



Botswana Police Service



Corporate Development Strategy

2009 - 2016

STRATEGIC ELEMENTS OF THE BOTSWANA POLICE SERVICE

The Mandate

The Botswana Police Act, Cap 21:01 at section 6 (1) outlines the duties and functions of the Botswana Police Service as follows:

The Service shall be employed in and throughout Botswana to protect life and property, prevent and detect crime, repress internal disturbances, maintain security and public tranquility, apprehend offenders, bring offenders to justice, duly enforce all written laws with which it is directly charged and generally maintain the peace.

The Mission

To provide a professional policing service, in partnership with the community.

“Providing a professional policing service” This is a pronouncement that appreciates that the organisation is in the business of policing in all its aspects. It also acknowledges the manner in which the organisation will evolve as it provides policing. A professional policing service pledges a service characterised by a high level of skill, competence, speed and attention to any emerging policing challenges.

“In partnership with the community” emphasises the fact that community participation is essential to the prevention and detection of crime. We want to forge meaningful partnerships with the community.

The Vision

To be a law enforcement agency of repute.

“Law enforcement agency of repute” emphasises an envisioned Botswana Police Service of good standing. First and foremost it will be an organisation that associates itself with good performance. In the end it is envisioned a Police service that is of a standard free from any unethical behaviour. This defines the Botswana Police Service as a dignified police service worthy of honour and that treats its customers with due respect. The pride of the organisation will be in its relations with all members of the community.

Core Values of Botswana Police Service

- **Botho** - Police Officers will deliver a service which is characterised by humility, dignity, courtesy and respect for customers regardless of their status in life. It will be a service that resonates with a compassionate approach where officers are empathetic, kind and considerate.
- **Excellence** - Police Officers will always be diligent and persistent in applying their work and display knowledge of the product that they offer. In this way they will produce an acceptable level of accuracy on all services provided to the customer.
- **Integrity** - In the process of providing services, police officers, will desist from a normative inclination to abuse the rights and privileges of their occupation. It is expected that they will display ethical behaviour that appreciates the need for confidentiality, respect for human rights and not succumb to corrupt practices.
- **Team work** - Police officers will recognise the need to act as a team characterised by consultation, collective responsibility and support for each other. In this regard they would be encouraged to be willing team players.

Notes

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Definitions

Core values:	The organisation's guiding behavioural principles.
Customer Value Proposition:	What an organisation must deliver (service attributes, relationship and image) to develop, retain and deepen its relationship with stakeholders.)
Customer:	Direct beneficiaries of the services offered
Mission:	What the organisation is about (the services it provides, for whom, why and how.)
Outcome:	High level result that is desired by delivering on respective thematic areas.
Programme Executive:	This is an executive officer responsible for the creation of an enabling environment for the implementation of a given project or programme.
Programme Manager:	This is an officer responsible for the implementation of a programme. (mobilising project teams, drafting of project milestones, monitoring of the milestones and reporting on progress)
Programme:	A high level activity designed to impact on the thematic area. A programme would normally comprise of several projects.
Project:	A planned set of interrelated tasks to be executed over a fixed time within a certain cost and other limitations
Strategy:	A long term plan of action intended to attain the organisation's Vision; an approach or 'game plan'
Thematic Area:	A high level focus area of a strategy and it would be one amongst other 'pillars of excellence' intended to focus staff effort.
Vision:	An organisational 'picture of the future'

Notes

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Notes

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Abbreviations

AFIS	-	Automated Fingerprints Identification System
APPs	-	Annual Policing Plans
BDF	-	Botswana Defence Force
BOBS	-	Botswana Bureau of Standards
BOCCIM	-	Botswana Chamber of Commerce and Industrial Management
BOCONGO	-	Botswana Confederation of Non Governmental Organisations
BPIC	-	Branch Productivity Committees
BPS	-	Botswana Police Service
BTC	-	Botswana Telecommunications Corporation
BTV	-	Botswana Television
CCRS	-	Crime and Criminal Recording System
CDS	-	Corporate Development Strategy
CID	-	Criminal Investigations Department
CTO	-	Central Transport Organisation
CVP	-	Customer value proposition
DASB	-	Director Air Support Branch
DCEC	-	Directorate on Corruption and Economic Crime
DCID	-	Director, Criminal Investigations Department
DCP (O)	-	Deputy Commissioner - Operations
DCP (SS)	-	Deputy Commissioner - Support Services
DCRIB	-	Director of Crime Intelligence Branch
DDFP	-	Director, Development Finance and Procurement
DDMS	-	Director, Departmental Management Services
DFSS	-	Director, of Forensic Science Services
DNA	-	Deoxyribonucleic Acid
DPP	-	Directorate of Public Prosecutions
DPSM	-	Directorate on Public Service Management
DTTB	-	Director, Transport and Telecommunications Branch
GBC	-	Gaborone Broadcasting Company
GDN	-	Government Data Network
GPS	-	Global Positioning System
HF	-	High Frequency
HIV/AIDS	-	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
IBIS	-	Integrated Ballistics Identification System
ILEA	-	International Law Enforcement Academy
IS	-	Information System
IT	-	Information Technology
ITU	-	International Telecommunications Union
JEDs	-	Job Effectiveness Descriptions
LADs	-	Light Aid Detachments
MPIC	-	Mini Productivity improvement Committee
NDP	-	National Development Plan
OCI	-	Organisational Cultural Inventory
OHS	-	Occupational Health and Safety
OHSCSW	-	Occupational Health and Safety, Chaplaincy and Social Welfare
PIC	-	Performance Improvement Coordinator
RTA	-	Road Traffic Act
SACP 'O'	-	Senior Assistance Commissioner of Police – Operation
SARPPCO	-	Southern African Regional Police Chiefs Cooperation Organisation
SLP	-	Strategic Leadership Programme
SSG	-	Special Support Group
SWOT	-	Strength, Weakness, Opportunities and Threats
VHF	-	Very High Frequency
VSAT	-	Very Small Aperture Terminal

FOREWORD BY THE MINISTER



1. We all must be partners and selflessly play our various roles in the realization of the National Vision 2016, of ensuring that Botswana is “a safe and secure nation”.
 2. While the Botswana Police Service is our first point of call, we have to work together to develop effective and acceptable strategies to enable the Botswana Police Service to deliver on its mandate.
 3. I will do all that is necessary and within our means to ensure that the Botswana Police Service is adequately resourced and capacitated to be efficient and professional. This will include introduction of new specialized units, specialized equipment and continuous training of all units within the Police Service. International support and collaboration will be sought from our partners.
- nt has allocated a sizeable part of the national budget to the Police and n. The government remains committed to the improvement of budget oy improving capacity for responsiveness to the growing sophistication
- ngful, we must ensure that Batswana have confidence in their Police olice Officer to maintain a professional attitude and the highest level of
- crime, but I am confident that citizens and residents will contribute to d that currently a comfortable level of safety has been achieved..
- all men and women in the Police Service who have continued to serve

Together we must build a Safe and Secure Botswana.

I thank you.

Dikgakgamatso N. Seretse, MP. D.S.O., LLB. LLM
Minister for Defence, Justice and Security

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INTRODUCTION BY THE COMMISSIONER



1. The need for services to be more customer focused has never been greater. Customer satisfaction and a good customer experience are at the heart of any organisation's strategy for improving service delivery. The re-organisation of services around key customers is the most sensible way for all organisations who value their customers. Many of us, of course, still struggle in the foothills of such inspiring peaks of ambition.
 2. The Botswana Police Service aims to provide high quality and efficient service to its customers. This Corporate Development Strategy (CDS) has therefore, been designed to provide a framework for improving the delivery of services. It provides the police development agenda for the organisation during the life of the NDP 10 until the end of Vision 2016.
 3. The successful alignment and cascading of the strategic plan and reform processes will enable effective implementation at all levels of the organisation. This should clarify the myths and doubts surrounding the introduction and implementation of reforms. The alignment and cascading should educate and encourage officers to understand that performance improvement systems are part of their day to day functions, and not an "add-on" to their "core" work.
- have been made in the past as they help us to shape the course for the future. The success of the past with other strategic plans lies in the fact that we have a coordinated framework, all with an eye for a greater good. This is an effective approach to strategy that is still valid today.
- Police judges the Police in meeting their expectations has become more difficult. It would not be enough to know and outline the challenges. We must also talk about them. Our focus in the current era, as has always been, would be to ensure excellence in problem areas so that the customer can get on with the business.
- One of all of us, from the Commissioner to the special constable who is on the front line, the personal option is to implore members of the organisation to respond to the challenge with the necessary vigour and commitment that will ensure that the offered service is of the highest quality.

