



ZAMBIA POLICE

STRATEGIC PLAN

2013 - 2016

Prepared by Zambia Police Force
in collaboration with Management Development Division, Cabinet Office
LUSAKA

September, 2013

STRATEGIC PLAN 2013 - 2016

TABLE OF CONTENTS

FOREWORD	iv
ACKNOWLEDGEMENT	v
EXECUTIVE SUMMARY	vi
1.0 INTRODUCTION	1
1.1 Background.....	1
1.2 Mandate.....	1
1.3 Operational Structure and Coverage	1
1.4 Operational Linkages	1
1.5 Rationale for Developing the Strategic Plan	2
1.6 Methodology	2
1.7 Plan Coverage	2
2.0 ENVIRONMENTAL ANALYSIS	4
2.1 External Environmental Analysis.....	4
2.2 Internal Environmental Analysis	7
2.3 Clients and their Needs.....	10
2.4 Stakeholders and their Interests	11
3.0 STRATEGIC/CORE ISSUES	12
4.0 STRATEGIC DIRECTION	12
4.1 Vision.....	12
4.2 Mission Statement	12
4.3 Goal Statement.....	12
4.4 Value statement.....	12
5.0 OBJECTIVES, STRATEGIES AND OUTPUT INDICATORS	13
6.0 GENERAL ASSUMPTIONS	19
7.0 PRE-CONDITIONS	19
8.0 LINKING THE STRATEGIC PLAN TO THE BUDGETING PROCESS	19
9.0 MONITORING AND EVALUATION	19
10.0 CORE FUNCTIONAL STRUCTURE	20
11.0 INDICATIVE CORE FUNCTIONAL STRUCTURE	21

ACRONYMS

ABB	Activity Based Budget
ABIS	Automated Ballistic Information System
AFIS	Automated Fingerprints Information System
AIDS	Acquired Immune Deficiency Syndrome
APAS	Annual Performance Appraisal System
ATM	Automated Teller Machines
CADB	Criminal Attributes Data Base
CCPU	Community Crime Prevention Units
GBV	Gender Based Violence
HQ	Headquarters
IA	Institutional Assessment
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
INTERPOL	International Police
LAN	Local Area Network
MDD	Management Development Division
M&E	Monitoring and Evaluation
MMD	Movement for Multi-Party Democracy
OB	Occurrence Book
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PF	Patriotic Front
PMEC	Payroll Management and Establishment Control
PMP	Performance Management Package
SARPCCO	Southern Africa Regional Police Chiefs Coordinating Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVET	Technical and Vocation Training
UNZA	University of Zambia
VIPs	Very Important Persons
WAN	Wide Area Network

FOREWORD

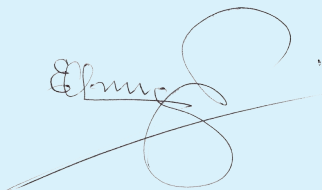
The Zambia Police Force 2013-2016 Strategic Plan focuses on building a professional and accountable Police Force that provides quality law enforcement for a safer and secure Zambia. It provides a clear vision and a framework within which management decisions will be made and programmes and activities will be undertaken. The Plan provides strategies that will be used in the fight against crime.

The Plan gives direction on how the Police will prevent and detect crime, and enforce the law firmly and fairly in order to create a safer, secure and peaceful environment for social and economic development of the country. The new Plan takes into account the needs of the community and the changes in the environment.

It is my expectation that all police officers will translate this broad plan into specific operational work plans. Further, I expect all police commanders to realign their work plans to conform to this Strategic Plan in order to ensure that the Zambia Police Force works towards the attainment of the set goals and objectives.

I urge all Police Officers in the Zambia Police Force to take interest in understanding this Plan so as to make informed decisions in the day to day Police operations. I also encourage all stakeholders to effectively contribute to the implementation of the Strategic Plan.

I wish you all well in your respective endeavors.



Hon Edgar C. Lungu, MP.

MINISTER OF HOME AFFAIRS

ACKNOWLEDGEMENT

The 2013 – 2016 Strategic Plan for the Zambia Police Force is a product of extensive discussions and consultations with various stakeholders.

The Zambia Police Force is grateful to all the stakeholders for their invaluable contribution and support towards the development of this Plan. I also wish to sincerely thank all the members of staff that participated in the formulation of the Plan for their tireless effort in putting up coherent ideas for this Plan to be a reality. Further, I commend the facilitators from Management Development Division (MDD), Cabinet Office for their technical support in the development of the Plan.

Ultimately, I give God the honour and adoration for providing good health to all the participants during the period under which this Strategic Plan was being prepared.

It is my sincere hope that our stakeholders will continue to render their support towards the successful implementation of the Plan.



Stella M. Libongani

INSPECTOR GENERAL OF POLICE

EXECUTIVE SUMMARY

The Zambia Police Force is charged with the responsibility of maintaining law and order. Its 2013 - 2016 Strategic Plan sets out the Zambia Police Force's Vision, Mission, Goal, Values, Objectives and Strategies for the next four (4) years. The Plan was developed through a consultative process involving various stakeholders both internal and external. Management Development Division (MDD) of Cabinet Office was engaged to render technical support.

The plan has also highlighted a number of achievements of the Zambia Police Force in the period 2001 – 2012. Some of the major achievements were in crime prevention, law enforcement, infrastructure and human resource development.

As regards crime prevention and law enforcement, a total number of 327 (Three Hundred and Twenty-Seven) community police posts were opened countrywide and this enhanced community safety through increased patrols. In addition, riot, communication and forensic equipment were procured. Fingerprints and Criminal Record sections were computerised by the installation of the Automated Fingerprints Integrated System (AFIS) and the Criminal Attributes Database (CADB) in 2008.

In terms of infrastructure development, the Zambia Police procured 245 houses and constructed 500 housing units in Northern, Eastern, Southern and Copperbelt Provinces.

