

THE GUYANA POLICE FORCE

STRATEGIC PLAN 2022 - 2026



Theme:

“Policing to safeguard and protect communities, places and the wellbeing of people throughout Guyana for 2021 and beyond.”

Developed by the Strategic Planning
Unit



1. FOREWARD

Message from Honourable Mr. Robeson Benn, Minister of Home Affairs Republic of Guyana

The Strategic Plan 2022-2026 of the Guyana Police Force maps out a comprehensive approach for the establishment of the professional police service better matched to the need to provide an adept, diverse, multi-skilled, multi-talented organization which will match the optimal expectations for providing service and protection for a multi-ethnic, multi-cultural, multi-racial polity, which is what Guyana is, to meet the new challenges of preserving democracy, law and order in the 21st Century.



Learned experience in post-colonial and independent Guyana has clearly shown that security forces which are over-represented by one ethnic group produce suboptimal returns in achieving the mission and purpose for they which they have been, ostensibly, designed.

Effective policing in a post-colonial, polyglot society such as Guyana, requires empathy, balance, widespread acceptance and mutual respect in order to be successful.

Too frequently, experience has shown that those who are critically underrepresented in the security apparatus of the state are resentful, feel disdained and disrespected, and are easy prey to the volition to not make contribution in other ways to assure their own protection and can actively or even passively undermine the intent and goals of achieving real security for all.

The now rapid developmental trajectory of the country requires reshaping, enhancing and retooling of the of the police force to fully meet the needs of citizens in an always changing and continuously challenging security environment.

Good development of all our resources and efficacious progress of the nation are inextricably dependent on the expectation, assurance and provision of capable and responsive security for the maintenance of peace, law and order.

Furthermore, where resource allocations are scarce and/or perceived to be biased in distribution, charges of an active exclusionary policy, discrimination or favoritism, which may lie just below the surface, festering, can spring to life allowing for spontaneous violent protests, giving opportunity for terror, destruction and the manifestation of a clear threat to the sustainability of the state and country.

This Strategic Plan, 2022/26, lays the basis for the refining and repurposing of the Guyana Police Force into a truly proficient and representative National Police Force fully capable of providing optimal service and protection, in all circumstances, to all citizens, thereby, ensuring peace, steady national progress and development.

Achievement of the plan requires adaptation of rigorous continuous measures and reviews. I commend the Guyana Police Force diligence and the insights delivered in its preparation and I wish the Force every success in its implementation.

Message from the Commissioner of Police (ag.) Mr. Clifton Hicken

It's a privilege to present the Guyana Police Force Strategic Plan 2022–2026, which has continuously retained a distinct vision for providing a safe and secure Guyana. This community and employee-driven strategic plan not only reflects the Guyana Police Force's 2019–2021 Strategic Plan, which concluded with minimal implementation, but also offers an innovative methodology to meet contemporary policing demands. Unlike the previous 2019–2021 Strategic Plan, which only provided a step by step action plan, this strategic plan also identifies the overall objectives of our policing services and what we are thriving to achieve over the next five (5) years as a leader and guardian of the public's safety for our valued employees and other stakeholders.



Apart from the five (5) pillars which are "Operations", "People", "Partnership, Performance" and "Infrastructure" which were prevalent in the 2019-2021 Strategic Plan, this 2022-2026 Strategic Plan introduces a six (6) pillar which is "Professionalism and Accountability". This pillar was meticulously constructed based on the Guyana Police Force's SWOT analysis and is essential in preparing the Guyana Police Force for its transition to a "Police Service". Henceforth, in an effort to reduce crime and victimization simultaneously continuing our partnership with communities to heighten our accountability and transparency, we will thrive:

To have an inclusive, engaged and progressive workforce that represents our communities through professionalism and proficiency through the pillar of DEVELOPING OUR PEOPLE. Here, we will focus on recruiting and retaining a diversified workforce, simultaneously increasing employee wellbeing and creating opportunities for continual capacity improvement.

To develop and maintain constructive collaboration that encourages and supports meaningful involvement with external stakeholders through the pillar of PARTNERSHIP. Here, we will focus on increasing community engagement and

activities through our social crime prevention programmes, outreaches and partnership activities with our Community Policing Groups, Cops and Faith, Station Management Committees, Youth and Scott Groups, among others. Also, we will strengthen our social media presence through our Corporate Communication Unit.

To acquire and use fit-for-purpose equipment, technology, and vehicles to address contemporary policing demands through the pillar of INFRASTRUCTURE. Here, we will ensure that our fleet is adequate in all Police Regional Divisions to provide effective and efficient policing services. We will also ensure that we expand the use of new technology and fit-for-purpose equipment to strengthen field operations, administrative and investigative capabilities.

To develop and implement strategic operations in an effort to continuously reduce the crime rate and provide a sense of safety and security through the pillars of OPERATIONS. Here, we will focus on decentralizing our policing services to ensure they are accessible in all police regional divisions

whilst strengthening our traffic safety management systems and capability to effectively respond to emergency and critical incidents with an emphasis on the Oil and Gas Sector.

To measure performance, inspect activities, evaluate outcomes, and undertake monitoring and evaluation through the pillar of PERFORMANCE. Here, we will focus on establishing Monitoring and Evaluation and Risk Management Units in Police Regional Divisions to assess personnel and organizational performance and provide a roadmap for change efficiency and issue management.

To implement strategic activities centered on continuously promoting and maintaining police integrity, professionalism, and accountability through good administrative practices and cohesiveness through the pillars of PROFESSIONALISM AND ACCOUNTABILITY. Here, we will focus on adopting a culture that reduces corruption and improves police legitimacy through our leadership, administrative, and operational practices.

The successful implementation of this strategic plan is dependent on all ranks of the Guyana Police Force, coupled with community partnerships, which will drive our growth to create a better quality of life and a safer community for the citizens of Guyana.

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2. ACRONYMS AND ABBREVIATIONS

- 3.1. 2I/C ‘Admin’: Second in Command Administration
- 3.2. ACCP: Association of Caribbean Commissioners of Police
- 3.3. ATV: All-terrain Vehicle
- 3.4. CARICOM: Caribbean Community
- 3.5. CARICOM IMPACS: Caribbean Community Implementation Agency for Crime and Security
- 3.6. CANU: Custom Anti-narcotics Unit
- 3.7. CBSI: Caribbean Basin Security Initiative
- 3.8. CCTV: Closed Circuit Television
- 3.9. CRO: Criminal Records Office
- 3.10. CRUs: Community Relations Units
- 3.11. CID: Criminal Investigation Department
- 3.12. CID HQ: Criminal Investigation Department Headquarters
- 3.13. COP: Commissioner of Police
- 3.14. CIA: Central Intelligence Agency
- 3.15. COVID-19: Coronavirus Disease of 2019/Communicable Diseases
- 3.16. CPG: Community Policing Groups
- 3.17. CRO: Community Relations Officers
- 3.18. DC ‘Admin’: Deputy Commissioner of Administrations
- 3.19. DCIO: Deputy Chief Immigration Officer
- 3.20. DC ‘Ops’: Deputy Commissioner of Operations
- 3.21. DCLE: Deputy Commissioner Law Enforcement
- 3.22. DEA: Drug Enforcement Administration
- 3.23. DEP.COMMRS: Deputy Commanders.
- 3.24. DIV COMMRS: Divisional Commanders
- 3.25. DPP: Director of Public Prosecution
- 3.26. DDOs: Divisional Detective Officers
- 3.27. DBMIU: Divisional-based Management Information Unit
- 3.28. DNA: Deoxyribonucleic acid
- 3.29. DTO: Divisional Traffic Officers
- 3.30. EDMS: Electronic Database Management System
- 3.31. ELT: Executive Leadership Team
- 3.32. EPA: Environmental Protection Agency
- 3.33. FBI: Federal Bureau of Investigation
- 3.34. FTO: Force Training Officer
- 3.35. FO: Finance Officer
- 3.36. FIU: Financial Intelligence Unit
- 3.37. GDF: Guyana Defense Force
- 3.38. GEO: Geographic
- 3.39. GIS: Geographic Information System
- 3.40. GFS: Guyana Fire Service
- 3.41. GPF: Guyana Police Force
- 3.42. GPS: Global Positioning System
- 3.43. GRA: Guyana Revenue Authority
- 3.44. GTM: Guyana Trinidad Mutual Fire and Life Insurance Companies
- 3.45. HGP FCC: Head Guyana Police Force Command Centre
- 3.46. HODs: Head of Departments

3.47. HOHSD: Head of Occupational Health and Safety Department

3.48. HF: High Frequency

3.49. HR: Human Resource

3.50. HRD: Human Resource Department

3.51. HSB: Head Special Branch

3.52. HSPU: Head Strategic Planning Unit

3.53. HSOCU: Head Special Organized Crime Unit

3.54. HQ: Police Headquarter

3.55. ICT: Information and Communication Technology

3.56. IQ: Intelligence Quotient

3.57. IFMIS: Integrated Financial Information Management System.

3.58. IMPACS: Implementation Agency for Crime and Security.

3.59. KISSI: Killed and Seriously Injured

3.60. GPFCC: Guyana Police Force Command Centre

3.61. REG.COMMRS: Regional Commanders

3.62. RDIMU: Regional Databased Information Management Unit

3.63. LCD: Liquid Crystal Display

3.64. MIS: Management Information System

3.65. MOU: Memorandum of Understanding

3.66. MOA: Memorandum of Agreement

3.67. MOH: Ministry of Health

3.68. MOF: Ministry of Finance

3.69. MOPW: Ministry of Public Works

3.70. MOHW: Ministry of Housing and Water

3.71. MOHA: Ministry of Home Affairs

3.72. MOSP: Ministry of Social Protection

3.73. NP: Neighbourhood Police

3.74. OHSD: Occupational Health and Safety Department

3.75. OHSRs: Occupational Health and Safety Rpresentatives

3.76. OTC: Officer Training Centre

3.77. OC: Officer-in-charge

3.78. OC IT/COMM: Officer in charge of Information Technology and Communications

3.79. OHS: Occupational Health and Safety

3.80. OHSD: Occupational Health and Safety Department

3.81. OHSR: Occupational Health and Safety Representative

3.82. OPR: Office of Professional Responsibility

3.83. PRMIS: Police Record Management Information System

3.84. PPE: Personal Protective Equipment

3.85. PEEL: Police effectiveness, efficiency, legitimacy

3.86. PGM: Performance Group Meetings

3.87. POFM: Police Officers Mess Committee

3.88. Pol. Assoc.: Police Association

3.89. QMS: Quartermaster Store

3.90. Rep: Representative

3.91. RC: Rural Constables

3.92. ROPM: Results Oriented Planning Model

3.93. RCMP: Royal Canadian Mounted Police

3.94. SB: Special Branch

3.95. SWAT Unit: Special Weapon and Tactics Unit

- 3.96. Stn.Sgts: Station Sergeants
- 3.97. SMART: Self-Monitoring, Analysis and Reporting Technology
- 3.98. SMD: Strategic Management Department
- 3.99. SOCU: Special Organised Crime Unit
- 3.100. SOPs: Standard Operating Procedures
- 3.101. SPU: Strategic Planning Unit
- 3.102. SPSS: Statistical Package for Social Science
- 3.103. Sub.Div.Offs.: Sub-divisional Officers
- 3.104. SWOT: Strength, Weaknesses, Opportunities and Threats
- 3.105. T.O. Traffic Officer
- 3.106. TSU: Tactical Service Unit
- 3.107. UOG: University of Guyana
- 3.108. VHS: Video Home System
- 3.109. VHF: Very High Frequency
- 3.110. VOIP: Voice Over Internet Protocol
- 3.111. WO: Welfare Officer

4. EXECUTIVE SUMMARY

4.1.The Guyana Police Force Strategic Plan 2022-2026 was designed to serve as a roadmap in a continuous effort to deliver effective and efficient law enforcement services that meet the highest ethical and professional standards of contemporary policing. By design, this plan encapsulates internal and external stakeholders' recommendations, ongoing activities from past strategic plans which were not accomplished, and new strategic activities to meet emerging and contemporary policing challenges.

4.2.The process of developing this Guyana Police Force Strategic Plan included five (5) steps. Step one (1) involved garnering internal and external input through stakeholder engagements. Internal input was gathered from Police ranks at all levels of management which shaped the Branches, Departments and Police Regional Divisions priorities. Further, it highlighted areas which required attention in the way policing services were delivered. External inputs were accumulated from community consultations in an effort to identify the environmental elements that were influencing factors on the institution's operations; it also provided projected future implications. Moreover, the environmental scan provided the organisation with an understanding “Where we are,”

4.3.The critical strategic issues highlighted in the environmental scan were consistent with past strategic plans. This formed Step (2) of the strategic planning process which defined the six (6) strategic pillars to guide this strategic plan and its supplemental 2022-2026 implementation plan. Five (5) of those pillars (1) developing our people (2) partnership (3) infrastructure (4) performance, and (5) operations were reintroduced from the past strategic plan as these pillars are relevant to contemporary policing strategies. The sixth (6th) pillar being professionalism and accountability was added in an effort to transition the organization into a “Police Service” with the intention to engender public trust and community partnership to reduce crimes, corruption and to improve police integrity, professionalism and accountability. Supportively, this step championed the refinement of the Vision and Mission Statement of the Guyana Police. This was a necessity for the modernization of the Police Force in support of the development strategy of the Government of Guyana to formulate an institutional change that stimulates a culture that promotes democratic policing.

4.4.Step (3) led to the development of the strategic framework of this plan through a data review and analysis process. The Strategic Framework was fashioned into a matrix and emanates from GoG and

GPF policies, stakeholder recommendations, employee welfare concerns, and continuous improvement of preventative and intelligence-led policing. This matrix was broken down into strategic objectives, measurable objectives, and strategic activities which were critical steps to identify specific, measurable, achievable, and realistic goals and strategies for the future of policing. The following were the focus of each strategic pillar:

- 4.4.1. **Developing our People:** Strategic activities centered on training and development; and continuously attracting, recruiting, and retaining a diversified, high potential, and motivated workforce.
- 4.4.2. **Infrastructure:** Strategic activities center on expanding policing operations through infrastructure readiness that are modern, resource-effective, and technologically equipped to meet contemporary policing.
- 4.4.3. **Performance:** Strategic activities center on promoting monitoring and evaluation of the Force's assets and improving police performance through robust review and assessment mechanisms.
- 4.4.4. **Partnership:** Strategic activities are focused on promoting and maintaining positive police/community engagements that build police legitimacy with organisations, institutions and groups.
- 4.4.5. **Operations:** Strategic activities are focused on improving preventative and reactive policing services through forensic and intelligence-led policing approaches.
- 4.4.6. **Professionalism and Accountability:** Strategic activities are decisive about continuously promoting and maintaining police integrity, professionalism, and accountability through good administrative practices and cohesiveness.

4.5. The design of an implementation plan to accompany this Strategic Plan involved four (4) critical steps. The Implementation Plan provides a comprehensive tactical framework through which the GPF intends to achieve its strategic objectives over the next five (5) years. Similar to the 2019-2021 Strategic Plan, the 2022-2026 Implementation Plan has a matrix designed to provide details on performance indicators and personnel accountable for each strategic activity. This will enhance organisation accountability and will provide the guiding framework for monitoring and evaluation of strategic activities. Further, to promote good fiscal responsibility and sustainability

for effective service delivery, a detailed projected budget was prepared to indicate the cost of strategic activities and their progression. The budgetary consideration will be pivotal for GPF annual budgets as its total cost per strategic activity will be included incrementally over the next five (5) years.

5. INTRODUCTION

5.1. GPF Strategic Plan Direction



GPF Strategic Planning Cycle

5.1.1. The Guyana Police Force Strategic Plan 2022-2026 provides a roadmap for the transformation of the “**Police Force**” into a modern “**Police Service**”. It addresses the benchmarks, strategic priorities, strategic objectives and measurable objectives simultaneously providing actionable guidelines for achievement.

5.1.2. This Strategic Plan marks the third round of strategic planning within the institution since the introduction of first Strategic Plan in 2011. Its development was conducted in accordance with GPF Strategic Planning Cycle with internal and external support. To be successful, this strategic plan adopts a framework that is flexible to adjust to the unexpected, promotes innovation, progress, and development, and can fluidly transition to new strategic planning cycles. The Plan recognises the Institution’s strengths, weaknesses, opportunities and threats. Further, it establishes a foundation and structure supporting the requisite actions to achieve its strategic priorities.

5.1.3. This document espouses a robust Policing Strategy that acknowledges security challenges, addresses those challenges and is futuristic. Since 2019, The Guyana Police Force focused its efforts on purposefully enhancing the Force policing approaches through the use of a three (3) year strategic plan which outlined the guiding principles used in decision making across the organisation. For the past three (3) years, decisions made emphasised GOG developmental imperatives, staff gains, community support, partnership activities and

contemporary Policing operations which assisted the Force to maintain a reduce crime rate and improve proactive policing.

5.2. Changing The Guyana Police Force Strategic Direction

5.2.1. In preparing the 2022-2026 Strategic Plan, the Guyana Police Force adopted a different approach which included refining its vision and mission statements to encompass a Police Service that is nationally synergistic, people-oriented, service-focused, safety and security driven, diversified, stakeholder-oriented, futuristic and resource ready. The successful implementation of this Strategic Plan will envisage a name change, transitioning into “Guyana Police Service”. Transitioning to Guyana Police Service has already started through a modernisation process which was embodied in the previous Strategic Plans. In those prior Strategic Plans, the Force’s evolution in its purpose was defined in five (5) Strategic Pillars, namely: (a) Developing Our People, (b) Infrastructure, (c) Performance, (d) Developing Partnership, and (e) Operational Priorities. In the 2022 – 2026 Strategic Plan, the Guyana Police Force included a sixth pillar which is “Professionalism and Accountability”. This pillar serves to redefined GPF work in a democratic context through enhanced Police Integrity and their commitment regarding human rights.

5.3. Strategic Pillars

5.3.1. The following are the Strategic Pillars of the Strategic Plan 2022-2026:

5.3.1.1. **Developing Our People:** This pillar will focus personnel management and development to have an inclusive, engaged and progressive workforce that represents our communities through professionalism and proficiency.



5.3.1.2. **Partnership:** This pillar will focus on developing strategic partnerships to promote and support meaningful engagement with external stakeholders.



5.3.1.3. **Infrastructure:** This pillar will focus on acquisition and usage of fit-for-purpose equipment, technology and support services to sufficiently address the security needs of the country.



5.3.1.4. **Operations:** This pillar focuses on the implementation of operations to mitigate crime, violence and provide safety and security to citizens.



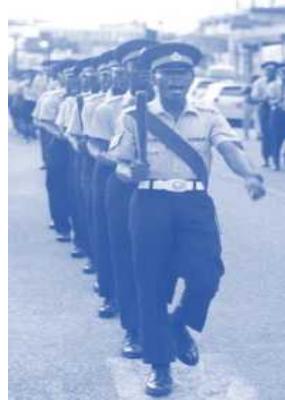
5.3.1.5. **Performance:** This pillar will focus on measuring performance, inspecting activities, evaluating outcomes and undertaking monitoring at intervals.

5.3.1.6. **Professionalism and Accountability:** This pillar will focus on police integrity, reducing police corruption and misconduct and promoting professionalism and accountability in the Guyana Police Force.

