	Human Resources	Every six months	2	2	2	2	2	10
Output 7.4: Gender mainstreamed in Training curricula	Gender issues in training curricula	Training reports	Human Resources	Once	1					1

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