In respect of human resource development, a total number of 234 (Two Hundred and Thirty-Four) officers attained University degrees.

Despite recording these achievements, the Zambia Police Force encountered some challenges/constraints during the period 2001 – 2012. The major challenges were critical shortage of human resource, none issuance of treasury authority to fully operationalise the approved structure of 27,000 Police officers, shortage of residential and office accommodation, and inadequate budgetary allocations.

Having analysed its past achievements and challenges, the Force has refocused its strategies driven by the new Vision, Mission, Goal and Value Statements. For the period 2013 - 2016, the vision for the Zambia police Force is to be *“a professional and accountable Police Force that provides quality law enforcement services for a safer and secure Zambia”*. Its mission is *“To prevent and detect crime, and enforce the law firmly and fairly in order to create a safe, secure and peaceful environment for social and economic development for all.”*

With this vision and the mission as critical guiding frameworks, the Zambia Police Force aims *“To achieve a 50% reduction in the incidence of crime and 60% reduction in other offences by 2016”* as its major goals. To attain these goals, the Zambia Police Force expects its staff to uphold *professionalism, integrity, accountability, confidentiality, impartiality, excellence, pro-activeness, teamwork and Human Rights.*

The Plan identified nine (9) objectives that the Zambia Police Force shall pursue over four years in order to attain the set Vision, Mission and Goal. The objectives formulated are;

- (1) To enforce public order regulations in order to ensure public security;
- (2) To prevent crime and provide support to victims of crime in order to create a safer environment;

- (3) To detect and investigate crime in order to bring perpetrators to justice;
- (4) To prevent road traffic accidents in order to safeguard lives and property;
- (5) To manage and develop human resource in order to improve organisational performance;
- (6) To provide logistical, financial and administrative support in order to enhance operations;
- (7) To provide information management and communication services in order to enhance operational efficiency;
- (8) To plan, monitor and evaluate the implementation of policies and programmes in order to ensure attainment of set objectives; and
- (9) To provide health services to members of staff in order to maintain a healthy workforce.

The general assumption and pre-conditions for the successful implementation of this Strategic Plan include: Goodwill of Government and Cooperating Partners, availability of adequate resources from Ministry of Finance, continued support from clients and all stakeholders, ownership of the Plan by staff and stakeholders, development of a positive organisational work culture, and strong relationship between the Plan and the budget.

The indicative core functional structure for the Zambia Police Force was derived from grouping various objectives into specialised functions using the given criteria. This indicative structure reflects three functions namely: Crime Prevention and Law Enforcement; Research, Planning and Information Management; and the Human Resource and Administration.

1.0 INTRODUCTION

1.1 Background

The Zambia Police Force has been in existence since 1964. The institution is established under Article 103 of the Constitution of Zambia. The Zambia Police Force has, however, been operating without a strategic plan for the past seven years following the expiry of the 2001-2006 Strategic Plan. The absence of a clear strategic direction created challenges to the operations of the Police Force. To address the challenges, the Zambia Police Force embarked on the process of developing a new Strategic Plan for the Period 2013 – 2016.

The development of this four (4) year Strategic Plan took into consideration changes in the environment. These included the change of Government from the Movement for Multi Party Democracy (MMD) to the Patriotic Front (PF) which brought about change in policy direction and the need to align plans to the PF Manifesto and the electoral cycle.

1.2 Mandate

The Zambia Police Force is one of the institutions under the Ministry of Home Affairs charged with the responsibility of providing and maintaining internal security in the country. The mandate and functions of the Zambia Police Force are provided for in the Constitution under Article 104 and the Zambia Police Act Chapter 107. The Force is mandated by law to:

- i. Protect life and property;
- ii. Preserve law and order;
- iii. Detect and prevent crime ;
- iv. Cooperate with the civilian and other security organs established under the constitution;
- v. Apprehend offenders against peace; and
- vi. Preserve peace.

1.3 Operational Structure and Coverage

The Zambia Police Force is present in all the ten (10) provinces and one hundred and three (103) districts for purposes of maintaining law and order.

1.4 Operational Linkages

Zambia Police Force works in close collaboration with the following institutions in executing its mandate:

- i. Defence and security wings;
- ii. Judiciary;
- iii. Road Transport and Safety Agency;
- iv. Ministry of Justice;
- v. Ministry of Community Development, Mother and Child Health;
- vi. Ministry of Health;
- vii. Ministry of Gender and Child Development;

- viii. Ministry of Commerce Trade and Industry;
- ix. Ministry of Local Government and Housing;
- x. Ministry of Mines Energy and Water Development;
- xi. Ministry of Foreign Affairs; and
- xii. Ministry of Agriculture and Livestock.

1.5 Rationale for Developing the Strategic Plan

The 2013 – 2016 Strategic Plan was developed to respond to the emerging crime trends locally, regionally and internationally. The need to prioritise critical activities against many competing demands coupled with limited resources was also a motivating factor to develop the new Plan. In addition, changes in the environment including the change of government from the MMD to the PF prompted the Police Force to develop a strategic plan that would propel the vision and aspirations of the new Government. The Force also deemed it necessary to put in place a Plan that would create a platform for promoting a shared strategic focus for the institution.

1.6 Methodology

The Strategic Planning process involved undertaking a performance audit of the 2001 – 2006 Strategic Plan to determine the extent to which it was implemented. Although the Plan which was audited was for the period 2001 to 2006, the audit period was extended to 2012 to take into account the performance of the Zambia Police Force during the period it operated with an expired Plan. In undertaking the audit, clients and stakeholders were interviewed to obtain their views on the performance of the Zambia Police Force and to provide suggestions for improvement. In addition, an Institutional Assessment (IA) of the Zambia Police Force was conducted using the McKinsey 7s Model to ascertain its capability. Literature review was also undertaken as part of the IA.