5.4. Review, Accountability and Implementation

5.4.1. Guyana Police Force leadership is committed to the successful communication and implementation of the 2022-2026 Strategic Plan. Each Strategic Priority will have a dedicated accountability to ensure its successful implementation. The progress of the Strategic Plan will be monitored, reviewed and updated by the Strategic Planning Unit.

6. GUYANA POLICE FORCE ORGANISATION OVERVIEW



6.1. The Guyana Police Force has proudly served the vibrant and beautiful Guyana for one hundred and eighty-two (182) years with a population of approximately 792,555 and covers a total area of approximately 215,000 square kilometres or 83,000 square miles (The United Nations Data Survey, 2022).



6.2. Purpose of the Guyana Police Force

6.2.1. The Guyana Police Force was established on July 01, 1839, and derives its mandate from the **Guyana Police Act, Chapter 16:01, Police (Discipline) Act Chapter 17:01**, and its policy directives from the Ministry of Home Affairs. Pursuant to **Section 3(2) of the Police Act, Chapter 16:01**, the purposes (objects) of the Guyana Police Force are:

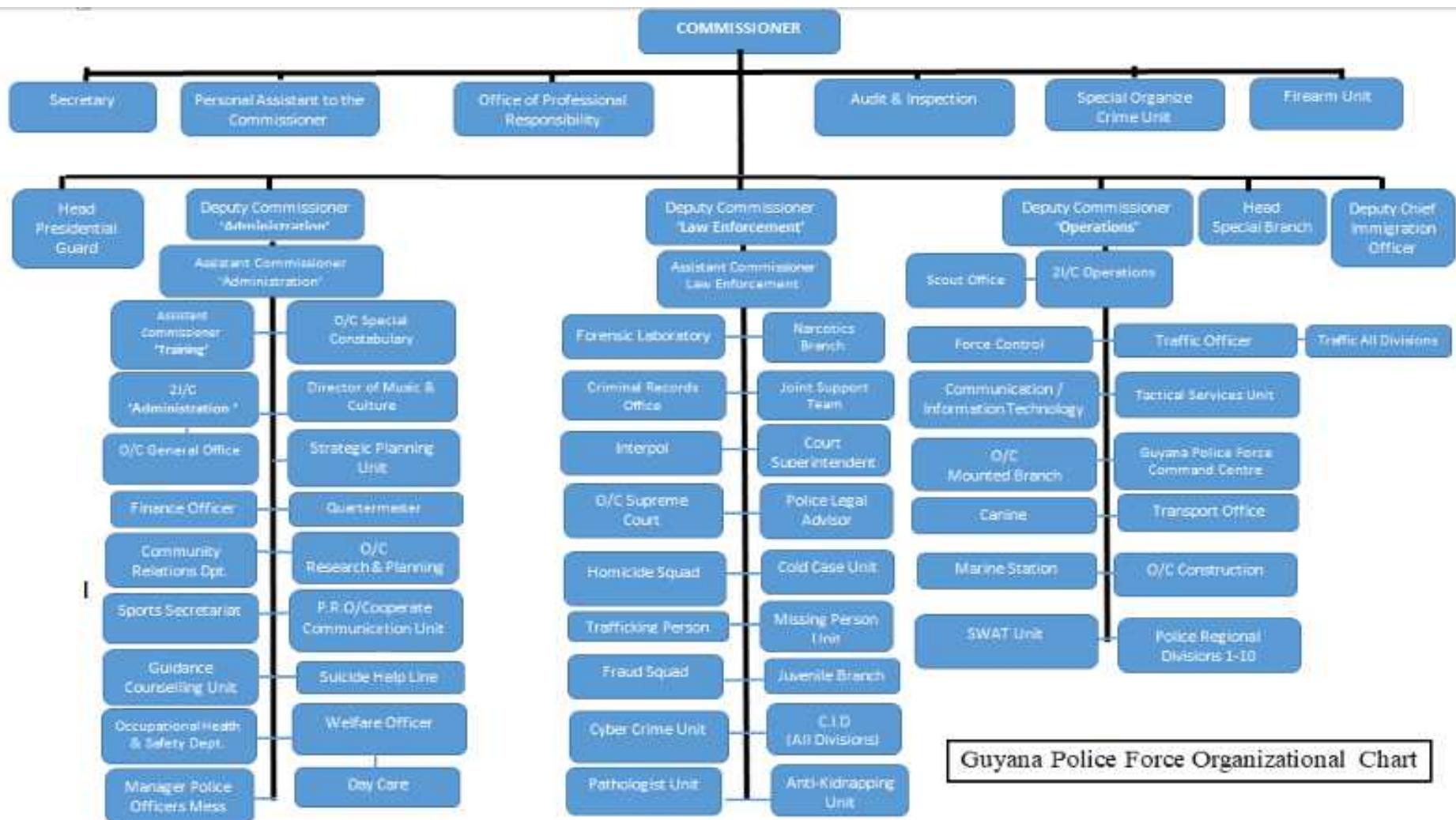
- 6.2.1.1. Preservation and Detection of Crime;
- 6.2.1.2. Preservation of Law and Order;
- 6.2.1.3. Preservation of the Peace;
- 6.2.1.4. Repression of Internal Disturbance;
- 6.2.1.5. Protection of Property;
- 6.2.1.6. Apprehension of offenders; and
- 6.2.1.7. The due enforcement of all laws and regulations with which it is directly charged.

6.3. Core Functions of the Guyana Police Force

The Guyana Police Force works with Government, communities, non-government organisations and groups to provide citizens with safe, secure communities to live, work and raise families. The GPF mandate is coordinated by the Commissioner of Police, who is the Chief Executive assisted by four (4) Deputy Commissioners of Police with specific responsibilities for Administration, Operations, Crime and Intelligence which encompasses prosecution and detection of crime, traffic management, strategic planning, public relations, and law and order matters.

6.4. Guyana Police Force Organisation Structure

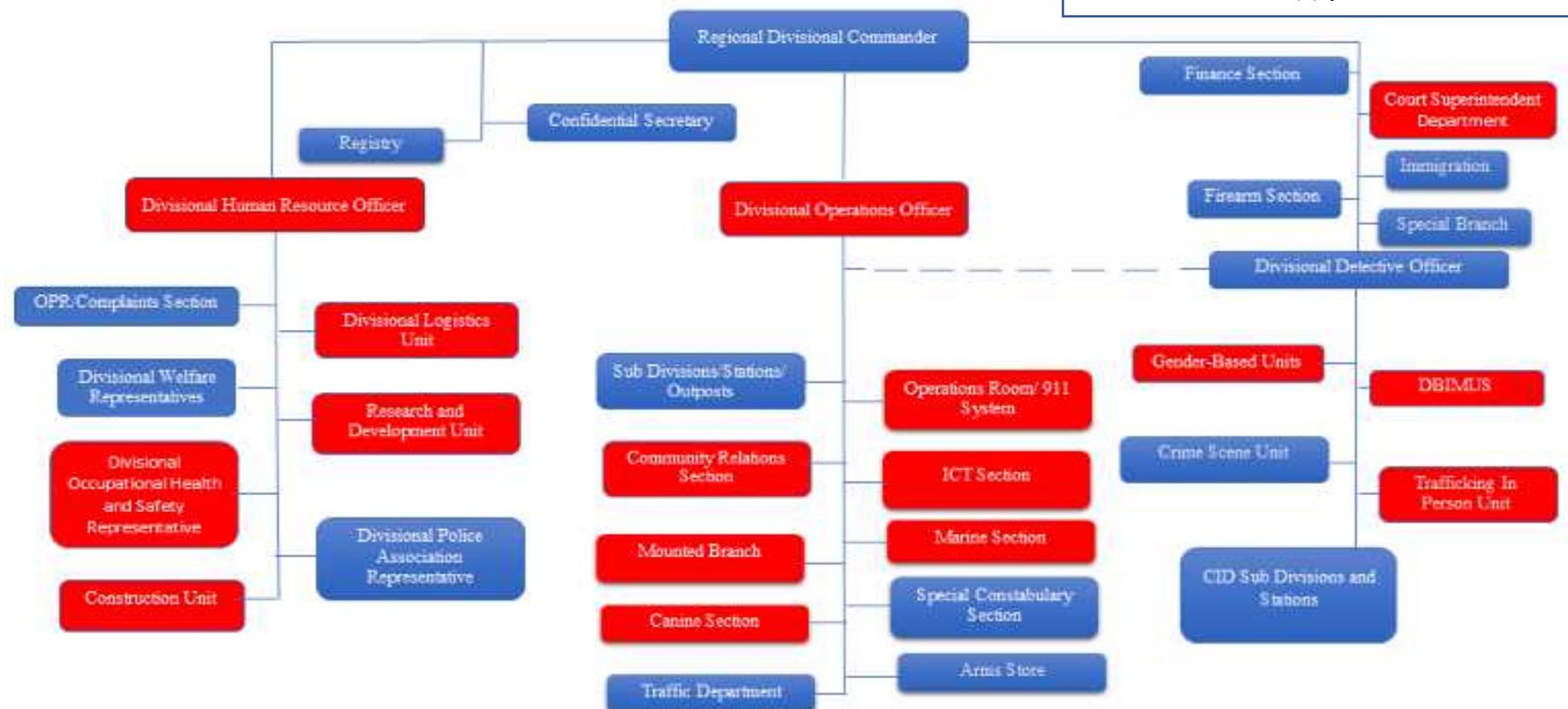
6.4.1. The Guyana Police Force is superintended by a Commissioner of Police assisted by four (4) Deputy Commissioners of Police. It is divided into twelve (12) Police Regional Divisions and thirty-five (35) branches.



6.5. The Police Regional Divisions Organisational Structure

6.5.1. Guyana Police Force is currently pursuing independence of the Police Regional Organisation Structure as shown below:

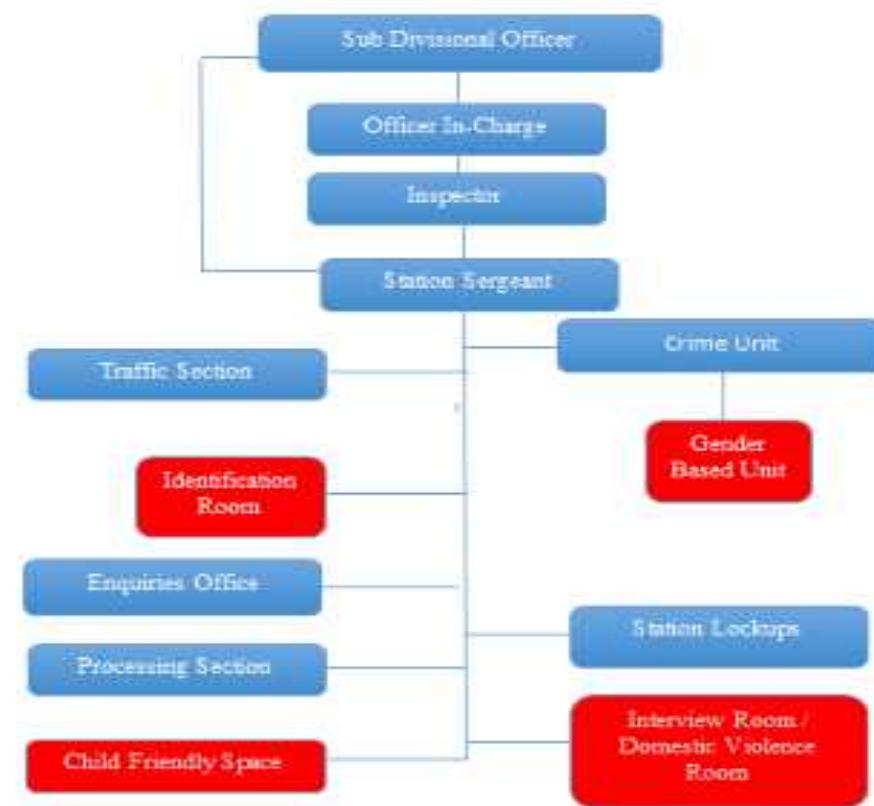
Red represents the new Units established within the last five (5) years.



Guyana Police Force Regional Divisional Organisation Structure as of 2022.

6.6. Police Stations Organisation Structure.

Red represents the new specialist facilities of the Police Station within the last three (3) years



Guyana Police Force Police Stations Structure as of 2022.

6.7. Staff Capacity



Rank	Actual Strength	Proposed Increase	Proposed Authorized Strength
Commissioner of Police	0	1	1
Deputy Commissioner	2	2	4
Assistant Commissioner	5	7	12
Snr. Superintendent	14	2	16
Superintendent	27	0	27
Dep. Superintendent	20	34	54
Asst. Superintendent	81	2	83
Cadet Officer	3	47	50
Chief Inspector	11	9	20
Inspector	128	218	346
Sergeant	643	400	1043
Corporal	787	805	1592
Lance Corporal	487	1040	1527
Constable	2945	1500	4445
Neighbourhood Police	82	200	282
Civilians	95	500	595
Rural Constables	329	344	673
Special Constable	1339	360	1699
Total	6998	5471	12469

Table showing current and proposed Staff Strength of the Guyana Police Force



Diagram depicting training offered to the Guyana Police Force through MOUs /MOAs with local learning institutions as of 2021.

6.7.1. GPF actual staff strength is 6,998. The proposed increase resulting from new security demand and decentralized policing services is 5,471. Hence, the new proposed authorised strength will be 12,469.

6.7.2. Presently, the GPF's most salient areas for attention, are an inadequate workforce in both quantity and capacity. With staff vacancies of 5,471. The proposed authorized staff strength seeks to facilitate:

- 6.7.2.1. Civilianisation of the technical and administrative functions of the GPF;
- 6.7.2.2. Decentralization and Expansion of Police Services to Police Regional Divisions;
- 6.7.2.3. Increased Community Policing;
- 6.7.2.4. Border Policing;
- 6.7.2.5. COVID-19 Enforcement and other Possible Infectious Diseases Prevention Activities;
- 6.7.2.6. New Infrastructural Development of Community Policing;
- 6.7.2.7. Support to the Emerging Oil and Gas Industry and growing investor sector.

6.7.3. The GPF 2021 skill map (Appendix 5 & 6) revealed a human capital deficiency in which of sixty-five percent (65%) of ranks in the Police Regional Division lack the requisite skills and competencies to perform SMART policing. Further, less than fifty percent (50%) of the ranks in technical roles lack the necessary skillset for such roles. The GPF administration has recognised these gaps and have

partnered with teaching and training Institutions through MOAs/MOUs to boost capacity building.



6.7.4. Training, as mentioned in the previous Strategic Plans reflects a mixture of local and international training with courses ranging from forensic investigation to maritime surveillance. Further, a total of twenty-nine (29) ranks benefited from the Government of Guyana Goal Scholarship in an effort to strengthen the Criminal Investigation Department in areas of criminology and victimology, fingerprint examination and handwriting, forensic accounting, forensic biometric analysis, forensic drugs analysis, forensic science and criminal investigation, forensic anthropology, wildlife forensic and crime scene investigation.

6.7.5. In light of the impending transition into a Police Service, the cadre of Police Officers acknowledges that a more proactive approach to capacity building organization-wide, is required to successfully deliver the Force expanded mandate and its goal to have a diversified Police Service relating to ethnicity, language barrier, religion, gender and culture.

7. ESTABLISHING THE PRESENT SITUATION(WHERE WE ARE?)

7.1. Environmental Scan- Internal, External and Sectoral Influences and Public Expectations



7.1.1. The 2022-2026 Strategic Plan embraces a more consultative process with organisations employees and external stakeholders in its formulation. Pertinent information from these groups were garnered and analysed in an effort, not only to provide a strategic direction to meet contemporary policing demands, but also to define the internal and external environment in which the Police Force operates in.

7.2. Sector Influence

Ministry of Home Affairs	
<ul style="list-style-type: none">• Increasing the peace;• Changing the Culture to foster greater commitment, inclusiveness and diversity;• Improving integrity and accountability;• Improving the Quality of Policing;• Greater Training and development;• Creating an environment that facilitates staff retention;• Better resource management;	
Guyana Fire Service	Guyana Prison Service
<ul style="list-style-type: none">• Increase partnership activities in relation to training, Building inspection, occupation, health and safety;	<ul style="list-style-type: none">• Increase partnership activities in terms of joint operation, training, Justice System database management;• Better care management to reduce the number of prisoners with major offences at Prison.
Security Sector Recommendations	

7.2.1. The Ministry of Home Affairs is the policy formulation entity in the security sector with oversight responsibility for nine (9) subvention agencies that fall under the purview of the Minister of Home Affairs.

7.2.2. Guyana Police Force through its Strategic Planning Team consulted with the Minister of Home Affairs and other members of the Security Apparatus to understand and incorporate the strategic direction of the Security Sector. This allowed for pertinent information to be garnered on the performance of the Guyana Police Force, their expectations, and the overarching vision of the security sector.

7.3. Internal Influence

7.3.1. The Guyana Police Force Strategic Planning Unit conducted internal workshop with groups of other ranks, Supervisors, Middle and Senior Management. These constructive comments, concerns, questions, and observations about their police experience, their internal experience, departmental/Station deficiencies, and suggested recommendations to mitigate/reduce deficiencies.

7.3.2. The common themes identified from responses were used to form the core strategic activities in developing the strategic framework of this five (5) year Strategic Plan.

7.3.3. Prevalent themes were as follow:

- 7.3.3.1.Understaffing;
- 7.3.3.2.Poor accommodation for ranks;
- 7.3.3.3.Outdated policies and procedures;
- 7.3.3.4.Absence of sufficient and appropriate technology at Interior location Stations;
- 7.3.3.5. Existence of a culture of resistance to change;
- 7.3.3.6.Weak Selection Procedures for training opportunities;
- 7.3.3.7.Limited Team Building;

- 7.3.3.8. Limited Tactical Proficiency;
- 7.3.3.9. Fatigue due to long shifts and workload;
- 7.3.3.10. Inadequate resources;
- 7.3.3.11. Poor intra-Department/Regional Division communication;
- 7.3.3.12. Weak of information sharing between departments and Regional Divisions.

7.4. External Influences

- 7.4.1. Guyana Police Force exists to provide service and protection to the citizenry of Guyana. The Guyana Police Force is predominantly only effective in its policing approaches with meaningful engagement and inclusiveness of stakeholders. Henceforth, in addition to internal stakeholders' input, external stakeholders were informed, engaged and consulted. This allowed for a collaborative effort to identify and provide solutions to security challenges and incidental issues.
- 7.4.2. The following stakeholders participated in the consultation phase of the 2022-2026 Strategic Plan:
 - 7.4.2.1. Ministry of Social Services;
 - 7.4.2.2. Police Complaint Authority;
 - 7.4.2.3. Georgetown Chamber of Commerce and Industry;
 - 7.4.2.4. Guyana Association of Private Security Organisations;
 - 7.4.2.5. Ministry of Legal Affairs;
 - 7.4.2.6. Lions Club;
 - 7.4.2.7. Rotary Club;
 - 7.4.2.8. Ethnic Relations Commission;
 - 7.4.2.9. Guyana Revenue Authority.

7.5. Internal Issue(s) and Recommendation(s)

7.5.1. During the consultative phase of the Strategic Planning Cycle, stakeholders provided the Strategic Planning Team with the following issues and suggested recommendations mitigate against those issues.