I thank you

T.E. Simako
Commissioner of Police
DSO, BPJSM, BPM, BPLSGM, PCM

BACKGROUND

1. This CDS 2009 – 2016 is a product of a review of CDS 2003 – 2009. It is influenced by policy goals of the National Development Plan 10 and the knowledge gained through the implementation of previous strategic plans. It is also informed by the public service reforms including Performance Management Systems, Performance Based Reward System, Balanced Scorecard and Result Based Management. The plan is designed to facilitate the achievement of the key result areas of the Government's 21 Point Agenda, Botswana Economic Advisory Council (BEAC) Action Plan and the Millennium Development Goals.

2. This strategy builds on what has been achieved. It appreciates the inroads that other Corporate Development strategies have made. In an effort of bringing focus to it, a deliberate move was made to incorporate the gaps that the previous strategies have pointed out. The context for the focus of this strategy, its objectives, measures and targets remain challenging. It is believed that implementation of identified programmes will offer a strategic mix that would address the organisation's burning platform and major issues of concern that are critical to the safety and security of Batswana.

3. In order for the strategy to give the customer the best experience with policing services, extensive consultation was carried out in order to understand the organisation from the perspective of the customer. This was informed most importantly by reviewing results of the feedback mechanism in place such as the Botswana Police Service customer service questionnaire (BP 194), the national radio *Talking Heads / Tokafatso Maduo* programme and the information from complaints raised by members of the public.

4. The analysis of the collected data highlighted that key amongst the customers' expectations is to see visible police action in this era where crime trends are showing an increase. Transnational organised crime continue to be a major challenge to the BPS. Road accident fatalities also pose a policing challenge. The organisation applauds the reviews of the Road Traffic, Trade and Liquor Acts, which will make their significant contribution in the reduction of anti-social behaviours.

5. In all, the strategy identifies three thematic areas to be accomplished by the Botswana Police Service as well as a comprehensive set of associated programmes and projects for each of the outcomes. It has to be appreciated that these thematic areas are based on the revision of the four goals in the last CDS: Crime Reduction, Community Policing, Human Resources and Facilities and Support. The resultant thematic areas though have not lost the greater ideals of the goals but appreciate the intended result of what is done. These outcomes are as follows:-

- **Thematic Area 1: Public Safety and Protection** – The situation desired by the customers is that there has to be evidence of a downward trend in the levels of crime and a general decline in the number of road traffic accidents and road fatalities. Ultimately, there has to be reduced fear of crime, disorder and improved road safety so that members of the community are assured of their safety and that of their property.
- **Thematic Area 2: Skilled and Motivated Staff** – The existence of a conducive environment that enables personnel to be competent, effective and efficient.
- **Thematic Area 3: Support and Infrastructural Development** – Availability of adequate levels of infrastructure and support to enable the Police to be more effective in the delivery of service to the public.

6. Embedded in the framework is the allocation of responsibilities so that the programmes identified would be accounted for by predetermined individuals. In this kind of framework, project managers will be expected to draw project milestones stating the resource requirements and the time frame. In this way, the review process of individual projects becomes seamless. The implementation and monitoring aspect of the strategy outlines the review mechanism. It explains the different review forums, such that the whole organisation is consistent in its monitoring function.

Toll Free Numbers

Broadhurst —	0800 600 084
Francistown —	0800 600 027
Gaborone —	0800 600 144 PHQ
Gantsi —	0800 600 115
Jwaneng —	0800 600 122
Kanye —	0800 600 138
Kasane —	0800 600 048
Letlhakane —	0800 600 065
Lobatse —	0800 600 108
Mahalapye —	0800 600 075
Masunga —	0800 600 030
Maun —	0800 600 040
Mochudi —	0800 600 094
Mogoditshane —	0800 600 107
Molepolole —	0800 600 131
Nata —	0800 600 048
Palapye —	0800 600 074
Ramotswa —	0800 600 102
Selebi Phikwe —	0800 600 048
Serowe —	0800 600 073
Tsabong —	0800 600 122
CID Headquarters —	0800 600 125

CID Information Number: 3914945

OR
Incase of emergency dial 999

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7. In order to make inroads in the posed challenges, there is an appreciation of the role that the community can play in the crime prevention agenda. In order to make the ideals of this kind of policing a reality, there is a need to robustly engage the public. The organisation finds itself in a favourable position where the community is willing to be involved in the policing of their environments. At the same time, the organisation is aware that maintaining the momentum that the citizenry is currently in remains a challenge.

8. In the end, the efficiency and effectiveness of the Botswana Police Service will be evaluated by whether the customers of the organisation perceive the services offered as relevant and conscious of their needs.

CONTENT AND ORGANISATION OF THE STRATEGY

The strategy is presented under the following chapters:

- Chapter 1 presents the situation analysis - pains and enablers of the Botswana Police Service as were determined using SWOT analysis tools. This way, readers would at a glance appreciate the burning platform for the organisation.
- Chapter 2 presents current customers needs and expectations. These are presented as the Customer Value Proposition (CVP) and it is what the Botswana Police Service pledges to offer to customers during the plan period.
- Chapter 3 presents the strategic elements of the Organisation under the headings: mandate; mission; vision and core values. Presented this way, readers would appreciate the yardstick by which the organisation's integrity can be judged.
- Chapters 4 to 6 provide a detailed presentation of key result areas of the strategy which for the purpose of this publication are referred to as thematic areas. The first outcome is Public Safety and Protection which focuses on the reduction of crime and improvement of road safety. The second outcome relates to human resource management issues of the Organisation. The key result being discussed under this outcome is Skille and Motivated Staff. The last outcome, Support and Infrastructural Development, discusses factors that can enhance the efficiency of the organisation other than human resource. These chapters present a number of programmes that can influence the attainment of the three categories of outcomes.
- The last Chapter (Chapter 7) discusses the implementation, monitoring and evaluation arrangements. The chapter highlights review structures for use by the organisation during the plan period.



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CHAPTER SEVEN

7.0 IMPLEMENTATION, MONITORING AND EVALUATION

7.1 Introduction

The major outcomes associated with this strategy are the creation of conditions necessary for communities to be safer and increased public confidence. Improvement of access to law enforcement services and increased capacity to detect crime are essential prerequisites for the desired safety and security. The cumulative effect is a conducive environment for economic diversification and growth through investment by the business community. National stability and improved quality of life for citizens and residents will be the eventual benefit. This strategy seeks to achieve these outcomes and underscores the importance of reviews to ensure that all that is planned is delivered.

The Commissioner of Police is responsible for the monitoring and evaluation of the strategy in line with the Public Service productivity improvement structure. In order to divide the strategy into manageable work expectations, it will be driven by a Corporate Annual Performance Plan from which Branch and Unit Performance Plans will flow from. These plans will assign objectives, targets and accountabilities for respective years around the identified thematic areas.

7.2 Performance reviews

The intent of a review session is to allow the accountable person to share with management what works and does not work relative to performance improvement. When a gap exists between actual and forecasted performance, a gap analysis is completed prior to the review meeting. The gap analysis is a systematic way to identify the most likely root causes of variance between actual and projected performance.

7.3 Reviewing Structure

The Botswana Police Service performance monitoring and evaluation is done as outlined in the following structure.

- **The Mini Productivity Improvement Committee (MPIC)** is the corporate level committee which is headed by the Commissioner of Police as the chairperson and Branch Commanders are members. The MPIC performance reviews are held on a quarterly basis. The focus of the MPIC is whether the action plans are having the desired impact on the overall objective. In this case, the review team has as its ultimate goal the achievement of objectives, not execution of action plans.
- **The Branch Productivity Improvement Committees (BPIC)** occur the division level and are chaired by Branch Commanders and membership comprises District Commanders and their equivalent in specialised units of the Service. The BPIC performance reviews are held on a quarterly basis. At division level, performance review focuses on process outcomes through evaluating how well the action plans are being executed. The action plans represent process improvements that, when executed, will enable the overall objective to be achieved.
- **District Productivity Improvement Committees** occur at the district level are chaired by District Commanders and their equivalent in specialised units when Station Commanders occur as members. The Committees conducts reviews on monthly basis and also focuses on process outcomes through evaluating how well the action plans are being executed. The action plans represent process improvements that, when executed, will enable the overall objective to be achieved.
- **Station/Unit Productivity Improvement Committees** are chaired by Station/Unit Commanders and comprise the station/unit management team. Station/Unit Productivity Improvement Committees are advised to do these at least twice in a month to avoid surprises and clashes. These committees focus on implementation of action plans. The action plans represent process improvements that, when executed, will enable the overall objective to be achieved.