Subsequently, a ten-day Data Analysis, Visioning and Strategic Planning Workshop was held at Longacres Lodge in Lusaka from 24th July to 2nd August 2013. The workshop drew participants from all departments and some divisions of the Zambia Police Force. The draft Strategic Plan from the workshop was subjected to further review by the top Police Commanders and other key stakeholders. The strategic planning process was guided by Management Development Division of Cabinet Office.

1.7 Plan Coverage

The Strategic Plan for the Zambia Police covers the following:

(a) Environmental Analysis

This is an analysis of both the external and internal environments in which the Zambia Police Force has been operating in the last six (6) years and is expected to operate in future. The analysis takes account of the performance of the Zambia Police in the last six (6) years and the major political, economic, social, technological and legal/policy developments that have taken place during the same period. These developments might have had an impact, positive or negative, on the operations of the Zambia Police

and may be of significance in future. From this analysis, the Zambia Police Force Strengths and Weaknesses as well as Opportunities and Threats (SWOT) were identified. In addition, the Zambia Police Force clients and their needs, stakeholders and their interests and the strategic/core issues that need to be addressed in order to make significant improvements in the quality of service delivery are identified.

- (b) **Vision Statement**, describing the future successful state of the Zambia Police is outlined.
- (c) **Mission Statement**, justifying the fundamental purpose for the continued existence of the Zambia Police in the next four years is presented.
- (d) **Value Statement**, outlining the core value system or beliefs, norms that will govern the behaviour and conduct of the Zambia Police Force staff in the performance of their duties is presented.
- (e) **Goal Statement**, projecting strategically what the Zambia Police Force intends to achieve in the next four years and against which it will be held accountable is presented.
- (f) **Objectives**, which are specific, measurable and result-oriented statements of what the Zambia Police Force intends to achieve in the next four years are presented.
- (g) **Strategies**, which are preferred courses of action that the Zambia Police Force will take in order to achieve the objectives are outlined.
- (h) **Performance Indicators**, which are variables by which the achievement of the objectives will be measured in terms of quantity (how much more), quality (how well), time (by when) are defined.
- (i) **Pre-Conditions**, factors that are crucial to the successful implementation of the Strategic Plan and which must, therefore, be in place are highlighted.
- (j) **General Assumptions**, general conditions that should exist at both the organisational level and in the external environment to ensure successful implementation of the revised Strategic Plan are outlined.
- (k) **Linking the Strategic Plan to the Budgeting Process**, the process for linking the Strategic Plan to the budget process is outlined.
- (l) **Monitoring and Evaluation of the Implementation of the Strategic Plan**, measures that the Zambia Police Force is going to put in place to track the effective implementation of the Strategic Plan and assess its impact on the quality of service delivery and ultimately the state of internal security are outlined.
- (m) **Core Functional Structure**, indicating the Zambia Police Force broad areas of operation or the main business are outlined.

2.0 ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

The following political, economic, social, technological and legal developments were identified as having taken place in the past six years. These developments might have had an impact on the operations of the Zambia Police Force and may be of significance to the successful implementation of the 2013 – 2016 Strategic Plan: -

(a) Political Developments

The change of administration from MMD to the PF government has come with renewed commitment to reforming the governance system. This is evidenced by the on-going review of the policy and legislative framework and the promotion of Continued Professional Development (CPD) and in-service training for the Zambia Police Force. In addition, Government has demonstrated goodwill to modernise the operations of the Zambia Police Force by investing huge amounts of money in the modernisation programme. Further, there is renewed impetus to the decentralisation of government operations as shown by the creation of one province and more districts. The PF government has equally demonstrated commitment to zero tolerance to corruption by re-instating the Abuse of Authority of Office Clause in the Anti Corruption Act No. 3 of 2012.

In view of these developments, there is need to review and implement the new structure, develop human resource capacity and modernise police operations to match the expectations of government and stakeholders.

(b) Economic Developments

The country has in the last five (5) years recorded sustainable economic growth averaging about 6% per annum, stable exchange rate and single digit inflation of 7.3 percentage as at end of August, 2013 This has contributed to the attainment of the lower middle income status for Zambia. The growth, arising from increased economic activities, has resulted in increased demand for police services.

There is need, therefore, for the Zambia Police Force to expand its structure, improve human resource capacity, review systems, and upgrade infrastructure to meet the demands of a growing economy.

(c) Social Developments

In the recent past, there has been an increase in criminal activities such as Gender based violence which showed an increase of 8.53% from 2011 to 2012 and human trafficking which is new to Zambia. In addition, there has been an influx of foreigners from diverse backgrounds. These developments have come with new trends in criminal activities.

On a positive note, the growth of a vibrant media has helped the Zambia Police Force to build rapport and partnership with the community. The media has also provided leads on potential and real security risks requiring Police action. Further, the media has played a vital role in sensitising the members of public on a number of issues concerning public and road safety.

In this regard, there is need for the Zambia Police Force to scale up sensitisation programmes and build capacity in the Police officers to effectively fight crime and create a safer and secure environment.

(d) Technological Developments

Zambia has witnessed advancements in Information and Communication Technology (ICT) and communication infrastructure such as AFIS, ABIS, ATM, PMEC and IFMIS which are meant to enhance service delivery.

Despite the above advancements in ICT, these have posed a challenge such as increase in fraud and cyber-crime. There is need, therefore, to build capacity in the Zambia Police Force to curb ICT related crimes and sensitise the public on the risks as well as benefits associated with the use of ICTs.

(e) Legal Developments

Six main pieces of legislation were recently repealed, amended or enacted. The Anti-Gender Based Violence Act No 1 of 2011, the Anti- Terrorism Act No 21 of 2007, the National Prosecution Authority Act No. 34 of 2010, the Anti- Human Trafficking Act, the Electronic Communications and Transaction Act No 21 of 2009 and the Copyright Amendment Act of 2010.

Save for the National Prosecution Authority Act, the enactment of these pieces of legislation has entailed additional responsibilities for the Zambia Police Force, requiring changes to be made to the structure. There is also need to sensitise Police Officers and the general public on the provisions of the Acts.