NO.	INTERNAL ISSUES/CONCERNS	DESCRIPTION	PRIORITY			RECOMMENDATIONS
			HIGH	MEDIUM	LOW	
1	Building, Expansion & Environment	Some Police Buildings (Offices, Stations and Outposts) are in deplorable conditions and lack specialist Facilities. Further, with the advent of new road networks and housing schemes additional policing services are required.				<ul style="list-style-type: none"> ✓ Reconstruct and refurbish Police Buildings that are in deplorable conditions and equip them with specialist facilities to make them welcoming and comfortable. ✓ Establish new policing units, stations and facilities to meet population demands and the changing security environment.
2	Equipment	Inadequate fit-for-purpose equipment to drive digital policing.				<ul style="list-style-type: none"> ✓ Equip Police Locations with SMART Technologies to drive Digital Policing.
3	Vehicles	Inadequate fit-for-purpose vehicles to enhance operational efficiency.				<ul style="list-style-type: none"> ✓ Acquire and procure fit-for-purpose vehicles to improve operation efficiency and institute robust vehicle management system.
4	Corruption	Prevalent acts of unprofessionalism and lack of accountability and integrity.				<ul style="list-style-type: none"> ✓ Develop and implement an Integrity in Policing Plan. ✓ Restructure and rename Office of Professional Responsibility to Police Internal Affairs Department.

5	Traffic	Lack of a robust traffic management system				✓ Develop and implement a Traffic Management Plan in partnership with key stakeholders.
6	Human Resource Management	Absence of the Human Resource Department				✓ Establish a Human Resource Department to improve administrative practices.
7	Training and Development	Outdated Training Curriculum and inadequate training facilities to promote capacity building, professionalism and integrity.				<ul style="list-style-type: none"> ✓ Review and implement a robust training and development plan and a modern accredited Police Academy. ✓ Conduct target training programmes to build capacity.
8	Recruitment, Selection and Retention	Lack of a robust recruitment policy, objective selection processes and a succession plan.				✓ Review and implement a robust recruitment, selection and retention plan.
9	Civilianisation	Lack of adequate highly skilled personnel in technical and administrative areas.				✓ Recruit and retain high-potential personnel for technical and administrative areas within the Force.
10	Media/Public Relations	Lack the ability to execute a robust Communication Strategy and limited joint operations and information sharing with stakeholders				<ul style="list-style-type: none"> ✓ Equip and train personnel within the area of Media/Public Relations to effectively execute the Force's Communication Strategy. ✓ Additionally, establish joint operation initiatives and information sharing protocols.
11	COVID-19 Pandemic	Lack of adequate PPEs for the rank and file.				✓ Acquire and procure adequate PPEs for the rank and file.

12	Obsolete Legislation	The Police Acts, Standing Orders and regulations need to be in line with best practices and international standards.				✓ Police Acts, Standing Orders and regulations needs to be revised and amended in keeping with contemporary policing.
13	Aerial Operations	Lack of an Aviation Unit to support policing operations.				✓ Establish an Aviation Unit within the Guyana Police Force.
14	Performance	Absence of performance evaluation and limited inspections, surveys and audits.				✓ Conduct regular performance appraisals, inspections, surveys and audits on a yearly basis to promote performance efficiency.
15	Diversity	Lack of a diversified workforce.				✓ Conduct targeted recruitment drives to establish a diversified workforce.
16	Improvement Culture	Lack of continuous improvement culture within the Force.				✓ Establish continuous improvement plans for Divisions and Branches.
17	Paper-based and Deficient Recording Keeping Systems	Lack of digital database and electronic data management systems.				✓ There is need to transition from paper-based to digital data management systems.

7.6. External Issues and Recommendations

7.6.1. Guyana is located on the northeastern coast of South America with a landmass of 214,969 square kilometers and is the only English-speaking country on the continent of South America. Subsequent to the first year of oil production, 2020, Guyana has recorded an extraordinary economic growth rate of 43.5% indicating a developmental trajectory that is anticipated to continue in like manner. However, the country's developmental potential is by unusual challenges, such as emerging security threats, crime including violence as the general crime rate is above the National level tied to low levels of interpersonal trust, prevalence of cybercrime, social cohesion, and low trust in the criminal justice institutions.

7.6.2. The year 2021 indicates that GPF responded effectively to diversified and evolving forms of crime as the criminal perpetrators have become more sophisticated and influential in committing traditional crimes using more complex methods and white collar crimes. Crime in the 21st century has evolved through the exploitation of technology for financial gains. Hence, GPF recognizes the need to adapt to the changing security paradigm to effectively and efficiently maintain peace.

7.6.3. The table below provides a synopsis of the prevailing security challenges in Guyana suggested by Stakeholders during the consultative phase of the Strategic Planning Cycle and possible recommendation to mitigate on measures.

NO.	EXTERNAL ISSUES/CONCERNS	DESCRIPTION	PRIORITY			RECOMMENDATIONS
			HIGH	MEDIUM	LOW	
1	Drugs/Firearms	Increase in cultivation and smuggling of illicit drugs. Proliferation of arms and ammunition.				✓ Establish a robust Informant Scheme and intensify training of ranks in crime prevention, detection and prosecution.

2	Piracy	Increase risk of piracy on oil platforms, fishing, commercial and supply vessels.				<ul style="list-style-type: none"> ✓ Establish Marine Units in the Police Regional Divisions and ensure adequate trained human and physical resources to enhance marine capabilities and effectively patrol the waterways.
3	Youth Crime	Prevalence of youth violence perpetuated in schools and communities.				<ul style="list-style-type: none"> ✓ Conduct sensitization programmes on social issues with youths in vulnerable communities and collaborate with NGOs, COPS & Faith Network, Ministries of Government to develop and empower at-risk youths through Social Crime Prevention Programmes.
4	Human Smuggling, Trafficking and Migration	Increase illegal movement of foreign nationals. Trafficking-in-Persons of locals.				<ul style="list-style-type: none"> ✓ Implement Border Policing Strategies and formalize inter-agency cooperation with other security agencies.
5	Domestic Violence	Prevalence of Intimate Partner Violence in the Guyanese Society.				<ul style="list-style-type: none"> ✓ Equip and train Police Ranks to champion Domestic Violence related matters and collaborate with relevant Institutions, bodies and Agencies to combat this ill in society.

6	Citizen-Friendly Police Force	Absence of Democratic Policing Strategies, low public confidence and lack of positive police/public relations.			<ul style="list-style-type: none"> ✓ Execute robust Social Crime Prevention Programmes, Communication and Public Engagement Strategies and employ Democratic Policing Techniques.
7	Increasing the Public Peace	Prevalence of a hostile and abusive policing culture and execution of punitive policing strategies.			<ul style="list-style-type: none"> ✓ Embark on Democratic and Preventative Policing Strategies to deliver efficient and effective policing services.
8	Team Policing	Lack of implementation of Team Policing in communities.			<ul style="list-style-type: none"> ✓ Establish Fixed-Point Patrols in Communities by a fixed set of ranks to execute a robust Public Engagement Strategy.
9	Minor Offences	Prevalence of arresting and detaining of individuals who commit minor offences.			<ul style="list-style-type: none"> ✓ Institute a policy or standard operating procedure to send individuals who commit minor offences on bail or recognizance.
10	Treatment of Prisoners (Care and Custody)	Prisoners' custodial areas, rights and treatment are not in keeping with human rights standards.			<ul style="list-style-type: none"> ✓ The Guyana Police Force should ensure that prisoners receive medical attention, kept in hazard-free custodial facilities and treated fairly.

11	Fire Drills, Mobilization and Natural Disaster Drills	Absence of fire drills at Police Headquarters and within the Regional Divisions.			<ul style="list-style-type: none"> ✓ The Guyana Police Force need to conduct regular fire drills, inspection of buildings for fire safety compliance and collaborate with the Fire Service for Fire Prevention Training and Occupational Health and Safety activities.
12	Limited Information Sharing	Lack of information sharing platforms between stakeholders.			<ul style="list-style-type: none"> ✓ There should be established protocols and virtual platforms for information sharing between State Agencies, the Business Community, Religious Community, etc. and the Guyana Police Force in relation to crime prevention and detection.
13	Stakeholder Involvement	Lack of formalized collaboration with key stakeholders.			<ul style="list-style-type: none"> ✓ There is need for systematic cooperation with Private Sector Commission, Private Security Agencies, Community Policing Groups, NGOs, Faith-based Organisations, State Bodies, Learning Institutions and Regional and International Organisations.

14	Break and Enter and Larceny	Prevalent in all Police Regional Divisions mostly in the early morning during 3:00 am to 6:00 am.			✓ Conduct Hot Spot policing by increasing patrols to crackdown and deter this criminal activity.
15	Use of Face Masks by Criminal Elements	The use of face masks contributes to facial disguise which benefits criminals who are seeking to capitalize on this new norm to commit criminal acts.			✓ Conduct Sting Operations, Cordon and Searches, Team Policing, SMART Policing, GPF Command Centre surveillance and monitoring and increased police visibility.
16	Missing Persons	Prevalent among the young populace and poses a serious security concern.			✓ Establish Missing Person Unit equipped with specialist facilities such as Missing Person Alert System and institute a Safe Return Program.
17	Porous Borders	Gang-related activities from neighboring countries, unlawful movement of contrabands, drugs and illicit mining in Regions 1, 7, 8 and 9.			✓ Conduct Border Policing in Regions 1, 7, 8 and 9.
18	Money Laundering	Extraction of minerals create opportunities for money laundering and there has been a spate of Ponzi Schemes that have defrauded persons of millions.			✓ Use data analytics and technology to find patterns and conduct frequent and continuous surveillance and audit processes.
19	Mining-related Criminal Activities	Prevalence of robberies at mining camps within interior locations perpetrated by foreign nationals and gang-influenced persons.			✓ Conduct Border Policing in Regions 1, 7, 8 and 9.

20	Infrastructural Development	The housing sector boom and population growth is fostering new road networks, housing schemes, businesses and tourism which requires more police visibility.			<input checked="" type="checkbox"/>	✓ Increase police visibility by conducting heightened patrols, Team Policing and establishing new police stations and key units to police communities.
21	Oil Spills	The potential to adversely impact Guyana's marine ecosystems and the seafood sector.			<input checked="" type="checkbox"/>	✓ The Guyana Police Force need to collaborate with the EPA to conduct regular inspections of Oil Platforms operations to deter the occurrence of oil spills.
22	Natural Disaster	Guyana's geographical uniqueness, being below sea level, it is prone to flooding and droughts, which can undermine food security.		<input checked="" type="checkbox"/>		✓ The Guyana Police Force need to collaborate with the EPA and CDC to mitigate against any occurrence of floods and droughts.
23	Industrial Action	This phenomenon can adversely impact the country's Gross Domestic Product, nation building and overall quality of life. It can also contribute to mass migration and civil unrest.			<input checked="" type="checkbox"/>	✓ Institute Public Order Policing Strategies in keeping with best practices and international standards.
24	Civil Unrest	This becomes prevalent during Election Periods and with the institution of the COVID-19 Vaccination Policy.		<input checked="" type="checkbox"/>		✓ Institute Public Order Policing Strategies in keeping with best practices and international standards.

25	Illegal Extraction of Natural Resources	Control of mining and timber operations are inadequate in Guyana's interior. Several companies export large quantities of natural resources without a license.				✓ Partner with the Ministry of Natural Resources to deter and reduce the incidence of illegal exportation of large quantities of natural resources.
26	COVID-19 Pandemic	This pandemic impacts the health and mortality rate of the nation.				✓ Conduct supportive and enforcement activities to slow the spread of COVID-19.
27	Border Controversy with Venezuela	Venezuela has claimed that two-thirds of Guyana's territory in the Essequibo River to the East belongs to them and also has made two claims of Guyana's offshore exclusive economic zone, the source of its new found oil wealth.				✓ Collaborate with the security Apparatus to mitigate against any potential threats stemming from this border controversy with Venezuela.
28	Suicide	This social ill is prevalent among young people in Guyana who suffer from depression and lack coping skills.				✓ Collaborate with the Ministry of Health through an Inter-agency arrangement to reduce the incidence of suicides.
29	Unemployment and Poverty	Limited job opportunities create a conducive environment for criminal activities.				✓ Conduct Social Crime Prevention Programmes in vulnerable communities to promote workforce enhancement interventions.
30	Migration of Skilled Citizens	Migration of skilled personnel.				✓ Create attractive job opportunities and career advancement programs.
31	Carjacking	Vehicle theft has become a common practice by criminal elements.				✓ Conduct joint operations with Community Policing Groups and

					Private Security Agencies.
32	Insufficient Roads, Signs and Markings	Some communities have faded road signs and markings and new roads would require road markings and signs.			<input checked="" type="checkbox"/> The Guyana Police Force Traffic Department should collaborate with Ministry of Public Works to ensure all roads in communities have road markings and signs for road safety.
33	Kidnapping	Increased risk of kidnapping with the advent of oil and gas and extractive industries resulting in the influx of expatriates and wealthy individuals.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Train personnel in anti-kidnapping and related skills such as Hostage Negotiator and SWAT Rescue Teams.

7.7. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Existence of a robust community outreach programme;• Re-alignment of police boundaries in Police Regional Divisions.• Provision of welfare services to ranks.• Provision of Education Bursary Awards for the children of ranks.• Availability of Credit Union Services to ranks.• The existence of border policing services for effective internal security.• Control of the Guyana Police Force Command Centre for the Safe City Security Programme.• Availability of a proactive manpower development programme.	<ul style="list-style-type: none">• Upgrading the General Office to become an efficient and effective Human Resource Management Department.• Need for recruit training curriculum that is intended to satisfy modern day policing needs.• Absence of a manpower needs plan.• Absence on an efficient and effective job placement system.• Absence of an effective and efficient job assessment and evaluation system.• Absence of an effective and efficient programme for ranks on probation.• Absence of an effective succession plan.• Inadequate working conditions.• Inadequate office accommodation facilities.• Out-dated operational and administrative Standing Orders guidelines, rules, and regulations.• Absence of a robust Traffic Management Plan.• Absence of a Vehicle Maintenance Plan coupled with poor vehicle maintenance.• Absence of an efficient data management system.• Absence of adequate an efficient physical resource for facilitate effective modernisation of the Force.• Absence of an efficient and effective policy and procedure implementation system.• Absence of systems to facilitate the assessments such as Monitoring, Evaluation, Risk Management, and Change.• Inefficient Internal and External communication systems.• Absence of a Communication, Media, Public Relations Strategies and a property maintenance plan.• Absence of an effective and efficient Occupational Health and Safety System.• Absence of adequate and efficient internet and other Information Technology related systems.• Absence of an efficient and effective mobile and foot patrol monitoring system.• Deficient 911 and suicide response systems.• Deficient Materials Management, and Internal Audit and Inspection systems.• Lack of integrity testing at all levels.

	<ul style="list-style-type: none"> • Lack of efficient and reliable internet connection. • Deficiency in the availability of suitable protective equipment/facilities for ranks. • Ineffective enforcement of regulations, rules, and policies. • Absence of an Equipment Maintenance Plan.
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Government of Guyana and international emphasis on Safety and Security. • Decentralization of major Operational Units. • The existence of Station Management Committees to boost operations at stations. • Collaboration with Local, Regional, and International Training institutions to access training opportunities for ranks. • Collaboration with internal and external security organizations to achieve improvements in the internal security apparatus. • Willingness on the part of external stakeholders to collaborate in restructuring the recruit training programme of the Force. • Willingness on the part of external stakeholders to collaborate in the execution of community development initiatives. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Increase trafficking and cultivation of illicit drugs. • Budgetary constraints. • Lack of adequate equipment to deal with emerging security threats. • Presence of diverse forms of criminal activities. • Proliferation of illegal firearms, explosive devices and pyrotechnics. • Prevalence of COVID19 infections. • Prevalence of illegal immigrants. • Language barriers. • Emerging Youth Crimes. • Natural Disasters. • Piracy • Kidnapping • Cybercrimes • Wildlife (animal and plants) smuggling.

7.8. Achievements

7.8.1. The Guyana Police Force prides itself in becoming one of the most progressive police organization regionally. This is reflected in the many achievements, the Police Force has attained throughout its' history. Going forward the GPF will strive to be the leader in the Security atmosphere and intends to be recognized and highly respected by peers and the community.

No.	Pillars	Achievement	2015	2016	2017	2018	2019	2020	2021
1	Operational Priority	Increase usage of Body Cameras to improve transparency and accountability					*		
		Launch of Border Policing in Regions 1, 6, 7, 8 and 9					*		
		NERCC is now under the full command of the GPF with cases being solved using CCTVs.						*	
		Increase of fixed-point patrol in all Police Regional Divisions					*	*	
		Increase surveillance and patrol in mining communities					*	*	
		Decentralization of the Gender Based Unit, CRUs, SWAT, Logistics, HR, Public Relations, DBMIU, OPR, Marine Unit.					*		
2	People	Implementation of the 4"E's" in the fight against Covid-19					*	*	
		Provide Training & Development to improve crime fighting capability, police integrity and community relations.	*	*	*	*	*	*	*
		Enhance welfare for the rank through MOU between the Police Association Central Housing and Planning Authority, GTM and GRA for house		*	*	*	*	*	*

		lots, an active group health insurance and mortgage relief program.						
		Resuscitate Station Management Committees					*	*
		Establishment of a Police Complaint Unit in Police Regional Divisions					*	
3	Partnerships	Increase collaboration efforts locally, regionally and internationally	*	*	*	*	*	*
		Launch of Team Policing to improve Police visibility			*			
		Establishment of an Inter-Agency Suicide Prevention Helpline	*					
		Development of a Private Security Partnership to boost operational efficiency						*
		Resuscitation of the Community Policing Group					*	*
		Development of Community Safety partnership with vulnerable communities	*	*	*	*	*	*
		Decentralization of the Community Relations Unit					*	
		Rebranding of Public Relations Office to Cooperate Communications Unit						*
4	Performance	Revision of a Performance Appraisal Scheme					*	*
		Development of Divisional and Branch Work-plans to support the implementation of the Force's Strategic Plan			*			
		Establishment of an Audit and Inspection Unit		*				
		Establishment of an Occupational Health and Safety Department	*					
		Establishment of a Strategic Planning			*			

		Unit						
5	Infrastructure	Realignment of Police Divisional Boundaries					*	
		Expansion of CID Headquarters to include Cyber Crime Unit, Firearm Investigation Unit, Missing Persons Unit and Cold Case Unit				*		
		Revamp of the 911 System to improve Police response and efficiency					*	
		Continuous Upgrade of Technology	*	*	*	*	*	*
		Conversion of Police Outpost into Police Stations to provide adequate level of service	*	*	*	*	*	*
		Establishment of an Environmental Unit at the Tactical Services Unit.					*	
		Expansion of Immigration Service's Regional Division 2,3,6,7,9 and 10				*	*	*
		Divisional Based Management Information Units (DBMIUs)					*	*
		Increase acquisition of vehicles	*	*	*	*	*	*
		Continuous Upgrade of Communication facilities to meet operational demands						

8. STRATEGIC DIRECTION (WHERE WE WANT TO GO)

8.1. Government of Guyana Security Goals

8.1.1. The following list provides the Government of Guyana Security Goals pursuant of its manifesto that prioritises peace, progress and prosperity.