CHAPTER ONE

SITUATION ANALYSIS

- 1.1 An organisational assessment of the current situation is a critical milestone in the planning process. It offers an understanding of the existing foundation to be built upon. In this regard, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was applied as a means to gain this understanding. The SWOT analysis identifies pains and enablers –actions, technologies, processes, skills, etc that prevent business growth and those that provide a competitive advantage.
- 1.2 An organisation-wide examination of the Botswana Police Service which preceded the write up of this strategy yielded the strengths, weaknesses, opportunities and threats as presented in table 1. The findings are presented in accordance with organisational development drivers, namely customer, process, learning and growth, and finance as we understand them in the Balanced Scorecard planning method.
- 1.3 As it would be read from the table below, there are more pains than enablers. In this case, an ideal reform programme should be that which enables the organisation to take advantage of strengths and opportunities and minimise or avoid weaknesses and threats.

Table 1: The results of the Situation Analysis for Botswana Police Service

Perspectives	SWOT Components			
	Strengths	Weaknesses	Opportunities	Threats
Customer	Liaison with the Public Accessible services	<ul style="list-style-type: none">• Slow disposal of cases• Poor response time• Poor feedback• Poor quality Investigations	<ul style="list-style-type: none">• Government reform processes• Regional and International support	<ul style="list-style-type: none">• Complicated crime trends• Litigations• Illegal immigrants
Processes	<ul style="list-style-type: none">• Multi sectoral partnership• Public education• Police reforms	<ul style="list-style-type: none">• Poor information management• Non streamlined processes• Poor implementation of programmes and strategies• Lack of intelligence led policing• Poor communications equipment• Non-research based policing• Slow disposal of cases	<ul style="list-style-type: none">• Government reforms like process re-engineering• Technological advancement• Decentralisation	
Learning and Growth	<ul style="list-style-type: none">• Welfare programmes• Skilled manpower• Modern technology• Disciplinary code• Gender sensitivity	<ul style="list-style-type: none">• Manpower shortage• No succession plan• Poor deployment• Lack of retention policy• Poor role clarity• Low staff morale• Lack of physical training facilities• Lack of confidentiality• Unclear communication lines• Lack of specialisation• Poor utilisation of transport• Inadequate scientific support facilities• Unfocused training	<ul style="list-style-type: none">• Training opportunities• Organisational legitimacy• Special constables• Local and central police merger	<ul style="list-style-type: none">• Low salaries• Competition for skilled manpower• HIV/AIDS
Finance	<ul style="list-style-type: none">• Government Support	<ul style="list-style-type: none">• Non compliance with government accounting instruments• Budgeting not resultt based		<ul style="list-style-type: none">• Economic Hardships

6.3.4.3 Programmes and Projects for Delivery

Programme Name: Provision and Management of Facilities

Programme Executive: DCP (SS)

Programme Manager: DDFP

Programme Description: To ensure continued provision and maintenance of police infrastructure, the BPS will have to undertake the following:

- Establish a project management function for the proper management and coordination of projects.
- Build maintenance capacity to ensure proper maintenance of police facilities.

for construction were Forensic Laboratory, Serule wetlands and ILEA Post-Blast. The approval also caters for renovations to Thamaga houses, maintenance of Base Camps and existing police facilities throughout the country.

Other facilities approved for pre-construction during NDP 10 are; Central Police Station in Gaborone, Serowe Police Station, Molepolole Police Station, Maun Police Station, Dukwi Police Station, Letlhakane District Headquarters and Jwaneng housing.



Above: Botswana Police crowd control trucks

6.3.4.2 Challenges

Lack of implementation capacity by Government departments and poor performance by some contractors and consultants are common issues that constrain the delivery of projects in the BPS. These issues undermine the BPS' ability to coordinate project implementation efficiently.

Another major constraint that continues to hamper project implementation is the poor maintenance of facilities due to lack of capacity.

CHAPTER TWO

CUSTOMER VALUE PROPOSITION

- 2.1
- In the quest to offer services that are beneficial to customers, it is essential that the business planning process is informed by an understanding of customers needs and expectations. Thus, in its initial planning steps an organisation's goal is to understand the needs and wants of customers as well as how the organisation's service meets those needs. In this way, the organisation becomes more customer-focused in its operations. Such an activity yields a Customer Value Proposition which underscores the essential elements of the services which an organisation should offer.
- 2.2
- The Customer Value Proposition (CVP) offers a description of what an organisation must deliver in order to develop, retain and deepen its relationship with stakeholders. It aligns an organisation's services with the values and needs of customers and also identifies how the organisation services will provide a unique benefit to the customer. There are three key components of a CVP. These are: attributes of services; relationship the customers want from you; and the image you want your customers to have of your organisation. An examination that was made during the strategic planning exercise yielded the following elements which the BPS ought to deliver on.

Table 2: The Botswana Police Service Customer Value Proposition

Customer Expectations		
Service Attributes	Relationship	Image
<ul style="list-style-type: none">• Safety and Security• Improved turnaround time• Prompt and continuous feedback• Diligence• Visibility	<ul style="list-style-type: none">• Botho• Impartiality• Approachability• Confidentiality• Human rights observance• Trustworthiness• Transparency• Compassion• Integrity• Delightful	<ul style="list-style-type: none">• Vigilance• Presentable• Exemplary• Corrupt free

Botho: 'An African societal core value that is an embodiment of all characteristics of respect for human beings and their feelings.



CHAPTER THREE

STRATEGIC ELEMENTS OF THE BOTSWANA POLICE SERVICE

3.1 The Mandate

The Botswana Police Act, Cap. 21:01 at Section 6 outlines the duties, functions and administration of the Botswana Police Service as follows:

“The Service shall be employed in and throughout Botswana to protect life and property, prevent and detect crime, repress internal disturbances, maintain security and public tranquillity, apprehend offenders, bring offenders to justice, duly enforce all written laws with which it is directly charged and generally maintain the peace.”

3.2 The Strategic Foundations

In order to define who we are and what we exist for, the strategic foundations of the Botswana Police Service have been defined under three elements namely; mission, vision and core values. Care has been exercised to ensure that the organisation is focused on changes that have taken place over time. This was accomplished by aligning the strategic elements and the identified customer value proposition.

3.2.1 The Mission

The mission describes the overall purpose of an organization by stating what an organisation is about; its purpose. The mission statement provides sufficient description such that the statement clearly separates the mission of the Botswana Police Service from other organisations. In so doing, the statement addresses the four critical mission questions- what services are being offered, for whom, why and how? The examination conducted during the review exercise yielded the following statement:

To provide a professional policing service, in partnership with the community

“Providing a professional policing service”: This is a pronouncement that appreciates that the organisation is in the business of policing in all its aspects. It also acknowledges the manner in which the organisation will evolve as it provides policing. A “professional policing service” pledges a service characterised by a high level of skill, competence, speed and attention to any emerging policing challenges.

“In partnership with the community” emphasises the fact that community participation is essential to the prevention and detection of crime. We want to forge meaningful partnerships with the community.

6.3.3.2 Challenges

The Air Support Branch has been established, but the challenge is the nation’s expectation on the deliverables. The major constraint is to have all personnel ready for the expectation. As is the norm, operational efficiency goes with experience. The air crew will take time to master operational handling of the helicopters and the policing equipment installed in these aircrafts.

6.3.3.3 Programme for Delivery

Programme Name: Develop and Implement Air Support Operational Policy

Programme Executive: DCP (SS)

Programme Manager: DASB

Programme Description: In order to offer a cost effective means of combating crime and ensuring public safety, the BPS will develop and implement an Air Support Operational Policy for the Air Support Programme. Such a policy will seek to promote the provision of an effective and highly visible community anti-crime programme.



Above: One of the three AS 350 B3 helicopters on patrol in the fight against crime.