2.1.1 Opportunities

Arising from the developments, the Zambia Police Force has identified a number of opportunities to enhance safety and security in the country. The Opportunities include:

(a) Availability of Qualified Human Resource on the Labour Market

The labour market is saturated with qualified human resources that give the Zambia Police Force an opportunity to employ staff with relevant capabilities. The Zambia Police Force will need to develop and implement staff recruitment and training policies that will facilitate tapping of this resource.

(b) Availability of Professional Bodies

The existence of professional bodies such as Zambia Institute of Advanced Legal Education, Zambia Institute of Human Resource Management and Zambia Institute of Chartered Accountants gives the Zambia Police Force an opportunity to improve its professional image. Therefore there is need for the Zambia Police Force and members of staff to affiliate to such bodies to make use of the opportunity.

(c) Political will

The political leadership has shown good will in supporting the operations of the Zambia Police Force. For instance, in the 2012 budget K30 billion was allocated for modernisation of Zambia Police. The modernisation programme is aimed at improving the communication system and re-engineering work

processes. The Zambia Police will take advantage of this opportunity by constructively engaging the political leadership for more support to improve police operations.

(d) Decentralisation Policy

Government launched the National Decentralisation policy in July 2013. The Policy provides an opportunity for the Zambia Police Force to improve its operations. The Force will devolve certain functions such as community policing and authority with matching resources to the local authorities.

(e) Good will from the Stakeholders

The Zambia Police Force stakeholders have shown willingness to support its operations. There will be need for the Zambia Police Force to sensitise and engage stakeholders in the implementation of the plan to maximise their support and ensure success.

(f) Vibrant Media

The availability of a vibrant media has created a platform for sensitising members of the public on the incidences of crime and their roles and responsibilities in preventing and fighting crime. The Zambia Police Force will need to collaborate with the media in crime prevention measures.

(g) Existence of Regional and International Organisations

Existing regional and international organisations such as Southern Africa Regional Police Chiefs Coordinating Organisation (SARPCCO) and International Police (Interpol) offers a platform through which the Zambia Police Force can enhance its operations. The Zambia Police Force will need to collaborate and cooperate with relevant regional and international bodies to derive maximum benefits for improved service delivery.

2.1.2 Threats

The implementation of the Strategic Plan faces a number of threats which, if not, addressed may affect the realisation of the set objectives and ultimately the goals, the mission and vision of the Zambia Police Force. Some of the threats include:

(a) Inadequate funding and delayed issuance of Treasury Authority

The delayed issuance of Treasury Authority and inadequate funding by the Ministry of Finance are likely to negatively impact on the implementation of the Strategic Plan. The Zambia Police Force will proactively engage the Ministry of Finance for timely and adequate funding. . The problem of non issuance of Treasury Authority will be mitigated by involving Cabinet Office when developing structures and engaging the Ministry of Finance to obtain funds for required positions.

(b) Moral decay

Globalisation and exposure to new technology and western culture have contributed to the erosion of good morals and values. The decay of morals and values have increased anti social vices such as corruption. The

Zambia Police Force will need to sensitise the public on the dangers of corrupting the Police and implement cultural remodeling programmes for the staff.

(c) High number of senior officers on contract

Most senior police officers are on contract. This creates a sense of job insecurity in some officers and ultimately affects performance. The Zambia Police Force will engage Cabinet Office to review the terms and conditions of employment of Senior Officers on contract.

(d) Unprofessional interference

The efforts to operate in a professional manner are threatened by unprofessional interference from the political and traditional leadership. The Zambia Police Force will engage political and traditional leadership on police administration and operations.

2.2 Internal Environmental Analysis

In addition to understanding the Zambia Police Force external environment under which it has been operating and is expected to do so in the next four years, it is important to understand the internal dynamics that are at play. In this respect, an audit was undertaken in 2012 to establish the past performance of the Zambia Police Force.

2.2.1 Performance Audit

The Performance Audit revealed a number of achievements in crime prevention, law enforcement, infrastructure and human resource development.

As regards crime prevention and law enforcement, Three Hundred and Twenty-Seven (327) community police posts were opened in the country. This enhanced community safety through increased patrols. In addition, riot, communication and forensic equipment were procured. Fingerprints and Criminal Record sections were computerized by the installation of the Automated Fingerprints Integrated System (AFIS) and the Criminal Attributes Database (CADB) in 2008.

In terms of infrastructure development, the Zambia Police Force procured Two hundred and forty-five (245) houses and constructed Five Hundred (500) housing units in Northern, Eastern, Southern, and Copperbelt Provinces.

With regard to human resource development, Two Hundred and Thirty-Four (234) officers have attained University degrees.

Despite the stated achievements, the Zambia Police Force encountered challenges which included:

- i. critical shortage of human resource standing at 1:870 instead of the international standard of 1:250;
- ii. None issuance of treasury authority to fully operationalise the approved structure to reach the targeted strength of 27,000 Police officers by 2016;

- iii. Severe shortage of residential and office accommodation;
- iv. Inadequate budgetary allocations and delayed release of funds from Ministry of Finance; and
- v. Lack of ownership of the Plan by senior officers.

2.2.2 Institutional Capability Assessment (Strengths and Weaknesses)

In addition to the Performance Audit, an institutional assessment of the Zambia Police Force was conducted. The assessment revealed the following strengths and weaknesses:

2.2.2.1 Strengths

(a) Availability of training institutions

The Zambia Police will make use of its training institutions to improve the skills and capabilities of the officers. The Force will engage the training institutions for tailor made training. It will also review the curricular for the Zambia Police training institutions and upgrade some institutions to take into account the changing environment.

(b) Presence in all the Provinces and Districts

The Zambia Police Force has operational structures in all the ten (10) provinces and 103 districts. The Force will engage the Ministry of Finance for Treasury Authority and improved funding to ensure that the structures operate at full capacity.