Provide modern equipment, facilities and best practices training for Law Enforcement Personnel

Improve investigative and forensic capabilities

Expand the use of modern technology, intelligence gathering and processing capabilities of Law Enforcement agencies and promote intelligence-led policing.

Ensure greater accountability by the Police Ranks.

Decentralisation of policing services across Guyana.

Enhance security capabilities in the Hinterland in support of Mining, Forestry and Amerindian Villages.

Increase training for Prosecutors to promote improved prosecution of crimes under Public Law.

Implement adequate road safety initiatives.

Foster greater collaboration with the Private Security.

8.2. His Excellency the President of the Cooperative Republic of Guyana" Dr. Mohamed Irfaan Ali

Summary of His Excellency Dr. Mohamed Irfaan Ali's Charge at the Guyana Police Force Officer's Conference 2021

His Excellency Dr. Mohamed Irfaan Ali, President of Co-operative Republic of Guyana provided answers to the following questions using 8 Rs:

What have we achieved? What changes have we seen? What strategic direction have we adopted? What policies were crafted? What direction was given? Where do we start? Where is our current position?

We can answer these questions under the following Rs:

Reposition: To reposition the Force to meet environmental changes, we must conduct a realistic assessment of our strengths, weaknesses, opportunities and threats (SWOT analysis). This will allow us to identify internal and external gaps; and to understand the future demands of the Force.

Restructure: To restructure the way we do things. The goal is to be efficient, effective and responsive with a clear vision. This is where we intend to make our Police Regional Divisions independent by strengthening its capacity through regionalisation, decentralisation of specialised Units, greater empowerment at the Regional and Community Levels, Integration with other organisations, the building of Regional Intelligence Apparatus; and making Regional Command and Management more accountable.

Rebrand: To rebrand the Force by improving and protecting its image through the implementation of robust public engagement, communications and media strategies.

Reorganizing: To reorganize the Force by adopting SMART Policing. That is to say having practical systems, selecting the right training for our manpower, developing the right attitude, being the most reliable partners to our citizens and having the right technology.

Retooling: To retool the Force, it requires us to have the right working environment linked with the right methods of policing and visibility.

Reengineer: To reengineer our approach to greater efficiency and better methods linking the Force to the future of policing.

Repair: To repair our image, relationships organisation structure and our brand. Repairing the Force must be guided by people, professionalism and patriotism.

Redefine: To redefined who we are into a Police Force that is accountable and professional through employment of integrity, human rights and ethical standards in policing operations.

8.3. Honourable Mr. Robeson Benn, Minister of Home Affairs Republic of Guyana

Summary of Honourable Mr. Robeson Benn, Minister of Home Affairs' Charge at the Guyana Police Force Officer Conference 2021

Honourable Mr. Robeson Benn, Minister of Home Affairs Republic of Guyana highlighted that Guyana Police Force must be on a mission to continuously increase the peace through the following keypoints:

Policemen and Women are Peace Officers: As Police Officers, we are responsible for ensuring the peace and orderliness and improving public behaviour whether on duty or off duty.

Prevent Disorderly Crime: Expanding the Community Relations Office in each Police Regional Division, complemented with Community Policing Groups, will support our need to intercept, to run interferences on behaviour in communities which could escalate into disorderly type of crimes.

Improve Culture: As Police Officers, we must be culturally and socially capable and competent to avoid being seen as an oppressor or predator. We must be able to go anywhere and relate to different culture, different experience and speak to other people.

Diverse Force: The Force's establishment must be increased and diversified. The Force needs to expand opportunities for working life outside of policing and retirement.

Resign if you are Compromised: The Guyana Force is a noble profession and those who join this profession or are actively a part of it ought to be ethical and have integrity. Thus, those who find that the renumeration is adequate to meet their living expenses should resign.

Empathy: Eliminate oppressive relationship and a situation of imminent danger when the police engage with the public.

Improve the conditions: The work environment must improve, more so the culture, behaviour, readiness and discipline of the all ranks.

Oil and Gas: Build capacity for oil and gas security management.

Rationalize and contextualize: The rank and file of the Force need to understand the language, culture and people of the communities in which they serve.

Increasing the peace in Guyana: It should be the mandate of every rank to ensure that when executing their duties it is aimed at bring about peace and goodwill.

8.4. Guyana Police Force Motto



The Motto of the Guyana Police Force is: **“Service and Protection”**

8.5. Redefining the Guyana Police Force Mission Statement

Old Mission Statement

8.5.1. The Mission of the Guyana Police Force and its Auxiliaries is to serve all citizens and communities of Guyana in a professional, pro-active and accountable manner. To achieve this, we will work in partnership with communities, public agencies and private bodies to enhance and support an environment where all people are preventing crime and building a safer and secure Guyana.

New Mission Statement

8.5.2. The Mission of the Guyana Police Force is to provide professional and accountable law enforcement services through a multi-stakeholder approach driven by SMART technology, resource-effectiveness, diversification, reciprocal respectability and increasing the public peace.

8.6. Redefining the Guyana Police Force Vision Statement

Old Vision Statement

8.6.1. Our vision for the Force is summarised as:

8.6.1.1. Recruitment of suitably qualified persons for the Force recognising our people are our most important asset;

8.6.1.2. Development of our staff with the right skills to undertake their role effectively in the context of modern policing;

8.6.1.3. A more professional and accountable Police Force driven by increased public expectations;

- 8.6.1.4. Increased and appropriate use of Information Technology across the GPF to improve our service delivery;
- 8.6.1.5. Generation and use of accurate data to support intelligence led policing;
- 8.6.1.6. Use of measurement, monitoring and planning techniques to deliver effective and efficient police services; and
- 8.6.1.7. Provision of suitable premises that support modern police practices.

New Vision Statement

- 8.6.2. The Guyana Police Force will be the most progressive, efficient and effective community-oriented Police Service that is respectful of, and responsive to, the changing needs of the nation, policing, community and the organization.

8.7. Core Values



- 8.7.1. Guyana Police Force Core Values are the organizational beliefs with respect to the responsibility all stakeholders in society as well as the personal ideals of the men and women of the Guyana Police Force.
 - 8.7.1.1. **People-Oriented:** To continuously employ democratic policing principles, practices and training. Including gender sensitivity and balance.
 - 8.7.1.2. **Service-Focused:** To deliver quality policing services in a professional and accountable manner.
 - 8.7.1.3. **Safety and Security driven:** To continuously employ security management principles to secure life and property.
 - 8.7.1.4. **Resource-Effective:** To employ efficiency management principles and ensure adequate resources for the delivery of quality policing services.
 - 8.7.1.5. **Future-Focused:** To employ SMART Policing techniques to traffic management and crime detection and prevention and to ensure that the force complement can support this.
 - 8.7.1.6. **Diversity-Centered:** To ensure that the GPF workforce is diversified and employs recruitment practices and resources and to work in

collaboration with all communities, sectors, ethnic groups and agencies to secure Guyana.

- 8.7.1.7. **Stakeholder-Oriented:** To collaborate with State, Regional and International Bodies to provide the highest standard of service and citizen security.
- 8.7.1.8. **Reciprocal Respectability:** To approach the business of policing in a manner that demonstrates respect, professionalism, accountability and human rights principles.
- 8.7.1.9. **Monitoring, Review and Assessment driven:** To ensure professionalism and accountability based on robust performance assessment, inspections, audits and surveys.

8.8. Strategic Pillars and Strategic Objectives

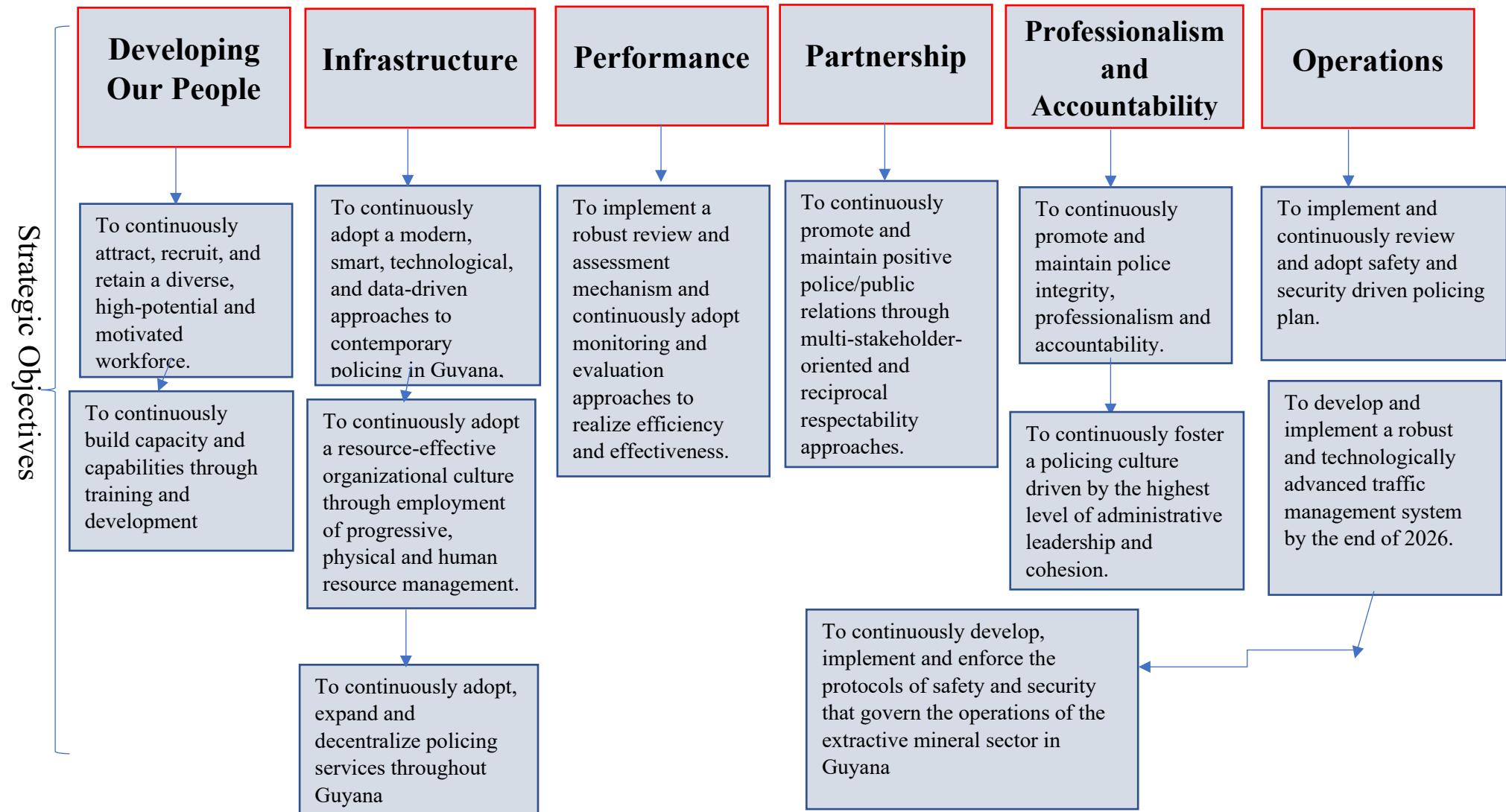


Diagram showing the Six (6) Strategic Pillars and the Strategic Objectives under each Pillar.

9. Strategic Framework

9.1.1. The Guyana Police Force Key Strategic Framework is designed to support the delivery of its Mission, Vision, Modernization, and Implementation Plan within the context of a Strategic Framework.

Developing Our People

9.1.2. This pillar will focus on having an inclusive, engaged and progressive workforce that represents our communities through professionalism and proficiency.

STRATEGIC PILLAR: DEVELOPING OUR PEOPLE			
STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVES	RESOURCES REQUIRED	STRATEGIC ACTIVITIES
To continuously attract, recruit, and retain a diverse, high-potential and motivated workforce.	<ul style="list-style-type: none">✓ Increase diversification of the Force through targeted recruitment of 3,500 personnel by 2026.✓ Improve the recruitment and hiring process of the Force by 2026.✓ Increase opportunities and clear career pathways for female ranks to occupy supervisory and high command positions by 2026.	<ul style="list-style-type: none">- Accommodation at the Training Facilities- Cabinet Approval- Financial support- Skills Map- Targeted Advertisements- 24-hours Childcare Facilities in each Regional Division- Job Task Analysis- Recruitment Policy and Plan- National Intelligence Plan- Social Crime Prevention Plan- National Policing and	<ul style="list-style-type: none">✓ Increase of female intake by 1,750 at the recruitment level from varying ethnic backgrounds by 2026.✓ Increase male intake by 1,750 at the recruitment level from varying ethnic backgrounds by 2026.✓ Ensure female ranks occupy supervisory and high command positions by 1,010 by 2026.✓ Conduct Recruitment and Selection Board Statutory Meetings monthly on an annual basis by 2026.✓ Conduct Targeted Recruitment in all Regions of Guyana quarterly every year by 2026.✓ Conduct Apprenticeship Programs with Force Applicants 16-18 years who

	<ul style="list-style-type: none"> - Security Plan - Traffic Management Plan - Attraction Policy - Incentive Scheme - Job Opportunities - Recruit for Purpose Strategy 	<ul style="list-style-type: none"> ✓ completed Secondary Schools from every Region and ethnic background quarterly every year by 2026. ✓ Recruit 500 high-potential civilians' personnel for specialised and technical areas by 2026. ✓ Recruit 200 Force Applicants as Neighbourhood Police by 2026. ✓ Recruit 344 Force Applicants as Rural Constables by 2026. ✓ Establish a recruitment and selection board with diverse representation. ✓ Revised Recruitment Policy and formulate recruitment plan. ✓ Establish an Attraction Policy ✓ Revised Incentive Scheme and Pay Structure. ✓ Implement and enforce a Recruit for Purpose Strategy ✓ Recruit Psychotherapists for each Regional Division. ✓ Recruit Coxswain and Seamen for the Marine Units. ✓ Recruit Civil Engineers and Foremen for the Construction Section. ✓ Recruit Mechanical Engineers for the Transport Workshop. ✓ Recruit an Occupational Health and Safety Specialist. ✓ Recruit Quality Assurance Specialists. ✓ Recruit a Performance Manager. ✓ Recruit highly skilled personnel to fulfil the mandate of the new structure of SPU. ✓ Recruit Academic Administrative Specialists for the Training Colleges. ✓ Hold men and women forum retirement
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			<p>workshop.</p> <ul style="list-style-type: none"> ✓ Expand welfare visits to hinterland locations. ✓ Establish mental health groups in all Police Regional Division. ✓ Recruit skilled personnel for the following new Units: <ul style="list-style-type: none"> • Inspectorate • Behavioural • Diversity • Aviation • Oil and Gas Units
	<p>Increase Job Satisfaction and Retention Rates by 2026.</p>	<ul style="list-style-type: none"> - Cabinet Approval - Financial Support - Terms and Conditions of Work - Compensation Packages - Welfare Packages - Award & Commendation Packages - Surveys - Needs Analysis - Job Task Analysis - Succession Plan - Staff Representation 	<ul style="list-style-type: none"> ✓ Increase the use of Job Satisfaction and Welfare Surveys by 100% (12,469) by 2026. ✓ Increase use of Exit Surveys by 100% (1,250) by 2026. ✓ Increase use of Exit Interviews by 100% (1,250) by 2026. ✓ Increase reward and incentives granted to ranks and staff twice yearly on an annual basis by 2026. ✓ Increase Bursary Awards granted to ranks children once yearly by 2026. ✓ Increase welfare loans granted to ranks on a monthly basis annually by 2026. ✓ Increase benevolent benefits granted to ranks on a monthly basis annually by 2026. ✓ Re-introduce the increment system to award ranks with outstanding performance yearly by 2026. ✓ Distribute Food Hampers yearly to the relatives of deceased ranks, and hospitalized and shut-ins ranks by 2026. ✓ Review and improve Occupational Health

			<p>& Safety Standards</p> <ul style="list-style-type: none"> ✓ Implement a comprehensive reward and good work system. ✓ Implement and enforce a robust succession plan that targets leadership development, objective selection of personnel for vacant leadership positions and clear career-path. ✓ Review and improve Staff Representation. ✓ Resuscitate the functioning of the Guyana Association of Women Police. ✓ Review Terms and Conditions of Work. ✓ Conduct Job Task Analysis.
To continuously build capacity and capabilities through training and development.	<ul style="list-style-type: none"> ✓ Improve the competency levels of the rank and file to demonstrate a professional, modern and accountable police force by 2026. 	<ul style="list-style-type: none"> - Skills Map - Recruitment, Selection and Training Policy - Cabinet Approval - Financial Support - Stakeholders Support - Probationary Policy - Training Facilities - Instructors - Training Aids & Supplies - Comprehensive Training Curriculum - MOA/MOU with Learning Institutions - Training Needs Analysis - Training Board 	<ul style="list-style-type: none"> ✓ Facilitate scholarships to 2500 staff by 2026. ✓ Facilitate in-service professional development training to 2500 staff by 2026. ✓ Train 1,094 Force Applicants on a yearly basis. ✓ Train 5,000 staff for technical areas by 2026. ✓ Conduct Interviews with Force Applicants quarterly every year by an Interview Board by 2026. ✓ Re-establish a Training Board to develop and review training and development programs quarterly every year by 2026. ✓ Establish MOAs/MOU with Local, Regional and International Learning Institutions. ✓ Establish an objective selection process for scholarship programs ✓ Conduct Training Needs Analysis ✓ Review and update Training and Education Policies ✓ Review recruit training curriculum &

			<p>framework</p> <p>✓ Obtain accreditation for training programmes and instructors.</p>
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Infrastructure

9.1.3. This pillar will focus on acquisition and usage of fit-for-purpose equipment, technology and support services to sufficiently address the security needs of the country.