6.3.4 Facilities

6.3.4.1 Developments

The following projects were approved for construction;

New Police Stations and houses in Mahalapye, Palapye, Mmathubudukwane, Maitengwe, Mmashoro, Letlhakane, Martinsdrift, Mmadinare, Gerald in Francistown, Phitshane Molopo, Matsiloje, Tatitown, Marapong, Sebina, Ghanzi, Semolale and SSG Camp in Francistown. Housing projects included Botshabelo (43 houses) and Block 10 in Gaborone. Other projects approved



Above: One of the police vehicles at a repair facility in Gaborone

6.3.2.3 Programme for Delivery

Programme Name: Transport Management

Programme Executive: DCP (SS)

Programme Manager: DTTB

Programme Description: In an effort to improve the transport situation in the Botswana Police Service, the following initiatives will be undertaken:

- The BPS will develop a policy that will guide on the gradual replacement of boarded motor vehicles.
- Full utilisation of the private hire facility.
- BPS will pursue the improvement of a motor vehicle repair facility in Gaborone and Francistown and the establishment of new ones in other needy areas.
- Installation of a transport management system.
- The BPS will develop a strategy to address the the issue of Police motor vehicles being involved in accidents.
- Decentralisation of procurement of vehicles.

6.3.3 Air Support

6.3.3.1 Developments

The long awaited introduction of airborne policing has been achieved by the purchase of three helicopters and training of essential staff to start operations.

3.2.2 The Vision

The vision statement is a compelling description of the state and function of the organization after implementing the strategic plan. It is a very attractive image towards which the organization is attracted. The statement provides a vivid description of the organization as it effectively carries out its operations. It answers the question, “What do we want to accomplish in the future - our picture of the future?” The examination undertaken during the review exercise recognized the following vision statement for the Botswana Police Service:

To be a law enforcement agency of repute

“**Law enforcement agency of repute**” emphasises an envisioned Botswana Police Service that is reputable of all good things. First and foremost it will be an organisation that associates itself with good performance. In the end it is envisioned a Police service that is of a standard free from any unethical behaviour. This defines the BPS as a dignified police service worthy of honour and that treats its customers with due respect. The pride of the BPS will be in its relations with all members of the community.



Above: His Excellency, the President of Botswana Lieutenant General Seretse Khama Ian Khama with the Commissioner of Police Mr Thebeyame E. Tsimako (next to the President in front), and Deputy Commissioner (Operations) Mr Kenny Kapinga and other Members of Botswana Police Service in drill during the Annual Botswana Police Day celebrations at the National Stadium in Gaborone.

3.2.3 Core Values

Values represent the core priorities in the organization’s culture, including what drives members’ priorities and how they truly act in the organization. In this connection values are guiding principles; what we believe in, the ideals, and philosophy at the center of the organization. In the determination of such values, particular attention was paid to the expectations of customers, stakeholders, employees and the community as well as the Botswana Public Service Charter as published in the Customer Service Standards of 2008. The following have been considered to be essential core values for the business of policing:

- **Botho** – Police Officers will deliver a service which is characterised by humility, dignity, courtesy and respect for customers regardless of their status in life. It will be a service that resonates with a compassionate approach where officers are empathetic, kind and considerate.
- **Excellence**- Police Officers will always be diligent and persistent in applying their work and display knowledge of the product that they offer. In this way they will produce an acceptable level of accuracy on all services provided to the customer.
- **Integrity** -In the process of providing services, police officers, will desist from a normative inclination to abuse the rights and privileges of their occupation. It is expected that they will display ethical behaviour that appreciates the need for confidentiality, respect for human rights and not succumb to corrupt practices.
- **Team work** – Police officers will recognise the need to act as a team characterised by consultation, collective responsibility and support for each other. In this regard they would be encouraged to be willing team players.



6.3.1.3 PROGRAMME FOR DELIVERY

Programme Name: Information management and communication improvement

Programme Executive: DCP (SS)

Programme Manager (s): DTTB, DCID, DDMS, PIC, SACP (O)

Programme Description:

The BPS needs to undertake a number of improvement initiatives so that it is able to utilise technology to improve its communication processes. The following initiatives will be undertaken:

- Review of BPS communication infrastructure to enhance information management and communication in the global information age and determine an Information Technology/Information System (IT/IS) policy.
- Development of an IT security policy to guide IT risk detection and prevention to ensure data protection.
- Extension of IT support functions to all Divisions and Districts in order to ensure quick resolution of issues.
- Development of an intranet and a website to facilitate web-based communication as well as an interactive website where some of the BPS services will be accessed electronically.
- Installation of an incident management system and automation of call handling and dispatch procedures in order to manage the operations of our call centre.
- Review of the Police Associations and Standing Orders as well as Police Gazette in order to customise them with the present day challenges.
- Expansion of the Public Relations Unit and devolve its duties to the three divisions.
- A rigorous marketing strategy for the organisation.
- Invest in strengthening of the BPS e-governance initiative in order to allow for an effective information management system.

6.3.2 Transport

6.3.2.1 Developments

The BPS fleet has increased rapidly including the varied modes for operational effectiveness. Also evident is the increasing need to ensure proper utilisation and care of the same in order to get the best return on investment. The BPS has extended the secondment of police mechanics to CTO Mahalapye, Maun and Lobatse to alleviate the backlog of police vehicles awaiting repairs.

6.3.2.2 Challenges

The target of increasing the overall fleet size by 600 units during CDS II was not reached due to budgetary constraints and this has adversely affected the BPS efficiency to manage crime. The BPS fleet is also continually being boarded at a rate not corresponding with replacements. There is also an increase in the number of road traffic accidents involving the Service fleet which hampers efforts to make transport available at all police establishments. The establishment of BPS owned motor vehicle repair facilities in Gaborone and Francistown was also not achieved.

The current Light Aid Detachments (LADs) used as police workshops in Gaborone and Francistown are not adequate for mechanical operations.



Information management is vital in this post modern era and the Botswana Police Service has realised how important this is, hence the presence of the IT Unit in the service.

Above: Police officers from the Criminal Records Bureau using the new AFIS technology.

6.3.1.2 Challenges

Over the years, the organisation developed communication infrastructure which includes microwave system and conventional radio system. This infrastructure is now old and there is a need to upgrade it. This will help keep pace with the current communication technology standards and requirements.

There is non-availability of telecommunications infrastructure in certain rural areas to provide connection to the Government Data Network (GDN). This situation has forced the organisation to resort to the use of dial-up connections in some police stations whilst other areas use the V-SAT (Very Small Aperture Terminal) technology.

IT infrastructure has been growing and its use is expected to increase further as the government embraces e- governance. However, there are serious issues of connectivity and access to the GDN that needs to be addressed.

The absence of an information technology/information system strategy for the Botswana Police is a serious limitation as regards the guidance and management of information technology within the service.

CHAPTER FOUR

THEMATIC AREA 1: PUBLIC SAFETY AND PROTECTION

4.1 Expected Outcome

Customers desire to see a situation in which there is evidence of a downward trend in the levels of crime and a general decline in the number of road traffic accidents and road fatalities. Ultimately, there has to be reduced fear of crime, disorder and road safety so that members of the community are assured of their safety and that of their property.

Within an environment where there is reduced fear of victimisation, it would be easy for the country to offer itself as a destination of choice for investment. In the end, combined with other factors, the country will realise favourable economic growth and 'prosperity for all' as envisaged in the National Vision 2016.

4.2 Description

In order to achieve this ideal, the Botswana Police Service should remain focused on reducing crime and making communities safer. The BPS is challenged to vigorously pursue a crime management strategy that appreciates, amongst others, models that focus on the identification, analysis and management of risks presented to the society at large. The driving force would be to involve relevant stakeholders in the identification of prevention strategies that will mitigate the threats posed by increasing crime levels and road fatalities. To this end, the BPS should mobilise its resources towards the ultimate outcome of public safety and protection.