(c) Existence of the Police Standing Orders and Force Instructions

The Zambia Police Force has in place Police Standing Orders and Force Instructions that guide police operations and conduct. The Force will sensitise all officers on the Standing Orders and Force Instructions and ensure compliance.

2.2.2.2 Weaknesses

(a) Poor attitude of staff and lack of appreciation of core values

Among the weaknesses faced by the Zambia Police Force is the poor attitude of staff and lack of appreciation of core values. The Force will use existing fora such as station lectures to inculcate the core values and ensure adherence.

(b) Poor adherence to systems and procedures

The Zambia Police Force poorly adheres to systems and procedures in particular, human resource management systems, operating and administrative procedures and Police procedures. The staff is also resistant to change when new systems are introduced. This is attributed to inadequate skills especially in ICT coupled with obsolete equipment.

The Zambia Police Force will develop a mechanism to orient staff on the existing systems and procedures. Capacity in ICT will also be built and equipment for use in ICT will be procured.

(c) Ineffective institutionalisation of the Performance Management Package

Although government has developed the Performance Management Package (PMP) for all government institutions, the package has not been embraced by the Zambia Police Force. The Police will adapt, institutionalize and effectively monitor and evaluate the implementation of the PMP.

(d) Inadequate qualified and competent staff in specialised support departments;

The specialised departments of the Zambia Police Force operate without adequate qualified and competent staff. The Zambia Police Force will, therefore, engage the Ministry of Finance for Treasury Authority to employ staff in specialised departments.

(e) Non-accountable booking forms

The use of non-accountable booking forms has been a recipe for corrupt practices by the officers. The Zambia Police Force will engage the relevant institutions to develop and print forms for use in police operations. This will contribute to promoting accountability in police operations.

(f) Under qualified staff in training institutions

The Zambia Police Force training institutions are faced with a challenge of inadequate qualified and under-qualified trainers. This compromises the quality of officers from the training institutions. The Force will set and enforce standards for recruiting lecturers and tutors in training institutions. It will also ensure that adequate training materials are available.

(g) Resistance to change

The resistance to change is among the challenges identified in analyzing the Zambia Police Force. To mitigate this problem, the Zambia Police Force will Develop and implement a change management Programme to sensitise officers on the benefits of change.

2.3 Clients and their Needs

The Zambia Police Force has identified its main clients and their needs to be addressed during the implementation of the plan as follows:

The members of public expect the Zambia Police to:

- provide security and community safety;
- promote road safety and render first aid;
- disseminate information on crime prevention and the detection of crime;
- respond rapidly to emergency situations;
- issue various reports; and
- counsel victims of crimes.

Business Organizations and Associations expect the Police to:

- provide security and information on crime prevention;
- detect crime;
- respond rapidly to emergency situations;
- promote road safety and render first aid; and

- issue various reports.

Community Crime Prevention Units (CCPU) expect the police to:

- provide security;
- train members in various fields of community policing; and
- provide members with basic security equipment such as handcuffs and long batons etc.

Government, Local Authority and Parastatal institutions expect the Zambia Police Force to:

- provide security; and
- issue various reports.

Learning Institutions expect the Zambia Police Force to sensitise them on security issues and provide protection.

Very Important Persons (VIPs) expect the police to provide security.

2.4 Stakeholders and their interests

The major stakeholders of the Zambia Police and their interests have been identified as follows:

The Media is interested in seeing that Zambia Police Force provides security and other related information through authorised channels.

The Civil Society is interested in seeing that the Zambia Police Force:

- adheres to human rights;
- conducts itself in a professional manner; and
- collaborates with stakeholders.

Defence and security wings are interested in seeing that the Zambia Police Force collaborates with stakeholders.

Cooperating Partners are interested in seeing that the Zambia Police Force:

- collaborates with stakeholders;
- adheres to human rights; and
- utilises resources prudently.

The Ministry of Justice is interested in seeing that the Zamia Police Force:

- adheres to human rights when dealing with offenders; and
- provides information on legal suits against government.

The Ministry of Community Development, Mother and Child Health, the Ministry of Gender and Child Development and Ministry of Health are interested in seeing that the Zamia Police Force collaborates with stakeholders

3.0 STRATEGIC/CORE ISSUES

The Zambia Police Force is faced with incidences of unprofessional conduct. This situation has been caused by the direct payment system for fees/fines and lack of continuous re-training. The high fees and fines have contributed to high levels of corruption as members of the public opt to pay less to Police Officers who in turn do not account for the money paid. This state of affairs has negatively affected the Police Force as members of the public have low confidence in the institution. For the Zambia Police Force to restore its credibility and public confidence, there is need to amend the Zambia Police Act, expedite the amendment of the Public Finance Act and conduct regular re-training of officers at all levels.

4.0 STRATEGIC DIRECTION

4.1 Vision

For the period 2013 -2016, the vision for the Zambia Police Force is to be:-

“A professional and accountable Police Force that provides quality law enforcement services for a safer and secure Zambia.”

4.2 Mission Statement

The mission statement which the Zambia Police Force endeavours to follow in executing its mandate is as follows:-

“To prevent and detect crime, and enforce the law firmly and fairly in order to create a safe, secure and peaceful environment for social and economic development for all.”

4.3 Goal Statement

The goals for the Zambia Police Force are:

“To achieve a 50% reduction in the incidence of crime and 60% reduction in other offences by 2016.”

4.4 Value statement

The value statement for the Zambia Police Force is *“We the Zambia Police Force shall uphold professionalism, integrity, accountability, confidentiality, impartiality, excellence, pro-activeness, teamwork and human rights in the execution of our duties.”*

5.0 OBJECTIVES, STRATEGIES AND OUTPUT INDICATORS

In order to realise the goal for the Zambia Police Force, the following objectives and associated strategies and output indicators will be pursued in the next four (4) years.