STRATEGIC PILLAR: INFRASTRUCTURE			
STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVES	RESOURCES REQUIRED	STRATEGIC ACTIVITIES
To continuously adopt modern, smart, technological, and data-driven approaches to contemporary policing in Guyana.	<p>✓ Increase the use of appropriate policing technology and scientific methods by 2026.</p>	<ul style="list-style-type: none"> - Electronic Data Management System - Automatic Fingerprint Information System - Police Records Management Information System - Integrated Financial Management Information System - Body Cameras and Still Cameras - CCTVs System - Database Servers - Complete Computer Systems - Laptops - Satellite Phones - HF and VHF Radios - Drones - LCD Projectors - Printers, Photocopiers, Scanners - Microscopes 	<ul style="list-style-type: none"> ✓ Increase the use of Automated Fingerprint Information System by 15 by 2026. ✓ Increase the use of Complete Computers Systems, Printers, Laptops and Scanners by 1,000 by 2026. ✓ Increase the use of Satellite Phones by 300 by 2026. ✓ Increase the use of Database Servers by 30 by 2026. ✓ Increase the use of Drones by 20 by 2026. ✓ Increase the use of HF and VHF Radios in the Interior Locations by 300 by 2026. ✓ Increase the use of Complete CCTVs System with Cameras within Police Regional Divisions by 50 by 2026. ✓ Increase the use of Body Cameras by 500 by 2026. ✓ Increase the use of Ballistics Kits by 100 by 2026. ✓ Increase the use of DNA Biological Evidence Collection Kits by 100 by 2026. ✓ Increase the use of Video Recorders by

	<ul style="list-style-type: none"> - Ballistic Kits - DNA Biological Evidence Collection Kits - Video Recorders - Digital Cameras - Hard Drive Cloning System - Evidence Vacuum Sweeper Kits - Cabinet Approval - Financial Support - GPS Equipment - GIS Software - Solar Systems - Generators - Narcotics Analysis Reagent Kits - Integrated Service Routers - QNAP Cloud Storage with Hard Drive - HD IP Phone VOIP and Device - Rack Automatic Transfer Switches - Flex Cables - Core Wires - Metal Pipes - Still Cameras - Digital Binoculars - Evidence Lockers - Drone Jammers - Geo-Location Platform - SPSS Software - ICT Implementation Plan 	<ul style="list-style-type: none"> ✓ 100 by 2026. ✓ Increase the use of Digital Cameras by 100 by 2026. ✓ Implement an Electronic Data Management System to replace the paper-based system of the Force by 2026. ✓ Increase the use of LCD Projectors for training and meetings by 100 by 2026. ✓ Increase the use of Hard Drive Cloning System 14 by 2026. ✓ Increase the use of Evidence Vacuum Sweeper Kits by 100 by 2026. ✓ Increase the use of GPS Units and Geo Location Platform by 15 by 2026. ✓ Increase installation of Solar Systems by 50 by 2026. ✓ Increase installation of Generators by 20 by 2026. ✓ Increase the use of the GIS Software by 20 by 2026. ✓ Increase the use of Narcotics Analysis Reagent Kits by 100 by 2026. ✓ Increase the use of Integrated Service Routers by 25 by 2026. ✓ Increase the use of QNAP Cloud Storage with Hard Drive 5 by 2026. ✓ Increase the use of HD IP Phone VOIP and Device by 50 by 2026. ✓ Increase the use of Rack Automatic Transfer Switches by 20 by 2026. ✓ Increase the use of Flex Cables by 1,000 by 2026. ✓ Increase the use of Core Wires by 375 by 2026. ✓ Increase the use of Metal Pipes by 750 by 2026.
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			<ul style="list-style-type: none"> ✓ Increase the use of Still Cameras by 100 by 2026. ✓ Increase the use of Digital Binoculars by 50 by 2026. ✓ Establish an Electronic Traffic Management System by 2026. ✓ Equip 132 Police Stations, SOCU, CID HQ and OPR with Video Conferencing Rooms by 2026. ✓ Use Cisco Webex Platform as a medium for meetings and an approach to record meeting proceedings. ✓ Acquire SPSS, Grammarly and NVivo software annually for SPU, Traffic Headquarters and CID HQ by 2026. ✓ Re-establish and upgrade the Police Website by 2026. ✓ Formulate and enforce Standard Operating Procedures to guide the use of new and existing electronic systems (Hardware and Software). ✓ Execute a robust ICT Implementation Plan. ✓ Utilize the Police Records Management System. ✓ Create and update regularly databases of all police buildings, vehicles, equipment, furnishings, training, human resources and financial, traffic and criminal records.
	<ul style="list-style-type: none"> ✓ Increase building improvement and replacement by 2026. 	<ul style="list-style-type: none"> - Cabinet Approval - Financial Support - Building Replacement and Improvement Plan - List of all Police Buildings - Building Design Plans 	<ul style="list-style-type: none"> ✓ Conduct monthly inspections of all Police Buildings yearly by 2026. ✓ Increase repairs and maintenance to police buildings to meet international and occupational health and safety standards by 394 by 2026.

		<ul style="list-style-type: none"> - SOP for Building Inspections 	<ul style="list-style-type: none"> ✓ Formulate SOP to determine the frequency of building inspections.
To continuously adopt a resource-effective organizational culture through employment of progressive physical and human resource management.	<ul style="list-style-type: none"> ✓ Increase Fleet Management by 2026. ✓ Increase Fleet Capacity in each Police Regional Division by 2026. 	<ul style="list-style-type: none"> - Fleet Maintenance Plan - List of all vehicles and their locations - Cabinet Approval - Financial Support - Fleet Maintenance Budget - Fleet Acquisition Budget - SOP for Vehicles, Vessels and Aircrafts Inspections - Resource Allocation Plan - Vehicles, Vessels and Aircraft Acquisition and Deployment Strategy - SOP for Procurement Process 	<ul style="list-style-type: none"> ✓ Conduct monthly inspections of all Police Vehicles, Vessels and Aircrafts yearly by 2026. ✓ Repairs and Service 2,000 Police Vehicles, Vessels and Aircrafts by 2026. ✓ Acquire 1,500 fit-for-purpose Vehicles, Vessels and Aircrafts by 2026. ✓ Formulate a Standard Operating Procedure to determine the frequency of Vehicles, Vessels and Aircrafts inspections. ✓ Conduct workshops and seminars to develop Vehicles, Vessels and Aircraft Acquisition and Deployment Strategy annually by 2026. ✓ Conduct workshops and seminars to develop Resource Allocation Plan annually by 2026. ✓ Conduct workshops and seminars to develop Fleet Management strategy annually by 2026.
	<ul style="list-style-type: none"> ✓ Increase Logistics Management by 2026. ✓ Increase acquisition of Fit-for-Purpose Vehicles, Vessels, Aircrafts, Stationery, Equipment and Furnishings by 2026. 	<ul style="list-style-type: none"> - Maintenance plan - List of all equipment and furnishings and their locations. - Cabinet Approval - Financial Support 	<ul style="list-style-type: none"> ✓ Conduct monthly inspections of all Police Equipment and Furnishings annually by 2026. ✓ Replace and Service 3,000 police Equipment and Furnishings by 2026. ✓ Acquire 12,500 fit-for-purpose equipment by 2026. ✓ Formulate SOP to guide the frequency of equipment and furnishing inspections. ✓ Acquire 10,000 different types of stationery by 2026. ✓ Revise SOP to guide procurement processes by 2026.

<p>To continuously adopt, expand and decentralize policing services throughout Guyana.</p>	<p>✓ Increase the establishment of new police infrastructure to meet contemporary policing demands by 2026.</p>	<ul style="list-style-type: none"> - Cabinet Approval - Financial Support - Internet Connectivity - Building Design Plan - Bill of Quantities - Feasibility Studies - Construction Materials - Aircraft - SOP for Procurement Process 	<ul style="list-style-type: none"> ✓ Construct 11 new Kennels within Regional Divisions by 2026. ✓ Construct 14 new Boat Houses within Regional Divisions by 2026. ✓ Construct 10 new Stables within Regional Divisions by 2026. ✓ Construct a modern accredited Police Academy by 2026. ✓ Construct 24 new Police Stations and Outposts by 2026. ✓ Construct a modern Medical Centre with specialist facilities by 2026. ✓ Construct a modern Criminal Investigations Department Headquarters with specialist facilities by 2026. ✓ Construct a modern ICT Building with specialist facilities by 2026. ✓ Extend the SOCU Building with specialist facilities by 2026. ✓ Establish an Aviation Unit with specialist facilities by 2026. ✓ Construct an Agricultural Unit with specialist facilities by 2026. ✓ Establish a Diversity/Recruitment Units with specialist facilities by 2026. ✓ Establish a Human Resource Department with specialist facilities by 2026. ✓ Establish a Legal Department by 2026. ✓ Establish a Community Relations Department by 2026. ✓ Establish a Behavioural Unit with specialist facilities by 2026. ✓ Expand the Welfare with specialist facilities by 2026. ✓ Establish an Occupational Health and
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			<p>Safety Department and Regional Units with specialist facilities by 2026.</p> <ul style="list-style-type: none"> ✓ Rename and restructure the Audit and Inspection Unit to the Inspectorate Unit with specialist facilities by 2026. ✓ Rename and restructure the SPU to SMD with specialist facilities by 2026. ✓ Reconstruct Transport Workshop with specialist facilities by 2026. ✓ Rehabilitate Living Quarters within Regional Divisions and at Headquarters by 2026. ✓ Rebuild Regional Division 4A Headquarters with specialist facilities by 2026. ✓ Rehabilitate Tactical Services Unit with specialist facilities by 2026. ✓ Rehabilitate Special Constabulary Headquarters with specialist facilities by 2026. ✓ Establish Criminal Records Offices in each Regional Division with specialist facilities by 2026. ✓ Rehabilitate and reconstruct 104 Police Stations and Outposts with specialist facilities by 2026. ✓ Redesign and restructure the Regional Operations Rooms and Force Control to Real-Time Crime Centres equipped with SMART Technology and specialist facilities by 2026. ✓ Establish new Immigration Offices in Regions 1, 2, 3, 5, 7, 8 & 9 with specialist facilities. ✓ Establish Oil and Gas Security Unit with specialist facilities by 2026.
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			<ul style="list-style-type: none">✓ Redesign and restructure the Quartermaster Stores Warehouse and Storage Facilities by 2026.✓ Re-establish and upgrade the Police Website by 2026.✓ Establish 25 new Police Day Care Centres in each Regional Division by 2026.✓ Redesign and restructure the OPR to Internal Affairs with specialist facilities by 2026.✓ Establish Monitoring and Evaluation Units at each Police Regional Headquarters by 2026.✓ Improve efficiency and extend the 911 System by 2026.✓ Establish Media Relations Units at each Divisional Headquarters with specialist facilities by 2026.
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Performance

9.1.4. This pillar will focus on measuring performance, inspecting activities, evaluating outcomes and undertaking monitoring at intervals.

STRATEGIC PILLAR: PERFORMANCE			
STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVES	RESOURCES REQUIRED	STRATEGIC ACTIVITIES
To implement a robust review and assessment system and continuously adopt monitoring and evaluation approaches to realize efficiency and effectiveness.	<input checked="" type="checkbox"/> Increase monitoring and evaluation of all operational activities by 2026.	<ul style="list-style-type: none"> - Key indicators - Baseline data - Timelines - Current data - Surveys - Consultations - Data Analytics and Visualizations - Strategies - Plans - Policies - SOPs - Assessment Forms - Workplans 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Intensify Monitoring and Evaluation and submit reports monthly by 2026. <input checked="" type="checkbox"/> Prepare and publish Annual Reports yearly by 2026. <input checked="" type="checkbox"/> Establish Annual Regional Division and Branches Workplans.

	<ul style="list-style-type: none"> ✓ Ensure 100% realization of the use of performance appraisals and the full implementation of performance monitoring by 2026. 	<ul style="list-style-type: none"> - Performance Appraisals - Reporting Tool - Inspections - Workplans 	<ul style="list-style-type: none"> ✓ Conduct Half Yearly Performance Appraisals for the rank and file by 2026. ✓ Create and circulate a Monthly Reporting Tool to Regional Divisions and Branches by 2026. ✓ Increase the use of Divisional and Branch Workplans by 2026.
	<ul style="list-style-type: none"> ✓ Increase the use of Risk Management and Assessment by 2026. 	<ul style="list-style-type: none"> - SWOT Analysis - Risk Assessment Template - Electronic Risk Register - Risk Management - Project Monitoring Template - Project Monitoring Register - Action Plans 	<ul style="list-style-type: none"> ✓ Increase the use of risk assessment and project monitoring monthly by 2026. ✓ Establish a Risk Management and Project Monitoring Committee to meet monthly to review reports and create action plans by 2026.
	<ul style="list-style-type: none"> ✓ Increase the use of Issue Management System by 2026. 	<ul style="list-style-type: none"> - Electronic Issue Register - Electronic Log Book - Issue Assessment Template - Issue Management Committee - Action Plans 	<ul style="list-style-type: none"> ✓ Formulate an Issue Management Committee to meet monthly to review reports and create action plans by 2026. ✓ Establish a pre-determined criterion to evaluate the effectiveness of issue management.

	<ul style="list-style-type: none"> ✓ Increase the use of Change Management Mechanism by 2026. 	<ul style="list-style-type: none"> - Flowchart/Process Maps - ADKAR Analysis - Culture Mapping - Stakeholder Analysis - Change Models - Gantt Charts - Action Plan 	<ul style="list-style-type: none"> ✓ Establish a Police Reform Board to meet monthly by 2026. ✓ Create a monthly Standard Change Management Reporting Tool and distribute templates to 47 police locations by 2026. ✓ Formulate and implement strategies for effecting change, controlling change and creating an environment for change. ✓ Create a robust action plan to manage change.
	<ul style="list-style-type: none"> ✓ Increase the use of Efficiency Management Systems by 2026. 	<ul style="list-style-type: none"> - Maps - GIS - Computer Systems - Database - Work Schedules - Intelligence Model - Divisional Based Management Information System - Resource Allocation Strategy - Reporting Template - SOP 	<ul style="list-style-type: none"> ✓ Circulate a standard reporting template annually for distribution to determine Response Rate and Service Standards within the Force by 2026. ✓ Formulate and implement a robust resource allocation strategy. ✓ Develop SOP for the management and control of critical incidents. ✓ Utilize an asset management strategy to coordinate activities and realize efficiency. ✓ Conduct tasking and coordination to drive intelligence-led policing. ✓ Commence data exchange between Regional Divisions and Branches to obtain reliable statistics.
	<ul style="list-style-type: none"> ✓ Increase the use of Electronic Record Keeping of Decisions and Recommendations by 2026. 	<ul style="list-style-type: none"> - Virtual Platforms - Technology 	<ul style="list-style-type: none"> ✓ Establish a structured approach to recording decisions and recommendations using appropriate technology.

Partnerships

9.1.5. This pillar will focus on promoting and supporting meaningful engagement with external stakeholders.

STRATEGIC PILLAR: PARTNERSHIP			
STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVES	RESOURCES REQUIRED	STRATEGIC ACTIVITIES
<p>To continuously promote and maintain positive police/public relations through multi-stakeholder-oriented and reciprocal respectability approaches.</p>	<p>✓ Increase systematic cooperation with Community Policing Groups by 2026.</p>	<ul style="list-style-type: none"> - Community Policing Plan - Virtual Forums - Standard Operational Procedure - Policy 	<p>✓ Hold Monthly Statutory Forums with CPG Representatives from each Regional Division.</p> <p>✓ Formulate SOP to guide the functions of the police and Community Policing Groups interaction and joint operations.</p>
	<p>✓ Increase systematic cooperation with State and Local Agencies by 2026.</p>	<ul style="list-style-type: none"> - Police Website - MOUs/MOAs - Operational Protocols - Workshops - Reports - Information Sharing Platforms 	<p>✓ Establish MOUs/MOAs and Operational Protocols with Private Security Agencies, GRA, MOH, DPP, CANU, MOE, MOF, GDF, GPS, GFS, MOSP, MOA, MOPW, MOHW, DPI, NGOs, MOAF, FBOs, Office of the President, Office the Prime Minister, Parliamentary Affairs and Governance, Public Affairs, MOCYS, MOFA, MOTIC, MOL, MOLA, Local Government and Regional Development, MONR and Ministry of Public Service by 2026.</p> <p>✓ Conduct annual workshops with local agencies to formulate National Policing Security Plan by 2026.</p> <p>✓ Conduct half yearly meetings with</p>

			<p>stakeholders in each Regional Division to support 'Victims of Crime' by 2026.</p> <p>✓ Establish an integrated Information Sharing Arrangement with State Agencies and NGOs.</p>
	<p>✓ Increase systematic cooperation with Regional Agencies and Organizations by 2026.</p>	<ul style="list-style-type: none"> - MOUs/MOAs - Conventions - Operational Protocols 	<p>✓ Establish systematic cooperation with CARICOM, CBSI, IMPACS and ACCP through MOUs, Conventions and Operational Protocols by 2026.</p> <p>✓ Participate in Law Enforcement Exchange Programs available Regionally.</p> <p>✓ Create knowledge sharing platforms and networks with Regional Organizations.</p>
	<p>✓ Increase systematic cooperation with International Agencies and Organizations by 2026.</p>	<ul style="list-style-type: none"> - MOUs - Conventions - Operational Protocols 	<p>✓ Establish systematic cooperation with INTERPOL, DEA, FBI and RCMP through MOUs, Conventions and Operational Protocols by 2026.</p> <p>✓ Participate in Law Enforcement Exchange Programs Available Internationally.</p> <p>✓ Create knowledge sharing platforms and networks with International Organizations.</p>
	<p>✓ Increase Media/Public Relations initiatives and proactive media presence by 2026.</p>	<ul style="list-style-type: none"> - Media Relations Officers - Translation Specialists - Standard Operating Procedures and Policies on Public Engagement - Surveys - Workshops - Meetings 	<p>✓ Deploy 40 Media Relations Officers and 40 Translation Specialists to the Regional Divisions by 2026.</p> <p>✓ Formulate, circulate and enforce 47 Public Engagement Standard Operating Procedures to the Divisions and Branches by 2026.</p> <p>✓ Conduct quarterly Face-the-</p>

	<ul style="list-style-type: none"> - Programs - Campaigns - Communication Strategy - Cabinet Approval - Financial Support 	<ul style="list-style-type: none"> Community Programs and Town Hall Meetings within each Regional Division with Community Members by 2026. ✓ Conduct 5,000 Public Perception Surveys by 2026. ✓ Conduct yearly workshops with Media Operatives for the development of the National Policing Security Plan by 2026. ✓ Revise the Communication Strategy. ✓ Establish Public/Station Days involving Corporate Communication Unit. ✓ Increase publications of success stories and dissemination of crime and traffic data to the general public ✓ Create communication marketing campaigns and programs surrounding police/public programs and events by 2026. 	
	<ul style="list-style-type: none"> ✓ Increase engagements with at-risk youths in vulnerable communities by 2026. 	<ul style="list-style-type: none"> - Cabinet Approval - Financial Support - Youth Engagement Strategy - Youth Empowerment Plan - Stakeholder Involvement - Technical and Vocational Training - Sensitization Sessions - Literacy Programs - Youths 	<ul style="list-style-type: none"> ✓ Conduct Youth Camps in each Region yearly by 2026. ✓ Facilitate Technical and Vocational Training with 250 at-risk youths drawn from each Region annually by 2026. ✓ Conduct sensitization sessions with 500 at-risk youths drawn from each Region annually by 2026. ✓ Facilitate literacy programs with 250 at-risk youths drawn from each Region annually by 2026. ✓ Increase the number of Youth and Scout Groups yearly in each Regional Division by 2026.

			<ul style="list-style-type: none"> ✓ Establish Youth Advisory Boards in each Regional Division comprising Youth Leaders to plan and advise on youth empowerment and development activities once quarterly by 2026. ✓ Establish MOUs/MOAs with Ministry of Sport and other stakeholders to provide Youth Development and Internship opportunities. ✓ Execute a Youth Engagement Strategy. ✓ Formulate a Youth Empowerment Plan.
	<ul style="list-style-type: none"> ✓ Increase Victims/Witnesses of Crime Support by 2026. 	<ul style="list-style-type: none"> - Cabinet Approval - Financial Support - Award Scheme - Safety Talk Sessions 	<ul style="list-style-type: none"> ✓ Develop and execute a Resilient Award Scheme for Witnesses/Victims of Crime twice yearly by 2026. ✓ Host Safety Talks Sessions with Victims/Witnesses of Hate Crimes quarterly at each Station or Outpost by 2026. ✓ Implement a “Track my Case” System at all Police Stations allowing Victims of Crime to be updated on the progress of their case. ✓ Host Victim/Witness Station Day monthly.
	<ul style="list-style-type: none"> ✓ Increase community engagements by 2026. 	<ul style="list-style-type: none"> - Advisory Committees - Workshops - Public Engagement Strategy - Social Crime Prevention Plan 	<ul style="list-style-type: none"> ✓ Establish Advisory Committees in each Regional Division comprising Community Members to plan and advise on Community Policing quarterly by 2026. ✓ Conduct workshops quarterly in each Regional Division targeting 50

			<p>repeat offenders, 50 victims of crime and 50 vulnerable groups by 2026.</p> <p>✓ Conduct and implement Restorative Justice Programs with stakeholders.</p>
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Professionalism and Accountability

9.1.6. This pillar will focus on police integrity, reducing police corruption and misconduct and promoting professionalism and accountability in the Guyana Police Force.