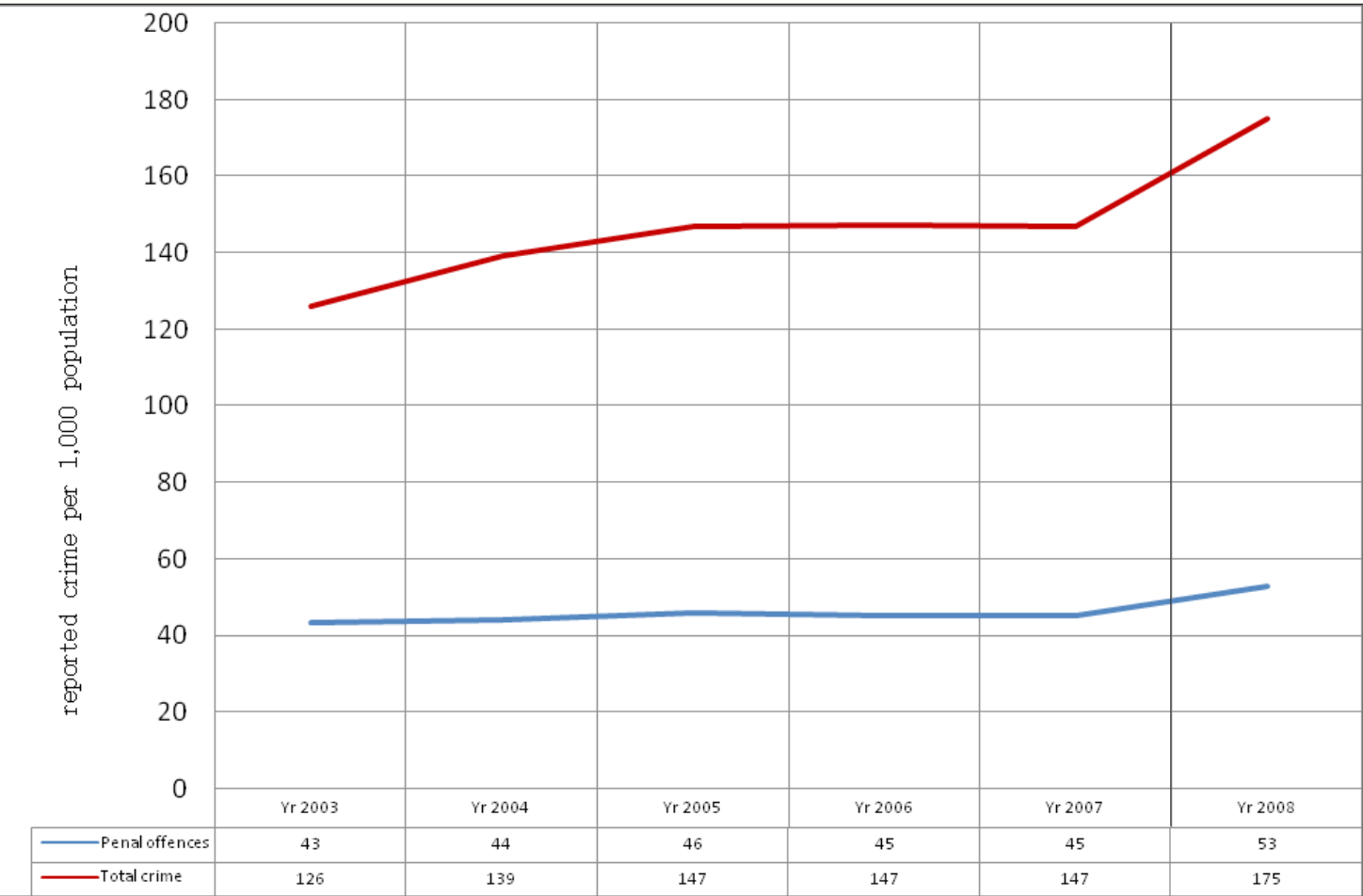
4.3 Performance During CDS II: Developments and Challenges

4.3.1 Crime Situation

The index for total recorded crime rose from 126 to 175 crimes per 1,000 population between 2003 and 2008. The same trend was observed as regards Penal Code offences. For instance, there were 43 penal code crimes per 1000 population in 2003 and this index rose to 53 by the year 2008. These trends are presented graphically at figure 1 which shows a gradual rise over time, in both penal code and general crimes.

CHAPTER SIX

Figure 1: Trends of total and Penal Code crime recorded between 2003 and 2008 by the Botswana Police Service



Source: Botswana Police Annual Report of the Commissioner of Police, (2003-2008), Gaborone, Public Relations Unit.

The trend indicates that police law enforcement activities and public education campaigns are effective as more criminal activities are recorded. The challenge is the high number of serious crimes which heightens feelings of insecurity amongst citizens.

The most prevalent serious criminal incidents recorded by Botswana Police are; robbery, house break-ins, store break-ins, burglary, theft of motor vehicle, stock theft, murder, rape and defilement of persons under the age of 16 years. Table 3 highlights trends of such crimes.

THEMATIC AREA 3: SUPPORT AND INFRASTRUCTURAL DEVELOPMENT

6.1 Expected Outcome

The expected outcome is that there should be adequate levels of infrastructure and support to enable the Police to be more effective in the delivery of services to the public.

6.2 Description

Reliable and efficient facilities and support are fundamental for the attainment of the BPS vision. As it is the case with human resource, it is essential that the management of facilities and support is closely integrated with performance management. Resources should follow priorities, whilst retaining the flexibility to move them around and respond to performance issues.

This thematic area assesses the organisation’s readiness to provide adequate support for its service delivery operations and the following sub-themes are explored: Information management and communication, Transport, Air Support and Facilities.

6.3 Performance During CDS II: Developments, Challenges and Programmes

6.3.1 Information Management and Communication

6.3.1.1 Developments

A Communication Strategy was developed to serve as a guideline for communication with both the internal and external customers. This is so because the BPS recognises that communication with all relevant stakeholders determines the success or failure of operations and programmes.

Some in-roads were made in communicating with the media. In addition to the weekly radio programmes, monthly Police Magazine and the weekly media releases on crime round-up, the Police Service flights television programmes on Botswana Television (BTV) and Gaborone Broadcasting Company television (GBC).

Police operational procedures and guidelines are critical for provision of standardised service to customers. In this regard, a review of current Standing Orders was commenced to ensure their consistency with current needs and expectations of customers.

In 2008, the microwave system and Very High Frequency (VHF) repeaters were extended to areas which were not initially covered. In addition, the upgrading of radio communication from conventional to trunking system was undertaken in some areas. These developments enabled the interfacing of communication systems.

5.3.5.3 Programmes for Delivery

i) **Programme name:** Employee Welfare Enhancement

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: The Savings and Loans Guarantee Scheme and the Police Relief and Welfare Fund will be a subject of periodic reviews with a view to enhance benefits to members. Additional welfare schemes will be explored.

The following will be considered under this programme:

- Finalise the sports and social responsibility policy
- Diversification of investment portfolios in respect of existing schemes
- Introduce a Mortgage component in the Savings and Loans Guarantee Scheme

ii) **Programme name:** Implement the Health and Safety Management System

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: Integrate the management of OHSCSW with the general management system of the BPS.

- Develop a standardised structure around which the following should happen:
 - Identifying and allocating responsibility and accountability to all commanders and all police employees
 - Maintenance of the risk assessment database
 - Reporting of accidents, dangerous occurrences and diseases
 - Identifying and addressing health and safety priorities in work areas.



Table 3: Trends of selected serious crimes recorded by the Botswana Police Service between 2003 and 2008

Classes of Crime	Type of crime	Yr 2003	Yr 2004	Yr 2005	Yr 2006	Yr 2007	Yr 2008
Offences against morality	Defilement of persons under the age of 16 year	303	320	319	324	391	428
	Rape and Attempts	1,506	1,510	1,540	1,534	1,590	1875
	Sub total	1,809	1,830	1,859	1,858	1,981	2303
Offences against the person	Murder and Attempts	269	260	291	261	280	281
	Threats to kill	121	109	461	880	699	1302
	Unlawful wounding	2,194	2,234	2,012	1,697	1,729	1746
	Assault occasioning actual bodily harm	6,062	6,186	5,870	5,343	6,018	6959
	Assault common	10,656	10,855	11,803	11,081	11,899	14520
	Grievous harm	185	210	197	184	229	203
	Sub total	19,487	19,854	20,634	19,446	20,854	25011
Offences relating to property	Burglary and theft	7,207	7,792	7,278	7,245	6,781	7836
	House breaking and theft	6,516	6,608	5,441	5,225	5,396	5583
	Robbery	2,487	2,816	2,321	2,983	3,120	3470
	Store Breaking and Theft	5,087	4,754	3,952	4,013	3,668	3588
	Forgery and Uttering	363	365	358	306	284	371
	Theft of Motor Vehicle	810	655	539	322	409	454
	Stock Theft	1,290	1,134	1,284	1,226	1,416	1761
	Malicious damage to property	4,069	4,146	4,201	3,958	1,653	4536
	Obtaining by false pre-tences	851	833	975	1,123	1,321	1678
	Theft common	13,966	14,355	18,271	17,632	17,330	20683
	Sub total	42,646	43,458	44,620	44,063	41,382	49960
	Total	63,942	65,142	67,113	65,367	64,217	77274

Source: Botswana Police Annual Report of the Commissioner of Police, (2003 - 2008), Gaborone, Public Relations Unit

4.3.1.1 Developments

The Security Intelligence Service was de-linked from the BPS to form the Directorate of Intelligence and Security.