1.1 Objective 1: To enforce public order regulations in order to ensure public security.

5.1.1 Strategies:

- i. Develop and implement training programmes for officers in Public order;
- ii. Strengthen the capacity of provinces to rapidly respond to incidences of public disorder; and
- iii. Carryout sensitization programmes to members of the public on public order regulations.

5.1.2 Performance Indicators:

- i. 30 horses acquired by December 2016;
- ii. 80% reduction in complaints against abuse of the Public Order Act by 2016;
- iii. 100% peaceful public assemblies by 2016;
- iv. 100% peaceful public processions by 2016;
- v. Detachments deployed to all provinces by December 2015;
- vi. 50% reduction in response time to incidences of public disorder;
- vii. 75% reduction in damage to property; and
- viii. 100 sensitisation activities on public order regulations conducted by December 2016.

Through this objective and corresponding strategies, the Zambia Police Force will be able to improve the capacity of individual officers and provinces to effectively enforce public order regulations in order to ensure security of the public and property.

1.2 Objective 2: To prevent crime and provide support to victims of crime in order to create a safer environment.

1.2.1 Strategies:

- i. Build rapport and partnership with the community;
- ii. Strengthen collaboration with Interpol and regional member countries;
- iii. Strengthen patrol programmes; and
- iv. Develop and implement capacity building programmes.

5.2.2 Performance Indicators:

- i. 3000 reserve officers recruited by December 2016;
- ii. Standard crime prevention and sensitisation materials developed by June 2014;
- iii. 5 regional crime prevention Joint Operations conducted by November 2016;
- iv. 300 community sensitisation programmes conducted quarterly, effective June 2014;
- v. 150 new community crime prevention associations established by December 2016;
- vi. 100% of victims of crime counseled within a week effective January 2015;
- vii. Police Reserve Act reviewed by December 2014;
- viii. 50% reduction of crime committed in water body areas by December 2016;
- ix. Incidence of crime reduced by 50% by December 2016; and
- x. 300 Traffic Wardeners trained by December 2014.

Through this objective and corresponding strategies, the Zambia Police Force will employ measures that will prevent crime and provide support to victims in order to create a safer environment.

1.3 Objective 3: To detect and investigate crime in order to bring perpetrators to justice.

1.3.1 Strategies:

- i. Develop and implement programmes for modernising the detection of crime; and
- ii. Develop and implement programmes for continuous training in crime detection and investigations.

5.3.2 Performance Indicators:

- i. Forensic Laboratory established and operational by December 2016;
- ii. DNA Forensic Laboratory established and operational by December 2014;
- iii. 700 scenes of crime Kits procured by December 2014;
- iv. 20 radiation detectors procured by December 2015;
- v. 100 sniffer dogs acquired and trained by December 2015;
- vi. 4 Kennels rehabilitated by December 2014;
- vii. 9 Kennels constructed by December 2016; and
- viii. Acquittal cases reduced by 50% by December 2016.

Through this objective and corresponding strategies, the Zambia Police Force will promote the attainment of justice by bringing perpetrators to book.

1.4 **Objective 4: To prevent road traffic accidents in order to safeguard lives and property.**

1.4.1 **Strategies:**

- i. Strengthen capacity of traffic management;
- ii. Develop and implement road safety awareness programmes; and
- iii. Strengthen collaboration with key stakeholders on road safety.

5.4.2 **Performance Indicators:**

- i. 300 speed radars procured by December 2015;
- ii. 200 Breath breathalyzers units procured by December 2015;
- iii. 75% reduction in road traffic accidents by December 2016;
- iv. 50% reduction in annual road fatalities by 2016;
- v. 50% reduction of persons injured in road traffic accidents by December 2016;
- vi. 20 road traffic motor vehicles fitted with modern gadgets procured by December 2016;
- vii. 30 toll trucks procured by March 2016;
- viii. 2000 cadaver bags procured by December 2015;
- ix. 2000 stretchers procured by December 2015;
- x. 50 sets of road block equipment procured by December 2016;
- xi. 80% reduction in complaints against traffic officers by June 2015;
- xii. 300 road traffic safety sensitization sessions conducted by December 2016;
- xiii. Collaborative meetings with key stakeholders held in all provinces and districts annually; and
- xiv. 100% of resolutions from collaborative meetings implemented.

Through this objective and corresponding strategies, the Zambia Police Force will work out mechanisms of reducing road traffic accidents to safeguard lives and property.

1.5 **Objective 5: To manage and develop human resources in order to improve organisational performance.**

1.5.1 **Strategies:**

- i. Review and implement the current structure;
- ii. Develop and implement a Human Resource Management System;

- iii. Institutionalize performance management;
- iv. Revive Integrity Committees in provincial centers;
- v. Review the Police Act to include compensation;
- vi. Develop and implement the Zambia police code of ethics;
- vii. Strengthen the capacity of training institutions;
- viii. Develop Standard Operating Procedures;
- ix. Develop and implement a Culture Remodeling Programme;
- x. Develop and implement leadership and management skills training programme; and
- xi. Develop and implement the staff wellness programme.

5.5.2 Performance Indicators:

- i. Revised structure implemented by July 2014;
- ii. Job descriptions completed by July 2014;
- iii. 95% of positions in the establishment filled at any given time;
- iv. Staff audit conducted by December 2013;
- v. 60% reduction in resignations by 2016;
- vi. Performance Management System institutionalized by June 2014;
- vii. Integrity Committees revived in provincial centres by June 2014;
- viii. Promotion Board revived by December 2014
- ix. Service delivery Charter developed and implemented by August 2014;
- x. Human resource management system implemented by December 2013;
- xi. Departmental and individual work plans prepared by December each year;
- xii. 100% staff appraised annually;
- xiii. Police Act reviewed by December 2015;
- xiv. Zambia Police Code of Ethics developed and implemented by December 2013;
- xv. Police Academy operational by July 2015;
- xvi. Lilayi Police College affiliated to UNZA and TEVETA by December, 2014;
- xvii. 6,750 staff trained in relevant skills by 2016;
- xviii. 100% staff adhering to Standard Operating Procedures;
- xix. Culture remodeling Programme developed and implemented by June 2015;
- xx. Training Plan revised and implemented annually
- xxi. Leadership and management skills training programme developed and implemented by June 2014; and
- xxii. Staff wellness programme developed and implemented by July 2014.