STRATEGIC PILLAR: PROFESSIONAL AND ACCOUNTABILITY			
STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVES	RESOURCES REQUIRED	STRATEGIC ACTIVITIES
To continuously promote and maintain police integrity, professionalism and accountability.	<ul style="list-style-type: none"> ✓ Reduce Corruption and Police Misconduct 25% by 2026. ✓ Improve Financial Management and Accountability 25% by 2026. 	<ul style="list-style-type: none"> - Integrity Testing - Performance Appraisals - Code of Conduct - Surveys - Regulatory Framework - Term of References; - Standard Operating Procedures - Force's Policies and Orders - Statuary Policies - Special Orders - Operational Orders - Succession plan - Disciplinary Toolkit - Disciplinary Modules for Inquiring and Presenting Officers - Short, Medium- and Long-Term Financial Plans - Budget Preparation Circulars - Half-Yearly Preparation 	<ul style="list-style-type: none"> ✓ Conduct Integrity Testing with 7,042 ranks at all levels on an annual basis by Behavioural Unit by 2026. ✓ Resuscitate the Executive Leadership Team to oversee, review and approve policies and standard operating procedures on policing systems, police accountability, integrity, professionalism and procedures quarterly by 2026. ✓ Conduct Integrity Testing with ranks at all levels annually by 2026. ✓ Conduct Performance Management Group Meetings monthly to review performance reports and advise on remedial measures promote efficiency and effectiveness by 2026. ✓ Revise and circulate an Ethical Policy to 12,513 ranks and staff by 2026. ✓ Formulate and circulate 1,500 Inquiring Officers' Manuals and 1,500 Presenting Officers' Manuals by 2026. ✓ Revise and circulate the Disciplinary

	<ul style="list-style-type: none"> - Circulars - IFMIS - Payroll System - Cabinet Approval 	<ul style="list-style-type: none"> Procedures Toolkit for distribution to 140 police locations by 2026. ✓ Revise and circulate 140 copies of approved versions of terms of references, standard operating procedures and policies by 2026. ✓ Conduct succession planning workshops and seminars with 300 Senior and 300 Junior Management Personnel annually by 2026. ✓ Prepare and submit Half-Yearly Progress and Projection Reports by 2026. ✓ Prepare and submit Quarterly Financial Forecasting Reports by 2026. ✓ Prepare and submit Budget Speech with Long-Term Financial Estimates (Current and Capital) yearly by 2026. ✓ Internal Affairs to review and investigate matters of Police Misconduct, Corruption, Policing Procedures relating traffic and crime Management. ✓ Implement a Peer Control Reporting System, handle ethical dilemmas, conduct integrity testing activities and promote employee morale. ✓ Utilize the IFMIS to process payments. ✓ Utilize the Ministry of Finance Payroll System to process salaries and emolument payments.
✓ Increase Police Transparency, Legitimacy and Effectiveness by 2026.	<ul style="list-style-type: none"> - Virtual Platforms; - SOP for Procurement Process 	<ul style="list-style-type: none"> ✓ Conduct monthly audits and inspections to determine legitimacy and effectiveness of procedures in

		<ul style="list-style-type: none"> - Inspectorate Unit - Police Website - Inventory Audits - Inspections 	<ul style="list-style-type: none"> financial and administrative practices by 2026. ✓ Review and circulate to 12 Regional Divisions and 35 Branches standard operating procedure for procurement of assets by 2026. ✓ Conduct yearly inventory audits of all assets in the Force by 2026. ✓ Publicise crime and traffic statistics on social media platforms and the Police Website. ✓ Review and implement a standardised asset procurement process.
	<ul style="list-style-type: none"> ✓ Revise and update the Force's Standing Orders in keeping with best practices and international standards by 2026. 	<ul style="list-style-type: none"> - Legal Drafter - Workshops - Terms of References - Standard Operating Procedures - Policies - Police Standing Orders 	<ul style="list-style-type: none"> ✓ Contract a Legal Drafter from the University of Guyana to assist with revision of Police Standing Orders by 2026. ✓ Conduct monthly workshops with personnel from the 12 Regional Divisions and 35 Branches to obtain relevant information to revise Police Standing Orders. ✓ Update, publish and circulate 140 copies of the approved version of revised Police Standing Orders by 2026. ✓ Review and update all Standing Orders to include Branches, Regional Divisions and Operations Term of References, Standard Operational Procedures and Policies.
To continuously foster a policing culture driven	<ul style="list-style-type: none"> ✓ Increase the execution of good administrative practices in keeping with best practices and 	<ul style="list-style-type: none"> - Flip Charts - Projectors - Accommodation 	<ul style="list-style-type: none"> ✓ Conduct the Emotional Behavioural IQ Tests with 50 Senior Management, 200 Middle Management and 300

<p>by the highest level of administrative leadership and cohesion.</p>	<p>international standards.</p> <p>✓ Foster leadership development, Team Building and a Democratic Culture by 2026.</p>	<ul style="list-style-type: none"> - Stationery - Leadership Manuals - Handouts - Meals - Facilitators - Mentors - Coaches - Training - Myers Briggs Emotional Behavioural IQ Tests - Recreational Activities (Games Night, Cocktails, Mess Dinner Night, Fun Days, Movie Night, Karaoke Night, Management Happy Hour, etc.) - Team Building Exercises (Collaborative Planning and Decision-Making, Idea Workshops, Office Debates, Simulation Exercises, Circle of Appreciation, etc.) 	<p>Subordinate Officers once yearly by the Behavioural Unit by 2026.</p> <p>✓ Host Senior Management Leadership Retreats for 500 ranks in leadership yearly by 2026.</p> <p>✓ Host Senior Management Leadership Seminars and Workshops for 500 ranks in leadership yearly by 2026.</p> <p>✓ Establish a Mentorship and Coaching Committee that would meet quarterly to develop and implement plan of actions for mentors/coaches and mentees by 2026.</p> <p>✓ Conduct quarterly Mentorship and Coaching Programs to equip leaders at all levels to meet future challenges by 2026.</p> <p>✓ Host leisure and recreational activities for the Officers Corp and their Families annually by 2026.</p> <p>✓ Promote effective internal communication by publishing and circulation management decisions and policies.</p> <p>✓ Provide an effective feedback mechanism.</p>
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Operations

9.1.7. This pillar will focus on the implementation of operations to mitigate crime, violence and provide citizen safety and security.

STRATEGIC PILLAR: OPERATIONS			
STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVES	RESOURCES REQUIRED	STRATEGIC ACTIVITIES
To develop and implement a robust and Traffic Management system by the end of 2026.	<ul style="list-style-type: none"> ✓ Improve the traffic posture and traffic management system by 2026. 	<ul style="list-style-type: none"> - Equipment - Workshops - Learner Driver Seminars - Campaigns - Traffic Management Plan 	<ul style="list-style-type: none"> ✓ Conduct seminars with road users and drivers quarterly to promote road safety on an annual basis by 2026. ✓ Conduct Traffic Safety Campaigns and Education Programs in Regional Divisions monthly by 2026. ✓ Conduct Learner Drivers' Sessions monthly within Regional Divisions by 2026. ✓ Implement a robust traffic management system in collaboration with agencies and government departments. ✓ Develop and implement a Traffic Management Plan.
To implement and continuously review and adopt the safety and security driven policing plan.	<ul style="list-style-type: none"> ✓ Improve crime detection and prevention through digital, preventative, intelligence-led, predictive and evidence-based policing techniques by 2026. 	<ul style="list-style-type: none"> - Informant Scheme - Crime Analysis - Forensic Analysis - Evidence-based Policing - Intelligence-led Policing - Predictive Policing - Preventative Policing - Confidence Patrols - Sting Operations - Road Blocks - Fixed-Point Patrols - Community Policing 	<ul style="list-style-type: none"> ✓ Establish an Informant Fund with \$25,000,000 annually to boost intelligence gathering within Regional Divisions by 2026. ✓ Conduct Drug Eradication Exercises quarterly by 2026. ✓ Conduct social crime prevention programs within vulnerable communities quarterly in Regional Divisions by 2026. ✓ Conduct forensic analysis on a monthly basis to solve crimes by 2026. ✓ Conduct Sting Operations monthly within

			<ul style="list-style-type: none"> ✓ Regional Divisions to track and apprehend criminal elements by 2026. ✓ Establish monthly Fixed-Point and Confidence Patrols and Road Blocks to detect and deter criminal activities in each Regional Division. ✓ Implement digital investigative mechanism and crime analysis system to improve the understanding of criminality by 2026.
	<ul style="list-style-type: none"> ✓ Increase Border Policing Techniques in Regional Divisions 1, 2, 3, 6, 7, 8 and 9 by 2026. 	<ul style="list-style-type: none"> - Legislative Amendment - Cabinet Approval - Financial Support - Metal Detectors - Border Policing Bill 	<ul style="list-style-type: none"> ✓ Procure 1,000 handheld metal detectors to profile persons departing and arriving into Guyana by 2026. ✓ Coordinate and Partner with the Guyana Defence Force ✓ Conduct Border Searches ✓ Conduct Intelligence-led Policing ✓ Network and collaborate with Local communities, Community Development Officers, Toshao's and Business Owners to deter and prevent criminality.
	<ul style="list-style-type: none"> ✓ Improve the operations of the Special Organized Crime Unit by 2026. 	<ul style="list-style-type: none"> - Counter Terrorism and Money Laundering Strategy - Sting Operations 	<ul style="list-style-type: none"> ✓ Conduct sting operations on a monthly to detect and prevent criminal networks by 2026. ✓ Equip SOCU with crime detection equipment by 2026. ✓ Execute a robust Counter Terrorism and Money Laundering Strategy. ✓ Work in collaboration with the FIU to improve detection of financial fraud and money laundering acts.
	<ul style="list-style-type: none"> ✓ Increase support and enforcement activities to slow the transmission of COVID-19 by 2026. 	<ul style="list-style-type: none"> - Personal Protective Equipment - COVID-19 Supportive and Enforcement Strategy 	<ul style="list-style-type: none"> ✓ Procure 3,000 PPE items for ranks and staff by 2026. ✓ Conduct awareness sessions monthly with members of the public and ranks to prevent COVID-19 Transmission within

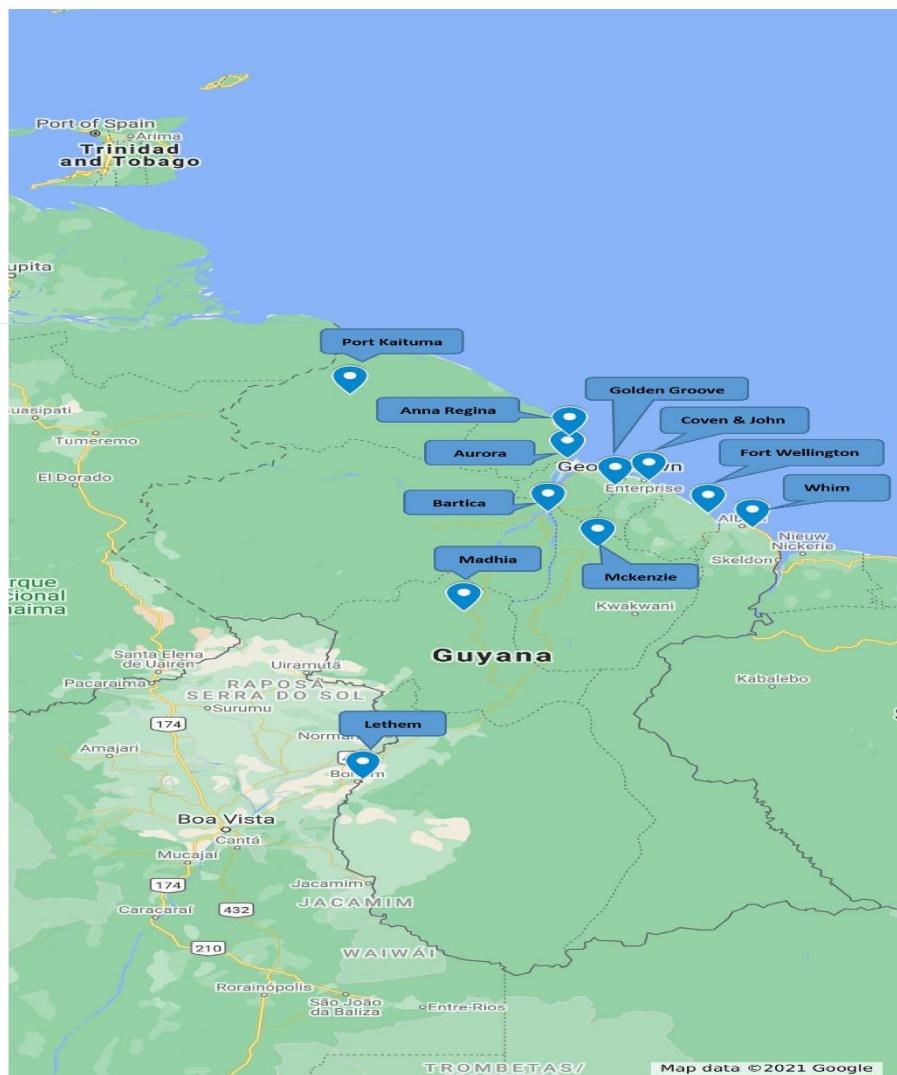
			<ul style="list-style-type: none"> ✓ Regional Divisions by 2026. ✓ Distribute 3,000 face masks within each Regional Division to members of the public by 2026. ✓ Facilitate Vaccination Drives with each Regional Divisions monthly by 2026. ✓ Partner and collaborate with the National and Regional Taskforce Bodies to conduct: ✓ Engagement: Approach and interview the public who are in breach of the COVID-19 measures. ✓ Encouragement: Urge the general public to comply with the COVID-19 Guidelines and emergency orders. ✓ Explanation: Conduct sensitisation sessions. ✓ Enforcement: Institute charges and arrests against the members of the public who are in breach of the COVID-19 Measures. ✓
To continuously develop, implement and enforce the protocols of safety and security that govern the operations of the extractive mineral sector in Guyana.	<ul style="list-style-type: none"> ✓ Increase natural resource security management by 2026. 	<ul style="list-style-type: none"> - Extractive Sector Security Action Plan - Inter-Agency Partnership 	<ul style="list-style-type: none"> ✓ Conduct inspections and surveillance operations on Oil Platforms by the Oil and Gas Security Unit monthly by 2026. ✓ Collaborate with EPA to prevent and detect oil spills and other environmental hazards. ✓ Increase police visibility in mining locations by 2026 to deter and prevent criminality by 2026.

10. Appendices

APPENDIX 1: Proposed Kennel Locations across Guyana.

Proposed Kennel

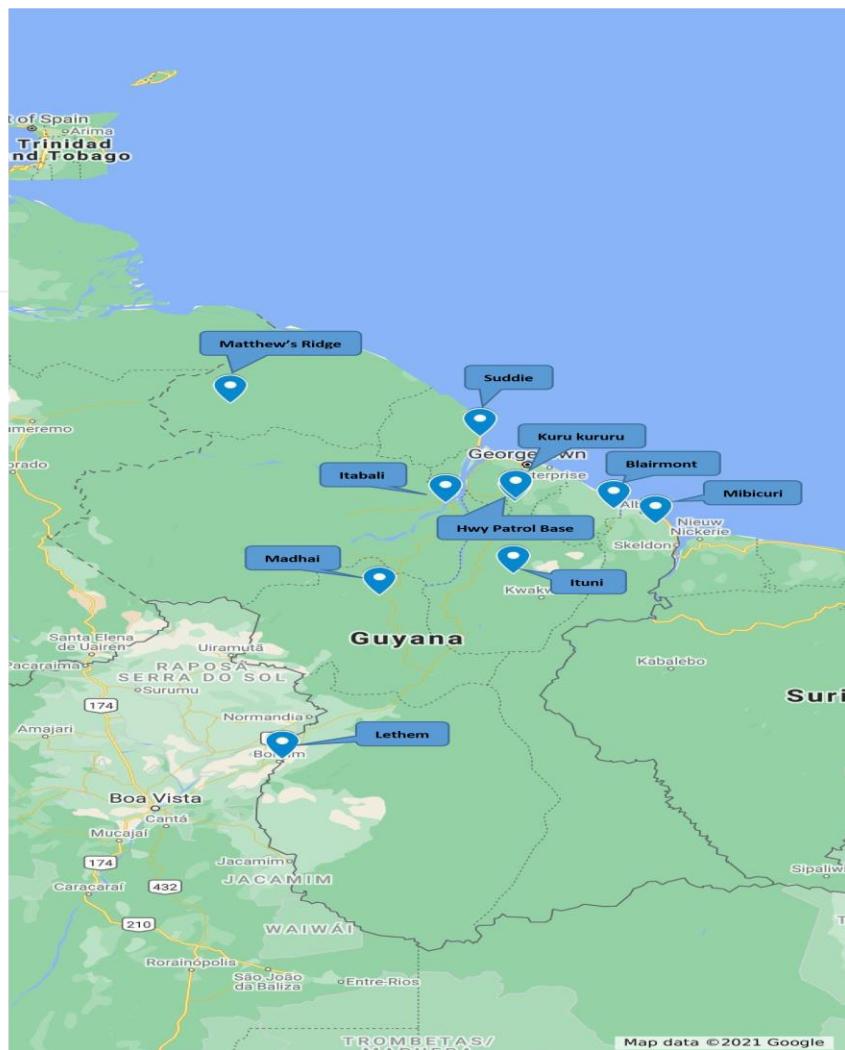
- 📍 Port Kaituma
- 📍 Aurora
- 📍 Anna Regina
- 📍 Golden Grove
- 📍 Cove and John
- 📍 Fort Wellington
- 📍 Whim
- 📍 Bartica
- 📍 Madhia
- 📍 Lethem
- 📍 Mckenzie