The Criminal Intelligence Branch was established to focus on crime intelligence gathering and analysis to inform operatives.

The Air Support Branch was established and equipped to improve policing options to impact on visibility and response to public calls.

The enrolment of Special Constables has contributed to improved police visibility. This has enabled police services to reach even more remote areas.

The transfer of the prosecutorial function to the Directorate of Public Prosecutions has commenced. This process, though not completed, has released some officers to perform core policing functions.

The following technology systems were put in place to improve organisational efficiency and effectiveness: Crime and Criminal Recording System (CCRS); Deoxyribonucleic Acid (DNA) testing and profiling; and Automated Fingerprint Identification System (AFIS).

The merging of the Botswana Police Service and the Local Police Force was being implemented at the close of CDS II. The object of the integration is to enable the Police to have a more focused and integrated approach to policing issues.

The BPS has taken steps to create the Stock Theft and Internal Affairs Branches, Research and Development Unit and Youth Office.

4.3.1.2 The Challenges

Personal and property security – The organisational legitimacy of the Police Service makes crime management a mandated responsibility which the society at large expects improvement on. This has made some citizens to fully relegate responsibility of personal and property security to the Police. The unfortunate situation is that the Police are limited in number which compromises their efficiency.

Influx of illegal immigrants – The continued instability, especially political uncertainties, in some countries in the region has resulted in foreign nationals illegally seeking refuge in the country. This has posed a challenge to policing where some foreigners are perpetrators or victims of crime. This has called for the police to enhance border security. In that essence, the Police with other stakeholders are challenged to devise ways to mitigate the situation.

Advances in technology – Globalisation and the advances in technology present new opportunities for potential criminals. New developments point to a lot of criminality happening in cyber space. This poses a challenge, where the organisation finds itself wanting in terms of expertise to investigate reported incidents.

Increased demand for police services – The Police Service has become a potent symbol of stability and order for the vast majority of citizens. As such, there is an increased demand for the provision of protection services at social public events such as football matches. The police

At Organisational level, the BPS maintains unique welfare programmes to assist officers when in need of financial assistance. These include the Relief Fund which caters for funeral expenses of members and their spouses and the Savings and Loans Guarantee Scheme which is an initiative to promote an investment culture amongst police personnel. Currently, the two programmes exclude civilian support staff and this presents itself as a major development gap in the organisation. However the BPS will pursue the inclusion of the civilian staff in both schemes.

Consultations are at an advanced stage to establish a mortgage component to the Savings and Loans Guarantee Scheme in order to encourage home ownership by police officers.

Other developments in the BPS include the establishment of a group funeral scheme for police officers, civilian employees and their dependants.

The BPS successfully developed and published an Occupational Health and Safety (OHS) Policy in 2005. The Occupational Health and Safety, Chaplaincy and Social Welfare (OHSCSW) unit was established in 2006, following a decision to reconstitute the HIV/AIDS function into OHS. This was done to avoid fragmentation of services and facilitate a holistic approach to human life issues at the work place.

5.3.5.2 Challenges

Besides Government welfare programmes available to employees, it remains a challenge on the organisation to further explore the possibility of introducing other supporting in-house Occupational Health and Welfare programmes or improving the existing ones with a view to improve the lives of officers and their families. These welfare programmes are expected to promote team work, motivate personnel and consequently improved performance.

In this era where the world population is threatened by all sorts of epidemics ranging from incurable diseases to environmental and natural disasters, there is a need to create a healthy and safe work environment. The Organisation is therefore faced with the challenge of coming up with sound programmes that will ensure that employees' safety whether physical, emotional, psychological, environmental is guaranteed.



Botswana Police Service like other organisations, puts the welfare of its employees first.

Above: The Commissioner of Police and the Managing Director of Dynamic Insurance Brokers signing a contract for the provision of a funeral scheme for employees of Botswana Police Service.

The Competency Management Framework project is in the process of being finalized with the help of the Directorate of Public Service Management (DPSM). The framework will greatly assist in improving the objectivity, fairness and accuracy of staff appraisals, training needs assessment, skills development, promotions and transfer processes. It will also add value in carrying out the organisational culture inventory.

The organisation is in the process of moving from generic job descriptions to clearer job effectiveness descriptions that are specific to roles performed by each officer. In this connection, BPS is working jointly with DPSM to develop Job Effectiveness Descriptions (JEDs) for all the BPS personnel.

5.3.4.2 Challenges

The quality of employees and their development through education and training are major factors in determining long-term performance and effective service delivery. The BPS recognizes that improving policing and other professional support skills for its personnel is a prerequisite for operational effectiveness in a technologically advanced environment. An instrument in the form of a policy to guide the Botswana Police Service human resource training and development agenda is essential.

5.3.4.3 Programmes for Delivery

Programme name: Implement Competency Management Framework

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: Training should be done to enhance performance by addressing identified performance related competency gaps. In this regard, the provision of fundamental skills and knowledge will be done to the point of need. The first step in the Botswana Police Service development agenda is to determine competencies by roles so that they inform the training and development needs. In this connection, roles for all personnel will be determined consistent with the Public Service Job Effectiveness Description during the development of the BPS Competency Management Framework. This will in conjunction with the Training Policy form the basis for training and development initiatives. The competency gaps resulting from such arrangements will be so informative to the extent that individuals pursuing self development agenda will attain knowledge which is linked to police performance.

5.3.5 Conditions of Service, Welfare, Health and Safety

5.3.5.1 Developments

The organisation is committed to retaining experienced police officers and attracting potential candidates from the job market. The government of Botswana is appreciated for its retention strategies like the scarce skill allowance.

Currently, BPS officers enjoy free housing accommodation with junior and subordinate officers also benefiting from subsidised water and electricity. Some officers also earn professional, technical, overtime and of recent, the scarce skill allowances which are calculated as a certain percentage of their basic salary. Such benefits and allowances have increased officers' disposable incomes thereby enhancing the retention in the organisation.

also provide security escorts such as. cash transits, motorcades, public processions. The legitimacy of this demand is that the public is reassured by Police presence. The adverse consequence is that resources are diverted from core policing demands. In the end, the Police Service is challenged to deliver on its mandate with a compromised resource complement.

Shortage of Manpower – The low levels of recruitment owing to budgetary constraints coupled with the high attrition rate, especially of skilled manpower, continue to compromise police visibility and operational efficiency which in turn impacts negatively on public confidence.

The number of police officers assigned the prosecution duties is of concern, although the DPP is implementing the roll out of assumption of this function from the BPS. However, when the roll - out programme gains momentum it will reduce the BPS manpower constraints.

Some job responsibilities, particularly those falling under the support function do not necessarily require police training. The continued performance of these duties by the police, deducts from the already scant resources that could otherwise be employed on core policing functions.

Slow case disposal - The Criminal Justice System continues to face challenges to function effectively. That notwithstanding the constant consultations between all stake holders in the justice system continues to yield results.

4.3.2

Road Traffic Management

4.3.2.1

Road Traffic Situation

The number of fatalities has gone down from 557 deaths in 2003 to 455 in 2008. Serious injuries also went down from 1,855 in 2003 to 1,494 in 2007, whereas the total number of accidents recorded just like in fatalities, went down between 2003 and 2008. The trends are presented in table 2 which depicts motor vehicle accident and resultant casualty rates for the period from 2001 to 2007.

Table 4: Motor vehicle accident trends and rates: 2001 – 2007

Year	Number of Accidents	Number of vehicles	Population	Number of fatalities	Accidents /1,000 Vehicles	Fatalities /100,000 Population	Casualty accidents	Proportion of casualty accidents
2003	18,329	204,228	1,734,190	557	90	32	4,328	23.9
2004	18,136	225,182	1,761,937	532	81	30	4,328	23.9
2005	17,522	246,681	1,790,128	450	71	25	4,051	23.1
2006	17,035	267,117	1,818,770	429	64	24	3,933	23.1
2007	19,487	293,755	1,847,870	497	66	27	4,388	22.5
2008	20,415	328,770	1,877,436	455	62	24	4,707	23.1

Source: Department of Road Transport and Safety Road Traffic Accident Report (2006), Botswana Police Annual Report of the Commissioner of Police, (2008), Gaborone, Public Relations Unit.