Through this objective and corresponding strategies, the Zambia Police Force will focus on improving the performance of staff through defined roles and training, thereby contributing to the effective execution of the mandate.

1.6 Objective 6: To provide logistical, financial and administrative support in order to enhance operations

1.6.1 Strategies:

- i. Develop and implement a rehabilitation and infrastructure development plan;
- ii. Engage stakeholders for support;
- iii. Strengthen the project management skills;
- iv. Establish an Air Wing;
- v. Develop and implement procurement plans;
- vi. Strengthen financial systems;
- vii. Develop and implement a fleet management system; and
- viii. Develop and implement an inventory management system.

5.6.2 Performance Indicators:

- i. 3,000 houses constructed by December 2016;
- ii. Stables Constructed in 3 provinces by December 2016;
- iii. 30 police stations constructed by December 2016;
- iv. 20 police posts constructed by December 2016;
- v. 60% of infrastructure rehabilitated by December 2016;
- vi. 100 boreholes sunk by December 2016;
- vii. Project proposals prepared by December 2014;
- viii. 50% of projects receiving external support by December 2016;
- ix. Air Wing established and operationalised by December 2016;
- x. 1,000 vehicles acquired by December 2016;
- xi. 10 water cannons procured by March 2016;
- xii. 30 motorised boats and accessories acquired by December 2016;
- xiii. Procurement plans developed and implemented annually;
- xiv. 1,000 bicycles for CCPUs procured by December 2016;
- xv. 90% reduction in outstanding arrears by December 2016;
- xvi. 95% reduction in audit queries by December 2016

- xvii. 3 Engineering Workshops constructed by December 2016
- xviii. Inventory Management System developed and implemented by December 2014.

Through this objective and corresponding strategies, the Zambia Police Force will mobilize resources for operations to attain the set targets. The acquired resources will be utilised prudently for continued support from stakeholders.

1.7 **Objective 7: To provide information management and communication services in order to enhance operational efficiency.**

1.7.1 **Strategies:**

- i. Strengthen information management and communication systems; and
- ii. Develop and implement an integrated information management and communications system.

5.7.2 **Performance Indicators:**

- i. Integrated inter-institutional traffic management system developed by December 2015;
- ii. Fleet management system rolled out to provincial centres by December 2014;
- iii. Wide Area Network (WAN) installed at district level by December 2016;
- iv. ICT strategy developed and implemented by December 2014;
- v. LAN at provincial centres and divisional HQ's operationalized by December 2015;
- vi. AFIS, ABIS, Interpol 24/7 and CADIB rolled out to all provincial centers by September 2015
- vii. Crime Information Management System piloted in Lusaka by December 2014 (e-OB, e-Docket);
- viii. Migration from Analog to Digital radio communication by June 2015; and
- ix. Zambia police website redesigned and launched by August 2014.

Through this objective and corresponding strategies, the Zambia Police Force will create awareness on safety and security matters and facilitate informed decision making to enhance operational efficiency.

1.8 **Objective 8: To plan, monitor and evaluate the implementation of policies and programmes in order to ensure attainment of set objectives.**

1.8.1 **Strategies**

- i. Develop and implement M&E system;
- ii. Develop and implement a research programme; and
- iii. Review the strategic plan.

5.8.2 Performance Indicators

- i. M&E system developed and implemented by March 2014;
- ii. Research projects into emerging security issues undertaken by December 2016;
- iii. 100% research recommendations implemented by 2016;
- iv. Mid-term Review of the strategic plan undertaken by June 2015; and
- v. Strategic plan evaluated by June 2017.

Through this objective and corresponding strategies, the Zambia Police Force will plan, track and assess its performance in achieving the set objectives.

1.9 Objective 9: To provide health services to members of staff in order to maintain a healthy workforce.

1.9.1 Strategies:

- i. Develop and implement infrastructure development plan; and
- ii. Review and implement the HIV/AIDS work policy.

5.9.2 Performance Indicators:

- i. 10 Police clinics constructed by December 2014;
- ii. Medical equipment installed at Zambia Police Hospital by December 2013;
- iii. 1 female and 1 male ward constructed at Zambia police hospital by July 2014;
- iv. 2,000 Officers circumcised by December 2016
- v. 100% staff medical examinations conducted every 2 years;
- vi. HIV/AIDS work policy reviewed and implemented by December 2013;
- vii. 50% reduction in workforce morbidity by December 2016; and
- viii. 30% reduction in prevalence of HIV/AIDS among the workforce by December 2016.

Through this objective and corresponding strategies, the Zambia Police Force will ensure that all members of staff have access to quality services to effectively respond to safety and security needs of the country.

6.0 GENERAL ASSUMPTIONS

The successful implementation of this Strategic Plan is founded on the following general assumptions:

- i. Good will of Government and Cooperating Partners;
- ii. Availability of adequate resources from Ministry of Finance;
- iii. Continued support from clients and stakeholders; and
- iv. Continued peace and stability in the country and the region.

7.0 PRE-CONDITIONS

Notwithstanding the aforementioned general assumptions, certain conditions must be in place for the successful implementation of the Plan. These include:

- i. Ownership of the plan by staff and stakeholders;
- ii. Development of a positive organisational work culture;
- iii. Availability of experienced and qualified human resource;
- iv. Change programmes understood and accepted by all staff; and
- v. Strong relationship between the Plan and Budget.