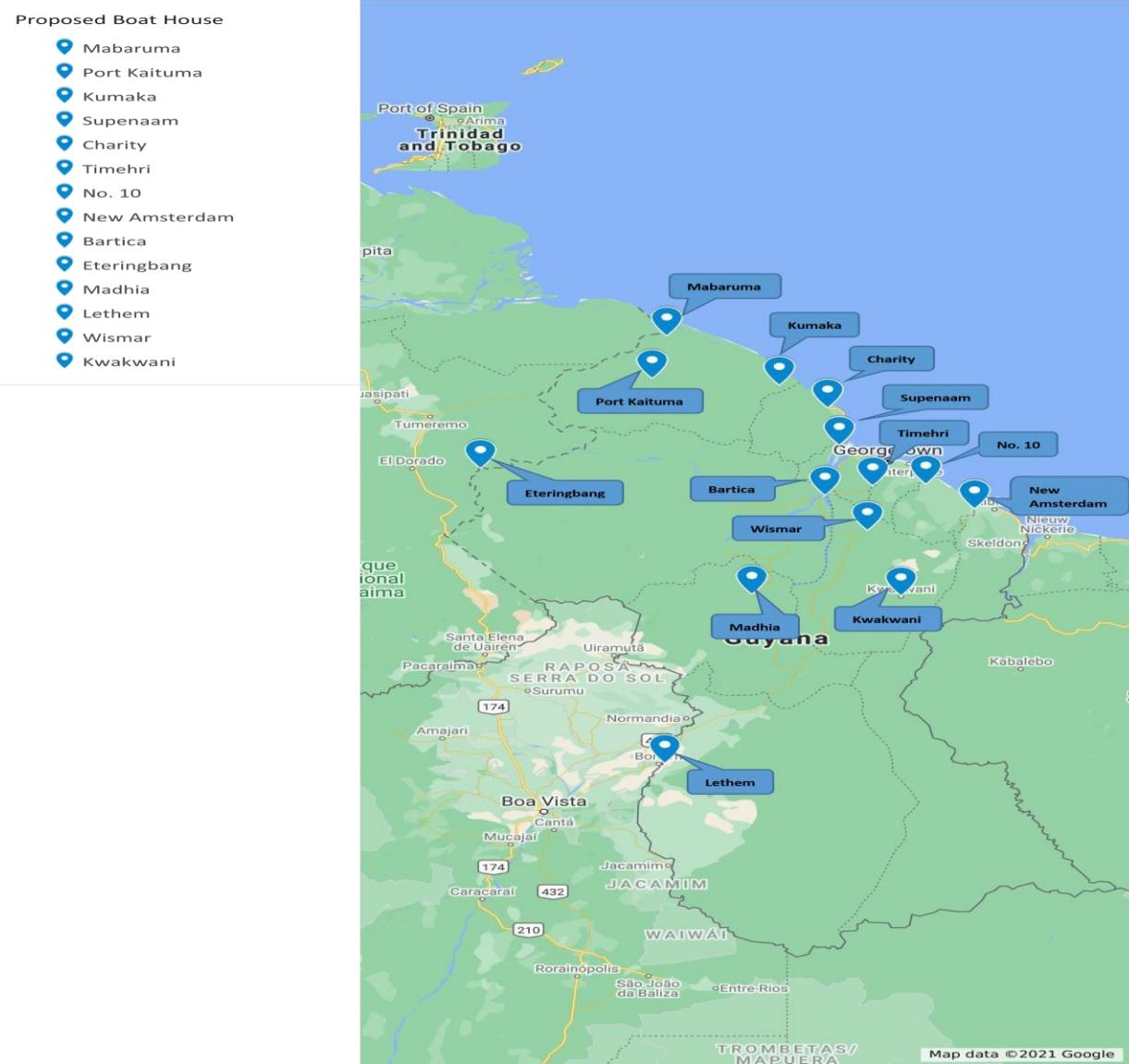
APPENDIX 2: Proposed Stable Locations across Guyana.

Proposed Stables

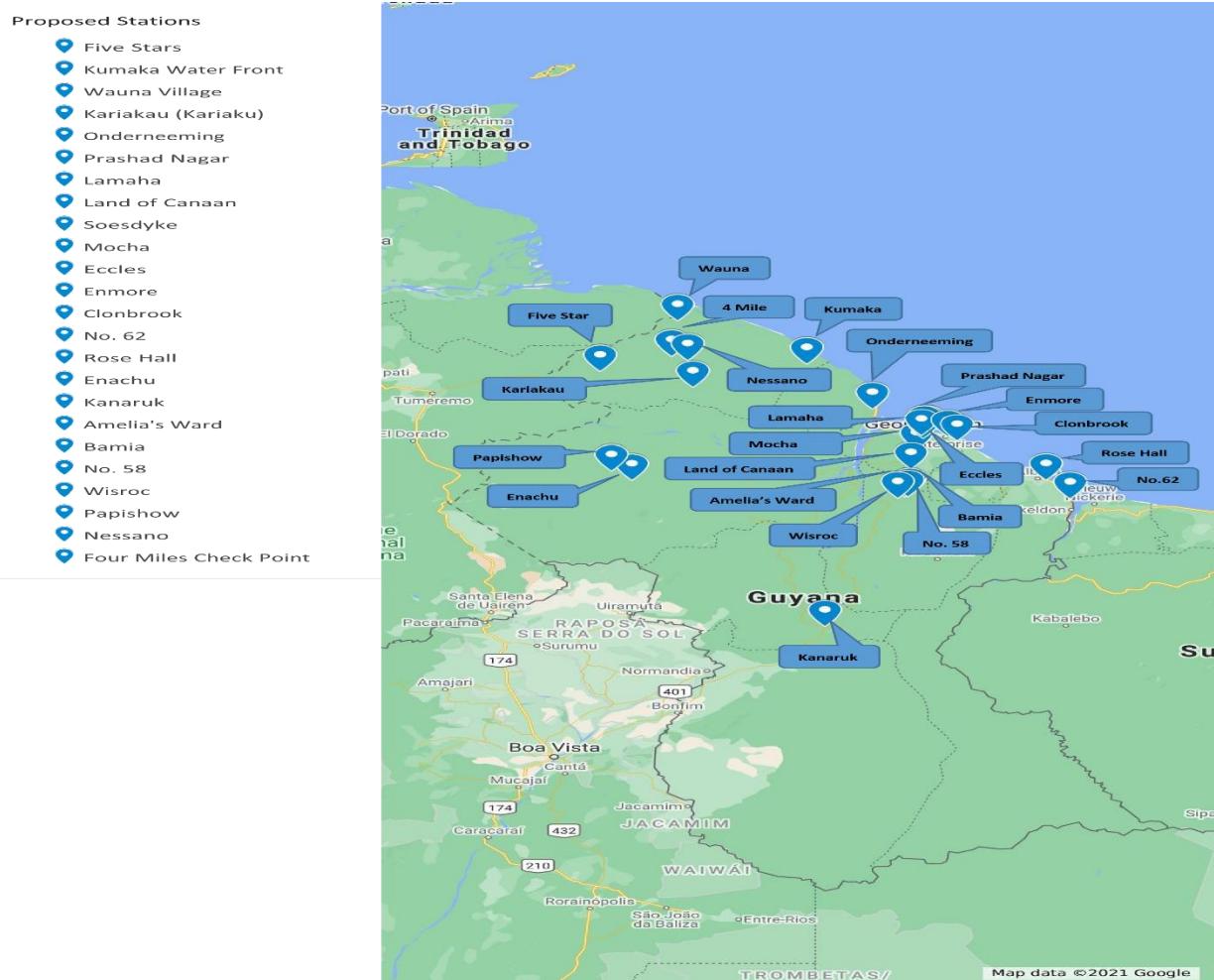
- Matthew's Ridge
- Suddie
- Highway Patrol Base
- Kuru Kururu
- Blairmont
- Mibicuri
- Itabali
- Madhai
- Lethem
- Ituni Police Station



APPENDIX 3: Proposed Locations for Boat Houses across Guyana.



APPENDIX 4: Proposed Locations for New Police Stations/Outposts.



APPENDIX 5: Skill Map for Police Regional Division.

DEPARTMENT	CURRENT SKILLS	REQUIRED SKILLS	QUANTITY
Divisional Commanders	Planning Skills	Legal Knowledge	12
	Delegating Skills	Human Resource Management	12
	Monitoring Skills	Safety & Security Management	12
	Controlling Skills	Tactical Operations Skills	12
	Directing Skills	Public Order	12
		Crowd Control	12
	Knowledge of Fleet Management	Knowledge of Fleet Management	12
		Knowledge of Marine Operations	12
		Knowledge about Mounted and Canine Operations	12
	Communications Skills		12
Registry Commander & General	Computer literate	Motivational & Development Skills	12
	Information and Communication	Analytical Skill	12
	Communication Skills	Legal Knowledge	12
	Human Resource Management	Confidentiality	12
	Problem Solving	Administrative Practices	12
Immigration	Planning Skills	Human Resource Management	12
	Delegating Skills	Administration Skills	12
	Monitoring Skills	Trainings Development	12
	Controlling Skills	Legal Knowledge	12
	Directing Skills	Stores Management	12
		Knowledge of Immigration laws	12
Firearm Section	Forensic Analysis	Knowledge of Firearms Act	12
	Report writing	Legal Knowledge	12
	Investigation	Confidentiality	12
	Computer Literate	Time Management	12

	Information and Communication	Investigation Skills	12
	Record Keeping	Knowledge of arms & ammo	12
	Data Entry		
	Firearms Application Process		
Marine Section	Knowledge of Marine Engines	Health and Safety Skills	12
	knowledge of the Coastal and Inland Waterways	Knowledge in Outboard Operations	12
	Intelligence Gathering Skills	Knowledge in Maps, Charts & Navigation	12
	Combat Skills	Safety and Security Management	12
		Coast Guarding Skills	12
		Search and Rescue Skills	12
ICT Section	Information and Communication Skill	Programming Skills	12
	Analytical Skills	Coding Skill	12
	Computer Technician Skills	Confidentiality	12
	Electrical Skills	Networking Skills	12
	Report Writing	Developer Skill	12
Finance Section	Problem Solving Skills	Confidentiality	12
	Computer Literate Skills	Communication Skills	12
	Accounting and Auditing Skills	Accounting Software	12
	Knowledge of Income Tax and NIS contribution	Knowledge in Financial Regulations	12
	Report Writing	Financial Record Keeping Skills	12
OPR/Complaint Section	Computer literacy	Conflict Resolution Skills	12
	Statement Taken	Critical Thinking	12
	Record Keeping	Time-management skills.	12
	Investigation Skill	Customer Service Skills	12
	Report Writing Skills		12

Divisional Welfare Representatives	Event Planning and Coordination	Confidentiality	12
	Time Management	Health and Safety Skills	12
	Welfare Administration	Financial Record Keeping Skills	12
	Guidance and Counselling	Mental Health	12
		Social Work Skills	12
		Stress management Skills	12
		Conflict Management	12
		Critical Thinking	12
		Statement Taking Skills	12
		Report Writing Skills	12
Divisional Occupational Health and Safety Representative		Communication Skills	12
		Investigation Skills	12
	Inspection Skills	Hazard Assessment Skill	12
	Certificate in Organisation Health and Safety	Landscaping Skills	12
		Evaluation Skills	12
Research and Development Unit		Risk Profiling Skills	12
		Planning Skills	12
	Researching Skills	Critical Thinking	12
	Statistical Skills/Knowledge	Research Methods	12
		Analytical Skills	12
Divisional Logistic Unit		Communication Skills	12
		Time Management	12
	Record Keeping	Monitoring and Evaluation Skills	12
	Report Writing	Information and Communication Skills	12
		Logistics Management	12
Divisional Police Association Representative		Procurement Skills	12
	Attention to Detail	Conflict Management	12
	Active Listening	Communication Skills	12
	Prospecting.	Negotiation Skills	12
	Discovery.	Occupational Health & Safety	12
	Business Acumen.		

Interactive Skills			
Mounted Branch	Crowd Control Skill	Analytical Skill	12
	Riding Skills	Record Keeping & Data Entry Skill	12
	Maintenance Skill	Public Order Tactics	12
	Communication Skill	Crowd Management Control	12
	Computer Literate	Statement Taking Skills	12
	Precision Drills Skills	Report Writing Skills	12
	Horse Grooming Skills		
Canine Section	Basic Obedience	Operant Conditioning Training Techniques	12
	Positive Reinforcement Techniques	Crowd Control Skills	12
	Reward System	Report Writing	12
	Canine Grooming Skills	Tracking Criminals Skills	12
	Handling Dogs with Clicker training	Track and Detect Explosives and Narcotics	12
	Voice Commands Skills	Statement Taking	12
	Maintains High Exceptions		
Traffic Department	Ability to recognise behavioural signals		
	First Aid Skill	Communication Skills	12
	Statement Taking Skills	Time Management	12
	Crowd Management	Confidentiality	12
	Knowledge of Traffic Laws	Escorting Skills	12
	Report Writing	Electronic Traffic Management Skills	12
	Planning and Coordinating Skills		
Maintenance Unit	Purchasing Skill	Time Management	12
	Carpentry Skill	Evaluating Skills	12
	Joinery Skills	Monitoring Skills	12

	Masonry Skill	Communication	12
	Plumbing Skill	Report Writing	12
	Painting Skill		
CID Sub Divisions and Stations		Translator	20
	Report Writing	Time Management	12
	Statement Taken	Negotiation Skill	12
	Record Keeping	Confidentiality	12
	Computer Literate	Critical Thinking	12
	Basic Accounting	Criminal Intelligence	12
		Community Policing	12
		Intelligence Gathering	12
		Crowd Control	12
		Knowledge of Acts & Laws	12
		Conflict Management	12
		Investigative & Communication Skill	12
		Customer Service	12
		Financial Management	12
		Handwriting Forensic Analysis Skill	12
		Fraud Investigation	12
Crime Scene Unit	Surveillance	Time Management	15
	Analytical Skill	Crime Scene Management	15
	Forensic analytical skill	Confidentiality	15
	Communication Skill	Methods in Policing	15
	Conflict Management	Smart Policing Techniques	15
	Investigative Skills		
Operations Room/911 System	Communication Skill	Confidentiality	15
	Coordination	Digital Operators	15
	Administrative Skill	Computer Literate Skills	15
		Data Entry Skills	15
		Analytical Skill	15
		Risk Assessment Skill	15

Gender Base Unit	Administrative Skill	Confidentiality	12
	Data Entry	Customer Service	12
	Record Keeping & Data Entry	Problem Solving	12
		Psychological Skills	12
		Time Management	12
		Knowledge of Sexual Offence Act	12
		Knowledge of Domestic Violence Abuse Act	12
DBMIU	Analytical Skill	Critical Thinking	12
	Data Entry	Problem Solving	12
	Computer Literate	Confidentiality	12
		Knowledge of SPSS	12
		Report & Analysis	12
		Time Management	12
Special Branch	Computer Literacy	Confidentiality	15
	Record Keeping Skills	Communication Skill	15
	Intelligence Gathering Skill	Analytical Skills	15
	Surveillance	Critical Thinking	15
		Rural Constables	100
Human Resource Officer	Planning Skills	Human Resource Management	15
	Monitoring Skills	Administration Skills	15
	Human Resource Skills	Social Work	15
		Financial Management	15
Court Superintendent Office	Record Keeping	Legal Knowledge	15
	Computer Literacy	Court Administration	12
	Court Administrative	Human Resource Management	12
		Criminology	12
		Law Enforcement Administration	12
		Forensic Science	12
Community Relation	Record Keeping	Public Engagement	15
	Communication	Customer Service	15

	Skill		
	Public Relations	15	
	Communication Skills	15	
	Report Writing	15	
	Administrative management	15	
	Social Work	15	
	Community Policing	15	
	Preventative Policing	15	
	Conflict Resolution	15	
	Time Management	15	
	Administrative Skill	15	
Divisional Operation Officer	Planning Skill	Tactical Operation Skill	15
	Delegating Skill	Safety & Security Management	15
	Controlling Skill	Human Resource Management	15
	Computer Literacy	Fleet Management	15
		Public Order	15
		Operation Management	15
		Knowledge of the Law	15
		Crowd Control	15
Trafficking In Person Unit	Communication Skill	Time Management	12
	Computer Literacy	Confidentiality	12
	Analytical Skill	Critical Thinking	12
	Report Writing	Criminal Intelligence	12
	Statement Taking		
	Evidence Gathering		
	Investigative Skills		
Sub Divisions/ Stations/ Outposts	Record Keeping Skill	Knowledge of Electronic Traffic Management	12
	Report Writing Skill	Knowledge of Smart Policing Techniques	12
	Statement Taking Skill	Knowledge of Public Engagement Strategies	12
	Case Management	Public Relations	12
	Crime Scene Management	Communication Skills	12
	Investigative Skill	General Policing	12
	Traffic Management	Time management	12
	Court	Critical Thinking	12

Administrative	
Report Writing	12
Data Entry Management	12
Administrative Management	12
Conflict Resolution	12
Hostage Negotiation	12
Social Work	12
Investigative Skills	12
Community Policing	12
Preventative Policing	12
Psychology Training	12
Statement Writing	12
Criminology	12
Public Order	12
First Aid Training	12
TOTAL	2628

APPENDIX 6: Skills Map for Police Branches\ Departments.