The major road safety indicators as shown in table 2 point to a significant improvement in the road safety situation of Botswana. For instance, the number of road traffic accidents per 1,000 registered motor vehicles dropped from 90 in 2003 to 62 recorded in 2008. During the same period, fatalities per 100,000 population also went down from 31 to 24. Incidentally, the proportion of casualty accidents declined from 25.3% to 23.1%.

4.3.2.2 Developments

4.3.2.2.1 Review of Road Traffic legislation

The most significant development likely to contribute to the efficiency of the Police Service is the amendment of the Road Traffic Act (RTA). The amended Act has introduced among others, provisions for the Point Demerit System, the use of Automated Law Enforcement Technology, Flagging of Vehicles with pending road traffic fines and the general amplification of minimum and maximum fines for selected offences. This review of the Road Traffic Act is expected to enhance the deterrent effect of road traffic law and bring about a change in road users' perceptions so that they view violation of traffic laws as 'real' crime.

4.3.2.3 Challenges

4.3.2.3.1 Attitudes on the roads

The analysis that has been carried out revealed that most accidents are attributable to human error. The dominant causes of road accidents are driver carelessness, speeding, drunk driving and disregard of road rules. The general feeling amongst motorists, that traffic offences are not 'real crime', gives rise to road accidents in this country. The absence of minimum speed limits, especially on highways also has the potential to cause road traffic accidents through dangerous overtaking as a result of driver impatience

4.3.2.3.2 Investigation of minor accidents by the Police

The public continues to report minor road traffic accidents to the police despite the fact that the law provides for such incidents to be resolved without the involvement of the police. Investigation of these cases has a negative effect on the already constrained BPS manpower resource.



Animals on the Roads

Porous road fences, that allow animals both domestic and wild to roam the roads unabated, coupled with high speed driving especially at night, is a problem that results in road traffic accidents.

Speeding has been cited as one of the causes of accidents on the roads resulting sometimes in loss of life.

Left: A traffic officer mounting a speed trap along the A1 Road.

Programme name: Succession Planning

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: Succession planning will enable the organization to assess the likely turnover in key positions, identify the cadre of suitable candidates to fill those positions in the future and ensure that they have the right training and development to enable them to step up to those positions. This will minimise the impact of turnover in these positions and afford early warning of any skill shortages or likely difficulties in finding suitable candidates. It is important to implement a succession planning model that is consistent with the culture and needs of the organisation.

5.3.4 Training and Development

5.3.4.1 Developments

A comprehensive Training and Development Policy is being finalised to inform the training and staff development agenda of the BPS. The object of this policy is to ensure that training remains focused in terms of identifying and addressing organisational needs as well as guide employee self development endeavours.

In addition to the development of Police College curricula, the organisation has commenced initiatives to accredit all college programmes as well as validate college trainers. To this end, the College has in collaboration with the University of Portsmouth, United Kingdom, successfully accredited the Pre-service programme at certificate level. Efforts are also underway to accredit other college programmes (in - service) to relevant regulating authorities at local level.



Recruitment of personnel with the right educational qualifications are a pre-requisite for the development and prosperity of any organisation

Above: Police recruits in class at the Botswana Police College

5.3.3 Management and Leadership Development

5.3.3.1 Developments

The BPS is cognisant of the need to have informed and self mastered leaders and clarity in the critical role that those in management positions play. In this regard some officers were sent on different leadership and management training both locally and abroad.

At the local level, the Botswana Police College runs the strategic leadership programme that draws participants from law enforcement agencies in the country and other African countries. The International Law Enforcement Academy runs amongst others, leadership programmes as a significant partner..

5.3.3.2 Challenges

The BPS efforts to develop performance management champions to drive performance management systems have progressed smoothly. A number of those who have been developed in this regard have parted with the organisation on account of a number of reasons including resignation and retirement. This development deducted a lot from the in-roads made on the Police development agenda.

The challenge for future police leaders is to develop a plan for professional development that takes advantage of the various opportunities provided by the BPS.

5.3.3.3 Programmes for Delivery

Programme name: Management and Leadership Development

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: Managers and Leaders at every level of the organisation need to lead by example by creating a culture in which high performance is the norm, and in which performance management is acceptable. The organisation should look to develop and promote the desired leadership behaviours. In this connection, the BPS will undertake management and leadership development programmes with a view to build the following key leadership behaviours as identified in the BPS competency framework:

- | | |
|-------------------------------|-------------------------------|
| • Integrity and Trust | • Building Effective teams |
| • Ethics and values | • Timely Decision making |
| • Motivating others | • Managing through Systems |
| • Customer focus | • Managing and measuring work |
| • Total work Systems | • Priority setting |
| • Managing vision and purpose | • Managerial Courage |
| • Drive for results | • Directing Others |
| • Business Acumen | • Organising |
| • Managing Diversity | • Creativity |
| • Problem Solving | • Organizational Agility |
| • Listening | • Strategic Agility |
| • Action Oriented | |

4.4 Programmes for Delivery

4.4.1 Crime Management

Programme Executive: DCP (O)

Programme Managers: DFSS, DCID, DCRIB, SACP 'O', Divisional Commanders

Programme Description: Crime reduction is our priority as a law enforcement agency. In our endeavour to reduce crime, especially taking into account its sophistication and cyber - related trends, there is a need to take advantage of, amongst others, technological solutions, forensic scientific support and intelligence - led policing in the formulation of our strategies.

In addition, the current Crime Management and Crime Prevention Strategies need to be reviewed and include the following points in order for the police to deal effectively with current public safety challenges:

- Develop capacity and procedures to provide a timely and appropriate response to incidents.
- Involve the community to detect, investigate and solve crime affecting them.
- Reduce the incidence of crime through modern policing strategies including targeting repeat offenders.
- Analyse and use the opportunities, causes and outcomes of crime to aid crime prevention.
- Develop an intelligence-led policing model that will enable the collection and analysis of information to produce intelligence end products designed to inform police decision making at the strategic and tactical level.
- Promote the effective use of technology and evidence gathering techniques in criminal investigations.
- Maximise resources by utilising a cooperative and multidisciplinary approach to crime management.
- Assist victims and keep them and other stakeholders informed.
- Work with other law enforcement agencies to target major criminal enterprises by focusing on major crime and significant criminal networks.
- Advocate for the criminal justice system that operates efficiently.
- The interfacing of criminal records and automation of call handling to facilitate interrogation of data so as to facilitate speedy crime detection as well as inform tasking and coordination of police operations.

4.4.2 Traffic Law Enforcement

Programme Executive: DCP (O)

Programme Managers: Director of Traffic, Divisional Commanders

Programme Description: Traffic Policing includes an array of activities in different contexts, but the predominant ones are concerned with the preservation of order on roads and the provision of services to road users. The enactment of the Road Traffic Amendment Act (RTA) Cap 69:01) No. 27 of 2008 will maximise the efficiency in road traffic management by exclusively enforcing it. In doing so, the following will be considered:

- Deployment of Traffic enforcement technologies.
- The interfacing of databases to facilitate policing efficiency and effectiveness. This will include the flagging of vehicles which will shift the burden of follow-ups from police officers to the violators. The end result would be to release more resources to visibility programmes such as patrols and public reassurance.
- Prudent management of traffic fines. Part of the retained proceeds to be committed to the acquisition, calibration and repair of traffic equipment for purposes of meeting international operating standards.
- Implementation of minor road accidents policy in collaboration with relevant stakeholders in order to redirect police resources to core safety and security functions.

4.4.3 Community Policing

Programme Executive: DCP (O)

Main contributor: DCID

Programme Description: The current trend in policing is to engage in problem oriented policing which advocates for community partnerships, personalised and decentralised policing, where citizens feel empowered to work in proactive partnerships with the police at solving the problems of crime, fear of crime, disorder and issues that impact on the quality of life.



Community involvement in crime prevention initiatives is vital in the fight against crime.

Above: Members of the community in discussion at a crime prevention seminar.