8.0 LINKING THE STRATEGIC PLAN TO THE BUDGETING PROCESS

This Strategic Plan will be operationalised by linking the strategies and work plans to the annual budgets. The implementation of the strategic plan will require substantial financial resources which will be mobilised through the National Budgets. Every year the Zambia Police Force will develop and implement Annual Work Plans in line with the Strategic Plan 2013 – 2016. The annual work plans will provide the basis for the budget estimates which will be incorporated into the Activity Based Budgets (ABB) and the Medium Term Expenditure Framework (MTEF).

9.0 MONITORING AND EVALUATION

The Zambia Police Force will monitor and evaluate the implementation of the Strategic Plan in order to facilitate timely interventions and determination of impact on service delivery. In order to fulfill this, it will design and implement a Monitoring and Evaluation System that will integrate all the divisions and units and specialised agencies. The system will generate performance reports on a monthly, quarterly and annual basis in line with the adopted monitoring and evaluation reporting guidelines. Evidence gathered from the reports will serve as input into decision making and process improvement. The monitoring and evaluation reports will also facilitate mid-term and terminal reviews of the Strategic Plans in 2014 and 2016 respectively.

10.0 CORE FUNCTIONAL STRUCTURE

The Strategic Planning Process culminated into the development of an indicative core functional structure for the Zambia Police Force in order to have a proactive and responsive institution. The core functional structures reflect the vision, mission, goal, value and goal statements for the Zambia Police Force.

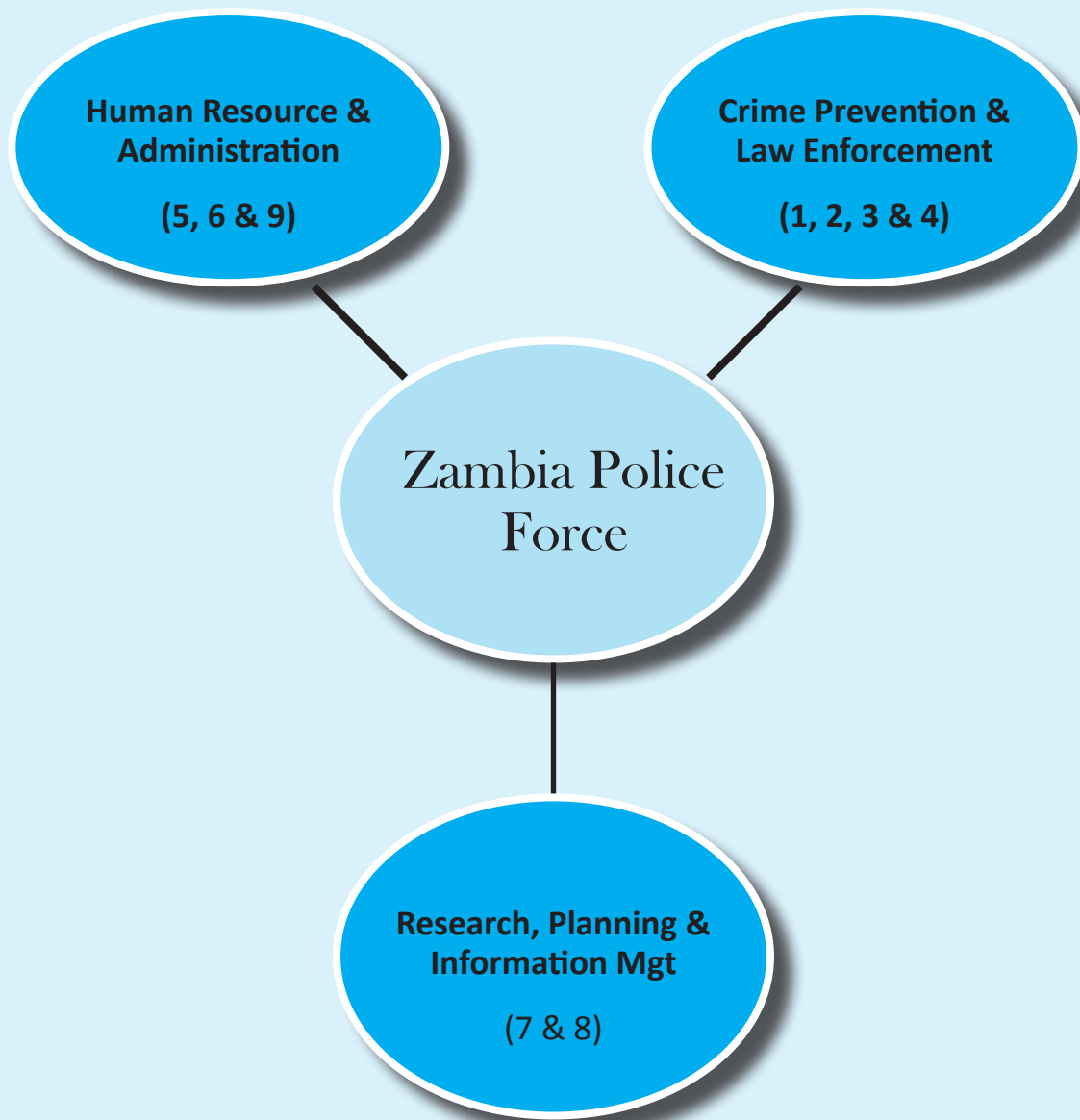
The indicative core functional structures for the Zambia Police were arrived at by grouping various objectives into specialised functional areas using the following criteria:

- i. Similarity of objectives;
- ii. Uniqueness of the objectives;
- iii. Accountability for the objectives; and
- iv. Coordination of the objectives.

Through grouping the objectives, generic functional names/terms were assigned as follows:

- i. Objectives 1, 2, 3 and 4 will form **Crime Prevention and Law Enforcement**.
- ii. Objectives 5, 6 and 9 will form **Human Resource and Administration**
- iii. Objectives 7 and 8 will form **Research, Planning and Information Management**

11.0 INDICATIVE CORE FUNCTIONAL STRUCTURE



Zambia Police Service
Independence Avenue
P.O. Box 50103,
Lusaka
Zambia