BRANCHES	CURRENT SKILLS	REQUIRED SKILLS	QUANTITY
Commissioner of Police	Planning Skills	Communication Skills	1
	Delegating Skills	Project Management Skills	1
	Monitoring Skills	Organisational Management Skills	1
	Controlling Skills	Legal Knowledge	1
	Directing Skills	Human Resources Management	1
	Commanding Skills	Conflict Management	1
		Safety and Security Management	1
		Operation Management	1
Personal Assistant to The Commissioner	Planning Skills	Communication Skills	1
	Coordination Skills	Management Skills	1
	Statement Taking skills	Logistics Management	1
	Report Writing skills		
	Record keeping Skills		
	Computer Literacy		
Special Branch	Computer Literacy	Safety and Security Management	15
	Record Keeping Skills	Confidentiality	15
	Intelligence Gathering Skills	Communication Skills	15
	Surveillance Skills	Critical Thinking	15
		Intelligence-Led Policing	5
		Operation Management	10
		Analytical Skills	15
		Rural Constables	200
Deputy Commissioner Operations	Planning Skills	Tactical Operations Skills	1
	Delegating Skills	Public Order	1
	Monitoring Skills	Crowd Control	1
	Controlling Skills	Knowledge of Fleet Management	1
	Directing Skills	Knowledge about Marine Operations	1
		Knowledge about Mounted and Canine Operations	1
		Knowledge of Buildings Improvement and Repairs	1
		Safety & Security Management	1
		Communications Skills	1

Deputy Commissioner Law Enforcement	Planning Skills	Crime Scene Management Skills	1
	Delegating Skills	Fraud Investigation Skills	1
	Monitoring Skills	Legal Knowledge	1
	Controlling Skills	Cyber Crime Investigator Skills	1
	Directing Skills	Safety and Security Management	1
		Record Management Skills	1
		Ballistics Analysis Skill	1
		Forensic Analysis Skill	1
		Criminology Skill	1
		Handwriting Forensic Analysis Skill	1
Deputy Commissioner Administration	Planning Skills	Human Resource Management	1
	Delegating Skills	Administration Skills	1
	Monitoring Skills	Social Work	1
	Controlling Skills	Financial Management	1
	Directing Skills	Training Development	1
		Stores Management	1
		Communication Skills	1
Legal Department	Public Speaking	Degree in Law	2
	Knowledge of the Law	Knowledge of Acts, Regulations and Legislation	2
	Critical Thinking	Confidentiality	2
Assistant Commissioner Operations	Planning Skills	Tactical Operations Skills	1
	Delegating Skills	Human Resource Management	1
	Monitoring Skills	Safety and Security Management	1
	Controlling Skills	Public Order	1
	Directing Skills	Crowd Control	1
		Knowledge of Fleet Management	1
		Knowledge about Marine Operations	1
		Knowledge about Mounted and Canine Operations	1
		Communications Skills	1
Divisional Commanders	Planning Skills	Tactical Operations Skills	12
	Delegating Skills	Safety and Security Management	12
	Monitoring Skills	Human Resource Management	12
	Controlling Skills	Public Order	12
	Directing Skills	Crowd Control	12

		Knowledge of Fleet Management	12
		Knowledge of Marine Operations	12
		Knowledge about Mounted and Canine Operations	12
		Station Management	12
		Communications Skills	12
Assistant Commissioner law Enforcement	Planning Skills	Crime Scene Management Skills	1
	Delegating Skills	Fraud Investigation Skills	1
	Monitoring Skills	Legal Knowledge	1
	Controlling Skills	Cyber Crime Investigator Skills	1
	Directing Skills	Safety and Security Management	1
		Record Management Skills	1
		Ballistics Analysis Skill	1
		Forensic Analysis Skill	1
		Criminology Skill	1
		Handwriting Forensic Analysis Skill	1
Deputy Chief Immigration Officer	Planning Skills	Human Resource Management	1
	Delegating Skills	Administration Skills	1
	Monitoring Skills	Knowledge of Immigration laws	1
	Controlling Skills		
	Directing Skills		
SOCU	Analytical Skills	Forensic Accounting	2
	Legal knowledge	Critical Thinking	2
	Forensic Accounting	Identifying and Tracing Asset Skills	2
	Interview Skills	Asset Forfeiture Skills and Money Laundering Investigation Skills	2
	Computer Literate	Legal Knowledge	1
	Investigation Skills	Financial Regulation	1
	Statement Taken Skill		
	Financial Knowledge		
Strategic Planning Unit	Knowledge in Statistics	Monitor & Evaluation	12
	IT Skills	Certificate in Strategic Management	12
	Strategic Planning Skills	Certificate in Budget Planning	12
	Public Speaking Skills	Project Management	12
	Critical Thinking Skill		
	Policy Formulation & Development		

	Monitor & Evaluation		
	Budget Planning		
	Analytical Skill		
Office of Professional Responsibility	Computer Literacy	Conflict Resolution Skills	4
	Statement Taken	Critical Thinking	4
	Record Keeping	Time-management Skills.	4
	Investigation Skill	Customer Service Skills	4
	Report Writing Skills	Legal Knowledge	2
		Knowledge of Police Acts, Regulations and Standing Orders	4
		Investigative Knowledge	2
		Statement Writing	12
		Report Writing	4
		Public Relations	4
Audit and Inspection	Auditing and Accounting Skills	Confidentiality	3
	Problem Solving Skills	Review and Assessment Skills	3
	Communication Skills	Knowledge of Management	3
	Knowledge in Microsoft Office	Accounting Software	3
		Finance Investigation Skills	3
		Financial Audit	3
		Inventory Audit	3
		Audit & Accounting	3
		Management Investigation Skills	3
Projects Office	Analytical Skills	Certificate in Project Management	1
	Organisational Skills		
	Legal Knowledge		
	Knowledge in Microsoft Office		
Corporate Communications Unit	IT Skills	Communication Studies	3
	Communication Skills	Customer Service Skills	3
	Presentation Skills	Public Relations	3
	Critical Thinking	Media Relations	3
	Governance and Ethics Sensitivity	Journalism	3
	Confidentiality	Multi-Lingual	3
Presidential	Conflict Resolution Skills	Confidentiality	10

Guard	Risk Analysis and Control Assessment	Health and Safety Skills	10
	Combat Skills	Conflict Management	10
		Defensive Tactics	10
		Safety & Security Management	10
		Combat Training	10
		Dignitary Protection	10
		Hostage and Rescue Skills	10
		Close Protection Skills	10
Marine Station	Knowledge of Marine Engines	Health and Safety Skills	15
	knowledge of the Coastal and Inland Waterways	Knowledge in Outboard Operations	15
	Intelligence Gathering Skills	Knowledge in Maps, Charts & Navigation	15
	Combat Skills	Safety and Security Management	15
		First Aid Training	15
		Swimming	15
		Safety and Security Management	15
		Mechanical Engineer	15
		Coxwain Course	15
		Seaman's Course	15
		Diving	15
		Coast Guarding Skills	15
		Search and Rescue Skills	15
Legal Advisor	Public Speaking	Knowledge of Policing	3
	Knowledge of the Law	Criminology	3
	Critical Thinking	Legal Knowledge	3
		Law Enforcement Administration	3
Communication/ IT	Information and Communication Skill	Programming Skills	6
	Analytical Skills	Coding Skill	6
	Computer Technician Skills	Confidentiality	6
	Electrical Skills	Networking Skills	6
	Report Writing	Developer Skills	6
		Refrigeration	6
		Electrical Engineering	6
Finance Office	Problem Solving Skills	Confidentiality	6
	Computer Literate Skills	Communication Skills	6

	Accounting and Auditing Skills	Accounting Software	6
	Knowledge of Income Tax and NIS contribution	Knowledge in Financial Regulations	6
	Report Writing	Financial Record Keeping Skills	6
		Banking & Accounting	6
		Public Relations	6
Welfare	Event Planning and Coordination	Confidentiality	4
	Time Management	Health and Safety Skills	4
	Welfare Administration	Financial Record Keeping Skills	4
	Guidance and Counselling	Mental Health Awareness	4
		Social Work Skills	4
		Stress Management Skills	4
		Conflict Management	4
		Critical Thinking	4
		Statement Taken Skills	4
		Psychology	4
		Public Relations	4
		First Aid	4
		Report Writing Skills	4
		Communication Skills	4
		Investigation Skills	4
Occupational Health and Safety	Inspection Skills	Hazard Assessment Skill	4
	Certificate in Organisation Health and Safety	Landscaping Skills	4
		Evaluation Skills	4
		Occupational Health & Safety	4
		First Aid	4
		Risk Profiling Skills	4
		Planning Skills	4
Mounted Branch	Crowd Control Skill	Analytical Skill	5
	Riding Skills	Record Keeping & Data Entry Skill	5
	Maintenance Skill	Public Order Tactics	5
	Communication Skill	Crowd Management Control	5
	Computer Literate	Statement Taking Skills	5
	Precision Drills Skills	Report Writing Skills	5
	Horse Grooming Skills	Communication Skills	5
		Animal Care management	5

		Equine management	5
		Veterinarian	5
		Search & Rescue	5
		Defensive Tactics	5
		Firearm Training	5
		Tactical Formation	5
Canine	Basic Obedience	Operant Conditioning Training Techniques	8
	Positive Reinforcement Techniques	Crowd Control Skills	8
	Reward System	Report Writing	8
	Canine Grooming Skills	Tracking Criminals Skills	8
	Handling Dogs with Clicker training	Track and Detect Explosives and Narcotics	8
	Voice Commands Skills	Statement Taken	8
	Maintains High Exceptions		
	Ability to recognise behavioural signals		
Traffic	First Aid Skill	Communication Skills	10
	Statement Taken Skills	Time Management	10
	Crowd Management	Confidentiality	10
	Knowledge of Traffic Laws	Escorting Skills	10
	Report Writing	Electronic Traffic Management Skills	10
	Planning and Coordinating Skills	Public Relations	10
		Crowd Control Skills	10
		First Aid Training	10
		Defensive & Pursuit Driving Knowledge	10
		Knowledge of Traffic Laws	10
Construction	Purchasing Skill	Time Management	3
	Carpentry Skill	Evaluating Skills	3
	Joinery Skills	Monitoring Skills	3
	Masonry Skill	Communication	3
	Plumbing Skill	Report Writing	3
	Painting Skill	Civil Engineer	3
		Plumbing Skill	3
		Carpentry Skill	3
		Masonry Skills	3
		Joinery Skills	3

Quartermaster Stores	Purchasing Skill	Communication Skill	8
	Maintenance Skill	knowledge of Stores Regulations	8
	Record Keeping	Logistics & Supply Chain Management	8
	Report Writing	Procurement Management	8
	Sewing Skills	Auditing & Accounting Skills	8
	Computer Literate	Controlling Skills	8
		Office Management Skills	8
		Inventory Management	8
CID	Communication Skill	Time Management	10
	Report Writing & Statement taking	Confidentiality	10
	IT Skill	Technical ability to use Scientific Techniques	10
	Analytical Skill	Programming & Hacking	10
	Handwriting Detection Skills	DNA Analysis	10
	Conflict Management	Video Forensic Analysis	10
	Evidence Storage Skills	Cyber Security Skills	10
	Crime Scene Management	Criminal Intelligence	10
	Investigation Skills	Critical Thinking	10
	Fingerprint Technician Skill	Criminology Skill	10
	Evidence Gathering and Examination Skills	Statement Writing Skills	10
	Ballistic Examination Skill	Report Writing	10
	Laboratory skills	Handwriting Analysis	10
	Administrative Skills	Forensics Analysis	10
	Forensic Analytical Skill	Crime Scene Management	10
	Fraud Detection Skill	Ballistic Investigation	10
	Canine Handler	Psychology	10
	Cybercrime Investigation Skill	Public Relations	10
		Fraud Investigation	10
		Communication Skills	10
SWAT	Combat skill	Confidentiality	4
	Crowd control	Critical Thinking	4
	Marksmanship	Conflict Resolution	4
		Negotiation Skills	4
		Hostage Management	4
		Public Order	4

		Search & Rescue	4
		Communication Skills	4
		Special Tactics and Strategies	4
Tactical Service Unit	Marksmanship	Confidentiality	5
	Combat skill	Computer Literate	5
	Public Order Skills	Administrative Skills	5
	Crowd Control	Communication Skills	5
	Weapon Maintenance Skill	Public Order	5
		Skill at Arms	5
		Combat Training	5
		Riot Management	5
		Tactical Training	5
		Critical Thinking	5
		Drills & Musketry	5
Credit Union	Bookkeeping	Analytical Skill	3
	Administrative Skill	Accounting Skills	3
	Communication Skill	Confidentiality	3
	Data Processing	Evaluation Skills	3
	Computer Literate		
Therapist Section	Communication Skill	Critical Thinking	10
	Computer Literate	Confidentiality	10
	Listening Skills	Management	10
	Psycho Social Skills	Time Management	12
	Empathy	Planning and Organising Skills	12
		Psychology Training	12
		Public Relations	12
		Social Work	12
		Guidance and Counselling	12
		Communication Skills	12
General Office	Record Keeping	Confidentiality	5
	Computer Literate Skills	Administrative Skill	5
		Communication Skill	5
		Public Relations	5
		Communication Skill	5
		Human Resource Management Skills	5
Training School	Administrative Skill	Trainers Trainer Skills	10
	Methods of Instruction Skills	Organising Skills	10

	Data Entry	Human Resources Management Skills	10
	Public Speaking	Analytical Skill	10
	Record Keeping Skills	Critical Thinking	10
	Computer Literate	Electronic Record Keeping Skills	10
		Public Relations	10
		Resource Management	10
		Knowledge of Police Acts, Regulations & Standing Order	10
		Certificate in Education	10
		Instructional Design & Delivery Skills	10
		Assessment Development Skills	10
		Administrative Practices	10
		Communication Skills	10
Suicide	Report Writing	Psychosocial Skills	4
	Communication Skills	First Aid Skills	4
	Guidance and Counselling	Suicide Intervention Skills	4
		Critical Thinking	4
		Public Relations Skills	4
		Guidance & Counselling	4
		Confidentiality	5
		Analytical Skills	5
Band Room	Musical Skills	Computer Skill	3
	Report Writing Skills	Administrative Skill	3
		Music Composition & Production	3
		Physics of Music	3
		Advance Musical Training	3
		Applied Vocal Training	3
		Communication Skill	3
Scout	Event Planning	Communication Skill	2
		Youth Empowerment Skills	2
		Time Management	2
Force Control	Communication Skill	Confidentiality	3
	Coordination	Digital Operators	3
	Administrative Skill	Computer Literate Skills	3
		Communication Skills	3
		Public Relations	3

		Operation management	3
		Record Keeping Skills	3
		Coordination Skills	3
		Data Entry Skills	3
		Analytical Skill	3
		Risk Assessment Skill	3
Community Policing	Record keeping	Analytical Skill	3
	Communication Skill	Customer Service Skills	3
		Public Engagement Skills	3
		Conflict Resolution Skills	3
		Administrative Skill	3
		Time Management	3
		Neighbor Hood Police	200
Sport Secretariat	Event Planning	Coordination	2
		Organising Skills	2
		Data Entry	2
		Public Relations	2
		Event Planning	2
		Communication	2
		Time Management	2
GPF Command Centre	Surveillance	Track Evidence Skills	5
	Video Footage Examination	Analytical Skills	5
	Record Keeping	Logistics Management	5
		Disaster Management	5
		Risk Management	5
		Communication Skills	5
		Public Relations	3
		Problem Solving	5
		Critical Thinking	5
Transport Workshop	Mechanic Skills	Mechanic Engineer	3
	Driver	Auto Electricians	3
	Record keeping	Fleet Management Skill	3
		Bodywork Technician	3
TOTAL			2372

APPENDIX 7: Consultation Conducted with various levels of Ranks and Units/Branches in the Guyana Police Force.

Date of Interview	Level of Ranks / Branches
May 17, 2021	Sub Divisional Officers
May 19, 2021	Subordinate Officers
May 21, 2021	Divisional Commanders
May 24, 2021	Transport Section
May 24, 2021	Finance Office, Finance Officer
May 24, 2021	Force Control
May 27, 2021	Suicide Unit
May 24, 2021	Welfare Department
May 27, 2021	Audit & Inspection
May 25, 2021	Quartermaster Stores
May 25, 2021	Mounted/Canine Branch
May 27, 2021	Audit & Inspection
May 28, 2021	Construction
May 28, 2021	Office of Professional Responsibility
May 31, 2021	General Office
May 31, 2021	Traffic Office
June 1, 2021	IT/Communication Unit
June 2, 2021	Marine Unit
June 2, 2021	Tactical Service Unit
June 2, 2021	SOCU
June 2, 2021	Immigration Office
June 3, 2021	Force Training Office

APPENDIX 8: Schedule of Interviews Conducted with External Stakeholders.

Date of Interview	Time	Name of Ministry/NGO	Contact Person	Contact Number	Remarks
June 10, 2021	15:00hrs.	Guyana Prison Service	Mr. Nickelon Elliot	225-6003	Completed
June 18, 2021 (Friday)	10:00hrs	Guyana Revenue Authority	Ms. Bobb - Semple	227-8222 ext. 3900	Completed
June 16, 2021 (Wednesday)	10:00hrs	Guyana Fire Service	Mr. Wickham	226-2411-3 or 225-0650	Completed
June 4, 2021	11:30hrs	Ministry of Human Services and Social Security	Hon. Dr. Vindhya Persaud	225-7112	Completed
June 9, 2021	10:00hrs	Juvenile Holding Centre	Ms. Persaud	219-1883	Completed
June 7, 2021	13:30hrs	Police Complaints Authority	Justice William Ramlall (Ret'd)	226-2095 or 227-1627	Completed
June 4, 2021	8:30hrs	Ministry of Home Affairs	Hon. Robeson Benn	225-7270	Completed
June 21, 2021	14:00hrs	Georgetown Chamber of Commerce	Mr. Timothy Tucker	227-6441	Completed
June 23, 2021	9:00hrs	Guyana Association Private Security	Mr. Johnny Mortley	265-5710 or 640-0616	Completed

APPENDIX 9: Schedule of Second Round of Interviews for External Stakeholders

Date of Interview	Time	Name of Ministry/NGO	Contact Person	Contact Number	Remarks
Thursday August 5, 2021	15:00hrs	Rotary Club of Georgetown	Ms. Ramona Singh	669-1296 or ramonasingh508@gmail.com	Completed
Wednesday August 4, 2021	14:00hrs	Office of the Solicitor General, Ministry of Legal Affairs	Ms. Beverley Bishop Assistant Solicitor General	226-4946	Completed
		Ministry of Amerindian Affairs	Hon. Ms. Pauline Sukhai	227-5067 or 223-7285	Calls went unanswered on July 26-27, 2021. Call was placed on July 28, 2021, a call will be returned, the Secretary was not available. The Secretary was contacted however she said they would get back to us but did not to date.
Friday August 6, 2021	10:00hrs	Office of the Ethnic Relations Commission	Mr. Aiden Sparman Head, Investigative Unit	231-6265 or 231-6281 or 640-4325	Completed
		ACDA		225-8420	The team will meet with the Steering committee. ACDA will call back. Called on July 26, 2021. Occupied with Celebrations, will call back. ACDA never called back.
		Office of the Director of Public Prosecutions	Mrs. S. Ali-Hack, DPP	226-0668, 226-0303 or 226-3192	Called on July 27, 2021. To call back after 1pm. DPP is in a zoom meeting. Called on July 28, 2021, Secretary relayed that the DPP made some points regarding the letter but hasn't set a date for the meeting. A call was made her Secretary said the DPP did

					not set a date for an interview as yet.
		Office of the Auditor General 63 High Street, Kingston Georgetown	Mr. Deodat Sharma, Auditor General	225-7592 or 231-0781	Ms. Samaroo will return a call on July 28, 2021. No other contact was made.
		Chancellor of the Judiciary The Supreme Court of Judicature	Justice Yonette Cummings- Edwards		Unable to make contact
		Office of the Chief Magistrate The Supreme Court of Judicature	Chief Justice Ann McLennan		Unable to make contact
		Office of the Guyana Women Lawyers Association The Supreme Court of Judicature			Made contact with the office but no one was available to collect our correspondence.
		Guyana Human Rights Association 56B Austin Place and Hadfield Street	Mr. Mike McCormack	226-1789	Contact number isn't working. Called on July 26, 2021. Called again on July 27, 2021
		Office of the Ombudsman	Justice Winston Patterson		Unable to make contact

		Speaker of the National Assembly Parliament of the Co-operative Republic of Guyana Parliament Building, Georgetown	Mr. Sherlock Issacs, Clerk of the National Assembly	226-1465	Will be contacted via COP. A response from the Clerk of the Assembly was received on July 19, 2021. A proposed date of Wednesday 28, 2021 @10:00hrs.
		Office of the Clerk of the National Assembly Parliament of the Co-operative Republic of Guyana Parliament Building, Georgetown			
		Hon. Minister Priya Manickchand Ministry of Education	Hon. Minister Priya Manickchand	226-3094	The Minister is presently occupied with the ‘We care cash grant’, as such we were advised to call back on Thursday July 29, 2021.
		Hon. Minister Joseph Hamilton Minister of Labour 82 Brickdam, Georgetown	Hon. Minister Joseph Hamilton	226-6115	Calls went unanswered on July 26 to 28, 2021.
		Office of the Guyana Bar Association	Ms. Pauline Chase President	231-4464	Called on July 26, 2021, was asked to call back. Called on July 27, 2021, the call went unanswered.

		39 Brickdam , Stabroek Georgetown			
		Office of the Indian Action Committee 1762 Railway Embankment, Cummings Lodge, E.C.D			A physical visit was made to the address but no contact was made at the location. There was a sign for apartment to rent at the location.
Tuesday August 3, 2021	10:00hrs	Council Chairperson Lions Club International 709 Mandela Avenue, North Ruimveldt Georgetown	Mrs. Bentick Council Chairperson		Completed