This is in recognition of the importance of forging meaningful partnerships with the community, other government institutions, the private sector, non-governmental organisations and development partners. In order to maximise the effectiveness of the community policing model, the following are of great importance:

visible at higher levels with individual reviews only noticeable at the end of the year during staff appraisals. The same applies for cascading of performance objectives with the result that there is little correlation between organisational goals / objectives and those assigned to individuals. For instance, individuals score relatively higher whilst the impact on organisational goals / objectives is not significant. The slow rollout of the reforms to the lower levels of the organisation could be attributed to this development.

5.3.2.3 Programmes for Delivery

i) **Programme name:** Cascading of Performance Management Framework

Programme Executive: DCP (SS)

Programme Manager: PIC

Programme Description: The BPS aims to achieve sustainable improvements in performance through the implementation of effective performance management arrangements throughout the organisation. The ideal situation is to apply performance management as: a way to check and communicate progress against objectives; a process to inform decision-making; a way to link actions to outcomes; and an opportunity for the organisation to learn and progress. The BPS will therefore make its performance management arrangements more effective by ensuring:

- clarity around the issue of reviewing performance across the organisation.
- a framework which links performance to corporate planning, budgeting and resource management;
- the ownership and active involvement of all in the Botswana Police Service's performance review process;
- performance review structures which hold staff to account, replicated from top to bottom;
- that good performance is recognised but there is a robust follow up where performance falls short;
- a culture of continuous improvement evident throughout the organisation;
- that there are clearly stated priorities which are understood by members of staff at every level;
- individual performance objectives and appraisal are linked directly to performance;
- timely, accurate and relevant data is used to inform decision making;
- that systems are in place which easily capture and clearly report performance data.

ii) **Programme name:** Rewards and Recognition

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: The BPS will undertake initiatives to ensure that performance is rewarded in accordance with the envisioned Public Service reward policy. The BPS will take advantage of developments in the public service so that our model is such that it does not only address the motivation for good performance, but also other essential human resource management components such as attraction and retention. Among the actions to be considered are: assess how poor performance is currently dealt with – it is often more difficult to respond to good than bad performance and ensure there are clear guidelines for dealing with both.

5.3.1.2 Challenges

The Human Resource Management Strategy of 2001 is no longer compatible with the current Public Service Reforms.

5.3.1.3 Programme for Delivery

Programme name: Revision and Execution of the Human Resource Management Strategy

Programme Executive: DCP (SS)

Programme Manager: DDMS

Programme Description: The revision and execution of the Human Resource Management Strategy, policies and procedures is necessitated by the transformational developments in the organisation. Such a review will ensure a culture of best practice human resource management, with the aim of enhancing the service provided to the community. The resultant strategy should focus on the growth, development, behaviour, health and well-being of staff, as well as the organisation's business productivity.

5.3.2 Performance Management Framework

5.3.2.1 Developments

The BPS continues to implement identified public service reform programmes such as Performance Management System (PMS), Work Improvement Teams (WITS) Strategy, Performance Based Reward System (PBRs), Systems Thinking, Business Process Re-engineering (BPR) and the Balanced Scorecard (BSC). These performance improvement initiatives have been embraced with enthusiasm. As a result, a basic performance monitoring regime in which targets are set and performance reviewed is in place and there is a strong commitment to providing high quality of service. At the cultural level, there is a strong commitment to continuous improvement of service delivery procedures.

The new appraisal tool (Form BP 200) has been successfully developed and rolled out to all police establishments and is used across all levels in assessing performance. The tool has improved the appraisal system from a secretive and closed system to a more open and performance based one.

The government has demonstrated its commitment to enhance levels of productivity. This has been proven by the performance improvement tools that have been put in place from time to time.

5.3.2.2 Challenges

The organisation has engaged in a massive training programme to sensitise officers at all levels of the organisation about performance improvement frameworks that have been introduced by Government. The purpose of creating this awareness and understanding was to enable the organisation to apply them with ease in order to achieve Police goals and objectives.

It has become evident that the pace at which the organisation is rolling out these frameworks to lower levels is slow. There are indications that where the speed of the rollout is tolerable there are inconsistencies in the application of performance tools. For instance, performance reviews are

- Mechanisms for better and smoother co-operation among strategic partners at all levels should be made available and formally regulated.
- A broad public education strategy needs to be put in place that takes advantage of both the print and electronic media.
- A curriculum consideration to extend the model to police officers and define roles effectively
- Introduction of Crime tool kits for standardised and coordinated efforts under the public private partnerships
- Explore introducing Closed Circuit Television (CCTV) Surveillance systems at public places and open markets to reduce opportunities of offending.

4.4.4 Intelligence - Led Policing

Programme Executive: DCP (O)

Programme Manager: DCRIB

Programme Description: The ability to compile, analyse and/or disseminate information in an effort to monitor, anticipate and prevent criminal activity as well as counter criminals, target serious or potentially serious offenders and activate direct police intervention; is central to effective service delivery by the Botswana Police Service.

An Intelligence - led approach that will assist in decision making and resource allocation is paramount. The Programme will include:

- Development and implementation of an intelligence model
- Development and utilization of analytical products: Threat Assessments and Risk Assessments
- Implementation of Scientific Methods including utilisation of forensic intelligence
- Development of effective Human Intelligence capacity

4.4.5 International Relations

Programme Executive: DCP (O)

Programme Manager: DCID

Programme Description: The globalisation of crime dictates that no Police Agency can operate in isolation. More than ever before the emerging threats such as cyber and hi - tech crime, terrorism and the financing thereof, intellectual property crime, trafficking in human beings and organised crime in all its facets demands unwavering commitment to international police cooperation.

We recognise the importance of engaging in meaningful partnerships with regional and international law enforcement agencies within the framework of international Criminal Police Organisation (Interpol), Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) and the Public Security Committees - the permanent joint commissions on Defence and Security of Botswana and her neighbours.

To maximise this cooperation, the following are of importance:

- The extension of the I - 24/7 Interpol Global Communications System to other national law enforcement agencies.
- The roll out of the I - 24/7 to all police stations.
- Infusion of the Regional Organised Crime Threat Analysis (ROCTA) in operational planning for National and Regional Joint Operations and Investigation Planning.

4.4.5 Scientific Support and Investigation Development

Programme Executive: DCP (O)

Programme Manager: DFSS

Programme Description: We live in an age of science and technology. BPS, being a member of the global family should not be left behind in harnessing the opportunities presented by science and technology in order to keep up with the criminals who are equally exploiting scientific and technological developments to further their agendas. Forensic science evidence covers a broad spectrum ranging from the obvious forms of physical evidence to the non obvious such as digital forensic evidence. Such evidence plays a pivotal role in the investigation of crime. When it is recognized and properly handled, it offers the best prospect for providing objective and reliable information that could lead to the solution of the incident under investigation.

A scientific support development strategy aimed at implementing programmes focusing on maximizing the utilization of forensic evidence in crime investigation will be set in action. This programme will include:

- Facility development
- Human Resource Capacitation
- Legislation Enhancement
- Development and utilisation of information management and Forensic intelligence generating database
- Quality management systems implementation
- Research and development
- Capacity development in cyber crime investigation



CHAPTER FIVE

THEMATIC AREA 2: SKILLED AND MOTIVATED STAFF

5.1 Expected Outcome

The Botswana Police Service is expected to improve service delivery processes so as to meet the needs and expectations of customers. The purpose of this thematic area is therefore to create a conducive environment within the Botswana Police Service that enables personnel to be competent, effective and efficient so that they could cope with the ever changing environment.

5.2 Description

Human resource management is a critical step in the service delivery improvement agenda. It is the intention of the Botswana Police Service to improve and develop its human resources to ensure that police officers are properly trained, developed and motivated in order to fulfil their roles. The BPS will develop a culture that encourages officers to realise their potential within the organisation setting and take increasing responsibility for their own development in line with the self development policy of the BPS.

This thematic area, defines critical success factors that can help the BPS to develop a high performing workforce under the following human resource management factors: Human Resource Development; Performance Management Frameworks; Management and Leadership Development; Training and Development; and Conditions of Service, Welfare and Health and Safety.

5.3 Performance During CDS II: Developments, Challenges and Programmes

5.3.1 Human Resource Development

5.3.1.1 Developments

The Human Resource Management Strategy was developed in 2001 to guide the Human Resource strategic initiatives of the Botswana Police Service. The implementation of the strategy was continued during CDS II.

As at the close of the CDS II plan period, computerisation of personnel records had been satisfactorily achieved with almost all BPS personnel having been captured in the HR system. The system has been rolled out to various police establishments. The captured information will assist in management decision making, identification of training needs, skills development, promotions and transfers.